



# BLUE ECONOMY

FOR SOCIO-ECONOMIC  
DEVELOPMENT AND  
ENVIRONMENTAL  
CONSERVATION IN  
ZANZIBAR

12 June, 2021 | Zanzibar



● UONGOZI  
● Institute



UN  
environment  
programme

# UONGOZI Institute

**'Uongozi'** means leadership in Kiswahili, and inspiring and strengthening leadership is the core purpose of our organisation. Established in 2010 by the Government of Tanzania, UONGOZI Institute is dedicated to inspiring and equipping Tanzanian as well as African leaders to deliver inclusive and sustainable solutions for their nations and for Africa.

We apply a holistic and mutually reinforcing approach to capacity development which recognises that leadership competencies are developed through a continuous, lifelong learning process. Our two strategic pillars – leadership and sustainable development – are addressed through four main areas: executive education, policy dialogues, action-oriented research, and technical support. Our clients include organisations as well as individuals from the public sector, private sector, and civil society.

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## Table of Contents

|            |  |
|------------|--|
| 01         | <b>LIST OF ABBREVIATIONS</b>   |
| 02         | <b>INTRODUCTION</b><br><br>The Green Growth Platform (GGP)<br>“Greening the Blue” – The Blue Economy Forum in Zanzibar   |
| 03         | <b>OPENING SESSION</b><br><br>Introduction to the Blue Economy Forum<br>Welcoming remarks from Development Partners<br>Welcoming the Guest of Honour<br>Keynote speech<br>Presentation: Realizing the Blue Economy in Zanzibar |
| 04         | <b>OBSERVATIONS AND RECOMMENDATIONS FROM THE THEMATIC SESSIONS</b>   |
| APPENDIX A | <b>PROGRAMME OF THE FORUM</b>  |
| APPENDIX B | <b>LIST OF PARTICIPANTS</b>  |

# The Green Growth Platform (GGP)

*A core component of the activities of the UONGOZI Institute to support sustainable development is the Green Growth Platform (GGP).*

*Launched in 2012, the GGP aims to increase awareness and understanding of issues related to green growth and its potential for Tanzania's development.*

The Platform brings together diverse stakeholders from government, the private sector, civil society, academia and development partners to discuss common challenges facing Tanzania and identify mutually beneficial solutions. In this way, the GGP is a proactive tool for creating cross-sectoral linkages, building long-term social capital and promoting economic and social wellbeing, while safeguarding the ecosystems and environments that sustain us all.

Given the far-reaching importance of coastal and marine resources for supporting the livelihoods of a large proportion of Zanzibar's population and realizing the goals of Zanzibar Development Vision 2050, the theme of this year's GGP dialogue was

**“Realizing the Blue Economy for Socio-Economic Development and Environmental Conservation in Zanzibar.”**

The one-day event, organized by the UONGOZI Institute in collaboration with the Ministry for the Blue Economy and Fisheries, UNDP and UNEP, was held at Hotel Verde in Stone Town, Zanzibar on 12 June 2021. H.E. Dr. Hussein Ali Mwinyi, President of Zanzibar and Chairman of the Revolutionary Council, was the Guest of Honour and delivered the keynote speech.

# “Greening the Blue,”

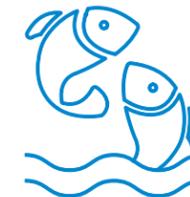
## THE BLUE ECONOMY FORUM IN ZANZIBAR

This report provides edited highlights of the dialogue. It is structured in three sections. Section 1 provides edited summaries from the conference's opening session, including welcoming remarks from representatives from development partners, UNDP, UNEP and UN Women, the keynote speech by H.E. Dr. Hussein Ali Mwinyi, and the presentation by Professor Joseph Semboja on the "Realizing the Blue Economy in Zanzibar".

Following the opening session, participants were divided into three thematic discussion groups to examine key sub-sectors in the blue economy in Zanzibar in greater depth. The three groups were;

Each group was tasked with deliberating on key issues and challenges facing the different sub-sectors and provide their recommendations for advancing the blue economy in Zanzibar.

Section 2 provides a synthesis of the principal topics and recommendations from the three groups. Section 3 provides a summary of closing remarks. The programme of the forum and the full list of participants are included as Appendix A and B at the end of the report.



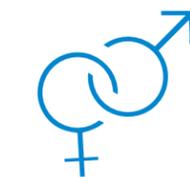
### Group 1

Fisheries, Maritime Trade & Transport



### Group 2

Tourism, Energy (Oil and Gas) & Research



### Group 3

Aquaculture, Gender Mainstreaming & Blue Financing



Participants during the opening session.



## OPENING SESSION

*The Forum's opening session included introductory remarks by Mr. Kadari Singo, Chief Executive Officer of the UONGOZI Institute, welcoming remarks by representatives from three development partners, Ms. Christine Musisi (UNDP), MS. Hodan Addou (UN Women) and Ms. Clara Makenya (UNEP)—followed by the keynote speech by the Guest of Honour, H.E Dr. Hussein Ali Mwinyi, President of Zanzibar and Chairman of the Revolutionary Council, and the presentation on the development of a blue economy strategy for Zanzibar by Professor Joseph Semboja.*



# 1.1 Introduction to the Blue Economy Forum

**Mr. Kadari Singo,**  
Chief Executive Officer,  
UONGOZI Institute

Mr. Singo extended his thanks to the Revolutionary Government of Zanzibar, especially the Ministry of Blue Economy and Fisheries, as well as development partners from UNDP and UNEP for their great cooperation in organizing and facilitating the conference. He welcomed the invited guests and thanked them for offering their time to participate in this important forum.

He described that the Blue Economy Forum for Socio-economic Development and Environmental Conservation in Zanzibar had been organized to assist the Government of Zanzibar in its efforts to build a modern economy by strengthening its blue economy. The event provided an opportunity to exchange information, ideas and experiences about the intimate relationship between the ocean and its resources and the economic development of society.

The ocean is the mainstay of the blue economy so it is vitally important to continue educating and reminding each other how to effectively carry out maritime economic activities without causing damage or pollution. By doing so, future generations will be able to similarly benefit from the ocean.

*Specifically,  
the conference  
aims to discuss the  
following issues:*

- 01**  
Key opportunities in the implementation of the existing blue economy in Zanzibar.
- 02**  
The current situation, that is, "situation analysis", and how best to use those opportunities to implement the concept of the blue economy for the benefit of all Zanzibari
- 03**  
Current and future challenges, whether in the expertise or skills required in the management and use of the sea and its resources
- 04**  
Joint orientation in strategic preparation and coordination of the concept of the blue economy



Mr. Singo shares why blue economy matters to UONGOZI Institute.

He added that the involvement of the UONGOZI Institute as organizers of the Forum is not unfortunate by any means. Since 2012, the Institute has been promoting development efforts that focus on environmental protection through its Green Growth Platform (GGP).

The GGP was established with the aim of bringing together leaders and stakeholders to discuss fundamental issues related to sustainable development in Tanzania that focus on environmental stewardship for the benefit of present and future generations.

These principles are fundamental to the current forum. It aims to encourage dialogue on the most effective ways to sustainably manage the ocean and its resources through implementation of the concept of the blue economy as the driver for economic growth in Zanzibar.

This responsibility has been taken up by the Government of Zanzibar which is sincerely committed to using the ocean and its resources to build a strong economy and reduce poverty in Zanzibar.



*Since 2012, the Institute has been promoting development efforts that focus on environmental protection through its Green Growth Platform (GGP).*



## 1.2

# Welcoming remarks from Development Partners

**Ms. Christine Musisi,**  
Resident Representative  
for UNDP in Tanzania

In opening, Ms. Musisi sincerely thanked the Revolutionary Government of Zanzibar for organizing the Forum to deliberate on the blue economy, which is a key national development priority, and to the UONGOZI institute and UN Environment Programme for collaborating with UNDP for today's dialogue.

She also extended her appreciation to development partners, dignitaries, officials, leaders and representatives of agencies and organizations in attendance as well as other partners who have been engaging on this agenda, including Norway, Finland, the European Union and Sweden.

In doing so, she underscored that strong collaboration among all partners led by the Government would be paramount in harnessing the required capacities, resources, experience and knowledge to ensure a coherent and coordinated approach in fast-tracking development of the blue economy in Zanzibar, accelerating progress towards Zanzibar's Vision 2050 and achieving the sustainable development goals.

Central to Zanzibar's success in this journey is the opportunity to harness the power of the blue economy in advancing the country towards higher-middle income status that leaves no one and no place behind. To this end, she congratulated President Mwinyi on his political leadership in setting up the required institutional framework for the blue economy through the establishment of the Ministry of Blue Economy and Fisheries.

Ms. Musisi said that excellent progress had been made in recent weeks since 25 May 2021 when the Ministry of Blue Economy had brought together multiple stakeholders to deliberate on the blue economy agenda in Zanzibar. She related that the task team established as a result of that consultation was advancing quickly in reviewing the national blue economy policy and in preparing the Zanzibar blue economy strategy and other relevant frameworks, including the resource mobilization plan, monitoring and evaluation plan, and stakeholders' engagement plan. She said that UNDP will continue to work closely with the Ministry and all stakeholders to walk this important journey with them.

### *The huge potential for the blue economy in Zanzibar*

Continuing, Ms. Musisi said that the blue economy offers huge potential for Zanzibar to address a critical obstacle to sustainable development, which is a narrow resource space. The blue economy offers the prospect of sustained, environmentally-sound, socially-inclusive economic growth through effective use of marine and coastal resources.

There is great potential in marine and coastal tourism, energy, fisheries, shipping and port facilities, aquaculture, seabed mining, biotechnology, marine agriculture, and so on. She believed that the blue economy approach—which ensures coherence in setting policies, incentives and programmes that address existing challenges—will set Zanzibar on an accelerated green climate-resilient growth path.

### *The UNDP strategy in blue economy*

The UNDP strategy for blue economy prioritizes climate action and digital transformation. In collaboration with other UN agencies and partners, UNDP is currently developing a blue economy programme which will offer an integrated, coordinated, coherent policy and planning approach for “greening the blue”.



Ms. Musisi shares UNDP strategy on 'greening the blue'.



## Priority areas in UNDP's Blue Economy Strategy

- 01 Climate-resilient, green investment and growth;
- 02 Integration of blue economy strategies into national development plans, budgets, and sector data analytics to inform policy and investment decisions;
- 03 Unlocking of innovative financing for investment through a rural and urbanization lens in the key blue economic sectors in Zanzibar that leverages public, private and community participation;
- 04 Development and pitching of investable and bankable projects in sustainable tourism, fisheries, and services; and
- 05 Blue economy ecosystem engagement.

She said that UNDP's commitment to supporting the blue economy will build upon its existing partnerships in Zanzibar, including in integrated tourism recovery, climate change financing, investment and sustainable cities, and other interventions ranging from policy, institutional and grass root levels.

Throughout this process, UNDP will work to strengthen the partnership between the government and private sector. So too, the role of women and youth is paramount. She reiterated that UNDP is committed to collaborate with the Revolutionary Government of Zanzibar, development partners and all stakeholders in building a blue economy agenda in Zanzibar that will accelerate progress towards inclusive sustainable development. In closing, she said:



*“We need to innovate, mobilize all actors and communities, invest and grow together towards sustainable prosperity and resilience for all...leaving no one and no place behind.”*



**Ms. Clara Makenya,**  
National Coordinator,  
UNEP

To begin, Ms. Makenya said that it was a great privilege and honour for her personally and for UNEP to be part of this important event to discuss the way forward for integrating the blue economy in the socio-economic development of local communities in Zanzibar, while taking into consideration environmental sustainability and conservation.

She commended the President for the weight that the Government under his leadership was giving to the concept and practice of the blue economy. Given its long coastline and vast ocean resources, the blue economy is without doubt an important initiative for the Revolutionary Government of Zanzibar.

She further recalled the participation of His Excellency former President Ali Mohammed Shein (then sitting President) as head of the delegation at the inaugural Sustainable Blue Economy Conference in Nairobi, Kenya in 2018.

The report and road map emanating from that meeting provided a great foundation for the subsequent strategic plans and discussions regarding the integration of blue economy in the socio-economic development of the islands. The recent consultations two weeks ago in Zanzibar reflected similar views and opinions to those shared during the 2018 conference.

### ***Key messages from the first global Sustainable Blue Economy Conference in 2018***

Ms. Makenya outlined some of the key messages from the Blue Economy Conference that are directly relevant to today's Forum. First, the blue economy must be complemented by equal appreciation of the principles of the green economy as well as circular economy.

Second, the governance of the blue economy should be people-centered and implemented in the manner that ensures that local communities, including women and youth, are genuine stakeholders. These two key messages among many others were driven from the global, regional, and national challenges that were observed at the conference.



# Global, regional, and national challenges that were observed at the conference the first global Sustainable Blue Economy Conference in 2018.



Climate Change



Marine pollution, unsustainable extraction of marine resources, and destruction of coastal habitat;



Non-inclusivity, gender inequality, and unequal pay for equal work done;



Lack of proper education and training framework to promote maritime educational skills for a sector that requires highly-skilled labour;



Gaps between skills and knowledge due to lack of proper curriculum systems, career guidance and sensitization programmes in school



Lack of commitment from private sectors to support the growth of young people in the sector;



Lack of access to affordable financing for the sector; and



Limited use of technology to modernize the working environment and make it attractive for women and youth.

## The role of UNEP in the blue economy.

Ms. Makenya said that UNEP will continue to join hands in efforts to raise awareness among stakeholders and enhance the financial and technical support to address challenges facing implementation of the blue economy.

Moreover, UNEP has been focused on strengthening the regional ocean governance framework through enhancing collaboration among regional actors. UNEP's Regional Seas Programme highlights the importance of an ecosystem-based approach towards governance of our common ocean, but also emphasizes the need for innovative partnership governance mechanisms to realize sustainable regional blue economies.

This framework is also considering the establishment of an Ocean Governance Strategy for Africa based on sustainable blue economy principles and the African Union framework. This coming week (on 15-16 June) the third consultative meeting on the development of an African strategy for ocean governance is to be hosted. Besides the popular Nairobi convention, which is part of UNEP's Regional Seas Programme, the agency's work on blue economy involves people and initiatives across the organization itself, including UNEP's finance initiative, which supports the implementation of the principles of sustainable blue economy finance.

In closing, Ms. Makenya pledged her continued commitment to efforts to enhance the sustainable blue economy, and to extend UNEP's collaboration and support that is offered through its existing programmes.

### Ms. Hodan Addou

UN Women Representative for Tanzania

Ms. Addou thanked President Mwinyi for the opportunity to represent UN Women at the Blue Economy Forum and she extended special recognition to the President for his strong commitment to gender equality and empowerment of women.

In formulating the blue economy policy, she felt encouraged by the forum as a step in the right direction to gather the views of all people, especially women and youth, to inform and design more gender-inclusive policies and programmes as well as budgets that effectively address the needs of different groups of society.



## The significant role of women in the blue economy

Ms. Addou noted the importance of blue economy value chains in Zanzibar across different sectors: fisheries and aquaculture, including fish trade and farming of seaweed, sea cucumbers and octopus, shipping and marine transport, coastal tourism as well as the potential for offshore mining.

She further observed that a significant number of women in Zanzibar already work in fisheries and agriculture for income, food and nutrition security at household and community level.

She highlighted that the role of women is particularly significant in bolstering economies where livelihood options are limited. Combined with the effects of COVID-19 pandemic, the women who depend on the blue economy sector need urgent support to bounce back and to operate in better work environments that support the growth of their businesses and their livelihoods.

The old way of working before the pandemic is just not good enough. Rather, collective interventions are essential to bring multiple stakeholders together and to ensure gender-responsive policies, interventions and programmes for the sector.

These include technology development, social security, decent work and safety conditions, investments in gender-sensitive and gender-inclusive data collection, research into enabling environments to strengthen networks of women, and leadership and skills enhancement for increasing women's participation.

## Support for gender transformation in Zanzibar

Ms. Addou believed that gender transformation in the blue economy sector of Zanzibar was possible. She related that, over the years, Zanzibar has demonstrated commitment to gender equality through global and regional treaties that advance the rights of women including the 1995 Beijing Platform for Action, the 2005 Maputo Protocol, and the 1979 Convention on the Elimination of All Forms of Discrimination Against Women.

Zanzibar is also an important member of a number of global and regional blue economy organizations and networks which promote the inclusion of gender and women in the blue economy sector. These include the Indian Ocean Commission, the Lake Tanganyika Authority, as well as the Committee for Inland Fisheries and Aquaculture of Africa.

These institutions and their resources are available to help ensure that the blue economy in Zanzibar is more inclusive of women's needs.

## Commitment of UN Women

She stressed that UN Women remains committed to working with the Government of Zanzibar, in particular the Ministry of Blue Economy and Fisheries, to address challenges, embrace opportunities and protect the interests and rights of women within the sector.

For all women around the world but for women in Zanzibar especially, it is very encouraging to have Her Excellency Samia Suluhu Hassan as the first female President for the United Republic of Tanzania and to note her commitment to the new Generation Equality Action Coalition on Women's Economic Justice and Rights.

This initiative is very much linked to today's discussions on advancing the blue economy given its importance in realizing not only global international goals but also the goals for Tanzania and Zanzibar that promote gender transformation in the economy for sustainable and inclusive development.



Ms. Addou: Gender transformation in the blue economy sector of Zanzibar is possible.



# Welcoming the Guest of Honour

**Hon. Abdallah Hussein Kombo (MPM),**  
Minister of Blue Economy  
and Fisheries

Minister Kombo officially and warmly welcomed President Mwinyi to the Forum, praising his far-sighted and wise leadership for the new political, administrative and policy awakening in connection with the blue economy.

He commended President Mwinyi as a champion of the blue economy not only in Zanzibar but also more broadly in Tanzania, East Africa and the Indian Ocean region.

He also thanked the organizers of the Forum: The Ministry of Blue Economy and Fisheries in collaboration with the UONGOZI Institute, the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP) for their significant contribution in supporting the implementation of plans for the blue economy here in Zanzibar and Tanzania in general.

In the short period since its inception, he said that the Ministry of Blue Economy had continued to strengthen the direction and expectations of economic reform and industrial infrastructure in Zanzibar through the blue economy.

With respect and dignity and on behalf of all the members of the forum, he invited the President to officially launch and address the Forum.



Hon. Kombo delivers remarks and welcomes the guest of honour, President Mwinyi.



President Mwinyi officiates the forum.

# Keynote Speech

**H.E. Dr. Hussein Ali Mwinyi,**  
President of Zanzibar and  
Chairman of the Revolutionary Council

In his opening, President Mwinyi thanked the participants, the UONGOZI Institute as organizers of the present forum, and Zanzibar's development partners, including UNEP and UNDP, not only for their attendance at the Forum but also for their continuing work with the Ministry of Blue Economy and Fisheries to implement its maritime economic development agenda.

He related that the conference was held as a part of the Sustainable Development Forum, popularly known as the "Green Growth Platform (GGP)" organized by the UONGOZI Institute each year.

The main objective of the Sustainable Development Forum is to promote inclusive and sustainable development that focuses on good environmental stewardship and efficient use of resources for the benefit of present and future generations.

Thus, today's gathering was vitally important for all in attendance as it provides an opportunity to share information, knowledge and experience about the opportunities, benefits, priorities and efficient use of Zanzibar's resources, including its marine resources.

The President was pleased that the theme chosen for this year's Forum was the Blue Economy for Economic, Social and Environmental Development in Zanzibar, a topic which aims to identify opportunities arising from the ocean and to use those opportunities in strengthening Zanzibar's economy and social development, and to gain a common understanding of the best ways to improve the production, preservation, management and harvesting of marine resources for the sustainable development of Zanzibar, including the opportunity for more jobs for its citizens.

He said that, under his leadership, the eighth-phase Government is committed to expanding the scope of sustainable use of Zanzibar's blue resources to build a strong economy.

*We firmly believe that there are still opportunities, benefits and priorities for further investment under the blue economy such as in: small-scale fishing, deep-sea fishing, aquaculture and marine products, algae cultivation, construction of strategic maritime transport infrastructure, including ports, fish-processing industries, oil and gas extraction, as well as beach tourism and marine sports. These decisions for further investment in the maritime economy have been made in recognition of the potential and contribution of the coastal and marine resources surrounding our small islands. In promoting the sustainable use of the sea in the production and employment of Zanzibaris, the Government is fully committed to ensuring that we succeed in achieving that goal.*

Continuing, he described that the fishing industry is important for the development of Zanzibar. However, up until now, this sector has not benefited many Zanzibaris. This needs to change. Through the concept of the blue economy, the Government is making serious efforts to develop deep-sea fishing and the plans to procure vessels for this type of fishing have been finalized.

In addition, the Government will continue its efforts to provide fishermen with modern equipment and capital to promote and enhance their work. The Government is also focused on improving existing fish markets and building new ones, and this will go hand-in-hand with the construction of fish-processing factories for sale of products in and out of Zanzibar.

## The role of private enterprise



The President affirmed the importance of collaborating with private enterprise.

*It is prudent for government institutions dealing with the blue economy and fisheries to work with private institutions in implementing strategic plans that have been set and approved by the House of Representatives. We must take advantage of the opportunities available to us to provide as many jobs as we have promised. My belief is that greater investment as well as private sector participation in fisheries and fish-processing projects will be able to provide the many jobs expected of Zanzibaris.*

## Education and skills development



The President also emphasized that to achieve the goal of sustainable development through the blue economy, it is imperative to educate Zanzibar's citizens—youth, men and women—to gain the skills and best practices for utilizing marine resources, including those involved in small-scale fishing, aquaculture and algae (seaweed) cultivation.

The Government has also started construction of the Chamanangwe seaweed processing plant on Pemba Island.

Given the large scale of the factory, it will require a lot of raw materials. Indeed, Zanzibar, must double the production of algae so that the factory can operate full-time.

He believed that the existence of the factory will increase the price of algae and, ultimately, benefit algae growers, of whom, more than 80% are women.

## The tourism sector



Turning his attention to tourism, the President affirmed the ongoing importance of the sector in implementing the concept of the blue economy for Zanzibar.

The tourism sector is already the mainstay of the economy, but there are still many opportunities to increase government revenue, provide employment, and increase product production of the industry. He added:

*“We are all witnesses to the fact that Zanzibar is very blessed and has many tourist attractions compared to other islands. For sustainable development, we must take care of these attractions and advertise them well in the world. Therefore, let me take this opportunity to call on the relevant ministries, government institutions, the private sector and the general public to promote sustainable tourism that will affect every Zanzibari and thus contribute to our efforts to strengthen our economy and reduce poverty.”*

## The oil and gas sector and maritime infrastructure



The President also highlighted the importance of the oil and gas sector and that the Government would continue to welcome oil and natural gas companies with good intentions to invest in Zanzibar to develop these resources. In addition, along with legal procedures and long-term professional research the implementation of oil and gas projects needs to be accelerated so that citizens can benefit from the country's resources.

Implementing the concept of the blue economy would not be possible without modern and highly efficient port infrastructure. Hence, the eighth-phase Government is considering building a large modern port with multiple service points, including capacity for ships that carry oil and gas, backup for ship maintenance, an area to serve cargo ships and containers, as well as act as a port for fishing and tourism.

The President envisaged that the completion of this modern port will be a lasting solution to the many challenges currently facing Zanzibar's present port at Malindi. And, as a result, more jobs will be created and, eventually, the country's economy will grow stronger.

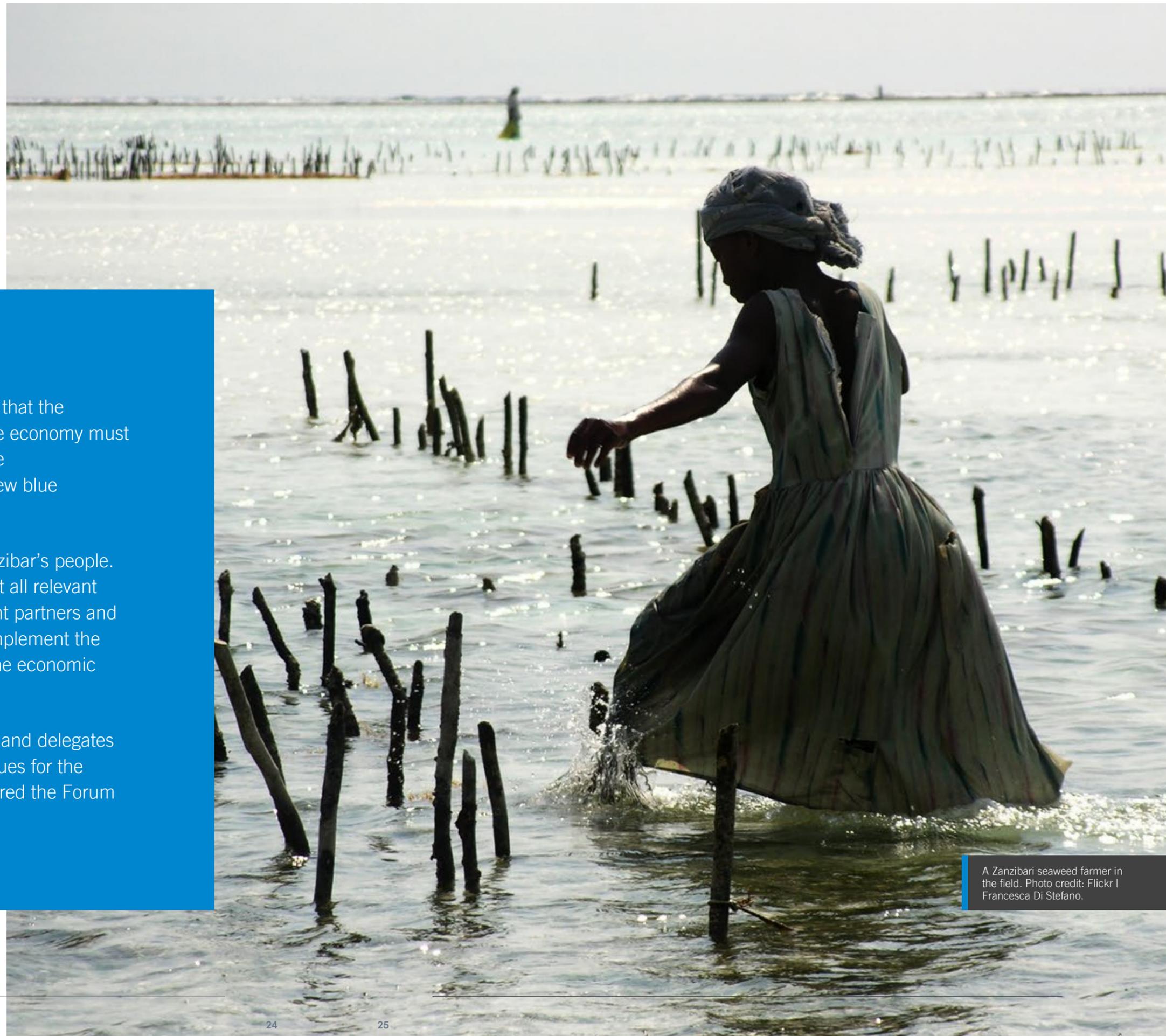


## The Blue Economy and Zanzibar Development Vision 2050

To conclude, President Mwinyi reiterated that the implementation of the concept of the blue economy must be in line with Zanzibar's Vision 2050, the implementation strategy, as well as the new blue economy policy.

All plans made must be beneficial to Zanzibar's people. Therefore, he encouraged and hoped that all relevant ministries, the private sector, development partners and the general public will work together to implement the blue economy with a view to promoting the economic and social development within Zanzibar.

In closing, he again thanked the Institute and delegates for coming to discuss these important issues for the future of the nation of Zanzibar. He declared the Forum to be officially open.



A Zanzibari seaweed farmer in the field. Photo credit: Flickr | Francesca Di Stefano.



# Presentation: Realizing the Blue Economy in Zanzibar

**Prof. Joseph Semboja,**  
Research Fellow, UONGOZI Institute

## Zanzibar Vision 2050 and the Blue Economy

To begin, Professor Semboja expressed his enthusiasm and gratitude to the Honourable President of Zanzibar to make a presentation on the blue economy, recognizing its central importance to the Revolutionary Government and the people of Zanzibar. He added that, having retired in 2020, the content of his speech reflected his personal opinions not the thoughts of the UONGOZI Institute.

His presentation was divided into four main sections: an introduction; a brief discussion of the concept of the blue economy; and why island countries especially should implement the blue economy. Lastly but most importantly, he would talk about the issues that governments and other stakeholders needed to consider in formulating and implementing a strategy to build a blue economy, especially in Zanzibar.

Professor Semboja commended the President and the Government on the strategic decision to base Zanzibar's development on the blue economy. It is a wise and prudent choice of direction for four important reasons.

First, Zanzibar has a severe shortage of inland natural resources. Second, in stark contrast, Zanzibar has a great wealth of marine resources. Third, and related directly to the second reason, many citizens are already dependent on coastal and marine natural resources for their livelihoods, for example, small-scale fishing, maritime trade and tourism.

Last, but not least, the present and increasing damage to Zanzibar's coastal and marine resources is due to the pressure of human development activities. Only a focus on the blue economy can address this problem as its implementation is based upon sustainable development.

To achieve the long-term goals of Zanzibar Vision 2050 of high middle-income status by that year implies the need for increased and sustained productivity. Hence, the Blue Economy Strategy is being developed to realize this ambitious goal.

# What is Blue economy?



Professor Semboja then briefly introduced the concept of the blue economy. The blue economy is the sustainable use of marine natural resources for the development of a country or society. The concept has two main parts:

first, the sustainability of natural resources in the sense of restoring, protecting and maintaining those resources; and second, to improve the lives of the people of the present generation and future generations.

These two aspects are interdependent and complementary, if either is not given due emphasis then the other will not work properly. Hence, the implementation of both is important.

Furthermore, ensuring the sustainability of natural resources and thereby improving people's lives are directly aligned with the requirements for implementation of the United Nations (UN) 2030 Sustainable Development Agenda.

In essence and effect, the blue economy is about sustainable development. It promotes economic development by appreciating and incorporating ocean values in the management of ocean resources and works to "green" blue resources as opposed to "browning" them.

Second, the blue economy is concerned with strengthening economic participation and livelihoods. Water and ocean resources contribute significantly to people's livelihoods and businesses. At present, 40% of the global population live along coastal areas, and in island states, many citizens are already participating in the blue economy. For example, 29% of Zanzibar's GDP comes from coastal and marine resources and services, and the blue sector employs 33% of its labour force. Hence, developing it further will help to ensure that their livelihoods and well-being continue to improve.

The blue economy has the added advantage of using existing local knowledge as a basis for scaling-up implementation. Third, implementing the blue economy protects and improves the sustainability of marine natural resources. Fourth, it helps to boost economic growth; countries with scarce inland natural resources may be rich in marine resources. The blue economy opens up opportunities for economic diversification and reduces potential shocks to economies that are largely dependent on agriculture and tourism.

And, finally implementing the maritime economy strengthens the relationships and interactions between the land-based economy and the maritime economy.



## Why Should Countries, Especially Island Nations, Implement The Blue Economy?

Prof. Semboja then discussed why countries, especially, small island nations, are implementing the blue economy. First, as already mentioned, the implementation of the blue economy is closely aligned with the requirements of the UN Sustainable Development Agenda and the sustainable development of coastal countries as well as poverty eradication is better understood and achieved through the utilization of ocean resources.



Prof. Semboja presents a detailed review of blue economy for Zanzibar.

## Issues and implications for realizing a competitive blue economy in Zanzibar

What issues should be considered in building the maritime economy, especially in Zanzibar, was the next topic. To achieve the goals set by Vision 2050 through the maritime economy, Professor Semboja stressed that Zanzibar will need a realistic strategy.

At the basic level, a strategy is a set of factors that when implemented achieve a desired goal. In the context of the blue economy, that goal is to achieve a competitive blue economy.

Here, it is important to differentiate between a competitive economy and competition. Competitiveness relates to a country's level of productivity; i.e., its ability to produce more outputs with the same quantity of inputs, while competition refers to market competition.

A competitive economy does not mean the absence of competition. Rather, having a competitive economy enables a country to compete better. Conversely, if you don't have a competitive (productive) economy you won't be able to compete in the market. That is why Zanzibar must insist that its blue economy be a competitive economy.

## The characteristics of a competitive economy

Professor Semboja considered that a competitive economy was a necessary foundation for achieving Vision 2050 and was consistent with President Mwinyi's call for an "economic revolution" in his inaugural address to the Zanzibar House of Representatives. In explanation, Prof. Semboja enumerated four key aspects of a competitive economy.

First, competitive countries create more wealth, higher living standards and greater happiness for their citizens. Second, competitive countries offer higher returns on investment, both for private and public investments (such as infrastructure, education and skills development) with greater potential to translate into economic growth. A competitive economy brings more benefits to the investor and makes the government more profitable for its investment. Third, a competitive economy increases stability and resilience.

The 2009 Global Competitiveness Report shows that the more competitive economies in 2007 were less severely affected by the 2008 recession. So having a competitive economy is important to withstand the onslaught of crises, such as the Covid-19 pandemic.

Fourth and last, competitiveness both protects the local economy from easy foreign entry into domestic markets and facilitates exports. A competitive economy ensures that the domestic economy is better protected. Otherwise, in the event that others want to bring in products, local industries will die.



## Formulating a strategy to build a competitive economy

To build a competitive economy requires formulating a strategy to achieve that outcome. In the next part of the presentation, Professor Semboja outlined a two-step process for development of any important strategy.

First, a situation analysis needs to be performed, i.e., an open, frank and objective assessment of the environment within which the strategy is being developed and implemented.

This is a purely technical (not political) exercise. The second part is to formulate the strategy by identifying and organizing the strategic choices for achieving a competitive economy. In this step, political decisions may inevitably influence choices, not all is technical.

The situation analysis is an exercise of self-awareness. To implement a strategy, that strategy will not only be subjected to internal problems (for example, domestic capacity and stability) but also to external problems and the stability of the environment surrounding implementation.

Therefore, the situation analysis allows the government the opportunity to answer key questions: What is our capacity? What are our strengths and shortcomings? What are the things around us that are beyond our control? What opportunities do they bring? And what are the threats? He said:

“

**...If we have things that we do very well, we must recognize them. If we have areas that we are not doing very well, we must also recognize them. Because what we do well will make us a competitive economy. What we do not do well will slow us down in achieving a competitive economy. In addition, there are opportunities outside that will facilitate the implementation of our strategy, for example, opportunities arising from underserved markets or markets for products where competitors are few.**

”

## The tourism sub-sector as a case study for the blue economy

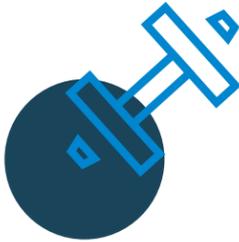
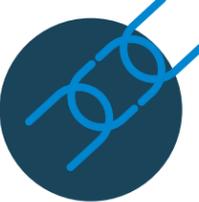
Given its strength and importance in Zanzibar, Prof. Semboja used the tourism sub-sector as a case study. As part of the situation analysis, a focus group discussion had been convened on 1 June 2021 involving fourteen experts and representatives from the RGOZ and the private sector. Results of this discussion are summarized in Table 1.

Zanzibar’s Stone Town, spice farms, rich cultural history as well as its unique wildlife and natural environments,

such as its near-pristine coral reefs, were highlighted among its strengths to attract international tourists.

However, at the same time, Zanzibar has many weaknesses in the tourism space, especially its poor customer practice. Ironically, local tourism is limited because tour operators and guides have been taught how to navigate situations in English, but not been taught how to do similarly in Kiswahili.

**Table 1: Strategic analysis of Zanzibar tourism sub-sector**

|   |  |
|---|--|
|    | <h3>Strengths/ Uniqueness</h3> <ol style="list-style-type: none"> <li>1. Infrastructure: Unique historical buildings and roads; architecture and landmarks</li> <li>2. Spice farms: Variety of spices not easily found elsewhere</li> <li>3. Jozani Forest and Butterfly Centre: Zanzibar red colobus monkeys and butterflies</li> <li>4. Rich cultural history that incorporates Arab, Swahili and Islamic traditions</li> <li>5. Coral reefs: undamaged, suitable for scuba diving</li> <li>6. Whales and dolphins in large numbers locally, but also migratory species</li> <li>7. Green back turtles on the list of endangered species</li> <li>8. Prison Island</li> <li>9. Unique Zanzibari cuisine</li> </ol>   |
|   | <h3>Opportunities</h3> <ol style="list-style-type: none"> <li>1. Skilled human resources available in neighbouring countries</li> <li>2. Strategic location vs mainland tourist sites</li> <li>3. Underserved (recently lost) markets, including Germany, Britain, Japan</li> <li>4. Emerging foreign and local markets (domestic middle-class)</li> <li>5. Technology including social media to facilitate e-marketing</li> </ol>   |
|  | <h3>Threats</h3> <ol style="list-style-type: none"> <li>1. Negative feedback from Western and local media</li> <li>2. Negative impact of climate change</li> <li>3. Conflicts in neighbouring countries</li> <li>4. Terrorism</li> </ol>   |
|   | <h3>Weaknesses</h3> <ol style="list-style-type: none"> <li>1. Inadequate human competencies; poor customer practice and care, limited skills, including language proficiencies to match emerging markets</li> <li>2. Guides not trained to cater for Swahili-speaking local tourists</li> <li>3. Inadequate financial resources</li> <li>4. Inadequate supporting infrastructure, including ports, hotels, roads and sewage system</li> <li>5. Inadequate/ineffective marketing, including e-marketing, branding</li> <li>6. Inadequate information/data</li> <li>7. Cumbersome visa procedures</li> <li>8. Destructive human activities including pollution, unfriendly behaviours against dolphins</li> <li>9. Inadequate law enforcement, for example against encroachment</li> </ol>  |

## Cross-cutting issues for all blue economy sub-sectors.

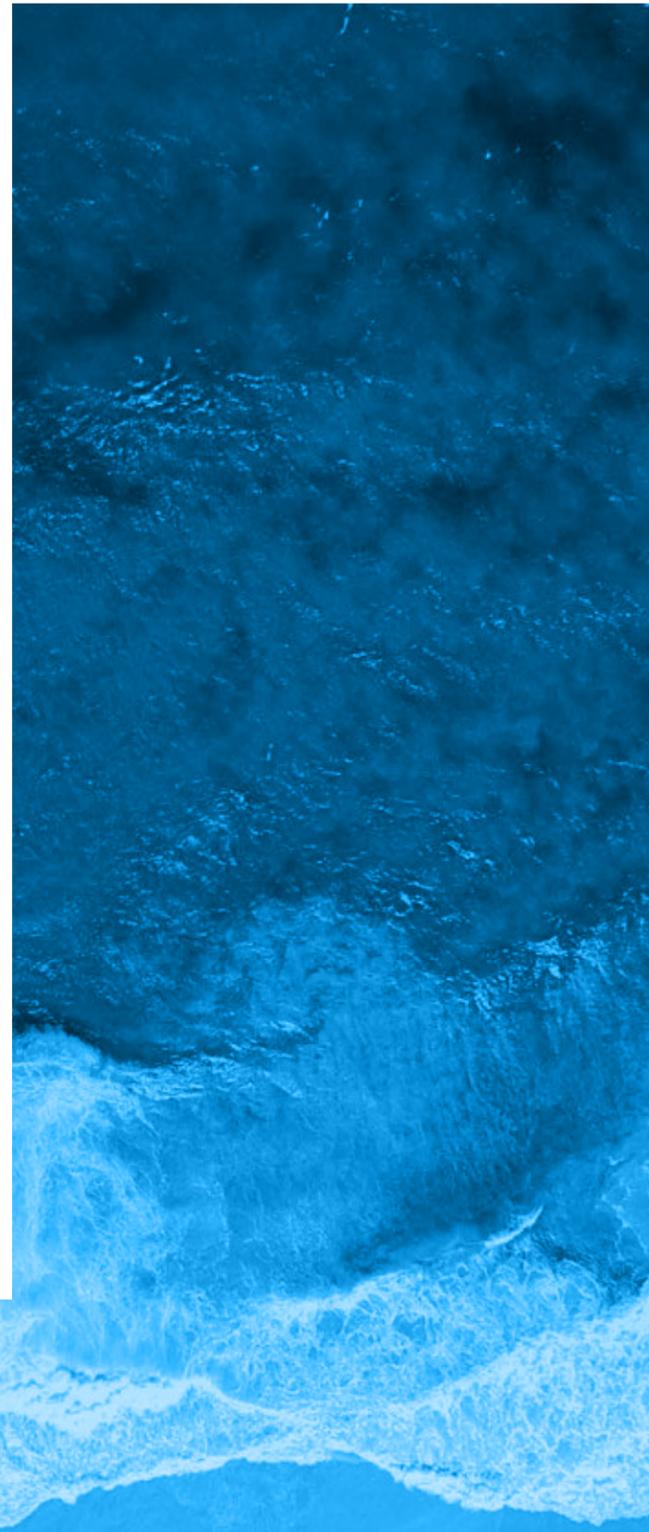
Repeating the same exercise for all blue economy sub-sectors also shows that some issues are specific to the tourist sub-sector, but other issues cut across all sub-sectors, for example, clean and undisturbed natural resources is a positive factor for all parts of the blue economy.

Therefore, as part of the situation analysis, the government will need to identify all of the (internal) strengths and weaknesses as well as (external) opportunities and threats that impact the entire blue economy sector.

All sub-sectors can take advantage of these cross-cutting strengths and opportunities. These strengths must be preserved and reinforced and enabling conditions must be created to exploit available opportunities. In contrast, cross-cutting capacity weaknesses which negatively impact all sub-sectors, such as inadequate infrastructure, must be addressed centrally. Short-term measures and long-term remedies will be required to reverse weaknesses and improve capacities.

Other issues such as human resources may be addressed at various levels. In a similar way, most threats are more effectively coordinated and addressed from the centre, however, community participation is key in ensuring success and sustainability.

Table 2 shows the situation analysis for factors or issues that cut across all sub-sectors in the blue economy in Zanzibar.



**Table 2: The situation analysis for factors or issues that cut across all sub-sectors in the blue economy in Zanzibar**

|  |  |
|--|--|
|  | <h3>Strengths/<br/>Uniqueness</h3> <ol style="list-style-type: none"> <li>1. Strategic location of Zanzibar—good weather, market accessibility across the Indian Ocean and with land-locked states in Eastern Africa</li> <li>2. Clean and undisturbed natural resources</li> <li>3. Strong political will championed by the President</li> </ol>  |
|  | <h3>Opportunities</h3> <ol style="list-style-type: none"> <li>1. Emerging markets from emerging economies</li> <li>2. Availability of globally accepted natural resource management models, for example, the Natural Resource Charter (NRC) for non-renewables</li> <li>3. Availability of technology for almost all sub-sectors</li> <li>4. Availability of competent human resources across the globe</li> </ol> |
|  | <h3>Threats</h3> <ol style="list-style-type: none"> <li>1. Degraded water and ocean resources</li> <li>2. Maritime insecurity</li> <li>3. Geopolitical issues</li> <li>4. Climate change threats</li> <li>5. Unfair trade practices</li> </ol>   |
|  | <h3>Weaknesses</h3> <ol style="list-style-type: none"> <li>1. Limited capacity for coordination—horizontal, vertical, regional</li> <li>2. Weak marketing and inadequate market infrastructure</li> <li>3. Inadequate human and financial resources</li> <li>4. Inexperience in developing and implementing effective monitoring and evaluation (M&amp;E) systems</li> <li>5. Limited data availability</li> </ol> |



# Identifying the strategic choices to achieve a competitive economy

*Based upon the results and insights from the situation analysis, the second part of this exercise is to formulate the strategy by identifying and organizing the strategic choices for achieving a competitive economy. Here, Professor Semboja explained that the competitiveness of a country arises from the realistic alignment of its (internal) capacity strengths and weaknesses with the (external) environment in which the strategy will be implemented. He put forward three recommendations for policy makers:*



## **Base important activities on your capacity strengths**

All of Zanzibar's blue economy projects should be built upon its strengths. The uniqueness of Zanzibar's products or services will determine its competitive advantage, hence, use those strengths to take advantage of opportunities, for example, to penetrate new markets or introduce new products. In addition, use strengths/ uniqueness to minimize or avoid real or potential threats, for example, use competitive advantage to stop new entrants.



## **Exploit (capitalize on) available external opportunities**

Use available opportunities to minimize or overcome weaknesses, for example, use alliances to grow businesses.



## **Strengthen internal capacity weaknesses, and monitor and manage external threats**

Work on weaknesses to build a better future. Competitors are likely facing similar threats and are likely aware of your weaknesses so it is prudent to fix one's own problems ahead of others.



A giant sea turtle at one of the tourist attractions on the archipelago, Prison Island. Photo credit: Flickr | Telling Photography.

## Achieving competitiveness in an environment of resource constraints

As discussed above, Professor Semboja stressed that the blue economy strategy must be squarely focused on enhancing the country's competitiveness. Hence, the strategy needs to identify and organize factors to produce unique products/services to satisfy a chosen customer/ client.

But, in addition, Zanzibar does not have unlimited resources, so all plans must be selected according to the available resources. Quite simply, it is not possible to do everything. Choices must be made about which client to target. This, in turn, will determine the set of value chain (choices) needed to produce a unique product for the client.

To illustrate, Professor Semboja again used the example of the tourism sub-sector. Zanzibar has strengths and opportunities to target all three levels of tourists: low income (mass), middle income and high income. However, it would be too complicated and frankly not feasible to target all three levels at the same time.

This is because the selection of a client implies a chain of choices needed to produce a unique product for that client, that is, some choices for client A may constrain client B, and vice versa. Therefore, a decision must be made about which category of tourist to target. Each decision has advantages and disadvantages. These must be known and weighed to determine the final decision.

To start, Zanzibar could choose mass tourism, which he considered has immediate advantages. Critically, a mass tourism market can adjust to most country weaknesses. It aligns well with the currently limited financial and human resources available, enabling greater participation among local investors as well as more employment opportunities for unskilled workers and service providers.

But mass tourism is also generally associated with greater environmental and infrastructural damage, cultural conflicts, and, in the case of small nations, tourists can seemingly drive out the locals. On the other hand, if Zanzibar made decision was made to target high-income tourists, internal capacity would have to be complemented with outside capacity.

The result would be almost opposite and may generate outcry from the public, which is facing high levels of unemployment and economic exclusion, especially among unskilled and inexperienced youth.

Therefore, a more likely political decision is to target high- income tourism over the long term but adopt a phased implementation such that domestic capacity and skills to support the tourist sector grows over time.

Importantly, the government's prioritization of activities in the blue economy needs to be transparent to manage the high and constantly rising expectations of the general public and specific groups within society.

### Conclusion

Summing up, Professor Semboja reiterated that Zanzibar's blue economy strategy must aim towards achieving a competitive economy, which demands increased and sustained improvements in productivity. It will entail identifying and pursuing unique products and services within tight resource constraints.

He advised the President to look to the future and ask: "How do I want to leave Zanzibar at the end of ten years?" By carefully assessing the situation now, reviewing Zanzibar's strengths and weaknesses, and appropriately acting on that knowledge, Professor Semboja believed that Zanzibar's situation can change for the better.

The country can move to the level of prosperity to which it aspires and realize the happiness of its people not just now but in ten years' time.



The port of Zanzibar.  
Photo credit: Flickr |  
Kristoffersonschach





## Observations and recommendations from the thematic sessions

Following the opening session, participants were divided into three thematic discussion groups to examine key sub-sectors in the

blue economy in Zanzibar in greater depth.  
**The three groups were:**



### Group 1:

Fisheries, Maritime Trade and Transport



### Group 2:

Tourism, Energy (Oil and Gas) and Research



### Group 3:

Aquaculture, Gender Mainstreaming and Blue Financing



“ Each group was tasked with deliberating on key issues and challenges facing the different sub-sectors and provide their recommendations for advancing the blue economy in Zanzibar. Reconvening after the thematic sessions, a chairperson from each group was asked to share their group’s recommendations. Given that many of the recommendations proposed were general in nature and similar in content, the observations and recommendations from the three groups have been consolidated and synthesized in the sections below.”

## An institutional framework for implementing the blue economy agenda

The blue economy agenda cuts across many sectors and many policy areas, hence, its successful implementation will require the participation, collaboration and cooperation among different sectors, ministries and agencies, representing fisheries, tourism, maritime trade and ports, oil and gas, etc.

Therefore, an institutional arrangement will be essential that clearly allocates responsibilities and resources to deliver the Government’s ambitious agenda to realize the goals of Vision 2050. Otherwise, administrative delays and turf wars may undermine, delay or derail implementation.

In the context of the post-Covid, blue-led recovery, the Government will also need to avoid silos-based thinking and planning for individual industries but create strong linkages between the blue economy and the non-blue economy, for example, the land-based economic sectors economies on the mainland and Zanzibar’s.

### 30.4 - 25.7%

*In particular, women are at the bottom of the income pyramid. Data from the 2015 and 2019/20 Zanzibar Household Surveys indicate that basic needs poverty declined from 30.4% of all households to 25.7%.*

### 30.5% to 24.4%

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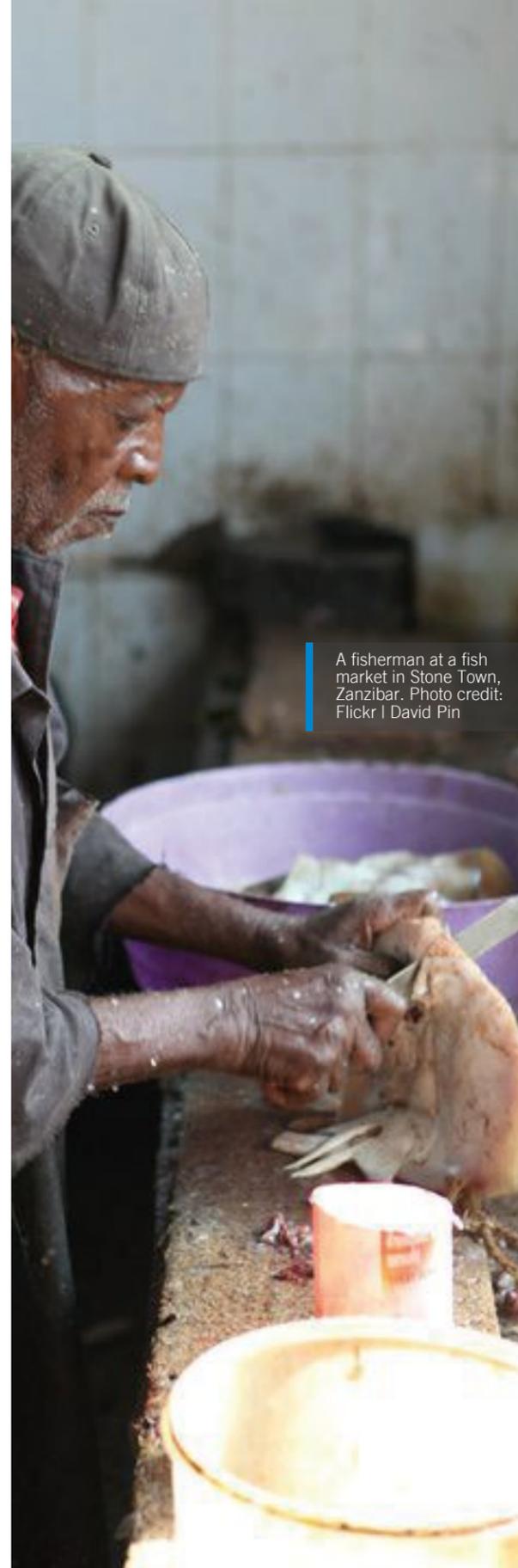
### 24.7% to 70%

*Moreover, only 24.7% of women own land compared with 70% of men. And women spend 87% of their time in unpaid domestic work/responsibilities in comparison with 13% of time for men, which again reflects their lower socio-economic status and participation in the economy.*

Green or brown, blue or non-blue, the economies that support people’s lives and livelihoods of people are all vitally important, and linkages between them are essential for long-term resilience.

Hence, gender mainstreaming will be essential throughout the whole blue economy chain. The participation of women at all decision-making levels in the blue economy should be facilitated, existing policies and laws should be reviewed and revised where necessary through a gender lens, and the provision of minimum benefits and protections for women farmers need to be considered.

As in other sectors, insurance or workers’ compensation funds should be introduced in the fisheries and aquaculture sub-sectors and for other blue economy workers in the event of accidents and loss of livelihoods.



A fisherman at a fish market in Stone Town, Zanzibar. Photo credit: Flickr | David Pin

## A comprehensive legal framework

A comprehensive legal framework needs to be established for the blue economy. Zanzibar is signatory to international and national agreements but these agreements need to be reviewed and adapted to the local environment.

At the forefront of legal issues, i.e., policies and contracts, the language used must be clear and understandable, and not open to varying interpretations by investors in the future. Importantly, existing laws and contracts must be enforced by the responsible agencies so that marine and coastal environments are properly protected.

## Transparent and equitable governance

At every level of the blue economy, governance needs to be transparent and equitable. If it is decided that certain investments are to be made under the blue economy policy, then it is essential, from the very beginning, to identify and notify the affected communities about those investments and how they will benefit the citizens in those communities.

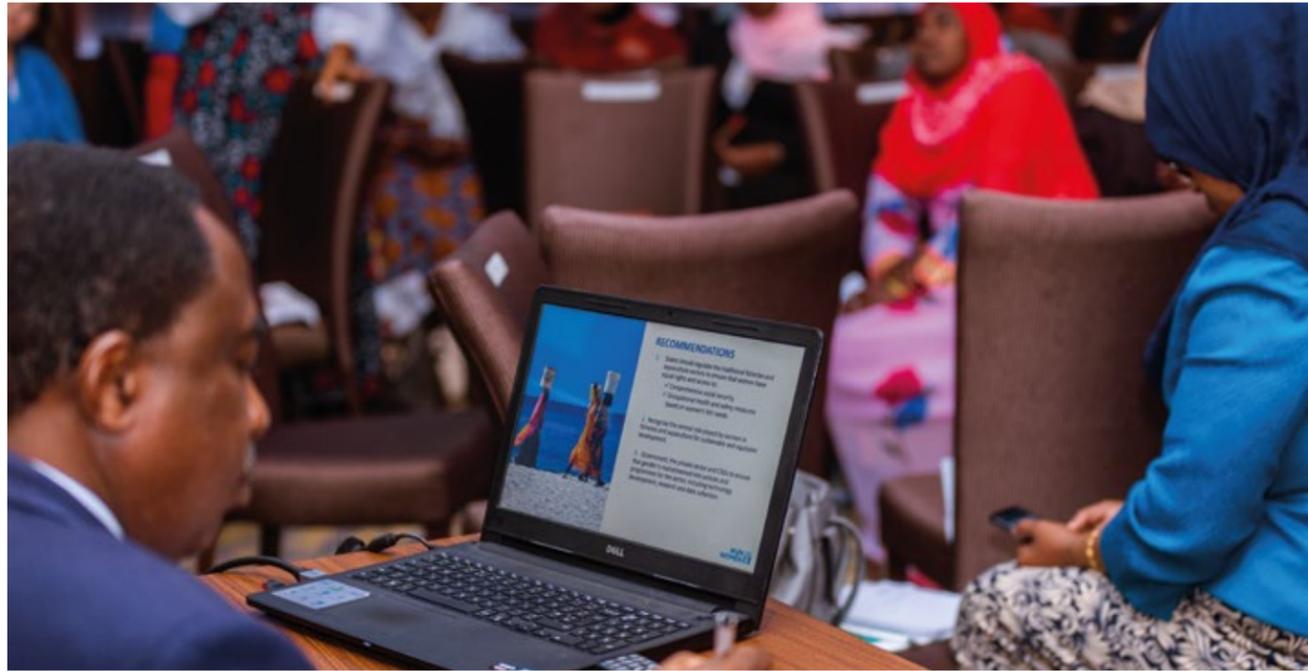
It is not about letting investors decide what social investments or corporate social responsibility (CSR) programmes they will or will not implement.

Rather, from the outset, communities need to know how they will benefit as the basis for granting the investor a social license to operate. Integrity and transparency will be especially important in the oil and gas sub-sector.

At the same time, the Government must manage expectations. To manage expectations, the easiest way is to identify ‘low energy foods’, that will keep the public’s hopes behind the blue economy.

Without them, by the time two, three, four years go by and the people see no concrete benefits, they will understandably lose interest and faith in the blue economy. The management of community awareness and relations will be key to success in implementing the blue economy agenda.





## Inclusive development and gender mainstreaming

*In completing both the blue economy strategy and policy, the terms should be inclusive and understandable at all levels of society, because all Zanzibaris should be included and able to benefit from the blue economy. Citizens, for their part, must be sensitized, educated and mobilized at all levels of society so that they can participate fully in the investment of the blue economy sector.*

In particular, women are at the bottom of the income pyramid. Data from the 2015 and 2019/20 Zanzibar Household Surveys indicate that basic needs poverty declined from 30.4% of all households to 25.7%. However, this masks a significant gender disparity.

The poverty rate for male-headed households fell from 30.5% to 24.4% but the rate for female-headed households stayed the same at 30.4%. Moreover, only 24.7% of women own land compared with 70% of men.

And women spend 87% of their time in unpaid domestic work/responsibilities in comparison with 13% of time for men, which again reflects their lower socio-economic status and participation in the economy.

Hence, gender mainstreaming will be essential throughout the whole blue economy chain. The participation of women at all decision-making levels in the blue economy should be facilitated, existing policies and laws should be reviewed and revised where necessary through a gender lens, and the provision of minimum benefits and protections for women farmers need to be considered.

As in other sectors, insurance or workers' compensation funds should be introduced in the fisheries and aquaculture sub-sectors and for other blue economy workers in the event of accidents and loss of livelihoods.

## Education, skills training and capacity building

Given its breadth and importance, the entire blue economy sector needs to be empowered through education and capacity building systems at all levels from the lowest to the highest. One delegate stressed that the country needs to support its farmers to become artisans and skilled workers so they are able to produce and earn more.

Other delegates proposed that curricula for the blue economy be developed and introduced in schools and training colleges. Zanzibar's youth need to be educated that the sea is the mainstay of the economy and provided with appropriate skills in fishing and marine science/affairs. In the past, Lumumba Secondary School was the Marine and Fisheries College. One contributor suggested that now is the time to reclaim that focus.

Professionals in relevant blue economy sub-sectors also require dedicated capacity building to enable them to drive these industries in line with Government directives and industry requirements. In particular, Government negotiation teams must be multi-sectoral and competent to negotiate deals and contracts that are understandable and beneficial to Zanzibar as well as contracting parties.

For sustainability, contracts need to achieve win-win outcomes. Until now, many African states have entered into bad agreements and people's expectations have not been met. Therefore, capacity building for members of Government negotiating teams in all aspects is essential—technical, legal, financial, environmental and so on.

## Develop high-quality, value-added products using raw materials produced locally

Echoing the call from Professor Semboja to build a competitive blue economy, contributors in the thematic sessions stressed the importance of developing high-quality, value-added products rather than exporting raw materials. For example, the cultivation of mwani (seaweed) is presently viewed as a low-value, high-investment crop without potential for profit, hence, young people “run away from algae farming”. But, until now, there has been little to no investment in innovation.

A wide variety of products can be produced using carrageenan, an extract from seaweed, but this will necessitate investment in domestic processing and manufacturing facilities.

Of important note, seaweed is also starting to capture international attention for its potential for carbon sequestration and reducing the acidity of the oceans, hence, the enhanced value of seaweed farming as a carbon-neutral activity.

Strengthening local supply chains will not only boost the domestic economy and incomes for Zanzibaris, especially women, but also enable social empowerment and environmental protection. As one contributor from the seaweed industry remarked:

“*Profit does not need to come at the cost of the environment or the people. Having a high price point actually allows us to pay people well...You can make a profit but still reinvest back into people and reinvest back into the environment and protect it.*”



Citizens should also be encouraged to buy locally-produced goods to build and strengthen domestic markets. For example, right now, soap and other household items made from seaweed are produced locally but domestic consumers prefer brands of soap and items from other markets. This, in part, may be due to perceptions of poorer quality so it is equally important that products meet regional and international quality standards, including their packaging and marketing

## Support and empower domestic producers

The groups also highlighted the need to invest in technology and equipment for domestic industries in the blue economy.

For example, Zanzibar's fisherman will require high-quality equipment to improve productivity. To enable deep-sea fishing, the country's fishing fleet will require appropriate vessels (ships, not boats), and modern technology to locate fish, not rely on amulets.

However, the vast majority of individuals and businesses in the fisheries sector are artisanal fishermen. Hence, for inclusive development of the blue economy, micro-, small- and medium-sized enterprises (MSMEs) will need to be empowered to make a greater contribution to the sector and overall GDP. Irrespective of the industry, for the blue economy to be inclusive and beneficial to all, Zanzibar households and enterprises cannot remain at a subsistence level but will require support to formalize and commercialize their activities.

Positively, to overcome this challenge, the Government signed a Memorandum of Understanding (MoU) in 2019 with the Khalifa Fund of the United Arab Emirates (UAE) to jointly fund a five-year, USD 20 million initiative to build the capacity of MSMEs in Zanzibar.

A total of 70% of projects are earmarked for women and youth, and the programme is expected to generate 8,809 direct jobs.

Local entrepreneurs in the blue economy chain must also be financially empowered. However, in developing settings, financial institutions often fail to provide loans because they have no systems to adequately identify people and assess their credit risk. As a result, banks either refuse to extend loans or charge exorbitantly high interest rates because they are not sure where the person is located, what business they are running, and/or whether their business is sustainable or not.

Hence, setting up appropriate systems such as credit reference bureaus will make it easier for consumers and lenders. Governments can also usefully chip in on financing, when the terms for loans with banks may not match the reality of domestic enterprises in the emerging blue economy.

Longer-term, more flexible financing options and/or financial intermediation by the Government for small entrepreneurs may be needed which gives comfort to bankers but responds to the needs of the people. Production groups in the blue economy already exist but there seems to be no good system for their registration to enable groups to connect and to officially register to qualify for incentives and other benefits from either the Government or development partners. A better registration system is required so that communities and relevant government agencies are aware of production groups. Bureaucratic red-tape and bottlenecks also need to be minimized to reduce the time and cost of administrative processes for individual and businesses.

## Education, skills training and capacity building



The productivity of the blue economy must benefit Zanzibar and its citizens. Therefore, local content provisions in all agreements must be strongly promoted and implemented at all levels from the community up, so that local citizens and domestic companies will benefit from employment, skills development, business opportunities and technological growth so that they can become more competitive and penetrate markets.

The education of local workers and suppliers is also essential for local content provisions to work properly so as to benefit Zanzibar's population.

Farmers, pastoralists and other suppliers must be aware of and linked to emerging opportunities in the blue economy, and local workers and domestic entrepreneurs across all sub-sectors of the blue economy need to be supported and equipped to effectively participate and compete on quality and service.

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”



## Research and monitoring, evaluation and learning

Sound research needs to precede and inform development of the blue economy. To start, a baseline study is recommended to establish a sound knowledge base for economic decisions for each industry and activity.

Integrated data systems and models are also essential in the context of climate mitigation, biodiversity, investments and insurance. Accurate real-time data will be fundamental to Zanzibar's power to negotiate international financial support as well as agreements and contracts with potential investors. In most economic areas, what you get in a negotiation depends on knowing what you have.

For example, up-to-date statistics are needed on fish stocks, including stock/reserves and their locations, the extent of illegal fishing, livelihoods in the event of losses from climate impacts and disasters, and habitats, especially in the context of biodiversity financing, such as the UNDP- managed Biodiversity Finance Initiative.

Ongoing and continuous research, including routine monitoring, evaluation and learning procedures, across the entire value chain of the blue economy will then be needed to keep pace with changes in best practices, technology, markets, services and products, and the tastes and preferences of consumers. Adequate research is essential not only for product development and manufacture but also to find the right markets for those products.

All too often, however, good research is done and solid evidence-based recommendations are proposed, yet nothing happens. And the process repeats itself. This needs to change. Once good recommendations are available, they have to be implemented. Otherwise, as one delegate quipped; "We may be researching up until the end of the world."

## Resource mobilization: Financing the blue economy agenda

Sufficient resources need to be sourced and mobilized to implement the blue economy agenda. As highlighted by Professor Semboja and reiterated by delegates in the thematic sessions, planning for the blue economy must go hand-in-hand with global financing initiatives for climate adaptation and biodiversity preservation.

Zanzibar and Tanzania will not be able to afford the expected impacts of climate change without international support. According to recent studies, global warming has caused permanent changes in winds and seasons exacerbating storm surges, beach erosion and sea-level rises, which all have significant effects throughout the blue economy in Zanzibar from fisheries and aquaculture to tourism.

Development partners and banks are traditional sources of financing, but sometimes these sources come with restrictive conditions or are not easy to access. Alternative approaches to raise money, such as blue financing and carbon bonds, should be investigated.

The United Nations Economic Commission for Africa (UNECA) have been at the forefront of helping African countries build their blue economy structures, including education, awareness and capacity building, formulating blue economy strategies, technical assistance, and collaboration among national and regional stakeholders such as UNDP.

The Ministry of Blue Economy and Fisheries will need to identify priorities within the blue economy agenda and mobilize the resources—human, financial and technical—to support improvements in ocean governance.

## Infrastructure

Appropriate infrastructure needs to be in place to keep pace with the growth of the blue economy. In particular, the operations of maritime trade and transport as well as the oil and gas industry have the potential to massively impact the environment, community health and safety, and livelihoods. Infrastructure must be commensurate with the growth and development of these industries.

For example, before mining operations, the infrastructure to support all oil and natural gas exploration activities needs to be in place and in good shape. And, from the outset, clear boundaries need to be set for all offshore oil and gas blocks to avoid unnecessary disputes and conflicts between Zanzibar, mainland Tanzania and neighbouring countries.

## Special planning for marine and coastal areas

Given Zanzibar's dependence on tourist dollars, the tourism sector is increasingly dominating the coastline. Hotels and resorts all want ocean-front land so environmentally-sensitive coastal areas, including biodiverse mangroves are being destroyed. With few opportunities to earn a decent living, farmers and landholders are selling their houses and land and moving further inland.

As a consequence, whole communities are being displaced with many detrimental impacts including the loss of a sense of community.



## Research and monitoring, evaluation and learning

Environmental conservation and protection go hand-in-hand with the blue economy. As one delegate related the whole blue economy is an investment and trade-off with nature. If Zanzibar does not return what is harvested from nature in terms of the conservation measures put in place to protect and sustain its natural environments and biodiversity, then Zanzibar will have no blue economy.

In particular, the economic benefits of the maritime trade and oil and gas sub-sectors will depend upon minimizing their impacts upon the tourism, fisheries and aquaculture sub-sectors, and having effective compensation plans in place. The Deepwater Horizon oil spill on the BP-operated Macondo Prospect in the Gulf of Mexico in 2010 is a salutary reminder of the catastrophic effects from disasters in the oil and gas sub-sector.

The spill polluted up to 68,000 square miles of surface area. Economic losses in the tourism and fisheries industries as well as the impacts on public health among workers and residents of affected coastal areas were massive. Millions of fish, seabirds and marine mammals were killed.

The rapid increase in pollution and acidification of the ocean as well as over-fishing, destruction of coral reefs and deforestation of mangroves are all immense problems. Mangroves and reefs are not only nurseries for many species of fish but act as buffer zones in the context of rising tides and more extreme weather events due to climate change.

Over time, the continued removal of mangroves may result in the complete inundation of smaller islands. So, it is now time to protect and sustainably develop the ocean for the benefit of all Zanzibaris. To start, local pollution will only remain controllable through vigorous enforcement of existing government laws and regulations.

Given the large maritime and coastal areas involved, more trained personnel and patrol stations, boats and equipment will be needed for surveillance and enforcement of breaches of existing conservation laws and guidelines, including illegal, unreported and unregulated (IUU) fishing in Zanzibar's Exclusive Economic Zone.

## Security Measures

Adequate security arrangements are required for participants in the blue economy, especially foreign companies. Unfortunately, neighbouring countries have encountered disruptive and violent circumstances, for example, Al-Shabaab in Mozambique. Industry and sector protection needs to be provided because when investors pull out it can become very difficult and expensive to bring them back.

## Disaster Management

Just like all other sectors and industries, the blue economy will have its up and downs. Zanzibar cannot invest in these industries and not expect periodic crises. Therefore, Zanzibar needs to have a backup plan when serious disruptions or disasters occur. How much the country is equipped in advance and how much it is prepared will determine how Zanzibar will be able to respond and manage future crises.

## Formation of multi-sectoral teams to deliberate on the recommendations

Responding to the extensive list of recommendations from the thematic sessions and valuable comments from all delegates, Dr. Aboud Jumbe, Principal Secretary, Ministry of Blue Economy and Fisheries, proposed that multi-sectoral teams be formed to examine the many issues identified during the Forum, including policy and legislative alignment, research, resource mobilization and capacity building.

As was observed by Hon. Ambassador Ombeni Sefue during the dialogue, the blue economy is very broad, hence, interventions will need to be prioritized. Once prioritized, activities will have to be costed and resources mobilized for implementation.

To achieve these outcomes, Dr Jumbe suggested that the selection of inclusive teams of all ages, genders and specialties be one of the resolutions from the Forum.



# Closing Remarks



Dr. Mohamed delivers closing remarks.

## Hon. Dr. Khalid Salum Mohamed Minister for Finance and Planning

In his closing remarks, Dr. Mohamed said that the keynote speech of President Mwinyi had shed clear light on the path forward to strengthen Zanzibar's economy. And, under his leadership, the eighth-phase Government was already taking practical steps to promote the blue economy.

Foremost among these actions was the creation of the Ministry of Blue Economy and Fisheries and the Government's focus upon infrastructure development to underpin the implementation of the blue economy agenda.

In particular, the agreements to build a multi-purpose container, general cargo and oil and gas port at Mangapwani, a new fishing port at Mpiga Duri, and re-development of the current Malindi seaport as a dedicated tourist port, demonstrate the Government's commitment.

Continuing, he thanked all of the delegates to the Forum for their constructive ideas and stressed that now is the time to act on those recommendations and formulate comprehensive and concrete plans for implementation. To guide this process, he offered several important pieces of advice.

First, all stakeholders need to create awareness of the blue economy agenda. It must be a consistent agenda and it must be a national agenda.

As such, all of Zanzibar's citizens (not just the stakeholders) need to be aware of it. People should know and be involved right from the beginning. Here, the media can help but it is up to all delegates to promote the agenda within their work and their organizations.

Second, as was highlighted above, the implementation of the blue economy is a cross-cutting issue. Hence, industry partnerships will be needed right from the word 'go'. Plans in all sectors also need to be developed in the knowledge that the blue economy is the central theme for Zanzibar's social and economic development. Policies will need to be aligned and sectoral plans designed to mainstream blue economy issues.

Last but not least, private sector engagement needs to be strongly promoted, especially in financing and mobilizing resources as has been seen in Mauritius and Malaysia.

Zanzibar's private sector is young and will need to mature. Instead of just being involved in buying and selling, domestic enterprises should be encouraged to invest in the blue economy. Internal resources exist and resources from development partners do exist, but they definitely need to be mobilized.

He again commended the speech of the President and his emphasis on pushing the blue economy forward. He reiterated that the Government is ready for implementation. It will strive to devote the time and resources to make sure the agenda moves forward in a sustainable and consistent manner from phase to phase.

He asked Zanzibar's development partners, especially the UN agencies, to join with the Government and work together to realize the goals of the blue economy. With gratitude to all in attendance, he declared the Forum officially closed.



# Appendix A

## Programme of the forum

| TIME             | EVENT  |
|------------------|--|
| 07:00 – 09:00 am | <b>Guest arrival, registration, breakfast (All)</b>  |
| 09:00 – 09:10 am | <b>Arrival of the Guest of Honour</b><br>H.E. Dr. Hussein Ali Mwinyi,<br><i>President of Zanzibar and Chairman of the Revolutionary Council</i>  |
| 09:10 – 09:15 am | <b>Welcoming the guests</b><br>Mr. Abdallah Henku<br><i>Moderator</i>  |
| 09:15 – 09:35 am | <b>Welcoming remarks</b><br>Mr. Kadari Singo<br><i>Chief Executive Officer, UONGOZI Institute</i><br>Ms. Christine Musisi<br><i>Resident Representative, UNDP</i><br>Ms. Hodan Addou<br><i>Resident Representative, UNWOMEN</i><br>Co-Chair<br><i>Development Group Partners (Environment)</i> |
| 09:35 – 09:45 am | <b>Welcoming the Guest of Honour</b><br>Hon. Abdallah Hassan Kombo (MPM),<br><i>Ministry of Blue Economy and Fisheries</i>   |
| 09:45 – 10:15 am | <b>Keynote Speech</b><br>H.E. Dr. Hussein Ali Mwinyi<br><i>President of Zanzibar and Chairman of the Revolutionary Council</i>   |

| TIME             | EVENT  |
|------------------|--|
| 10:15 – 10:45 AM | <b>Presentation on Blue Economy</b><br>Prof. Joseph Semboja,<br><i>Research Fellow, UONGOZI Institute</i>  |
| 10:45 – 11:00 AM | <b>Group photo (All)</b>   |
| 11:00 – 11:30 AM | <b>Plenary discussion on the presentation (All)</b>  |
| 11:30 – 11:40 AM | <b>Overview of the thematic parallel sessions</b><br>Mr. Abdallah Henku<br><i>Moderator</i>  |
| 11:40 – 1:00 PM  | <b>Effective tax rate</b><br>Hall 1: Fisheries, Maritime Trade and Transport<br>Hall 2: Tourism, Energy (Oil and Gas) and Research<br>Hall 3: Aquaculture, Gender Mainstreaming and Blue Financing |
| 1:00 – 2:15 PM   | <b>Lunch (All)</b>   |
| 2:15 – 2:45 PM   | <b>Presentations from the parallel session</b><br>Thematic Chairpersons  |
| 02:45 – 03:00 PM | <b>Resolutions</b><br>Representative from the Ministry of Blue Economy and Fisheries   |
| 03:00 – 03:10 PM | <b>Closing</b><br>Dr. Aboud Jumbe<br><i>Principal Secretary, Ministry of Blue Economy and Fisheries</i>  |
| 03:10 PM         | <b>Tea and administration issues (All)</b>   |



# Appendix B

## List of participants

| S/N | NAME                        | ORGANIZATION  |
|-----|-----------------------------|---|
| 1.  | H.E. Dr. Hussein Mwinyi     | President of Zanzibar and Chairman of the Revolutionary Council             |
| 2.  | H.E. Hemed Suleiman Abdulla | Second Vice President of Zanzibar   |
| 3.  | Mr. Abbas Kitogo            | UNDP  |
| 4.  | Hon. Abdalla Wadi           | Zanzibar House of Representatives   |
| 5.  | Mr. Abdallah Henku          | Moderator   |
| 6.  | Mr. Abdulaziz Mussa         | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 7.  | Mr. Abdulla Juma            | Zanzibar Commission for Tourism   |
| 8.  | Mr. Abdulla Mgongo          | President's Office – Regional Administration and Local Government, Zanzibar |
| 9.  | Dr. Abdulla Saadalla        | Chama cha Mapinduzi   |
| 10. | Mr. Abdulmalik Bakari       | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 11. | Mr. Abubakar Iddi           | Zanzibar House of Representatives   |
| 12. | Mr. Adam Makame             | Zanzibar Petroleum Regulatory Authority                                     |
| 13. | Mr. Ahmada Sufian           | Ministry of Foreign Affairs and East African Cooperation                    |
| 14. | Mr. Ahmada Sufian           | Ministry of Foreign Affairs and East African Cooperation                    |
| 15. | Mr. Ali Mirza               | Zanzibar Petroleum Regulatory Authority                                     |
| 16. | Mr. Ali Hamad               | Marine and Coastal Community Conservation                                   |
| 17. | Mr. Ali Ali                 | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 18. | Hon. Ali Ameir              | Zanzibar House of Representatives   |
| 19. | Mr. Ali Mkali               | Taasisi Ya Karume Ya Sayansi Na Teknolojia                                  |
| 20. | Hon. Ali Hussein            | Zanzibar House of Representatives   |
| 21. | Mr. Ali Kombo               | K.h. Medical Africa Ltd.  |
| 22. | Mr. Ame Ame                 | President's Office  |
| 23. | Dr. Ameir Mshenga           | Zanzibar Fisheries Company Ltd.   |
| 24. | Ms. Amina Hemed             | Zanzibar House of Representatives   |
| 25. | Ms. Amina Ali               | The Office of the District Commissioner                                     |
| 26. | Ms. Amina Ali               | Commission for Youth  |
| 27. | Ms. Amne Ali                | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 28. | Mr. Amour Abdalla           | Magii A Municipality  |
| 29. | Mr. Anas Ramadhani          | CRDB Bank   |
| 30. | Ms. Anna Paul               | Zanzibar House of Representatives   |
| 31. | Dr. Arthur Tuda             | Western Indian Ocean Marine Science Association                             |

| S/N | NAME                     | ORGANIZATION   |
|-----|--------------------------|--|
| 32. | Ms. Ashura Mwinyishehe   | Ministry of Blue Economy and Fisheries               |
| 33. | Ms. Asya Amouri          | The Officer of the Second Vice President of Zanzibar |
| 34. | Mr. Athuman Omar         |  |
| 35. | Mr. Ayoub Mahmoud        |  |
| 36. | Hon. Aza Joseph          | Zanzibar House of Representatives                    |
| 37. | Mr. Azana Hassan         | Special Division (KMKM)                              |
| 38. | Ms. Betty Jayne Humplick | Consultant   |
| 39. | Ms. Bihindi Khatib       | Zanzibar Water Authority                             |
| 40. | Dr. Captain Hamad Hamad  | Ministry of Blue Economy and Fisheries, Zanzibar     |
| 41. | Ms. Caroline Israel      | UONGOZI Institute                                    |
| 42. | Ms. Christine Musisi     | United Nations Development Programme                 |
| 43. | Ms. Clara Makenya        | United Nations Environment Programme                 |
| 44. | Mr. Collins Chemngorem   | United Petroleum                                     |
| 45. | Ms. Daima Mkalimoto      | The Office of the First Vice President of Zanzibar   |
| 46. | Mr. Doyi Kape            | International Union for Conservation of Nature       |
| 47. | Mr. Emanoel Alfred       | UONGOZI Institute                                    |
| 48. | Mr. Emanuel Mashimba     | Zanzibar Investment Promotion Authority              |
| 49. | Mr. Fadhil Khamis        | Central District Council                             |
| 50. | Ms. Fadhila Khamis       | -----  |
| 51. | Mr. Faki Faki            | -----  |
| 52. | Ms. Farhat Mbarouk       | The Office of the First Vice President of Zanzibar   |
| 53. | Hon. Fatma Mandoba       | Zanzibar House of Representatives                    |
| 54. | Ms. Fatma Mohamed        | Zanzibar House of Representatives                    |
| 55. | Mr. Faustine Ninga       | United Nations Development Programme                 |
| 56. | Hon. Habib Mohamed       | Zanzibar House of Representatives                    |
| 57. | Hon. Haji Waziri         | Zanzibar House of Representatives                    |
| 58. | Ms. Halima Mwinyi        | President's Office – State House, Zanzibar           |
| 59. | Mr. Hamad Ali            | Zanzibar Commission for Tourism                      |
| 60. | Mr. Hamoud Salim         | CRDB Bank  |
| 61. | Mr. Hamza Juma           | Zanzibar House of Representatives                    |
| 62. | Ms. Hana Shine           | UONGOZI Institute                                    |





| S/N | NAME                   | ORGANIZATION  |
|-----|------------------------|---|
| 63. | Prof. Haroonah Nsubuga | State University of Zanzibar  |
| 64. | Dr. Haroun Maalim      | State University of Zanzibar  |
| 65. | Hon. Haroun Suleiman   | Zanzibar's Minister of State, Constitution and Legal Affairs                  |
| 66. | Hon. Harusi Nkenda     | Zanzibar House of Representatives   |
| 67. | Mr. Hassan Amar        | Zanzibar House of Representatives   |
| 68. | Ms. Hijra Ali          | The Office of the Regional Commissioner for Mjini Magharib                    |
| 69. | Ms. Hodan Addou        | UN Women  |
| 70. | Hon. Abdulla Kombo     | Ministry of Blue Economy and Fisheries, Zanzibar                              |
| 71. | Hon. Hasssan Hafidh    | Zanzibar House of Representatives   |
| 72. | Mr. Hubbert Kisasi     | Vigor   |
| 73. | Mr. Hussein Ame        | President's Office – State House, Zanzibar                                    |
| 74. | Mr. Hussein Makungu    | Zanzibar House of Representatives   |
| 75. | Dr. Ibrahim Haroun     | Zanzibar Fisheries Company Ltd.   |
| 76. | Mr. Iddi Bakar         | The Office of the Second Vice President of Zanzibar                           |
| 77. | Hon. Idrissa Mustafa   | Regional Commissioner for Mjini Magharibi                                     |
| 78. | Mr. Jamal Kassim       |   |
| 79. | Hon. Jamal Ali         | Zanzibar House of Representatives   |
| 80. | Mr. Jamal Mzee         | Tanzania Revenue Authority  |
| 81. | Mr. Jambo Ramadhani    | UONGOZI Institute   |
| 82. | Mr. Johari Sururu      | Tanzania Immigration Department   |
| 83. | Mr. Jolson Masaki      | United Nations Development Programme  |
| 84. | Mr. Joseph Kilangi     | Permanent Secretary – Ministry of Lands and Settlements Development, Zanzibar |
| 85. | Prof. Joseph Semboja   | UONGOZI Institute   |
| 86. | Mr. Juma Haji          | ACT Wazalendo   |
| 87. | Mr. Juma Hija          | Zanzibar Insurance Corporation  |
| 88. | Dr. Juma Mbwana        | Zanzibar's Ministry of Health, Social Welfare, Elderly, Gender and Children   |
| 89. | Mr. Kadari Singo       | UONGOZI Institute   |
| 90. | Ms. Khadija Mzee       | Law Review Commission of Zanzibar   |
| 91. | Dr. Khalio Mohamed     | The Office of the Second Vice President of Zanzibar                           |
| 92. | Mr. Khamis Fakhir      | Zanzibar Petroleum Development Company  |
| 93. | Mr. Khamis Simba       | President's Office – Labour, Economy and Investment                           |

| S/N  | NAME                   | ORGANIZATION  |
|------|------------------------|---|
| 94.  | Mr. Khamis Said        | Deputy Permanent Secretary, Ministry of Information, Youth, Culture, Arts and Sports            |
| 95.  | Mr. Khamis Khamis      | Vocational Training Authority of Zanzibar   |
| 96.  | Dr. Khamis Omar        | Zanzibar Food and Drug Agency   |
| 97.  | Ms. Klaartje Schade    | Mwani, Zanzibar   |
| 98.  | Hon. Kombo Mwinyishehe | Zanzibar House of Representatives   |
| 99.  | Ms. Latifa Mohamed     | UONGOZI Institute   |
| 100. | Hon. Leila Mussa       | Minister for Tourism and Heritage   |
| 101. | Ms. Leila Kihwele      | Food and Agriculture Organization   |
| 102. | Ms. Lilian Mwamdanga   | UN Women  |
| 103. | Ms. Linda Manu         | UONGOZI Institute   |
| 104. | Mr. Luziga Shaaban     | The Fire and Rescue Force   |
| 105. | Hon. Machano Said      | Zanzibar House of Representatives   |
| 106. | Prof. Mahondi Nyandui  | Institute of Marine Science – University of Dar es Salaam                                       |
| 107. | Dr. Makame Makame      | Ministry of Blue Economy and Fisheries, Zanzibar  |
| 108. | Mr. Makame Hasnuu      | Shipping Corporation of Zanzibar  |
| 109. | Mr. Makame Daima       | Zanzibar National Service   |
| 110. | Ms. Margreth Simalenga | UONGOZI Institute   |
| 111. | Ms. Mariestella Kago   | United Nations Development Programme  |
| 112. | Ms. Mariam Ndabagenga  | UONGOZI Institute   |
| 113. | Hon. Masoud Mohammed   | Zanzibar's Minister of State, President's Office – Regional Administration and Local Government |
| 114. | Mr. Masoud Balozi      | Protocol  |
| 115. | Mr. Maulid Shibu       |   |
| 116. | Dr. Maureen Were       | UONGOZI Institute   |
| 117. | Mr. Mbarouk Omar       | Community Forests Pemba   |
| 118. | Mr. Mehboob Champsi    | The Revolutionary Government of Zanzibar  |
| 119. | Hon. Mgeni Juma        | Zanzibar House of Representatives   |
| 120. | Mr. Mikidadi Rashid    | Zanzibar Petroleum Development Company  |
| 121. | Mr. Mkasha Mbwana      | Pemba Seaweed Farmers Association   |
| 122. | Dr. Mngereza Miraji    | Permanent Secretary, Ministry of Water, Energy and Minerals, Zanzibar                           |
| 123. | Mr. Mohamed Hamad      | Fisherman   |
| 124. | Mr. Mohamed Malik      | Ministry of Blue Economy and Fisheries, Zanzibar  |





| S/N  | NAME                  | ORGANIZATION   |
|------|-----------------------|--|
| 125. | Mr. Mohamed Othman    | Ministry of Blue Economy and Fisheries, Zanzibar       |
| 126. | Mr. Mohamed Ibrahim   | Zanzibar Connections Co. Ltd                           |
| 127. | Mr. Mohamed Hassan    | The Police Force                                       |
| 128. | Hon. Mohamed Salum    | Zanzibar House of Representatives                      |
| 129. | Hon. Mohamed Jecha    | Zanzibar House of Representatives                      |
| 130. | Mr. Mohamed Khamis    | Kadhi's Court  |
| 131. | Mr. Mohamed Mohamed   | President's Office – State House, Zanzibar             |
| 132. | Mr. Mohamed Ibrahim   | Omani Consulate  |
| 133. | Prof. Msafiri Mshewa  | Sumait University                                      |
| 134. | Eng. Mshenga Mshenga  | Zanzibar Electricity Corporation                       |
| 135. | Hon. Mtumwa Yusuf     | Zanzibar House of Representatives                      |
| 136. | Ms. Muhamed Hamad     | Fishermen's Committee                                  |
| 137. | Mr. Mussa Nyange      |  |
| 138. | Mr. Mussa Bakari      | URCZ   |
| 139. | Hon. Mussa Mussa      | Zanzibar House of Representatives                      |
| 140. | Mr. Mussa Said        | Zanzibar Fisheries Company                             |
| 141. | Mr. Mussa Diginesh    | United Nations Development Programme                   |
| 142. | Mr. Muumin Kombo      | The Office of Director of Public Prosecutions Zanzibar |
| 143. | Hon. Mwanaidi Mussa   | Zanzibar House of Representatives                      |
| 144. | Hon. Mwanajuma Makame | Zanzibar House of Representatives                      |
| 145. | Ms. Mwatima Issa      | President's Office – State House, Zanzibar             |
| 146. | Ms. Nadhira Salum     | Ministry of Blue Economy and Fisheries, Zanzibar       |
| 147. | Ms. Nadya Haji        | Ministry of Blue Economy and Fisheries, Zanzibar       |
| 148. | Ms. Nahaat Mahfoudh   | Zanzibar Ports Corporation                             |
| 149. | Hon. Nassor Ali       | Zanzibar House of Representatives                      |
| 150. | Mr. Nassor Ameir      | Zanzibar Social Security Fund                          |
| 151. | Mr. Nassor Mahruki    | Zanzibar Association of Tourism Investors              |
| 152. | Mr. Novatus Mdee      | Puma Energy  |
| 153. | Mr. Omar Mohamed      | Ministry of Water, Energy and Minerals, Zanzibar       |
| 154. | Mr. Omar Said         | Ministry of Industry and Trade, Zanzibar               |
| 155. | Mr. Omar Kali         | Zanzibar Association of Tour Operators                 |

| S/N  | NAME                  | ORGANIZATION  |
|------|-----------------------|---|
| 156. | Hon. Prof. Omar Hamad | Zanzibar House of Representatives   |
| 157. | Mr. Omar Haji         | Gapco Zanzibar Ltd  |
| 158. | Insp. Omar Haji       | The Police Force  |
| 159. | Mr. Omar Salim        | Actionaid – Tanzania  |
| 160. | Amb. Ombeni Sefue     | UONGOZI Institute   |
| 161. | Mr. Othman Khamis     | The Office of the Chief Government Statistician, Zanzibar                 |
| 162. | Mr. Othman Chum       | Kadhi's Court   |
| 163. | Dr. Othman Ali        | The Controller and Auditor General of Zanzibar                            |
| 164. | Mr. Othmani Shehe     | Kichakaa Si Shangi  |
| 165. | Hon. Panya Abdalla    | Zanzibar House of Representatives   |
| 166. | Mr. Patrice Mushi     | UONGOZI Institute   |
| 167. | Ms. Pavu Khamis       | Juwamwaza   |
| 168. | Ms. Rahima Bakari     | Zanzibar Bureau of Standards  |
| 169. | Ms. Rahma Ali         | Zanzibar's Minister for Infrastructure, Communications and Transportation |
| 170. | Ms. Ramla Islam       | Ministry of Blue Economy and Fisheries, Zanzibar                          |
| 171. | Eng. Rashid Ali       | Ministry of Blue Economy and Fisheries, Zanzibar                          |
| 172. | Mr. Rashid Rashid     | -----   |
| 173. | Mr. Rashid Abdalla    | The Fire and Rescue Force   |
| 174. | Mr. Rashid Mohamed    | Ministry of Blue Economy and Fisheries, Zanzibar                          |
| 175. | Ms. Raya Mselem       | Zanzibar House of Representatives   |
| 176. | Ms. Riziki Juma       | Zanzibar's Minister for Lands and Settlements Development                 |
| 177. | Hon. Rukia Ramadhan   | Zanzibar House of Representatives   |
| 178. | Ms. Saada Suleiman    | Zanzibar Broadcasting Corp  |
| 179. | Dr. Saada Salum       | The Office of the First Vice President of Zanzibar                        |
| 180. | Hon. Saada Mwendwa    | Zanzibar House of Representatives   |
| 181. | Hon. Sabiha Thani     | Zanzibar House of Representatives   |
| 182. | Ms. Sabra Saleh       | Feed The Future   |
| 183. | Mr. Said Said         |   |
| 184. | Mr. Said Mwinyigogo   | People's Bank of Zanzibar   |
| 185. | Mr. Saleh Haji        | Zanzibar House of Representatives   |
| 186. | Dr. Saleh Yahya       | Institute of Marine Science – University of Dar es Salaam                 |





| S/N  | NAME                   | ORGANIZATION  |
|------|------------------------|---|
| 187. | Mr. Salehe Abdalla     | Zanzibar House of Representatives   |
| 188. | Hon. Salha Mwinjuma    | Zanzibar House of Representatives   |
| 189. | Dr. Salha Mohamed      | Zanzibar Water Authority  |
| 190. | Dr. Salim Salim        | The Office of the Second Vice President of Zanzibar                         |
| 191. | Dr. Salim Hamza        | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 192. | Dr. Salim Hamza        | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 193. | Ms. Salma Abdullah     | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 194. | Hon. Salma Bilal       | Zanzibar House of Representatives   |
| 195. | Mr. Salmin Nahoda      | Commission for Youth  |
| 196. | Mr. Salum Wahabi       | Zanzibar Revenue Board  |
| 197. | Dr. Salum Soud         | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 198. | Mr. Salum Fundi        | K.h. Medical Africa Ltd   |
| 199. | Mr. Salum Hashim       |   |
| 200. | Mr. Seif Suleiman      | Zan Ocean International   |
| 201. | Mr. Seif Mwinyi        | President's Office – Public Service and Good Governance, Zanzibar           |
| 202. | Ms. Semeni Salum       | Wakulima Hai  |
| 203. | Mr. Shaaban Hamoud     | Omani Consulate   |
| 204. | Dr. Shaaban Suleiman   | Institute of Public Administration, Zanzibar                                |
| 205. | Hon. Shaban Othman     | Zanzibar House of Representatives   |
| 206. | Hon. Shaibu Kaduara    | Zanzibar House of Representatives   |
| 207. | Hon. Shamata Khamis    | Zanzibar House of Representatives   |
| 208. | Mr. Sharif Fasih       | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 209. | Ms. Sharifa Juma       | The Office of the Second Vice President of Zanzibar                         |
| 210. | Mr. Sheha Hamdan       | Ministry of Blue Economy and Fisheries, Zanzibar                            |
| 211. | Mr. Sheha Juma         | Zanzibar Environmental Management Authority                                 |
| 212. | Ms. Sheikha Mohamed    | Zanzibar Maritime Authority   |
| 213. | Dr. Soud Hassan        | Ministry of Agriculture Natural Resources Livestock and Fisheries, Zanzibar |
| 214. | Mr. Suhad Alawi        | Zanzibar Stone Town Conservation Authority                                  |
| 215. | Mr. Suleiman Nyange    | Protocol  |
| 216. | Mr. Suleiman Makame    | Zanzibar's Minister for Water, Energy and Minerals                          |
| 217. | Hon. Suleiman Suleiman | Zanzibar House of Representatives   |

| S/N  | NAME                      | ORGANIZATION  |
|------|---------------------------|---|
| 218. | Hon. Sulubu Kidongo Amour | Zanzibar House of Representatives                   |
| 219. | Ms. Suzana Aroko          | UONGOZI Institute                                   |
| 220. | Mr. Usu Mallya            | UN Women  |
| 221. | Hon. Yahya Abdulla        | Zanzibar House of Representatives                   |
| 222. | Mr. Yassir Ali            | Ministry of Blue Economy and Fisheries, Zanzibar    |
| 223. | Hon. Yussuf Iddi          | Zanzibar House of Representatives                   |
| 224. | Hon. Zaina Salum          | Zanzibar House of Representatives                   |
| 225. | Ms. Zainab Ussi           | President's Office – Labour, Economy and Investment |
| 226. | Mr. Zakaria Khamis        | Zafiri Mobef  |
| 227. | Hon. Zubeir Maulid        | Zanzibar House of Representatives                   |



