

THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR THE MINISTRY OF BLUE ECONOMY AND FISHERIES

# THE MINISTRY OF BLUE ECONOMY AND FISHERIES STRATEGIC PLAN 2023 – 2028



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### FOREWORD

The Revolutionary Government of Zanzibar is dedicated to promote rapid development and improve the efficiency of public services for its citizens, with a focus on responsible resource management. This approach aims to facilitate growth, productivity, efficiency and enhanced service delivery. To accomplish these objectives, the Ministry of Blue Economy and Fisheries is tasked with creating an Institutional Strategic Plan that outlines key projects to be implemented within the Ministry. This plan serves as a blueprint for the achieving sector-specific goals and has been developed collaboratively with inputs from diverse stakeholders.

I sincerely hope that the Strategic Plan will serve as a guide for all programs and activities within the Ministry. It offers a logical framework for implementing the Ministry's mandate. I am delighted that the development of the Strategic Plan has been aligned with the Zanzibar's national documents such as the Zanzibar Development Vision 2050 (ZDV 2050) and the Zanzibar Development Plan (ZADEP) 2021-2026. It also takes into account the CCM 2020 - 2025 Election Manifesto and international frameworks that aim to create a diverse and resilient economy for sustainable growth and socio-economic transformation. This Strategic Plan outlines strategies that will ensure the Ministry effectively contributes to the achievement of its targets.

The Ministry of Blue Economy and Fisheries is dedicated to provide high quality and accessible service to the people of Zanzibar. We believe in involving civil society, development partners and other non-state actors in the development process through a participatory approach. This ensures that our development strategies and programs are viable, effective and have a positive impact. We are hopeful that both the Government and the private sector will collaborate and invest in sustainable development projects, utilizing innovative ideas to promote the growth of the blue economy.

I kindly appeal to all stakeholders to lend their support to the implementation of this Plan. It is crucial that every staff member in the Ministry strives to transform the Plan into concrete operational work-plans. Furthermore, the Ministry is committed to play a significant role in achieving the objectives outlined in this Strategic Plan.

> Hon. SULEIMAN MASOUD MAKAME Minister, MINISTRY OF BLUE ECONOMY AND FISHERIES

## ACKNOWLEDGMENT

The Ministry of Blue Economy and Fisheries would like to acknowledge the collaborative efforts of multiple institutions and individuals in preparing this Strategic Plan. The contributions, ranging from planning, data collection, analysis as well as the drafting, validation and finalization of this document are greately appreciated. The Ministry is fully committed to actively participate in the implementation of the national development goals and International objectives, with this Plan serving as the roadmap towards achieving those goals.

The Blue Economy and Fisheries sectors have made significant strides during reform period, benefiting from valuable lessons learned and experiences gained over time. As a result, stakeholders and citizens now have renewed confidence in the ability of the sector to ensure universal access to Blue Economy and Fisheries services for development. The strong involvement of the Private Sector has provided a significant boost to the Blue Economy and Fisheries campaign, firmly aligning the country with its path towards achieving national development.

I am delighted that through collaborative efforts involving all key sector players, the Ministry has successfully formulated a Strategic Plan that aligns with both national development and international goals. It is now crucial for all partners to take ownership of the plan and utilize it for effective decision-making, ensuring that programs and projects are implemented in accordance with its guidelines. I would like to extend my heartfelt gratitude to all stakeholders for their valuable contributions to this significant initiative. I encourage all stakeholders in the Blue Economy sector to regularly utilize the Strategic Plan as a tool for enhancing service delivery to our citizens.

I would like to express my sincere gratitude to all individuals who actively participated in the preparation of this Plan. We deeply appreciate the contributions of our Development Partners Group on Blue Economy, under the leadership of the UNDP, as well as the dedicated efforts of the staff from various Departments, institutes and corporations within the Ministry.

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Dr. ABOUD SULEIMAN JUMBE Principal Secretary, MINISTRY OF BLUE ECONOMY AND FISHERIES

### **EXECUTIVE SUMMARY**

The Strategic Plan (2023-2028) establishes the vision, mission and objectives to be accomplished over the next five years. This plan serves as a framework for enhancing services delivery and effectively implementing sector policies and strategies, leading to tangible actions that will contribute to the attainment of national goals.

The development of the MoBEF Strategic Plan encompassed various crucial steps. These included assessing external factors that impact the organization; conducting a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis; and performing a Stakeholders analysis. Additionally, critical issues were identified, objectives, strategies, initiatives, key performance indicators (KPIs), targets and budgets for initiatives were established. The vision, mission and core values were derived from these objectives, and the plan also addressed the critical issues and functions of MoBEF. A Balance Scorecard methodology was utilized to determine priorities for the initiatives. The strategic objectives and targets presented in this document provide a roadmap for enhancing the implementation of Blue Economy, Fisheries, and Oil and Gas policies. To ensure comprehensive execution, the Plan is integrated with the Revolutionary Government of Zanzibar budget system through the Medium-Term Expenditure Framework (MTEF) and Program Based Budget (PBB) mechanisms. This linkage ensures that the necessary resources and budget are allocated towards achieving the goals outlined in the Plan.

Continuous monitoring and evaluation of the initiatives will be carried out during the implementation of the strategic plan. A five-year Planning Cycle has been established, carefully aligned with the broader National Cycle, to ensure that the strategic plan effectively contributes to the overall national planning activities in Zanzibar.

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## **ABBREVIATIONS**

AU	African Union
CAG	Controller Auditor General
CCM	Chama cha Mapinduzi
DBEDC	Department of Blue Economy Development and Coordination
DHRA	Department of Human Resources and Administration
DPPR	Department of Planning Policy and Research
DFAD	Department of Fisheries and Aquaculture Development
DMC	Department of Marine Conservation
EEZ	Exclusive Economic Zone
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
ICT	Information Communication Technology
IUU	Illegal Unwanted Unreported
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MCAs	Marine Conservation Areas
MCS	Monitoring Control and Surveillance
MDAs	Ministries Departments and Agencies
MoBEF	Ministry of Blue Economy and Fisheries
MSP	Marine Spatial Planning
MTEF	Mid Term Expenditure Framework
MTR	Mid Term Review
NDR	National Data Repository
PHL	Post Harvest Loss
PPP	Public Private Partnership
PSE	Priority Measure of Strong Enforcement
RE	Renewable Energy
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SOPs	Standard Operating Procedures
SP	Strategic Plan
SWOC	Strength Weakness Opportunities and Challenges
ZADEP	Zanzibar Development Plan
ZAFICO	Zanzibar Fisheries Company
ZAFIRI	Zanzibar Fisheries and Marine Resources Research Institute
ZDV 2050	Zanzibar Development Vision 2050

ZPC Zanzibar Planning Commission	
ZPDC	Zanzibar Petroleum Development Company
ZPRA	Zanzibar Petroleum Regulatory Authority

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## CHAPTER ONE INTRODUCTION

#### 1.1 ORGANIZATION DESCRIPTION

The Ministry of Blue Economy and Fisheries (MoBEF) was established in November 2020 following the historic General Elections in line with the authority vested by the President of Zanzibar and Chairman of the Revolutionary Council, Dr. Hussein Ali Mwinyi, and was consistent with the CCM 2020-2025 Manifesto. The primary objective of creating the Ministry of Blue Economy was to guide Zanzibar towards implementing new post-pandemic measures for Blue Economy recovery.

# The Ministry of Blue Economy was created in November 2020

In order to fulfill this purpose, the President of Zanzibar and Chairman of the Revolutionary Council, Dr. Hussein Ali Mwinyi issued a legal notice assigning specific responsibilities to the Ministry, which included the development and coordination of Blue Economy; exploration, development and management of Oil and Gas; management of fisheries and aquaculture; and the conservation and utilization of marine resources. This move aimed to streamline the functions of various Ministries and improve efficiency and effectiveness in government operations and aligning with the overall Blue Economy strategy for Zanzibar. The Ministry has several key roles and functions, which include:

- Developing and overseeing the implementation of relevant sector policies and plans;
- 2. Conducting and promoting research that is relevant to the development of the sectors;
- 3. Supervising the management of human, financial and other resources;
- Overseeing, coordinating and promoting the development of the blue economy, including activities related to oil and gas exploration;
- Supervising, developing and promoting fisheries sector to enhance production and productivity;

- 6. Supervising and promoting sustainable aquaculture practices;
- 7. Supervising and developing activities related to marine conservation;
- 8. Coordinating the development of infrastructure for the blue economy;
- 9. Developing and overseeing extension services for the fisheries sector;
- Ensuring effective post-harvest handling practices, processes and value chain development;
- Promoting the use of technology in fisheries and marine protected areas;
- 12. Receiving public complaints and taking appropriate actions in response.

#### 1.2 NATIONAL AND INTERNATIONAL GOALS AND STRATEGY LINKAGE

The Ministry is committed to achieve numerous objectives outlined in various national and international frameworks. These frameworks include:

#### 1.2.1 ZANZIBAR DEVELOPMENT VISION 2050

The Ministry of Blue Economy and Fisheries aligns its Strategic Plan with ZDV (2050) by focusing on the first pillar, Economic Transformation, which aims to modernize and diversify the productive capabilities of Zanzibar. This pillar encompasses seven priority areas including agricultural production, industrial and trade, tourism, blue economy, oil and gas, creative and digital economy, as well as finance and investment.

Specifically, the Ministry of Blue Economy and Fisheries takes responsibility for three priority areas including Fisheries and Aquaculture Development, Oil and Gas Development, and Ocean Governance matters such as Conservation, Research and other Cross Cutting Issues, as well as oil and gas, which are expanded below;

#### 1.2.1.1 Fisheries and Aquaculture Development

Fisheries is a significant sub-sector of agricultural production in Zanzibar alongside crops, livestock and natural resources.natural resources. The fisheries and aquaculture sector holds immense importance in ensuring both food security and livelihoods for the local population. It serves as a source of employment for approximately 79,856 individuals representing around 8.5 percent of Zanzibar's total workforce. Moreover, this sector contributes about 5 percent to the total GDP of the country.

Agriculture employs about 79,856 people in Zanzibar, or 8.5% of the total workforce.

However, the fisheries and aquaculture sector in Zanzibar faces several challenges that need to be addressed. These challenges include a lack of awareness, limited innovation, inadequate tools and difficulties accessing capital and markets for fishers and aquaculture communities. Additionally, unsustainable and illegal fishing practices persist due to inadequate monitoring and enforcement mechanisms. The sector also experiences high post-harvest losses (PHL) with inadequate fisheries data management. Furthermore, climate-induced ecosystem changes, such as biodiversity loss, species extinction, species migration and the decline in seaweed production caused by high sea surface temperatures, pose significant challenges. The limited supply of inputs for aquaculture and fisheries support and the limited marine sector Research and Development compound the challenges faced by the sector.

In response to these challenges, the Zanzibar Government aims to implement the following measures to address the issues faced by the fisheries and aquaculture sector:

- Intensify and diversify production and productivity of high-quality fisheries, aquaculture and marine and forestry products. This includes focusing on laborintensive production initially and gradually developing capacity in capital-intensive means of production;
- Promote fishery resources farming activities such as cage fish farming of marine resources, pond fish farming of fresh waters species and seaweed farming;

- Make investments in actual fishing of fishery resources. This involves procuring fishing vessels and support equipment to undertake fishing activities, especially in deeper territorial and Exclusive Economic Zone(EEZ) waters;
- 4. Invest in fishing gear, related accessories, and fisheries infrastructure. This includes establishing ice-making plants, cold-storage facilities and fish landing sites equipped to meet the needs of artisanal fishers and facilitate proper fish handling and preservation facilities prior to auctioning;
- Invest in operations of a dry dock through development of markets and marketing systems. This includes acquiring appropriate distribution motor vehicles and establishing suitable fish handling and storage facilities;
- Invest in high-quality inputs, technologies, research and capacity development to produce quality products for exports and local markets, including tourism. These efforts align with the blue economy approach and , focus on nutrition-sensitive practices to achieve high food and nutritional security;
- Foster a thriving and competitive private sector through effective organizations. This requires supporting initiatives that improve and expand production, marketing, value addition and regular access to market information for both export and domestic markets;
- Establish robust policies and legislation supported by strong institutions, adequate capacities, financing and coordination. These efforts aim to facilitate sector transformation while considering sustainability and climate change resilience in the development of plans.

#### 1.2.1.2 Blue Economy

Zanzibar, with its extensive coverage of the Indian Ocean in both territorial waters and the Exclusive Economic Zone (EEZ), possesses a significant comparative advantage in the broad spectrum of the blue economy sector. This advantage includes areas such as maritime trade and transportation, fisheries development, tourism development and resource extraction, including Oil and Gas (0&G). However, the potential of these sectors has not been fully harnessed, resulting in underexploited and haphazard development.

Recognizing the untapped potential, Zanzibar has prioritized blue development as a catalyst for growth in the coming decade, with a focus on generating employment opportunities and reducing poverty. To realize its aspirations, Zanzibar aims to achieve the following in its blue economy development:

#### A cohesive blue economy with sectoral linkages

- Foster linkages across agriculture , industrialization and trade, tourism, and maritime transportation;
- 2. Commercialize fisheries and aquaculture to meet domestic and export market demands;
- Expand sustainable marine tourism, including untapped eco-tourism markets, to promote job creation;
- 4. Develop efficient and reliable maritime infrastructure networks and services, such as seaports and undersea pipelines, to facilitate trade, passenger flows and boost tourism demand.

#### **Invest in Capture Fisheries**

- Invest in the establishment of a fishing port with necessary infrastructure to service fishers and their fishing vessels;
- 2. Support activities related to capture fisheries within the EEZ;
- 3. High expertise in blue economy-related technologies;
- Develop expertise in managing blue economy -related technologies through capacity building and investment in research and Development (R&D);
- Ensure local ownership and enhance the contribution of blue economy to the overall economy;

## Sustainable exploitation of marine-related resources and products

- Practice sustainable exploitation of marine resources and products within an operational blue economy framework;
- 2. Implement marine spatial planning, prioritize environmental preservation and establish clear investment procedures;
- Continued adherence to regional and international blue economy institutions and initiatives;
- 4. Maintain commitment and support for regional and international blue economy institutions and initiatives;
- 5. Collaborate with other nations to preserve the marine environment and promote economic cooperation.

#### 1.2.1.3 Oil and Gas

Zanzibar possesses significant potential for oil and gas resources; however, there is a lack of local exposure and awareness regarding sustainable operations in the sector. Additionally, inadequate institutional capacity, insufficient public awareness about oil and gas opportunities; limited local entrepreneurship in oil and gas services; the absence of a National Data Repository and inadequate governance of oil and gas revenues pose challenges. To avoid the negative effects, there is a crucial need to build capacity in oil and gas management. In light of this,Zanzibar aspires to achieve the following:

- Establishing a comprehensive mechanism for sustainable oil and gas exploration: This involves operationalizing policies and regulatory frameworks that promote sustainable practices in the oil and gas sector. Measures will be implemented to minimize greenhouse gas emissions during the production stage;
- Developing substantial infrastructure, investment capacity, human capital and revenue management related to sustainable oil and gas exploration and commercialization;
- 3. Encouraging inclusive oil and gas investment: Zanzibar seeks to promote investment in the sector that benefits local communities. This will be achieved through

technology transfer, training programs and incorporating local content requirements where applicable.

#### 1.2.2 CCM 2020 - 2025 ELECTION MANIFESTO

The Strategic Plan is in alignment with the CCM 2020 – 2025 Election Manifesto, which is evident in several Articles, including article 136 (e), article 149 (a-o), article 162 (a-f) and article 175 (a-e). These articles highlight the significance of the blue economy agenda as one of the key priorities in the manifesto.

Article 136 (e) indicates the top priority as to 'identify and develop new economic sectors, including blue economy, creative industry and digital economy'.

Article 149 (a-o) emphasizes the need for directives and measures towards sustainable management of fisheries and marine resources.

Article 162 (a-f) specifically guides the development of the blue economy.

Article 175 (a-e) focuses on the development of the oil and gas sector.

#### 1.2.3 ZANZIBAR DEVELOPMENT PLAN (ZADEP) 2021-2026

The Ministry of Blue Economy and Fisheries is actively working on three priority areas within the Zanzibar Development Plan (ZADEP): Exploring Blue Economy potentials; Fisheries, Aquaculture and Marine Resources; and Oil and Gas. The objectives and targets for each ares are outlined as follows:

#### **EXPLORING BLUE ECONOMY POTENTIALS:**

- **Target 1**: Attain a blue economy share of 60% in the Gross Domestic Product (GDP ) by 2025.
- **Target 2**: Increase the proportion of total employment in the blue economy sector to 60% of the total employment by 2025.

#### FISHERIES, AQUACULTURE AND MARINE RESOURCES:

- **Target 1**: Increase the share of fishing in the GDP from4.9% in 2020 to 10% in 2025
- Target 2: Increase fish per capita consumption from22.7 kg/year in 2020 to 30 kg/year by 2025.

**Target 3**: Increase the proportion of total employment in fisheries sector from 4% in 2020 to 15% by 2025.

#### OIL and GAS:

**Target 1**: Maintain petroleum reserve at 100% by 2025.

**Target 2**: Increase the proportion of Oil and Gas professions to 5% of the total workforce by 2025.

#### 1.2.4 SUSTAINABLE DEVELOPMENT GOALS (SDGS 2030)

The Strategic Plan of the Ministry of Blue Economy and Fisheries is directly linked to SDG 14, which aims to conserve and sustainable use the oceans, seas, and marine resources for sustainable development. Additionally, the plan has inter-linkages with several SDGs including;

- **SDG 1 End Poverty:** where fisheries plays a vital role in poverty reduction in Zanzibar, providing employment and income for thousands of people. The strategy aims to promote sustainable fisheries management and development, which will help to ensure that the fisheries sector remains a viable source of livelihoods for the poor;
- **SDG 2 End Hunger**: Fish is a major source of protein and other essential nutrients for people in Zanzibar. This strategy aims to increase the production and availability of fish, which will help to improve food security and nutrition for all Zanzibaris;
- **SDG 5 Gender Equality**: The fisheries sector is traditionally male-dominated, but women play an important role in many aspects of the sector, such as fish processing and marketing. The strategy promote gender equality in the fisheries sector by empowering women and ensuring that they have equal opportunities to participate in and benefit from the sector;
- **SDG 6 Clean Water and Sanitation**: Pollution from fisheries activities can contaminate water resources and pose a risk to public health. The strategy aims to reduce pollution from the fisheries sector and protect water quality.

- **SDG 7 Affordable and Clean Energy**: The fisheries sector relies on energy to power fishing boats, processing facilities, and other infrastructure. It promotes the use of renewable energy sources in the fisheries sector, which will help to reduce greenhouse gas emissions and mitigate climate change.
- **SDG 8 Decent Work and Economic Growth**: The fisheries sector is a major contributor to the Zanzibar economy. The strategy promotes the use of sustainable fisheries management and development, which will help economic growth and create jobs.
- **SDG 9 Industry, Innovation and Infrastructures:** The fisheries sector requires investment in infrastructure and technology to improve productivity and efficiency. The strategy aims to attract investment in the fisheries sector and promote innovation in the sector.
- **SDG 13 Climate Action**: Climate change is a major threat to the fisheries sector in Zanzibar. The strategy aims to build the resilience of the fisheries sector to climate change and reduce greenhouse gas emissions from the sector.

#### 1.2.5 AFRICAN UNION (AU) AGENDA 2063

The Agenda 2063 prioritizes the blue economy as a crucial driver of socio-economic transformation across Africa. Within this framework, the fishery sector aligns with Goal 6, which focuses on the 'Ocean Economy for accelerated economic growth' and Goal 7, centered on 'environmentally sustainable climate and resilient economies and communities', both falling under Aspiration 1.

#### 1.2.6 BLUE ECONOMY POLICY (2022)

The Strategic Plan is aligned with the Blue Economy policy (2022), which aims to enhance coordination across various sectors within the Blue Economy framework. It emphasizes the promotion of social inclusion by empowering local communities particularly women, youth and individuals with special needs to participate in Blue Economy activities. The plan also prioritize the safety and security of the maritime domain in collaboration with relevant national maritime security agencies. Another key objectives to improve food and nutritional security through sustainable management of blue resources. Additionally, the plan aims to mobilize resources and optimize GDP by harnessing the potential of the ocean and its components through sustainable Blue Economy initiatives. The vision of the plan is to 'transform Zanzibar into a leading hub for Blue Economy in the Western Indian Ocean Region', aligning with the overarching objective of the Blue Economy policy in 'promoting sustainable development, environmental stewardship and improving livelihoods through the coordinated and sustainable utilization of the ocean and other blue resources'.

#### 1.2.7 FISHERIES POLICY (2022)

The vision for fisheries in Zanzibar is to establish a 'leading blue economy sector contributing to better socio-economic standards of the Zanzibar's and increased GDP. The Fisheries policy of 2022 aims to support the sustainable development of the fisheries sector, with a focus on promoting the blue economy, ensuring food security, managing resources, conserving marine biodiversity, adapting to climate change and enhancing social wellbeing. This strategic plan aligns closely with the Fisheries policy by implementing initiatives that meet the needs of fisheries and aquaculture stakeholders. It aims to boost fish and aquaculture production through the adoption of modern technologies, prioritize environmental management by restoring and protecting the ocean and conserving marine biodiversity and ecosystems.

Additionally, it emphasizes the importance of cuttingedge research in fisheries and ocean science to unlock opportunities in the blue economy. The plan also aims to improve the quality of the fisheries value chain by reducing post-harvest losses, enhancing safety and hygiene standards and strengthening marketing and infrastructure services to meet international standards. Furthermore, it seeks to enhance household food and nutritional security through sustainable fisheries resources management and promote social inclusion by providing support to local communities, empowering women, engaging youth and considering the needs of individuals with special requirements.

## 1.2.8 NATIONAL FISHERIES POLICY FOR THE EXCLUSIVE ECONOMIC ZONE (2020)

The National Fisheries Policy for the Exclusive Economic Zone (EEZ) is designed to safeguard the health and ecological balance of migratory fisheries and ensure that the benefits of EEZ fisheries reach the nation, coastal populations and the blue economy. It aims to tackle the challenges that impede the management and development of marine fisheries resources in the EEZ by promoting sustainable practices and responsible fishing methods. The policy focuses on increasing revenue encouraging the export of marine products in partnership with the private sector. It also emphasizes the need for financial sustainability in fisheries management. Furthermore, the policy highlights the importance of collaboration with regional partners to combat illegal, unreported and unregulated (IUU) fishing and to conserve marine biodiversity and ecosystems.

#### 1.2.9 INDUSTRIAL POLICY (2019)

The primary objective of this policy is to foster the expansion and growth of both existing and new priority sectors within the manufacturing industry. The ultimate aim is to drive the transition of the country into a middle-income economy. This Strategic Plan aligns closely with the Industrial policy, as it places emphasis on promoting inclusive, sustainable and environmentally responsible industrial development within the fisheries sector.

#### 1.2.10 INVESTMENT POLICY (2017)

Within the Zanzibar Investment Policy, the marine sector is acknowledged as a crucial component of the Zanzibar economy. Specifically, the Fisheries sub-sector is identified as holding immense potential for future growth and development. This sub-sector encompasses a diverse range of activities including large-scale commercial fishing, small-scale artisanal fishing, sport fishing, aquaculture and fish processing and marketing. Although the inshore artisanal fisheries are currently facing overexploitation, there are investment opportunities available in the deep-sea fishing sector, making it an attractive area for investors interested in the deep-sea fishing and fish processing industry.

#### 1.2.11 OIL AND GAS POLICY (2016)

The overarching mission of the policy is to provide guidance and establish conducive conditions for the effective, efficient, transparent, inclusive, sustainable and safe exploration, extraction and utilization of petroleum resources in order to drive the socio-economic development of the people of Zanzibar. In alignment with this mission, the strategic plan aims to create an environment that fosters stakeholder engagement in petroleum development operations, ensuring sustainable development and maximizing the value benefits while minimizing adverse impacts on the environment, safety and health. The ultimate goal of the policy is to explore, develop and produce oil and gas resources while simultaneously generating significant value to support sustainable development, poverty alleviation and the preservation of health, safety and environmental sustainability.

#### 1.2.12 PUBLIC PRIVATE PARTNERSHIP POLICY (2014)

The main objective of the 2014 Public Private Partnership (PPP) Policy is to establish necessary and efficient infrastructure and public services in accordance with Zanzibar's natural and ethical principles, aiming for sustainable economic and environmental progress at national level. The policy encourages private sector involvement in delivering public services and developing infrastructure projects through partnerships with the public sector. This collaboration aims to mutually benefit both the government and the private sector. However, the execution of these projects must adhere to relevant laws and regulations regarding the allocation of benefits, risks and responsibilities. As part of this strategic plan, the Ministry of Blue Economy and Fisheries advocates for the implementation of PPP arrangements for various initiatives related to the blue economy and fisheries sector.

#### 1.2.13 ZANZIBAR LAND POLICY (2018)

This policy aligns with and promote the sustainable utilization of the coastal zone and the effective management of marine resources to meet the present and future needs.

#### 1.2.14 ENVIRONMENTAL POLICY (2013)

The primary goal of the 2013 Zanzibar Environmental Policy is to establish a framework for safeguarding, preserving, restoring and effectively managing environmental resources. This framework ensures the capacity of these resources to support development and preserve the valuable environmental assets for both current and future generations. The strategic plan acknowledges the importance of environmental management within a suitable governance structure, particularly in relation to the coastal and marine environment, while simultaneously fostering the development of the blue economy in Zanzibar.

#### 1.2.15 TRADE POLICY (2006)

The objective of Trade policy is to prioritize the wellbeing of traders, customers and the general public. It places significant importance on maintaining standards and quality control for both imports and exports of products and goods. This strategic plan takes into account the promotion of industrial transformation in relation to marine resources and supports the international development of the blue-economy.

#### 1.2.16 WATER POLICY 2004

The objective of the Water policy is to enhance access to clean and safe water for all while safeguarding and preserving water sources and catchment areas, including vulnerable coastal areas and groundwater aquifers.

#### 1.2.17 FISHERIES MASTER PLAN 2023-2038

The Fisheries Master Plan (FMP) in Zanzibar outlines 15 priority areas for fisheries research, which include:

- 1. Developing simple stock status indicators for important neritic tuna species.
- 2. Mapping the main fishing grounds utilized by small-scale fishers through GPS tracking.
- Investigating the genetic stock structure of key neritic species as part of a regional project.
- Conducting trials on new artisanal fishing methods, such as pole-and-line, drop-line and Fish Aggregating Devices (FADs) for targeting medium and large pelagic species. Lessons learned from previous trials should be considered to avoid costly unsuccessful attempts.
- 5. Assessing the by-catches of sharks and rays caught by pelagic long-liners.
- 6. Developing simple stock status indicators for important reef fishes at the species level.
- 7. Assessing the health of reefs and implementing measures to maintain or restore them.
- 8. Reviewing and analyzing long-term datasets to determine their utility for fisheries management.
- 9. Developing simple stock status indicators for important small pelagic groups.

- Assessing the stock status of fish and establish sustainable effort levels for optimal yields.
- Assessing the long-term productivity dynamics of the small pelagic fishery through modeling catch rates and considering oceanographic and environmental factors.
- Investigating spatial and seasonal trends in fishing patterns along the coast to establish a framework for spatial management of fishing effort.
- Developing and implementing strategies for value-adding at the local level in seaweed farming, including investigating seaweed diseases.
- Exploring and implementing advanced techniques and technologies for cultivating seaweed in deeper waters.

#### 1.2.18 RESEARCH AGENDA FOR TANZANIA FISHERIES EXCLUSIVE ECONOMIC ZONE-2020-2030

Insufficient scientific information posses a significant challenges to the fisheries sector, leading to overexploitation and discouraging potential investments in the country. Specifically, the lack of data on fisheries socio-economics, governance, business planning, value chain analysis, marketing, and the impact of environmental variability and climate change contributes to these challenges. The complexity of conducting research in deeper offshore waters, combined with limited knowledge and infrastructural resources, further exacerbates the situation. To address these issues, The research agenda focuses on seven priority areas, which include biological research, environmental research, fishery-related research, stock assessment research, social and economic research, monitoring, Control and Surveillance, as well as climate change and adaptation research.

#### 1.2.19 ZANZIBAR RESEARCH AGENDA 2021-2026

The Zanzibar Research Agenda 2021-2026 acknowledges the significant of the blue economy in fostering socio-economic development by promoting responsible management of marine resources. The agenda places particular emphasis on aquaculture as a priority area. This includes the identification and development of diverse marine species for farming, incubation, value addition and marketing of aquaculture products. It also highlights the importance of comprehensive technology transfer to support sustainable aquaculture practices.



In the realm of fisheries, the research agenda prioritizes several key areas. These include conducting stock assessments of fish populations, establishing no take zones to preserve marine habitats, studying the life cycles of commercially important species, developing artificial coral reefs to enhance fish stocks and implementing controls on fishing activities in critical habitats. Additionally, the agenda emphasizes the significances of bio-security measures and certification for marketing products as well as enforcing good fishing practices. The protection of endangered species such as dolphins, turtles, rays and sharks, and the regulation of curio trade through shell processing are also recognized as important research priorities. These efforts aim to promote eco-tourism and ensure the conservation of vulnerable marine species.

#### **1.3 ORGANIZATION STRUCTURE**

Figure 1.1 illustrates the organization structure of the Ministry of Blue Economy and Fisheries, which comprises five departments, which are Administration and Human Resources Management; Planning, Policy and Research; Blue Economy Development and Coordination (including oil and gas exploration; Fisheries and Aquaculture Development, and Marine Conservation. Additionally, the structure includes a Head Office in the Pemba Island, and two companies – the Zanzibar Fisheries Company Limited (ZAFICO) and Zanzibar Petroleum Development Company (ZPDC). It also encompasses the Zanzibar Petroleum Regulatory Authority (ZPRA) and the Zanzibar Fisheries and Marine Resources Research Institute (ZAFIRI).

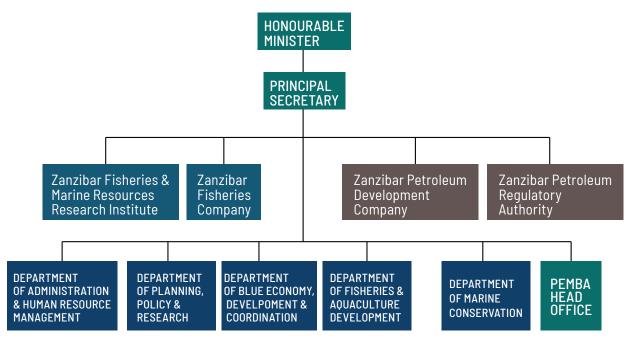


Figure 1.1: Ministry of Blue Economy and Fisheries Organization Structure

#### 1.4 METHODOLOGY OF THE STRATEGIC PLAN

The preparation of the plan involved active participation from the management and staff of all departments and institutions within the Ministry. Various references were consulted during the process, including the ZDV 2050, ZADEP 2021-2026, the CCM 2020-2025 Election Manifesto, African Union Agenda 2063 and the SDG,s 2030. Moreover, the methodology employed to draft this Strategic Plan adhered to the guidelines provided by the Zanzibar Planning Commission (ZPC), which were designed to facilitate the development of strategic plans across the entire public sector.

Similarly, an extensive evaluation of sector performance over the past five years was undertaken to gain insights into the issues, challenges and trends that will impact the operations and implementation of programs within the Ministry. Additionally, information regarding target clients and stakeholders was gathered to facilitate the identification and understanding of client groups, as well as to determine their desired outcomes resulting from the services provided. This gathered information served as a guide for formulating the strategic direction for the period of 2022 to 2027, encompassing the Vision, Mission, Core Values, Strategic Themes, Strategic Results, Strategic Objectives, Units of Measurement, Key Performance Indicators (Targets) and Strategies (Initiatives).

This Strategic Plan has been specifically crafted to empower the sectors within the Ministry to implement programs and strategies that foster the development of the blue economy and fisheries. In doing so, it aims to contribute towards the attainment of the Sustainable Development Goals, while ensuring the effective implementation of our policies and national strategies. This plan serves as a comprehensive and cohesive document that will act as the central focal point for all ministerial activities. Additionally, it provides clear direction and guidance to all departments, sections and units of the Ministry, enabling them to execute planned activities and ultimately achieve the objectives and targets in the Strategic Plans.

This strategic plan aims to effectively manage, develop, and coordinate Blue Economy and Fisheries initiatives for the next five years

# 1.5 RATIONALE FOR DEVELOPING THE STRATEGIC PLAN

Due to the establishment of the Ministry in November 2020, the need arose to create Strategic Plan that would provide guidance on it's objectives and establish key priorities in line with its mandate. This plan focuses on effective administration, development and coordination of initiatives related to the blue economy and fisheries sectors, while also aligning with the ZDV 2050 and ZADEP 2021-2026 for the next five years.

#### **1.6 PURPOSE OF THE STRATEGIC PLAN**

The purpose of this Strategic Plan is to establish a comprehensive framework for effective management of responsibilities of the Ministry of Blue Economy and Fisheries from 2022/23 to 2026/27. It will serve as a practical tool for facilitating collaboration between various stakeholders within the Ministry and the Government as a whole. Furthermore, its main objective is to guide the organization in successfully fulfillment of its mandate, thereby, realizing it's Vision and Mission

This plan outlines the ministry's goals for the next five years and serves as a basis for measuring progress and ensuring accountability to stakeholders

throughout the designated plan duration.

Additionally, the plan aims to communicate the ministry's intended achievements throughout the plan's duration, serving as a foundation for measuring performance and ensuring accountability to stakeholders. It is anticipated that the plan will play a crucial role in guiding the development and coordination of blue economy and fisheries initiatives by providing essential guidance during the planning and budget preparation processes. Furthermore, the plan seeks to mobilize, allocate and effectively utilize government financial and human resources to attain the desired level of implementation set by the government within the designated time-frame.

The plan delineates the specific actions that are to be taken by various entities, including departments, institutions, authorities, companies and non-state actors within the Ministry of Blue Economy and Fisheries. Additionally, the plan will offer direction for the formulation of Medium-Term Expenditure Framework (MTEF) and budgeting, while also serving as a foundation for annual planning and performance agreements in each fiscal year throughout the plan's duration. The implementation of this plan aligns with the Ministry's mission to foster sustainable development and coordination within the realm of blue economy.

#### **1.7 THE DESIRED OUTCOMES OF A SUCCESSFUL STRATEGIC PLAN.**

The Ministry has set high expectations to wealth creation, economic growth, human development and the provision of social services. This plan aims to assist the Ministry in achieving the following objectives:

- Ensure the sustainable transformation of fisheries and aquaculture development activities;
- Foster public-to-public and public-to-private partnerships in blue economy investment opportunities;
- 3. Promote community empowerment and social inclusion in Blue Economy;
- 4. Engage in oil and gas exploration and development.
- 5. Develop capacity for research and investments in offshore renewable energy.

- 6. Address degradation of marine environment, combat marine pollution and enhance marine conservation areas.
- 7. Improve research and development efforts on fisheries and marine resources.
- 8. Enhance the efficiency of coordination in ocean governance, maritime safety, and security.
- 9. Align all plans and regulatory frameworks with National Strategies
- 10. Improve financial management, accountability and sustainability.
- 11. Enhance the ministry's capacity to deliver services effectively.



## CHAPTER TWO ORGANIZATION STRATEGIC ASSESSMENT

In this chapter, the outcomes of the situational analysis of the external and internal environments in which the Ministry of Blue Economy and Fisheries (MoBEF) operates are presented. The chapter also evaluates the impacts of interactions with these environments on the Ministerial organizations. Three different approaches were employed for this analysis, namely Performance Review, SWOC Analyses and Stakeholder Analyses.

#### 2.1 PERFORMANCE REVIEW

From its establishment in November 2020 until the publication of this Strategic Plan, MoBEF has made significant strides in constructing the organizational framework and initiating the necessary measures to establish a Ministry capable of fulfilling its mandate and realizing its mission and vision. The accomplishment aligns with strategic objective presented in Table 2.1

STRATEGIC RESULTS	DESCRIPTION OF RESULTS	
Establishing and maintaining regulatory and administrative framework.	Annual plans and budgets are prepared, approved and implemented.	
Conducive policy to support inclusion and decision- making processes.	Rules, regulations, standards and directives complied.	
Enhancing research and its associated infrastructures.	Tools for data management are prepared and implemented.	
Strengthening management and coordination.	Cooperation MoUs entered.	
Adopting codes of practices and guidelines	Development programs and projects are viable and aligned with national development strategies; and	
Developing an effective M&E system to improve performance.	Stakeholders comply with guideline issued by the MoBEF.	
Integrate Gender Equality, Woman empowerment, HIV- AIDS, Good governance and Disabled issues into plans and operations; and	Stakeholders are engaged with all integrated issues.	
	Facilitate nature-based livelihood opportunities.	
	Raise awareness and build community capacity to influence behavioral change.	
Promote coastal and marine climate resilience.	Recognize and mitigate climate change risks through climate smart initiative; and	
	Developing a coastal and marine climate resilient fund.	
Promote sustainable management of terrestrial and marine ecosystem.	Increase the level of production and productivity in Marine resources and fisheries by using modern and appropriate production technology. It also means sustainable use and conservation of resources including land, sea, forest and terrestrial water body.	
Monitor and regulate oil and gas operations, to manage upstream oil and gas data, and to promote exploration in Zanzibar in environmentally responsible manner. and	Petroleum act and other strategic regulations have been finalized and validated, incorporating the necessary safeguard measures to ensure the exploitation of 0&G	
Strengthen relationship in Oil and Gas operation in Zanzibar, Tanzania Mainland and regional country;	resources in environmentally responsible manner. They will include measures to minimize greenhouse gases emission during production.	
Conducting training need assessment.	Local and International trainings on upstream oil and gas attended;	

Table 2.1: Performance Review of the MoBEF

STRATEGIC RESULTS	DESCRIPTION OF RESULTS	
Recruiting and retaining professional staffs.	Awareness conducted.	
Ensure availability of certified and accredited laboratories.	Report prepared and meetings are conducted.	
Promoting collaborative research to accelerate technology transfer and innovation; and	Guidelines on technology transfer and skills document is prepared, recruitment and training programs approved.	
	Training and research delivery is extended.	
	Local and international conferences and workshops organized and attended.	
Oten athening accordination and postporchin with evicting	Tools for data management are prepared and implemented.	
Strengthening coordination and partnership with existing fisheries scientific institutions.	Training is undertaken, infrastructure and facilities are procured.	
	Skills and training plan prepared; and	
	Information is produced and disseminated to stakeholders in a timely.	
Create market linkages across the fisheries and aquaculture value chain.	_ Investments in semi-industrial processing of fishery	
Installation of anchovy/seaweed drying facilities for artisanal fishers and seaweed farmers; and	resources.	
Processing anchovies and seaweed.	Quality products and good market price.	
Investments in development of markets and marketing systems	Suitable fish handling and storage facilities so as to attract the Tourism industry operators to buy locally fished edible marine resources	
Contribute to the financing of education for technicians needed for aquaculture development;	Financial Statements are Audited by CAG;	
	Regulations for securing funds are prepared;	
	Potential financers for prioritized projects are secured;	
Organize the seaweed farmers into associations to easily access credit and loans; and	Financial and human resources for MBEF development programs and projects with socio-economic benefits allocated;	
	Government revenues from upstream operations are collected and appropriately managed; and	
	All approved programs and projects are financed depending upon resources availability.	
Improve marketing and trade diversification in fish and	Investments in development of markets and marketing systems; and	
marine product; and	Suitable fish handling and storage facilities so as to attract the Tourism industry operators to buy locally fished edible marine resources.	

### 2.2 SWOC ANALYSIS

The SWOC analysis is a vital strategic planning tool utilized to assess the Strengths, Weaknesses, Opportunities and Challenges of the institution (Table 2.2). This analysis assists the MoBEF in evaluating both internal and external environments, enabling the ministry to leverage its strengths and capitalise on opportunities that facilitate the effective execution of its mandate.

Table 2.2: Summary of Strength, Weaknesses, Opportunities and Challenges Facing the MoBEF

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Close working cooperation between the MoBEF and other stakeholders.	Shortage of expertise in some areas including, oil and gas, researchers, aquaculture, blue economy.	Comparative advantage in production of marine resources products.	Theft, diseases and pests' infestation in aquaculture crops.
Ministry committed on addressing and integrating cross cutting issues.	Weak implementation of staff performance appraisal, placement and promotional procedures.	Existing market for marine resources products due to expansion of tourism sector, East African Market and increased global demand.	Poor enforcement of laws and regulations.
Existence of legal, regulatory and institutional framework for performing its functions.	Inadequate statistics, monitoring, evaluation and management information system.	Investments in development of markets and marketing systems, inclusive of fish distribution.	In adequate number of qualified staff.
Existence of sector development strategies.	High post-harvest losses for fish, seaweed and other marine product.	Availability of PPP Policy, Acts, Regulations and in Standard Operating Procedures (SOPs);	Unpredictable weather conditions due to Climate change and its vulnerability.
Availability of BE data to support BE operations.	Inadequate investment in the maritime economy.	PPPP investment in capture fisheries, aquaculture, supporting services and facilities, infrastructure, industrial processing and contract fishing with communities.	Severe budgetary constraints.
Strategic location of the Islands in relation to discharging BE functions.	Shortage of marketing infrastructure.	Availability of financial services for marine resources producers.	Low private sector and youth involvement in investment, research and aquaculture innovations;
Fully Government support Presence of competent and motivated young workforce;	Small budgets leading to non-performance of planned activities.	Strong collaboration with local community in conservation and management of marine resources.	Low participation and involvement of private sector and youth in aquaculture investment, research and innovation
Availability of qualified local experts.	Lack of Competent Authority for BE products quality control, certification, inspection and standardization.	Discoveries of oil and gas in the neighbouring regions.	Lack of marine spatial planning leading to conflicts over use and ownership of marine resources.
The ministry has created a conducive working environment; and	Continued emergence of illegal fishing defying the laws and regulations of sustainable fishing and marine conservation; and	Oil and gas exploration potential.	Unstable global price in oil, gas and other marine resources produce.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Sufficient annual budget developed which reflects with objective of the Ministry.	Insufficient proper ICT tools (Systems and processes).	Geology, data Acquisition, and data management;	Increased demand of marine resources leading to over exploitation of the resources.

#### 2.3 STAKEHOLDER ANALYSIS

In this section, the Ministry outlines its expectations it holds for stakeholders in achieving the Ministry's Vision, Mission, Objectives and Targets. The stakeholder analysis was conducted by assessing the profiles of the Ministry's key stakeholders, identifying their responsibilities, needs and expectations. In line with its mission, the MoBEF acknowledges the significance of providing high-quality and timely services to its primary stakeholders. Table 2.3 provides a summary of the principal stakeholders within the blue economy and fisheries sector, along with their respective expectations.

Table 2.3: Summary of Stakeholder Analysis with Expectations

STAKEHOLDER	STAKEHOLDER EXPECTATION	MINISTRY EXPECTATION	POTENTIAL IMPACT IF STAKEHOLDER'S EXPECTATION NOT MET
	Strong coordination and communication between blue economy priority sectors and Ministry ;	Effective participation and commitment of different stakeholders in initiatives planning and implementation processes.	Marine resources use conflicts.
Public/citizen	Timely availability of inputs and services at affordable price.	Compliance with government regulations regarding supply of blue economy inputs and services;	Poor participation of community and
	Good governance and transparency on services delivery.	Efficient marketing system for blue economy products;	
	Efficiency and timely blue economy services delivery to customers.	Strong coordination between MoBEF and blue economy priority sectors;	Inadequate implementation of the goals of the Blue Economy in Zanzibar of Blue economy agenda in Zanzibar.
	Access to credit and saving facilities;	- Enforcement of regulatory - frameworks.	
	Proper blue economy and fisheries strategies and initiatives		
	Clear policy guidelines, legal and regulatory framework for their engagement.		
Staff	Capacity building and manpower development.	Full participation in Ministry's programs.	Delay in reporting and poor reports.
	Good working environment.	Effective and efficient delivery of service.	Reduced working morale;
	Efficient and effective Human Resource and Administration services; and	Successfully achieve Ministry Vision Mission, Objectives and targets.	Poor performance.

STAKEHOLDER	STAKEHOLDER EXPECTATION	MINISTRY EXPECTATION	POTENTIAL IMPACT IF STAKEHOLDER'S EXPECTATION NOT MET
Staff	Participatory and fair appraisal.	Creative, committed, responsible and competence staffs.	Low efficiency;
		Improved productivity.	Reduced productivity; and
		Exhibit good image of the Ministry;	Failure in creativity and new innovation.
		Adherence to policies, rules, and regulations of the ministry; and	Failure in Planning
		Efficient utilization of resources allocated	Reduced efficiency and productivity
Researcher/Academic Institutions	Sharing of data and information between the Ministry and researchers; and	Facilitate training of manpower who are competent enough to deliver on the Ministry's mandate; and	Poor dissemination of reports and data which may lead to decline in other economic initiatives.
	Partnership and collaboration in research and policy formulation.	Ensure confidentiality on shared information and feedback.	Low quality research outputs
Ministries, Departments and Agencies (MDAs)	Clear demarcation and distribution of responsibilities.	Proper Utilization of the allocated resources; and	Poor sharing of information among sectors; and
	Good policy and regulatory guidelines;	Facilitating effective inter- ministerial coordination and	Poor coordination of Blue Economy priority sectors.
	Good relationship, collaboration and networking with Ministries and state agencies.	collaboration, devolution and decentralization opportunities;	
Contractors, Suppliers and Consultants	Appropriate and timely payments of goods supplied and services rendered;	Guarantee efficient, effective and timely delivery of goods and services; and	Low standard of technical works;
	Transparent in bidding and procurement process; and	High standards of technical works undertaken, goods and services supplied that meet contractual obligation and existing competitive and fair pricing.	Poor standard of goods and services provided; and
Professional bodies	Fair competition		Reduced competitive advantage.
	Facilitating compliance by technical staff through registration and renewal of membership; and	Enhanced standards of technical expertise and professional management in the sectors;	Poor standard
	Offer opportunities for continuous professional development	Development parterners in the implementation of development projects and programs; and	
		Upgraded innovation, research and development; and policy analysis.	
Development Partners and international institutions.	Good governance and political stability.	Support specific programs whose implementation are coordinated by the Ministry; and	Failure of PPP projects and other initiations

STAKEHOLDER	STAKEHOLDER EXPECTATION	MINISTRY EXPECTATION	POTENTIAL IMPACT IF STAKEHOLDER'S EXPECTATION NOT MET
Development Partners and international institutions.	Good national and sector policies and conducive legal frameworks.	Timely disbursement of Failure of Devemopment promised resources. Partenrs supported Projects	Failure of Devemopment Partenrs supported Projects
	Effective coordination and cooperation.		
	Government commitment.		
	Successful implementation of Ministry projects and programs;		
	Participation of stakeholder in planning process; and		
	Facilitating efficient use of allocated resources.		
Media	Provision of timely, Accurate and reliable information.	Boosted awareness, information documentation and effective communication.	Poor data dissemination to citizen; and
Private sectors, Investors, Non- Governmental Organizations (NGOs), Community Based Organizations (CBOs), Marine User e.g Port Authority, ZMA and Tourism.	Improved involvement in Public Private Partnerships (PPPs) for blue economy and fisheries initiatives; and	Availability of good services.	Few PPP projects on blue economy and fisheries sectors
	Investment incentives in place;	Project Sustainability.	
	Conducive policy and legislative framework.	Play their rightful role in development of blue economy and fisheries; and	
	Political stability.	Compliance with government regulations regarding supply of blue economy inputs and services.	
	Availability of up to date and accurate blue economy and marketing information.	Active participants in blue economy interventions; and	
Private sectors, Investors, Non- Governmental Organizations (NGOs), Community Based Organizations (CBOs), Marine User e.g Port Authority, ZMA and Tourism.	Institutional collaboration and networking; and		Few PPP projects on blue economy and fisheries
	Appropriate production, managerial and marketing skills.		
	Capacity buildings interm of financial (Loan/grant), equipments, facilities and marketing. etc.		

## CHAPTER THREE INTERNAL FUNCTIONS AND STRATEGY FRAMEWORK

This chapter focuses on analyzing various elements of the Ministry's Strategic Plan. It begins by outlining the internal functions of the MoBEF and examine the ministry's vision statement, mission, core values, strategic objectives, strategic map and balanced scorecard, along with their corresponding weights. The strategic plan provides a clear outline of the mandate of the MoBEF which is to manage, administer and promote the development and coordination of the Blue economy in Zanzibar. This Mandate defines the core functions and responsibilities of the Ministry towards the public and stakeholders.

#### 3.1 INTERNAL FUNCTIONS PROCESS

The implementation process of this strategic plan begins with a thorough examination, development and improvement of institutional frameworks such as laws, policies and regulations. The objective is to ensure the efficient and effective delivery of services related to the blue economy. In order to achieve this, inclusive planning, strategic thinking and implementation will be undertaken, along with participatory monitoring and evaluation. Special attention will be given to engage blue economy stakeholders in participatory decision-making process. Additionally,the ministry and/or MDAs will implement directives from the Central Government and finally communicate them to stakeholders for execution (Figure 3.1) Another crucial step in the implementation is to coordinate the think tank of the country (ZADEP 2021-2026) to provide guidance for the activities of the ministry and stakeholders.

In order to enhance the development of the blue economy, there will be a focus on improving coordination, planning and budgetary processes. Special attention will be given to address specific issues related to enable businesses and providing support for service delivery. This will involve strengthening and aligning policies and regulations to ensure their effectiveness. Transparency and inclusivity will be emphasized in the design processes of the strategic plan, and efforts will be made to provide the necessary capacity and financing for implementation. Furthermore, there will be a focus on strengthening data systems and enhancing coordination to effectively improve the priority sectors of the blue economy.

Over time the Ministry may receive public complaints regarding various matters related to the blue economy. In response, the Ministry will promptly address these complaints by investigating the concerns, evaluating the situation and taking appropriate actions to rectify any identified issues. The objective is to ensure the efficient functioning of the blue economy while addressing the concerns of the public.

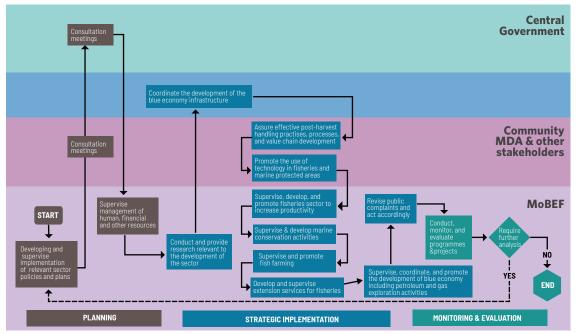


Figure 3.1: Internal Functions Processes for the Ministry of Blue Economy and Fisheries

#### 3.2 VISION, MISSION & CORE VALUES

Building upon this mandate, the Ministry formulated a vision statement, outlining it's desired future state and what it aims to achieve during the strategic period. Subsequently, the Ministry crafted a mission statement that justifies its reason for existence and outlines its purpose. To work towards realizing the Vision and Mission, the Ministry established core values, which serve as timeless guiding principles that should be govern it's actions and decisions throughout its operations.

#### **VISION statement**

66 To transform Zanzibar into a leading hub for Blue Economy in the Western Indian Ocean Region

#### **MISSION statement**

66 To strengthen the governance and sustainable utilization of our ocean through wealth creation, structural transformation, community empowerment and social inclusion

#### **CORE VALUES**

The core values of the Ministry of Blue Economy and Fisheries (MoBEF) as shown in (Table 3.1).

Table 3.4: Core Values of the Ministry of Blue Economy and Fisheries

CORE VALUE	DESCRIPTION
Transparency	MoBEF shall be transparent in all activities and initiatives involved and open for public scrutiny.
Engagement	MoBEF shall strive to encourage all stakeholders to be interested in blue economy interventions
Innovation	MoBEF shall always strive to reach out and embrace new technologies and innovative methods of executing our mandate so as to contribute towards national development.
Quality	MoBEF shall strive to provide high-quality services and products that meet the expectations and requirements of our stakeholders.
Teamwork	MoBEF shall uphold the principle of teamwork and promote collaboration in order to realize the synergies of working together.
Partnerships	MoBEF relates to its stakeholders as partners who work effectively and develop strong relationships based in mutual trust and respect as well as effective collaboration in every step of the way.

#### **3.3 STRATEGIC OBJECTIVES**

The main purpose of this strategic plan is to promote sustainable development, environmental stewardship and improved livelihoods by effective utilization of the ocean and other blue resources in a coordinated and sustainable manner. The specific strategic Objectives of the MoBEF are described as follows:

- 1. Ensure the sustainable transformation of fisheries and aquaculture development activities.
- Facilitate public-to-public and public-to-private partnerships in blue economy investment opportunities.
- 3. Promote community empowerment and social inclusion in blue economy.
- 4. Engage in responsible oil and gas exploration and development.
- 5. Develop capacity for research and investments in offshore renewable energy.
- 6. Address marine environmental degradation, combat marine pollution and enhance marine conservation areas.
- 7. Improve research and development related to fisheries and marine resources.
- 8. Enhance the efficiency of blue economy coordination across sectors.
- 9. Align all plans and regulatory frameworks with national strategies.
- Improve financial management and accountability practices.
- 11. Strengthen the Ministry's capacity to deliver services effectively.
- 12. Mainstream consideration of cross-cutting and emerging issues, particularly pandemics and gender.

The details of these objectives are as follows:

**Objective 1**: Ensure the sustainable transformation of fisheries and aquaculture development activities.

The support provided to small-scale fishers will align will align with Fisheries Policy, Fisheries Strategy, Fisheries Masterplan and FAO "Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries". There will be a focus on enhancing awareness, capacity building and effective coordination. This will be achieved through the following actions:

- Designing and implementing awareness, education and training programs that prioritize sustainable fisheries practices, conservation methods, value-addition, climate change adaptation, mitigation and improvements in coastal livelihoods. To ensure sustainable management of fisheries while integrating climate change adaptation and mitigation actions, a strong Monitoring, Control and Surveillance (MCS) system will be built. This will involve:
- 2. Facilitating an integrated approach to coastal zone management and Marine Spatial Planning (MSP) to maintain and enhance the functional integrity of coastal and marine resource systems. The aim is to enable sustainable economic development through rational, inclusive decision-making and planning.
- 3. Strengthening, transforming and modernizing the Zanzibar fisheries industry to promote sustainable ocean development.
- 4. Strengthening financial capacity and credit worthiness along the fisheries value chain.

Enhance quality control systems and promote improved handling, processing, value addition and storage infrastructure will involve the following approaches:

- 1. Encouraging investment and innovation aimed at reducing pot-harvest losses (PHL).
- 2. Integrating technology, infrastructure and knowledge to effectively address PHL;
- 3. Strengthening procedures for quality control, assurance and product inspection to ensure high standards.
- 4. Upgrading fishery market infrastructure and facilities to support efficient handling and storage.
- 5. Encouraging private sector investment in handling, storage, processing, branding and marketing to drive sustainable growth in sector.

To support the growth of the fisheries and aquaculture sectors, the following actions will be taken to promote credit facilities, modernization of hatchery services, aquaculture security and the application of *"Blue Bio Trade"* principles, as well as the supply of necessary inputs to communities:

- 1. Strengthening the capacity of aquaculture hatcheries to improve fish seed availability, ensuring a sustainable supply for the industry.
- 2. Promoting the principles of "Blue Bio Trade" to encourage sustainable and responsible trade and investment practices in the fisheries and aquaculture sectors.
- 3. Facilitating fair credit support, sustainable loans, and financial investment opportunities for communities engaged in fisheries and aquaculture.
- 4. Encouraging investments in fish feed manufacturing industries and facilities to enhance the availability and quality of fish feed
- 5. Promoting the implementation of safety and security management systems in local administrative units to ensure the well-being and protection of the fisheries and aquaculture industries.
- **Objective 2**: To facilitate public-to-public and public-to-private partnerships in blue economy investment opportunities, the following initiatives will be undertaken:
  - 1. Promote investments in deep-sea fishing infrastructure to support sustainable and responsible deep-sea fishing activities.
  - 2. Encourage investments in infrastructure that facilitate deep-sea fishing operations.
  - 3. Support entrepreneurship in the management of fisheries in EEZ areas.
  - 4. Strengthening the deep-sea fish value chain by promoting sustainable financial practices.

Facilitating the engagement of local fishers in the exploitation of EEZ resources to empower coastal communities and promote sustainable development.

- Design and implement awareness, education and training programs for local communities with a focus on industrial fishing practices in EEZ areas.
- 2. Strengthening, organizing, transforming and modernizing the local fishing industry, expand-

ing its scope beyond artisanal and near shore fishing ground into EEZ areas.

- **Objective 3**: To promote community empowerment and social inclusion in blue economy, the following measures will be taken:
  - Improve public awareness and engagement in oil and gas (0&G) development plans and activities through:
  - 2. Creation of effective communication strategies focuses on 0&G development.
  - 3. Conduct and widely distribute Strategic Environmental Assessments (SEA) related to 0&G development.
  - 4. Strengthen community consultative processes concerning 0&G development, allowing for meaningful participation and input from local communities.
- **Objective 4**: Engage in responsible oil and gas exploration and development while ensuring energy security in the oil and gas sector through the following key actions:

Strengthening petroleum governance and institutional capacity through:

- 1. Enhancing capacity of existing institutions to effectively manage and promote the 0&G sector.
- 2. Transforming the role of ZPDC to include downstream activities.
- Advocating for policy, institutional and regulatory reforms to increase capacity enhancement.
- 4. Ensuring energy security in the Oil and Gas sector.

Fostering local content and empowering local entrepreneurs and service providers through:

- 1. Formulating a comprehensive local content policy with specific guidelines and tools;
- 2. Enhancing community consultative processes to incorporate local perspectives.
- 3. Improving regulatory mechanisms to enable organized capacity enhancement, financial

empowerment and active participation of local entrepreneurs and service providers in O&G operations.

Establishing a secure National Data Repository (NDR) through:

- 1. Identifying a secure location for constructing the NDR.
- 2. Developing a robust backup plan for data retrieval and storage.
- 3. Implementing stringent data safety and security measures to protect the NDR. Providing capacity building in data security and storage for NDR management.

Implementing an effective legal framework for O&G revenues management through:

- Establishing a dedicated institution with a strong management system for overseeing 0&G revenue management.
- 2. Creating a revenue transparency model to guide decision-making and the utilization of revenues for socio-economic development.
- Launching public awareness programs to educate the public on transparent and responsible 0&G revenue management.
- **Objective 5**: Develop capacity for research and investments in offshore renewable energy (RE) by implementing the following strategies:
  - 1. Developing offshore RE sources such as wind, solar, tidal and wave energy through:
  - 2. Invest in capacity building and research and development (R&D) for offshore RE systems at both local and regional levels.
  - Enhancement of public-private partnerships (PPP) to attract investments in offshore RE systems.
  - 4. Facilitate cross-sector coordination through PPP, engaging stakeholders and fostering collaborative ventures to develop central and "off-grid" RE solutions.
  - 5. Enhance the expertise of local professionals in RE through knowledge dissemination, training, education and strategic and feasibility studies.

- 6. Encourage research on ocean-based RE with the support of sustainable financing mechanisms.
- 7. Operationalize of financing mechanisms to facilitate regulated and sustainable investments in RE.
- 8. Enforce the protection and conservation of coastal forests and critical habitats to safe-guard the environment while promoting RE.
- 9. Raise public awareness about the benefits of RE through coastal and marine protection.
- 10. Involve local communities in gathering statistics and conducting inventory related to RE resources.

Promoting cross-sector collaboration for RE development through:

- 1. Strengthen dialogue with development partners to identify key offshore RE priority areas.
- Facilitate cross-sector coordination, leveraging PPPs to attract financial investments in RE projects.
- 3. Establish a dedicated, multi-stakeholder offshore RE unit to streamline collaboration and foster effective development initiatives.
- **Objective 6**: To address marine environmental degradation, combat marine pollution and enhance marine conservation areas, the following actions will be taken:
  - Ensuring the efficient and sustainable use of fisheries and aquaculture resources, preserving the integrity of sensitive coastal and marine ecosystems through:
  - Strengthening protection and conservation efforts of Marine Conservation Areas (MCAs) by implementing improved fisheries and aquaculture data management, enabling effective planning and evidence-based decision making.
  - 3. Promoting the efficient management of MCA systems, enhancing human resource capacity to support conservation efforts.
  - 4. Empower the local economy to reduce pressure on marine resources through responsible and sustainable practices.

- 5. Implementing sustainable fisheries and aquaculture regulatory regimes.
- Collaborate with relevant national institutions to reduce domestic pollution and address issues like plastic pollution;
- 7. Control and manage e-waste to prevent its negative impact on marine environments.
- 8. Establish relevant institutional mechanisms and acquire necessary equipment to efficiently respond to accidental oil spills and minimizing their ecological impact.
- 9. Collaborate with relevant institutions to address coastal erosion, safeguarding coastal habitats and communities.
- 10. Promote the Priority measures of Strong Enforcement (PSE) approach to enhance MCS systems for fisheries in territorial waters, while providing incentives and opportunities for local communities.
- Strengthen traditional fisheries and aquaculture management practices in territorial waters, integrating sustainable methods and indigenous knowledge.

To foster climate change adaptation practices in the fishery and aquaculture sectors, the following initiatives will be undertaken:

- 1. Mainstream climate-resistant seaweed varieties to support seaweed farmers and artisanal fishers to operate deeper waters.
- 2. Facilitate credit support, sustainable loans and financial investments for communities engaged in fisheries and aquaculture activities.
- 3. Promote climate adaptation measures to protect and conserve critical habitats and marine biodiversity.
- 4. Support research on the impacts of climate change on fisheries and aquaculture, facilitat-ing evidence-based adaptation strategies.
- **Objective 7**: Improve research and development related to fisheries and marine resources through the following measures:
  - 1. Develop a supportive legal, institutional and regulatory framework:

- Establish an effective Monitoring and Evaluation (M&E) system to improve research performance and track progress.
- 3. Implement a planning, designing and rewarding system to incentivize researchers and enhance their contributions.
- Maintain an appropriate legal and administrative framework to support inclusion and decision-making processes in fisheries and marine research.
- 5. Adopt codes of practices and guidelines to ensure responsible and sustainable research practices.
- 6. Define clear roles, responsibilities and accountability mechanisms for research institutions.
- 7. Strengthen management and coordination efforts to streamline research activities.
- 8. Promote the publication, dissemination and outreach of research findings and support services.
- 9. Establish research hubs focused on Blue Economy sectors.
- 10. Implement appropriate schemes of services to support research endeavors.

Enhance research capacity for quality delivery:

- 1. Upgrade research infrastructures and obtain necessary certifications like ISO 17029 for fisheries and aquaculture product inspection and ISO 17065 for certification.
- 2. Provide laboratory quality testing services (ISO 17025) for marine and coastal resources.
- 3. Obtain quality management systems certifications (ISO 9001) for research and regulatory institutions.
- 4. Recruit and retain professional, skilled and competent staff.
- 5. Conduct training needs assessments and ensure relevant training opportunities for researchers.
- 6. Ensure the availability of laboratory equipment and reagents.
- 7. Encourage collaborative research to accelerate technology transfer and innovation.

- 8. Strengthen coordination and partnership with existing fisheries scientific institutions.
- 9. Develop a traceability system to quickly located and remove unsafe products, ensuring consumer safety.
- 10. Involve the community in co-designing research activities to foster social inclusion and local knowledge integration.
- 11. Promote investment in marine scientific research:
- 12. Foster inter-institutional and multi-disciplinary collaboration in ocean science, climate change, biodiversity and marine environment research.
- 13. Prioritize research areas related to social inclusion within blue economy priority areas.
- 14. Encourage data application and nature-based solutions to ensure sustainable utilization of the marine domain.
- 15. Integrate scientific data into science-to-policy decision-making processes to inform informed and evidence-based policies.
- **Objective 8**: Enhance the efficiency of blue economy coordination across sectors by implementing the following actions:

#### **Guiding Blue Governance:**

- 1. Enhance knowledge, awareness and capacity in blue economy governance.
- 2. Develop an integrated planning and development system for the blue economy.
- 3. Revise cross-sector policies, legal and institutional frameworks to ensure coherence.
- 4. Establish an ocean governance strategy aligned with national and international agreements.

## Facilitating institutional coordination for marine safety and security:

- 1. Strengthen collaboration on maritime security at all levels.
- 2. Enhance the law enforcement and surveillance capacity of regulatory agencies.
- 3. Provide naval assets for monitoring of maritime waters.

- 4. Involve local communities in enhancing security measures in maritime areas.
- 5. Strengthen disaster preparedness through response and recovery measures, including the implementation of early warning systems.
- 6. Ensure the availability of modern tools and equipment for effective maritime safety and security.

#### Facilitating MSP processes:

- 1. Promote awareness-raising, technical capacity and expertise on MSP.
- 2. Harmonize cross-sector legal and institutional frameworks to support MSP.
- 3. Conduct comprehensive MSP consultations and research.
- 4. Implement and enforce MSP to enhance the functional integrity of coastal and marine resources.

# Strengthening an enabling environment to attract blue finance:

- 1. Develop innovative financing mechanisms to support blue economy at all levels.
- 2. Establish a dedicated Blue Fund to finance blue economy projects, including blue carbon finance initiatives.
- 3. Initiate fiscal reforms and incentives to improve blue economy financial systems.
- 4. Encourage State and non-State PPP and blue economy financing.

#### Commissioning and developing R&D initiatives:

- 1. Strengthen R&D capacity to align with future development needs.
- 2. Establish a knowledge-based blue economy information and data management system.
- 3. Introduce blue economy-based programs in the national education system.
- 4. Foster partnerships for blue economy-based R&D initiatives.
- 5. Combining natural and social sciences for sustainable livelihoods and ecosystem preservation.

- 6. Promoting regional and global cooperation for capacity building:
- 7. Strengthen multilateral partnerships to enhance Blue Economy and Ocean Governance.
- 8. Empower local authorities to implement blue economy initiatives effectively at all levels.
- 9. Broaden equitable and inclusive participation in the governance of blue economy activities to foster regional and global cooperation.
- **Objective 9**: Ensure alignment of all plans and regulatory frameworks with national strategies by implementing the following measures:
  - 1. Aligning sectoral policies and plans with National and International plans:
  - 2. Coordinating Ministerial budgets to ensure they are in line with national priorities and strategies.
  - Monitor and evaluate the activities and targets of each ministry to ensure they align with national goals.
  - 4. Allocate resources to approved programs and projects based on their alignment with national strategies.
  - 5. Coordinate stakeholder meetings to foster collaboration and ensure coherence in planning and implementation.
  - 6. Developing reviewing and evaluating sectoral policies.
  - 7. Manage and prepare project documents to be submitted to the President's Office, Ministry of Finance and Planning for approval.
- **Objective 10**: Improve financial management and accountability practices by implementing the following strategies.
  - Promoting efficiency and effectiveness in financial resources management and accountability.
  - 2. Establish a team to secure financial resources through various funding opportunities and partnerships.
  - 3. Understand the target of development partners through a thorough understanding of the prior-

ities and objectives of development partners to align funding requests with their goals.

- 4. Utilizing SMART (Specific, measurable, Achievable, Realistic, Time bond) principles.
- 5. Strengthening research collaboration with other institution and donors to pool resources and share knowledge, thereby enhancing research and project outcomes.
- **Objective 11**: Strengthen the Ministry's capacity to deliver services effectively through the follow-ing actions:
  - 1. Creating a conducive working environment
  - 2. Conducting training needs assessment.
  - 3. Strengthening ministry coordination system.
  - 4. Enhance human resource capacities.
  - 5. Developing quality management.
- **Objective 12**: Mainstream consideration of cross-cutting and emerging issues particularly pandemics and gender

The MoBEF is committed to integrate vital cross-cutting and emerging issues, including women empowerment, pandemics, climate change, governance and the needs for special gender groups, into the planning and operations of all sectoral initiatives . To achieve this, MoBEF will implement strategic interventions focusing on the following key areas:

1. Enhancing quality and safety of fishery and aquaculture products by:

- 2. Establish and empower a competent quality assurance authority for Blue Economy products.
- 3. Provide cold storage and preservation facilities.
- 4. Strengthen phyto-sanitary compliance through capacity building among Blue Economy partners.
- 5. Promoting knowledge and awareness initiatives on pandemics through:
- 6. Facilitating preventive measures on HIV/AIDS and pandemics within the Blue Economy sectors.
- 7. Enhancing education and cooperation for sustainable blue economy recovery.

Ensure inclusive and participation of women, youth and special needs groups in Blue Economy sectors:

- Strengthen the capacity of women, youth and individual with special needs in the Blue Economy.
- 2. Include and empower women, youth and people with special needs in various blue economy initiatives and value chains.
- 3. Promote innovation in blue economy sectors, focusing on opportunities for women, youth and people with special needs.
- Improve market access for women, youth and people with special needs within the blue economy.
- 5. Enhance financial access for women, youth and people with special needs in the Blue Economy initiatives.



- 6. Ensure the protection and support of women, youth and people with special needs in the Blue Economy.
- Conduct an annual assessments of women's participation and contribution to the Blue Economy.
- 8. Identify and assess climate change vulnerable groups.
- 9. Establish climate change adaptation, mitigation and resilience strategies.
- 10. Develop early warning systems that include indigenous knowledge.

#### 3.4 TESTING CAUSE-EFFECT LINKAGES THROUGH A STRATEGY MAP

The strategic map serves as a concise and visually compelling representation of the MoBEF strategies. It effectively captures the strategic objectives, showcasing the cause-and-effect relationships among and within the four balance scorecard perspectives as depicted in Figure 3.2. Additionally, the map illustrates how the MoBEF strategy aligns with and influences its mission and vision. The power of the strategic map lies in its ability to present complex information in a clear and coherent manner, facilitating a better understanding of the organization overall strategic direction.

#### 3.5 MEASURING PERFORMANCE

The process of developing and implementing a strategic plan involves using performance measures or Key Performance Indicators (KPIs) to gauge results and ensure accountability. These measures play a crucial role in assessing the progress of various entities, such as Ministry, Departments, institutions and individuals, towards achieving specific objectives. Performance measures also help management discussions to focus on pertinent issues related to goal attainment. It is advisable to have a maximum of four measures for each objective. A well-designed performance measure is always aligned with the strategic objectives, and its data can be collected and reviewed at appropriate intervals.

For clarity and consistency, all measures should be documented with a name, description, designated measure owner, data source(s), collection frequency, chart display format, baseline and target level. The performance measurement results are usually presented in a scorecard format, as demonstrated in Table 3.2.

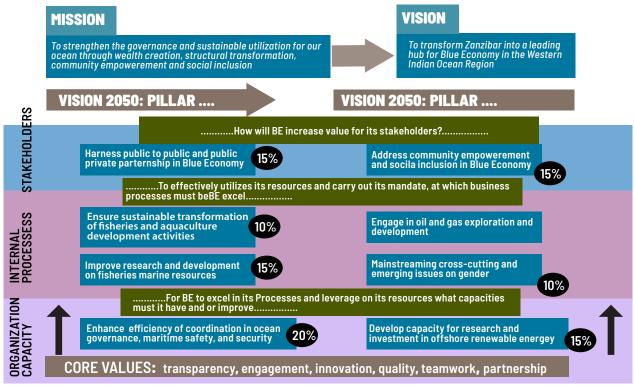


Figure 3.2: MoBEF's Strategic Map

#### Table 3.5: Performance Measure for MoBEF

					STRAT	EGIC THEME	
PERSPECTIVES	STRATEGIC RESULTS	DESCRIPTION OF RESULTS	MEASURE KPI	BASELINE 21/22	TARGET 26/27	STRATEGIC INITIATIVES	OWNER
			Tons of fish caught.	47,111	100,000	Upgrade fisheries information	
			Tons of seaweed produced.	10,531	30,000	systems, Promote investment in fisheries and aquaculture infrastructure and	
			Number of fingerlings produced by species;	60,000	200,000	facilities for production, Processing and marketing,	
		Increase the level of production and productivity of fisheries and other marine resources by using appropriate technology.	Sea cucumber	60,000	150,000	Promote Financial inclusion to small- scale fishers,	
and thro fish stre	To promote fisheries and aquaculture sector through sustainable fish productions; strengthening seaweed		Mud crab, fish	10,000	35,000	Develop and implement guidelines/ frameworks on fisheries licensing, Strengthen data collection and management system,	
			Number of Shehia Fisheries Committees trained.	102	102	Build capacity of fisheries committees	DFD
STAKEHOLDERS	farming and other marine resources.		Percentage difference of post-harvest loss experienced.	25%	10%	Enforce code practice of fish handling Provide training and facilities to minimize PHL	
	facilities Investme	Suitable fish handling and storage facilities Investments and development of markets and marketing system	Tons of marine products exported	12,167	40,000	Training on export procedure to international market, Conduct training on product development and marketing Easy accessibility of export permits	
	To promote fisheries business management. To promote fisheries business management.		To promote fisheries business management.	To promote fisheries business management.	To promote fisheries business management.	To promote and develop guidelines for PPP in deep sea fishing and aquaculture productions, Conduct feasibility studies on business and investment opportunities in fisheries value chain To promote local content in deep sea fishing	ZAFICO

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					STRAT	EGIC THEME	
PERSPECTIVES	STRATEGIC RESULTS	DESCRIPTION OF RESULTS	MEASURE KPI	BASELINE 21/22	TARGET 26/27	STRATEGIC INITIATIVES	OWNER
			Existence of fish processing industries	0	3	Call/find for the investors to help in the construction of processing plants.	
		To achieve impactful and relevant result that address the needs of fisheries and aquaculture sector to contribute to its sustainable	Tons of fish sold out (Fish Operation)	-	200	Availability of market (internal and external market).	ZAFICO
	To conduct timely, demand-driven and innovative research programs in fisheries and		Percentage of fish kept in appropriate cold storage facility.	-	100%	Call/find for the investors to help in the construction of cold storage facility.	
Fra	aquaculture	growth	Number of scientific research conducted and	5	25	Develop participatory processes to guide research development and planning.	
			disseminated			Conduct scientific research related to the Blue Economy perspective.	ZAFIRI
	Framework for quality assurance developed and implemented	To ensure high standard and consistent excellence on marine products exported	ISO 9001 certificates	0	1	Training and implementation of quality management systems for ISO 9001 certification and accreditation processes for product quality testing laboratories.	
			Revised MCS strategy document in place.	1	-	Review and implement MCS strategy document for reduction of fisheries related multi practices Enhance human and infrastructural capacity for MCS system	
	Address degradation of marine environment, combat marine pollution and enhance marine	Ensure efficient and sustainable fisheries and aquaculture resource use to preserve the integrity of sensitive coastal and marine	Number of MCA Management Plan reviewed.	5	5	Review and implement MCA Management Plan	DMC
	conservation areas	ecosystems	Number of MCA Management Plan implemented	0	5	Implement MCA Management Plan	
			Percentage and size of conservation areas under recognized management maintained (Km2).	2222	2280	Conserve conservation areas under recognized management	

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					STRAT	EGIC THEME	
PERSPECTIVES	STRATEGIC RESULTS	DESCRIPTION OF RESULTS	MEASURE KPI	BASELINE 21/22	TARGET 26/27	STRATEGIC INITIATIVES	OWNER
			Establishment of well functioned blue economy satellite account	0	1	Availability of economic, social and ecological data on blue economy sectors	
		Well-coordinated blue economy sectors.	Number of Blue Economy platforms prepared.	5	12	Prepare Blue Economy platforms	
			Number of awareness programs developed and implemented.	59	54	Conduct awareness programs on blue economy issues	
	Enhance effective coordination of blue economy priority sectors	To promote blue economy agenda. To promote blue economy agenda.	Number of National, Regional and International meetings participated.	15	36	Participate National, Regional and International meetings	Dept. of Blue Economy Development and Coordination
			Percentage of functional coordination mechanism established	20%	100%	Establish functional coordination mechanism	
STAKEHOLDERS			Number of National, Regional and International meetings participated.	15	36	Participate National, Regional and International meetings	-
			Percentage of functional coordination mechanism established	20%	100%	Establish functional coordination mechanism	-
empowermer		Facilitate MSP processes to enhance the functional integrity of the coastal and marine resources	Percentage of well functioned MSP	0%	60%	Trainings on MSP preparation for employees conducted	-
	Address community	Raise public awareness and	Number of awareness programs on Oil & Gas conducted.	41	65	Strengthen awareness messages on Oil & Gas to the community	ZPDC
	empowerment and social inclusion in Blue Economy	community consultation on 0&G development plans and activities	Number of meetings regarding Oil & Gas conducted with stakeholders.	-	4	Conduct meetings regarding Oil & Gas with stakeholders	

					STRAT	EGIC THEME	
PERSPECTIVES	STRATEGIC RESULTS	DESCRIPTION OF RESULTS	MEASURE KPI	BASELINE 21/22	TARGET 26/27	STRATEGIC INITIATIVES	OWNER
			Number of Oil & Gas professional Courses (Long course – LC, Short courses – SC & Field Attachments – FA attended.	LC – 3, SC – 12 and FA – 0	LC - 2, SC - 45 and FA - 3	Provide opportunity for staff regards on Oil & Gas professional Courses (Long course – LC, Short courses	
	Improve petroleum governance	Number of strategic monitoring activities on Oil & Gas operations conducted.	43	45	Strengthen monitoring activities on Oil & Gas operations		
	and enhance the capacity of existing institutions in regulatory and exploration	Percentage of Blocks Delineation/ Demarcation achieved.	40%	60%	Demarcate the survey area for licensing ground		
	Engage in Oil and		Number of operating blocks on exploration activities increased.	-	2	Increase operating blocks on exploration activities	
STAKEHOLDERS	Gas exploration and development and Insure energy security (Oil & Gas	Establish a viable local content policy and improve regulatory mechanisms with specific guidelines	Number of Technical sectoral Guidelines formulated.	5	2	Develop/Review of sectoral Guidelines	ZPDC
		Establish a secured National Data Repository (NDR)	Percentage of National Data Repository (NDR) development executed.	5%	10%	Purchase and install NDR hardware and software.	
			Total capacity (in Metric tonnes) of Strategic Petroleum Reserved (SPR) available.	-	45,000	Construction of petroleum depot of minimum capacity 50,000 MT	
		Availability and affordability of petroleum Oil and Gas	Total capacity (in Metric tonnes) of Petroleum depot available.	1500 in 2023/2024	-		
			Total capacity (in Metric tonnes) of LPG depots constructed.	-	1500	Construction of LPG depots of minimum capacity 1,500 MT	

			STRATEGIC THEME							
PERSPECTIVES	STRATEGIC RESULTS	DESCRIPTION OF RESULTS	MEASURE KPI	BASELINE 21/22	TARGET 26/27	STRATEGIC INITIATIVES	OWNER			
			Percentage implementation of Procurement Plan.	80%	100%	Improve revenue collection				
		Efficiency and Effectiveness in financial resources management and accountability	Number of Audit reports prepared.	4	4	Enhance efficiency and effective resources allocation and utilization				
FINANCIAL STEWARDSHIP	Improve financial management and		Percentage of revenue collection		100%	across departments and Institutions of the MoBEF	MDAs			
FINANCIALSIEWARDSHIP	l accountability and		Percentage of received fund located to approved programs and project		100%	Prepare annual budget plan (MTEF and PBB) and budget speech	MDAS			
			Percentage of prepared annual budget plan and budget speech	100%	100%	Develop and apply for grants proposals				
			Number of funded grants	0	100	-				
		ations, Standards Jidelines are	Percentage of Institutional plans complying with ZADEP/ National Strategies	100%	100%	Develop plan for monitoring national policy review process To implement plans and provide				
INTERNAL BUSINESS AND GOVERNANCE PROCESSES	Policies, Plans, Legislations, Standards and Guidelines are harmonized		Number of policies and Regulations prepared and review	2P and 4R	-	periodic feedback Revision and preparation of sectoral policies, laws, regulations and guidelines related to blue economy and fisheries. Orient staff on policies, laws, regulations and internal procedures related to code of ethics and conduct.	DPPR			
			Number of statistical report prepared.	4	4	Produce annual statistical reports and disseminate to stakeholders Strengthening statistical unit Build capacity for data collection, analysis and dissemination				

PERSPECTIVES	STRATEGIC RESULTS	DESCRIPTION OF RESULTS	MEASURE KPI	BASELINE 21/22	TARGET 26/27	STRATEGIC INITIATIVES	OWNER			
			Number and type of Research reports prepared.	2	6	Conduct social research related to ministry roles and function To implement national, and regional forums for developing research agenda				
AND GOVERNANCE Legislations PROCESSES and Guidelin	Policies, Plans, Legislations, Standards and Guidelines are harmonized	Sectorial Policies and Plans are aligned with National and International Plans	Number of M&E report prepared.	4	4	Conduct regular monitoring and evaluation of the implementation of routine, project and program activities of the Ministry Strengthening M&E unit	DPPR			
			Number of project concept note prepared.	8	20	Prepare project documents (Project proposals) and submit to PO – Finance and Planning				
			Percentage of staff trained in short term.	15%	80%		DHRA			
			Number of asset register report prepared.	2	2	Strengthen human and institutional resources management				
			Number of human resources Data Base prepared.	1	1					
LEARNING AND NSTITUTIONAL CAPACITY	Improve Ministry's Capacity to deliver services	Conducive working environment created and Human resource capacity amend	Percentage of staff on job description with performance score of 50 and above.	30%	100%	Conduct performance appraisal Stipulate long and short term staff training				
301			Percentage of staff on job description with performance score of 50 and above.	30%	100%	Enhance working conducive environment Ensure staff are motivated through rewards and appropriate benefits				
		-	Percentage of staff trained in long term.	9%	15%					
			Percentage of staff received leave.	65%	90%					

### 3.6 FINANCING OF THE STRATEGIC PLAN

This section pertains to the allocation of financial resources required for the implementation of the strategic plan. The cost estimation for this plan will be allocated annually, in alignment with the Medium-term Expenditure Framework. Table 3.6 presents the Projected Financial Requirements, providing a summary of the budget estimates for the Strategic Plan's implementation spanning the year 2022 to 2027.

Table 3.6: Budget Estimates for the Implementation of the Strategic Plan during the Years 2022/2027

OBJECTIVE	ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	i. Designing and implementing awareness, education and training programmes for local communities, focusing on industrial fishing in the EEZ	70,670,000	85,000,000	75,000,000	75,300,000	60,500,000	366,470,000
	ii. Strebgthening, organizing, transforming the local fishing industry beyond the current artisanal and near shore fishing grounds and into EEZ areas	53,200,000	60,500,000	72,000,000	63,300,000	58,000,000	307,000,000
Harness public - public and public - to - private pertnerships in blue economy investment	iii. Promoting investment in Deep sea related infrastructure and support enterprenurship in the management of Fisheries in EEZ areas	2,070,520,000	2,130,000,000	2,250,000,000	1,970,000,000	1,830,000,000	10,250,520,000
opportunities	iv. Strengthening Deep sea fish value chain through sustanable finance	240,130,000	253,000,000	248,500,000	232,500,000	231,650,000	1,205,780,000
	v. Guide blue gavernance by linking relavant institutions to implementation in the progress metrics	500,000,000	550,000,000	580,000,000	530,000,000	510,000,000	2,670,000,000
	vi. Facilitate instituion coodination for marine safety and security	190,000,000	207,000,000	210,000,000	215,000,000	213,200,000	1,035,200,000
	i. Development of communication strategies on oil and gas development	752,000,000	760,000,000	763,000,000	758,000,000	754,000,000	3,787,000,000
Address community	ii. Conducting and disseminating strategic environmental assessment (SEA) on Oil and Gas development	634,000,000	730,000,000	551,000,000	422,500,000	583,000,000	2,920,500,000
empowernment and socio inclusion in blue economy	iii. Enhencing community consultative process on oil and gas development	230,751,000	270,500,000	306,000,000	320,400,000	350,000,000	1,477,651,000
	iv. Improve ptroleum governance and enhance the capacity of existing institutions in regulatory and exploration	27,335,484,000	40,500,000,000	33,380,000,000	21,470,000,000	15,200,000,000	137,885,000,000

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OBJECTIVE	ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	v. Establish a viable local content policy and improve regulatory mechanisms with specific guidelines to ensure organized capacity enhancement, financial and resources empowernment, and participation of local entrepreneurs and service providers in oil and gas operations	457,250,000	436,000,000	581,000,000	720,500,000	654,300,000	2,849,050,000
	vi. Availability and affordabilty of petroleum oil and gas	1,683,036,500	1,736,607,300	1,920,400,000	2,041,000,000	2,375,000,000	9,756,043,800
Address community	vii. Establish a secured National data Repository (NDR)	8,094,138,000	16,842,000,000	22,596,500,000	9,922,861,000	3,968,560,000	61,424,059,000
empowernment and socio inclusion in blue economy	viii. Establish a viable legal framework to guide the management of oil and gas revenues	1,073,629,000	1,568,766,700	1,150,300,000	998,744,000	510,320,000	5,301,759,700
	ix. Develop offshore RE sources including wind, solar, tidal and wave energy through investment in capacity building, R&D, sustainable financing of RE development, environmental conservation and climate adaptation	7,228,600,000	12,368,977,900	11,573,012,000	10,254,350,000	8,922,430,000	50,347,369,900
	x. Ensure cross sector collaboration in financial sourcing and technical capacity for RE development	2,466,559,500	3,122,000,000	1,271,179,500	2,529,178,000	2,058,420,000	11,447,337,000
Engage in oil and gas exploration and development	i. Develop legal, institutional and legulatory framework to support vital reforms	340,500,000	390,130,000	488,072,400	450,100,000	418,900,000	2,087,702,400
Ensure sustainable transformation of fisheries and aquaculture development actvitities	i. Enhance awareness and capacity building, effective coordination and appropriate enforcement mechanismsand build strong MCS system for sustainable management of fisheries integrating climate change adaptation and mitigation actions	86,580,000	90,000,000	90,540,000	80,000,000	82,000,000	429,120,000

OBJECTIVE	ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	ii. Strengthen institutional capacity, improve quality control systems and promote handling, processing, value addition and storage infrastructure	5,467,898,000	23,300,104,000	8,314,642,000	30,114,537,000	4,156,889,000	71,354,070,000
Ensure sustainable	iii. Promote credit facilities, modernization of hatchery services, aquaculture security, enhanced capacity to apply "Blue Bio Trade" principles, in the supply of necessary fishery and aquaculture inputs to communities	5,639,250,000	15,562,950,000	9,952,750,000	7,951,490,000	5,810,202,000	44,916,642,000
transformation of fisheries and aquaculture development actvitities	iv. Insure efficient and sustainable fisheries and aquaculture resources use to preserve the intergrity of sensitive coastal and marine ecosystems	62,000,000	68,300,000	72,500,000	81,865,000	87,986,000	372,651,000
	v. Promote climate change adaptation practices in the fishery and aquaculture sectors through mainstreeming of climate resistant seaweed varieties, support farmers with deep sea know how and equipment, conserve critical habitat, and facilitate credit support in deep sea fishing boats and gears	102,000,000	127,506,000	154,500,000	200,500,000	230,400,000	814,906,000
lasana ang kanal	i. Improve research capacity to attain quality delevery	132,580,000	160,500,000	200,100,000	140,400,000	111,300,000	744,880,000
Improve reaerch and development on fisheries and marine resources	ii. Promote investment in marine scientific research including value addition, climate adaptation, conservation of marine resources and social inclusion	152,500,000	188,500,000	190,500,000	250,400,000	160,000,000	941,900,000
	i. To afford administrative services and necessary equipment						
Financial management	ii. Capacity building and staff welfare	120,000,000	100,500,000	130,200,000	150,600,000	170,500,000	671,800,000
and accountability improved	iii. Coodination of ministry activities	50,000,000	55,500,000	60,500,000	62,400,000	65,000,000	293,400,000
	iv. Coodination of all cross cutting issues	22,000,000	26,440,000	30,800,000	35,710,000	41,420,000	156,370,000
	v. Coodination of all ICTs in service delivery	11,900,000	14,600,000	18,500,000	28,900,000	34,500,000	108,400,000
Financial management and accountability	vi. Condusive working environment created in the human resorce capacity amend	54,580,000	63,000,000	71,540,000	76,900,000	82,000,000	348,020,000
improved	vii. Enhance quality and safety of fishery and aquaculture products	172,000,000	213,000,000	244,000,000	260,300,000	290,000,000	1,179,300,000
Ministry capacity to deliver services improved	i. Enhance knowledge and awereness initiatives about pandemics	32,000,000	35,000,000	40,200,000	45,000,000	50,000,000	202,200,000

34 | ENSURE SUSTAINABLE TRANSFORMATION OF FISHERIES AND AQUACULTURE DEVELOPMENT ACTVITITIES

OBJECTIVE	ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Mainstreeming crosscutting and emerging issues particularly on pandemics and gender.	i. Ensure full recognition for women, youth, and people with special needs in the blue economy sectors and enhance their participation in the blue economy value chains	270,000,000	301,600,000	360,800,000	407,502,000	415,716,000	1,755,618,000
	i. Coodinating ministerial budget	13,000,000	18,100,000	24,500,000	28,900,000	34,500,000	119,000,000
	ii. Monitor and evaluate ministry's activities and tergets	52,000,000	105,000,000	80,250,000	75,000,000	50,000,000	362,250,000
All plans and regulatery	iii. Assign resources to approved program/project	10,000,000	15,100,000	20,200,000	23,000,000	28,000,000	96,300,000
frameworks are alligned with national strategies	iv. Coodinate stakeholder meeting	75,000,000	68,300,000	78,530,000	80,165,000	89,976,000	391,971,000
	v. Develop/ review and evaluate sectorial policies	42,000,000	44,300,000	53,500,000	59,812,000	66,982,000	266,594,000
	vi. Manage and prepare project documents to be submitted to president office finance and planning	18,700,000	20,100,000	24,200,000	28,000,000	32,300,000	123,300,000
	TOTAL	66,006,456,000	122,589,000,000	98,229,215,900	93,155,114,000	50,787,951,000	430,768,000,000



# CHAPTER FOUR MONITORING, EVALUATION AND PERFORMANCE REPORTING

#### 4.1 MONITORING

The Monitoring and Evaluation (M&E) of the Balanced Scorecard plays a crucial role in assessing its impact. Through evaluation, the Ministry aims to determine the effectiveness, efficiency, impact and sustainability of the objectives. To achieve this, the Ministry will enhance M&E mechanisms, allowing for regular tracking of progress and performance evaluation against targets on a guarterly and annual basis. Furthermore, a Mid-Term Review (MTR) of the Balanced Scorecard is scheduled for June 2025. This review will assess the progress made towards achieving the intended results, strategic objectives, and overall strategic outcomes. Additionally, a final evaluation is planned for June 2027 for comprehensive assess the extent of the implementation plan and its overall impact. This evaluation will inform the preparation of the next five-year Balanced Scorecard.

# M&E helps to track progress towards the plan's goals and objectives, identify challenges and opportunities, and inform decision-making

The M&E of the Balanced Scorecard will be carried out at various levels, including individual, departmental, institutional and ministerial levels. At the individual level, the performance of staff will be monitored and evaluated annually using a Performance Appraisal System. For Departmental and Divisional levels, the implementation plan's M&E will take place on a guarterly and annual basis. As a result, M&E has transitioned from a focus on implementation (concerned with carrying out activities) to a results-based approach (assessing actual changes achieved). In the context of the strategic plan, monitoring implementation now concentrates on inputs, outputs and impact, which encompasses specific products and services delivered. Table 5.1 presents a comprehensive Monitoring Plan outlining Key Performance Indicators, targets, data sources, data collection method, frequency of reporting and responsible parties.

#### 4.2 PERFORMANCE REPORTING

The performance evaluation reports will be prepared in accordance with the monitoring plan, with a primary focus on the progress of each objective and the advancement towards achieving the planned outcomes. These reports will be generated on a monthly, quarterly or annual basis, as specified in the monitoring plan, to showcase the impact of the strategic plan.

Regular performance reports will be prepared to update relevant authorities on the status of implementation and prompt interventions as necessary. The reporting system will be divided into two levels:

- **Implementation level**: This includes departments/ institutions and the community, with the primary responsibility of carrying out strategic plan interventions and reporting regularly.
- **Decision making level (Ministry)**: At this level, the ultimate role is to make informed decisions based on the performance reports.

In addition to the plan and Budget Performance Report, individual MDAs Performances based on the Balanced Scorecard will be assessed against the set targets. M&E officers from each department or institutions will be responsible for compiling, analyzing and submitting these performance reports to the ministry on a quarterly and annual basis. These reports serve as valuable information products that help evaluate progress and outcomes, allowing for data-driven decision-making and strategic improvements through the implementation of the strategic plan.

By tracking progress, identifying challenges and opportunities, and informing decisionmaking, M&E can help to ensure that the fisheries strategic plan is successful in achieving its goals and objectives

### 4.3 DATA COLLECTION

Data collection plays a critical role in generating valuable information essential for monitoring purposes. Two primary methods of data collection will be utilized:

- **Routine data**: These data originate from various Ministries, Departments, and Agencies (MDAs) and National Statistical Authorities (NSAs) and are collected regularly.
- **Episodic data**: These data are generated from research, national surveys and censuses, and are collected periodically on specific occasions.

Data collection is driven by indicators, which serves as metrics to measure progress towards achieving the set targets of the strategic plan. The data collected is then utilized to populate the Performance Measure for MoBEF. This measure comprises a list of indicators, targets, baseline values, time-frames and the responsible organization tasked with monitoring and reporting on the progress.

The monitoring and evaluation plan of the ministry will focus on reporting the intermediate results (outcomes) of selected activities. On the other hand, sector and other actors, such as departments and institutions will be responsible for reporting on the immediate results (outputs) of their respective activities to measure performance.

#### 4.4 DATA VERIFICATION

Data verification and quality assurance are essential aspects to ensure accurate and reliable information on the real progress of the achievement. The monitoring and evaluation Department of the Ministry of Blue economy will play a crucial role in conducting periodic data quality assurance checks for the data collected from various institution and departments. This process ensures that the data used for monitoring and evaluation purposes is valid, consistent, and trustworthy, enabling informed decision-making and a more accurate assessment of the strategic plan's progress and impact.

#### 4.5 ACCOUNTABILITY

The accountability for plan monitoring and evaluation of this strategic plan is distributed among various stake-holders as presented in monitoring plan (Table 5.1).

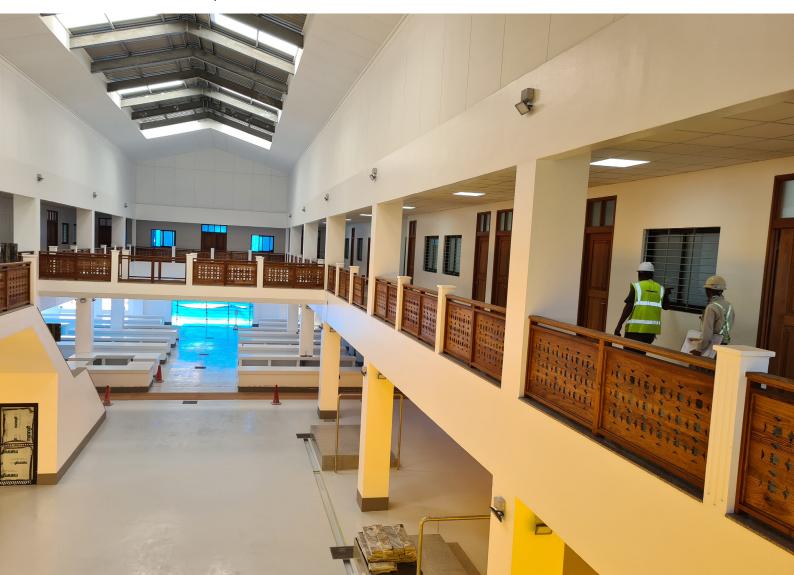




Table 4.1: Monitoring Plan of the Ministry of Blue Economy and Fisheries

KEY PERFORMANCE INDICATOR	BASELINE		I	NDICATOR TAP	RGET		DATA Source	DATA Collection Method	FREQUENCY OF REPORTING	RESPONSIBLE
	21/22	22/23	23/24	24/25	25/26	26/27				
Percentage of functional coordination mechanism established	20%	40%	60%	75%	80%	100%	Depart. of Coord.	Document (Doc.) review	Quarterly	Coordination unit
Percentage preparation of dashboard reached.	10%	60%	100%	-	-	-		Doc. review		
Number of National, Regional and International meetings participated.	15	20	25	27	34	36			Annually	
Number of Blue Economy platforms prepared.	5	6	7	4	10	12			Quarterly	
Number of awareness programs developed and implemented.	59	35	40	42	48	54				
Percentage implementation of fishermen and seafood farmers' empowerment plans.	30%	60%	70%	80%	90%	95%			Annually	
Number of trainings on MSP preparation for employees conducted	10	30	32	35	40	43				
Number of research reports related to MSP produced.	-	7	11	11	15	19				
MSP strategic implementation plans prepared	-	1	1	1	-	-				
Functional Blue finance mechanisms in place	0%	40%	60%	75%	85%	90%		Doc. review, Consultations		
Number of operating awareness and innovation programme in place	10	15	25	40	45	50		Doc. review	Quarterly	
Number of MSP coordination and planning meetings conducted.	10	30	31	32	35	38			Annually	

KEY PERFORMANCE INDICATOR	BASELINE		I	NDICATOR TAP	RGET		DATA Source	DATA Collection Method	FREQUENCY OF REPORTING	RESPONSIBLE
	21/22	22/23	23/24	24/25	25/26	26/27				
Number of MCA Management Plan reviewed.	5	5	5	5	5	5	Depart. of Marine Conserv.	Doc. review	Annually	Conservation Unit
Percentage of areas for MSP researched reached	-	40%	50%	100%	-	-				
Number of MCA Management Plan implemented	5	5	5	5	5	5				
Revised MCS strategy document in place.	1	1	1	-	-	-				
Number of illegal activities reported.								Doc. review	Quarterly	
Percentage and size of conservation areas under recognised management maintained (Km2).	40%									
Number of Shehia Fisheries Committees trained.	91	91	91	91	91	91	Depart. of Fisheries	Doc. review	Quarterly	Fisheries Unit
Number of Fisheries Management plans developed/reviewed.	3	3	3	3	3	3		Doc. review	Annually	
Number and type of aquaculture hatchery products produced.	1	2	3	4	4	5				Seaweed Unit
Tons of seaweed produced.	10530	15,000	19,000	25,000	30,000	38,000		Doc. review	Quarterly	
Tons of fish caught.	47,111	60,000	65,000	70,000	75,000	100,000		Doc. review		Fisheries Statistic
Percentage difference of post-harvest loss experienced.	25%	20%	15%	10%	10%	10%		Doc. review	Annually	
Number of Fish fingerlings produced.	10,000	15,000	22,000	25,000	30,000	35,000		Doc. review	Quarterly	Hatchery
Number of Sea cucumber fingerlings produced.	0	100,000	1,000,000	1,500,000	2,000,000	2,000,000				

KEY PERFORMANCE INDICATOR	BASELINE		INDICATOR TARGET			DATA Source	DATA Collection Method	FREQUENCY OF REPORTING	RESPONSIBLE	
	21/22	22/23	23/24	24/25	25/26	26/27				
Number of strategic monitoring activities on Oil & Gas operations conducted.	43	46	36	50	42	45	ZPRA	Doc. review	Annually	ZPRA
Percentage of National Data Repository (NDR) development executed.	25%	55%	75%	80%	90%	100%				
Percentage of Blocks Delineation/ Demarcation achieved.	40%	100%	-	-	-	-				
Number of operating blocks on exploration activities increased.	-	-	-	2	3	2				
Number of Technical sectoral Guidelines formulated.	5	5	4	2	3	2				
Number of Oil & Gas professional Courses (Long course – LC, Short courses – SC & Field Attachments – FA attended.	LC - 3									
Number of awareness programs on Oil & Gas conducted.	41	60	60	68	65	65				
Total capacity (in Metric tonnes) of Strategic Petroleum Reserved (SPR) available.	_	-	-	-	12,000	-	ZPDC	ZPDC's Project report	As requested,	ZPDC
Total capacity (in Metric tonnes) of Petroleum depot available.	-	-	-	-	45,000	-				
Total capacity (in Metric tonnes) of LPG depots constructed.	-	-	1500	-	-	-				
Number of meetings regarding Oil & Gas conducted with stakeholders.	-	4	4	4	4	4			Quarterly	
Number of awareness programs in Oil & Gas conducted.	-	12	12	12	12	12				

KEY PERFORMANCE INDICATOR	BASELINE		INDICATOR TARGET			DATA Source	DATA Collection Method	FREQUENCY OF REPORTING	RESPONSIBLE	
	21/22	22/23	23/24	24/25	25/26	26/27				
Number of scientific research conducted.	4	3	3	3	4	4	ZAFIRI	Doc. review	Quarterly	ZAFIRI
Percentage of ZAFIRI Act and regulations in place.	40%	70%	90%	95%	100%	-		Doc. review	Annually	
Percentage of Database system and Monitaring for research and data developed.	-	20%	60%	85%	100%	-				
Number of Scientific conferences, exhibitions and forums participated/ conducted.	2	4	4	5	5	7		Doc. review	Quarterly	
Percentage of Organization structure and scheme of services developed.	30%	60%	90%	100%	-	-		Doc. review	Annually	
Percentage of accreditation process of the Laboratories.	-	10%	70%	95%	100%	-		Doc. review		
Percentage of QMS certification process of the institute	-	40%	80%	90%	100%	-		Doc. review	Annually	
Percentage of SoP for Research developed.	-	97%	100%	-	-	-		Doc. review	Annually	
Percentage of laboratory equipment and laboratory reagents received.	40%	50%	70%	95%	-	-		Doc. review	Quarterly	
Number of scientific institutions collaborated.	3	3	5	7	-	-		Doc. review	Annually	
Number of Lab. operation guidelines adopted and developed and validated.	_	5	9	-	-	-				
Percentage of Oceanographic, Chemical, Environmental and Microbiology laboratories established	-	40%	75%	90%	100%	_		Doc. review, Consultations		

KEY PERFORMANCE INDICATOR	BASELINE		INDICATOR TARGET				DATA Source	DATA Collection Method	FREQUENCY OF REPORTING	RESPONSIBLE
	21/22	22/23	23/24	24/25	25/26	26/27				
Number of researchers, laboratory analysts and supporting staff employed.	-	_	19	-	-	-		Doc. review		
Number of fisheries and Marine resources research reports prepared.	4	3	3	3	4	4		Doc. review	Quarterly	
Number of fisheries and Marine resources research papers published	-	-	2	2	3	3				
Percentage of fish processing plant implemented.	0	10%	25%	50%	85%	100%	ZAFICO	Field Visit	Annually	ZAFICO
Percentage of cold storage facility established.	0	10%	25%	50%	85%	100%				
Percentage of ice making plant established.	0	10%	25%	50%	85%	100%				
No. of tons of fish Purchasing ( Fish Operation)	0	120	180	180	200	200		Progress Report	Quarterly	
No. of tons of fish Selling (Fish Operation	0	120	180	180	200	200		Progress Report	Quarterly	
% of Establishment and Operation for Zanzibar Aquaculture Harvest Company	0	15%	30%	55%	85%	100%		Field Visit	Quarterly	
No. of SMEs (Anchovy processors and Fishers)Trained.	0	100	150	200	350	500		Progress Report	Quarterly	
No. of Fishers Machine Received	140	250	500	750	1,000	1,500		Field Visit/ Progress report	Quarterly	
No. of Expertise Employed	0	5	3	12	2	5		Progress Report	Annually	

KEY PERFORMANCE INDICATOR	BASELINE		INDICATOR TARGET				DATA Source	DATA Collection Method	FREQUENCY OF REPORTING	RESPONSIBLE
	21/22	22/23	23/24	24/25	25/26	26/27				
Number of house representative committees report prepared.	6	6	6	6	6	6	DPPR	Doc. review	Quarterly	DPPR
Number of project concept note prepared.	8	10	12	15	18	20				
Number of Policies reviewed.	2	2	2	-	-	-		Doc. review, Consultations	Annually	
Number of Regulation reviewed.	4	4	4	-	-	-				
Number of statistical report prepared.	4	4	4	4	4	4		Doc. review	Quarterly	Statistics Unit
Number and type of Research reports prepared.	2	3	4	5	6	-		Doc. review, Consultations	Annually	Research Unit
Number of M&E report prepared.	4	4	4	4	4	4		Doc. review, Consultations	Quarterly	M&E Unit
Percentage of staff trained in short term.	30%	50%	75%	90%	100%	-	DHRA			HR Unit
Percentage of staff trained in long term.	35%	65%	80%	95%	100%	-		Doc. review	Annually	HR Unit
Percentage of technical staff.	45%	85%	90%	100%	-	-				
Percentage of staff satisfied with working environment.	50%	75%	90%	100%	-	-				
Percentage of key services reachable online.	50%	85%	95%	100%	-	-				ICT Unit
Percentage of staff on job description with performance score of 50 and above.	55%	85%	90%	100%	-	-		Doc. review	Quarterly	HR Unit
Percentage implementation of Procurement Plan.	60%	70%	85%	90%	100%	-		Doc. review		PMU Unit

KEY PERFORMANCE INDICATOR	BASELINE		INDICATOR TARGET				DATA Source	DATA Collection Method	FREQUENCY OF REPORTING	RESPONSIBLE
	21/22	22/23	23/24	24/25	25/26	26/27				
Number of asset register report prepared.	0	1	1	1	1	1		Doc. review, consultations	Annually	HR Unit
Percentage of human resources Data Base reached.	60%	70%	85%	90%	100%	-				
Number of Audit report prepared.	4	4	4	4	4	-			Quarterly	AUDIT



# CHAPTER FIVE RISK ANALYSIS, MANAGEMENT PLAN AND IMPLEMENTATION PLAN

## 5.1 RISK MANAGEMENT

Risk management is a critical aspect in the implementation of any plan as it identifies potential obstacles that may impede the main achievements of the organization and provide strategies to mitigate the effects of these risks. The strategic plan acknowledges several types of risk that may arise during its implementation, such as financial risk, technical risk, social risk, political risk, management risk and environmental risk. These risks and their corresponding mitigation measures are detailed in Table 5.1.

Table 5.1: Risk and Mitigation

<b>RISK GROUP</b>	RISK CATEGORY	LIKELIHOOD	RISK IMPACT	<b>RISK MITIGATION</b>
	Delay of office materials	Low	Medium	Pre procurement of office materials
	Poor management skills	Low	High	Capacity building
				Proper selection of staff
				Ensure effective communication and coordination
	Inefficient communication	Medium	lligh	Availability of communication tools.
Management Risk	and coordination	neulum	High	Training on efficiency and effective communication measures.
				Disciplinary measures
				Recruitment
	Human resources shortage	Medium	High	Human resources need assessment
	Change of top management	High	Medium	Effective participation, accountability and responsibility
	Delay of disbursement	Medium	High	Timely disbursement
				Proper financial planning
Financial Risk	Insufficient of financial resources	Medium	High	Identify alternative sources of fund
				Use of private sectors (Donors)
	Emergency of pandemics	Low	High	Public health education
Social Risk	Blue economy resource use conflicts	Medium	High	Marine Spatial Planning
	Change in Ministry policies	Low	Medium	Effective enforcement of available policies
Political Risk	Change in laws and regulations	Low	Medium	Effective enforcement of available laws and regulations

<b>RISK GROUP</b>	RISK CATEGORY	LIKELIHOOD	RISK IMPACT	<b>RISK MITIGATION</b>
	Bureaucracy	High	High	Effective systematic and transparent procedures
Technological Risk	Sustainability of information system	Medium	High	Full capacity building of technical staff
	Absence of Management	Low	High	Establishment of effective and relevant MIS
	Information System	stem	, ,	Training on MIS to users.
				Provide awareness in climate change
Environmental Risk	Damages caused by the act of God	Low	High	Provide awareness on the effect of environment destruction to the Society and Economy.
Occupational Health	Damages caused by Human	Maaliuma	11:	Lack of protective skills
Safety	(Man-made)	Medium	High	Shortage of Protective equipment
	Collapse of financial	Madius		Effective participation, accountability and responsibility
Economic Risk	System	Medium	High	Ensure effective communication and coordination

#### 5.2 GENERAL IMPLEMENTATION AND REPORTING OF THE STRATEGIC PLAN

The implementation of the strategic plan will be carried out through an annual action planning and budgeting process using the Medium-term Expenditure Framework (MTEF). The Annual Plan will outline specific activities to be accomplished within each year, along with the expected output that contributes to achieving the desired outcome. Resource allocation to these activities will depend on resource availability and the significance of each activity in attaining the strategic objectives. To ensure a cohesive and effective approach, activities that align with each strategy will be identified and their scheduling will be established. This will allow for a well-organized annual plan that incorporates all activities scheduled for that particular year.

#### 5.3 ANNUAL OPERATIONAL PLANS

The Strategic Plan outlines the long-term objectives that the Ministry will pursue to fulfill its mandate and vision. To ensure practical implementation, the plan will include specific and distinct activities corresponding to each strategy, which will be executed on an annual basis. These activities will follow a logical sequence towards accomplishing the five-year strategic goals. The compilation of activities planned for a particular year will form the annual operational plan. This plan will be aligned with the strategic objectives of the Ministry and will establish annual targets to be achieved in that specific year.

This strategic plan aims aligning the efforts of various MDAs to achieve a shared purpose while optimizing human, material, and financial resources. It also aims to ensure that policies, programs and projects complement and support one another. During the annual planning process, MDAs will identify activities that contribute to the strategies outlined in the plan. As a result, the implementation of the strategic plan will be divided into five distinct operational plans. These operational plans will take into account the due dates of the milestones and deliverables specified in the strategic plan.

The activities outlined in the annual operational plans will be carried out based on well prepared and approved Annual Budgets. To ensure sustainability and a positive trend, the preparation of the Annual Operational Plan and Annual Budget for each financial year will be closely coordinated. Financial sustainability will be a guiding principle in the budget preparation process. The ministry responsible for finance, along with private donors supporting various activities within the MDAs, will present financial projections. These projections will serve as the foundation for formulating the annual budgets.

# **APPENDICES**

Appendix 6.1: MoBEF's Annual Planning Cycle

The Ministry of Blue Economy and Fisheries will follow a systematic and continuous process aligned with the overall national planning cycle to prepare, implement and evaluate their strategic plans.



Figure 6.1: Annual Cycle for monitoring and evaluation of the strategic plan

A brief explanation of the five steps of the annual planning cycle of monitoring and evaluation in Figure 6.1 are:

**1. Consult and feedback**: This step involves consulting with stakeholders to gather their input and feedback on the strategic plan. Stakeholders can include government officials, donors, the public, and other organizations that are affected by the plan. The feedback gathered during this step can be used to improve the plan before it is implemented;

- 2. Develop strategic plan: This step involves developing a detailed plan that outlines the goals and objectives of the strategic plan, as well as the strategies and activities that will be used to achieve them. The strategic plan should be based on the feedback gathered in the previous step;
- 3. Implement the plan: this step involves putting the strategic plan into action. This includes carrying out the activities and strategies that have been outlined in the plan;
- **4. Monitor**: This step involves monitoring the implementation of the strategic plan and tracking progress towards the plan's goals and objectives. This can be done by collecting data on the indicators that have been identified in the monitoring and evaluation plan;
- **5. Review**: this step involves reviewing the findings of the monitoring and evaluation process and using them to make adjustments to the strategic plan, as needed. The review should also be used to identify lessons learned that can be applied to future strategic plans.

The annual planning cycle will synchronize with other strategic plans to ensure consistency. This cycle will be a well-structured approach for defining future objectives, identifying the means to achieve those objectives, and establishing metrics to measure success. The key stages of this planning cycle encompass reviewing strategic direction, formulating the strategic plan, gathering input and feedback from stakeholders, creating operational or action plans along with the budgets, implementing the plans and regularly reporting on performance.



Appendix 6.2: Blue Economy and Fisheries Planning Calendar

This appendix provides a calendar of key planning events for the blue economy and fisheries sectors in Zanzibar. The calendar is intended to help stakeholders to coordinate their planning activities and to ensure that all relevant stakeholders are involved in the planning process. The calendar includes a variety of events, such as workshops, meetings, and consultations. The events are designed to gather input from stakeholders, to develop and refine plans, and to track progress towards the achievement of the blue economy and fisheries goals and objectives. The calendar is a living document and will be updated on a regular basis to reflect changes in the planning process or to include new events. This preamble provides a brief overview of the appendix and explains its purpose. It also provides some context for the calendar, such as the fact that it is intended to help stakeholders to coordinate their planning activities and to ensure that all relevant stakeholders are involved in the planning process.

DATE	KEY STRATEGIC INITIATIVE	MAIN STAKEHOLDERS	
	i. Prepare annual budget plan (MTEF and PBB)	DPPR, DHRA, DBEDC, ZPRA, ZPDC,	
March – June 2022	II. Prepare annual budget speech	ZAFICO, ZAFIRI, DFAD, DMC and Pemba	
	III. Prepare nine-months program/ project performance report	Head Office.	
	I. Review and evaluate Strategic Plan (SP)		
June 2022	il. Orient staff on policies, laws, regulations and internal procedures related to code of ethics and conduct.	DPPR, DHRA, DBEDC, ZPRA, ZPDC, ZAFICO, ZAFIRI, DFAD, DMC and Pemba Head Office.	
	III. Prepare annual implementation report		
	i. Prepare action plan		
hung hulu 2020	II. Prepare cash flow	DPPR, DHRA, DBEDC DFAD, DMC ZAFIRI	
June – July 2022	III. Prepare annual procurement plan	and Pemba Head Office.	
	iv. Prepare training		
October 2022 – March 2023	Prepare project documents (Project proposals) and submit to PO – Finance and Planning	DPPR and MDAs	

#### Appendix 6.3: Prioritized Initiatives for Implementation during 2022/23 – 2026/27

LEVEL OF PRIORITY	STRATEGIC INITIATIVE	CORRESPONDING STRATEGIC Objective	INITIATIVE OWNER
	Revision and preparation of sectoral policies, laws, regulations and guidelines related to blue economy and fisheries	All plans and regulation frameworks are aligned with national strategies	DPPR
High	Conduct meeting	Stakeholders are informed based on information and data of the MoBEF	DPPR
	Facilitate development of Marine Spatial Planning	Enhance efficiency of coordination in ocean governance, maritime safety, and security.	DoBEDC

	Provide education on the preservation of marine conservation area to the community and build capacity of fisheries committees to increase the efficiency of fishing activities and manage marine resources	Conserve Marine Conservation area (MCA) and improve fisheries committees	DFAD,DMC
	Conduct scientific research related to the Blue Economy perspective	Availability of scientific research regarding on Blue Economy issue help for specific intervention area	ZAFIRI
High	Strengthen seaweed farming and increase seaweed production by providing education on modern seaweed farming	Quality and quantity of seaweed improved	DoF
	Purchase and install NDR hardware and software.	NDR hardware and software in place	ZPRA
	Participate in the oil and gas business for the middle and downstream through the Zanzibar Petroleum Development Company.	Revenue collection for the ministry	ZPDC
	Increase fishing through deep sea fishing	High fish catch	ZAFICO
	Strengthen human resources management	Skilled and Technical workforce that friction match with MoBEF requirement	DHRA
	Improve ICT infrastructure to set up common standards and procedures and Initiate development of BE dashboard	Our services is Computerized/ digitalized	DHRA, DoBEDC
Medium	Conduct project appraisal and screening and projects verification	All approved programmes and project are financed depend upon resources availability	DPPR
	Improve Blue Economy Coordination	Clear information on Blue Economy coordination for the sector line Ministries	DoBEDC
	Strengthen monitoring and evaluation		DPPR
	Prepare performance report		
	Conduct performance appraisal	Ministry capacity to deliver services	DHRA
Others	Participate in local and international forums	improved.	DPPR, DHRA, DoBEDC
	Conduct researches related to the ministry roles and functions		DPPR, MDAs



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