The Ministry of Blue Economy and Fisheries Mini Lab Delivery Report

27-29 OCTOBER

2023

VISITOR INN - JAMBIANI
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Introduction
The Presidential Delivery Bureau (PDB), in collaboration with the Ministry of Blue Economy and Fisheries (MoBEF) of Zanzibar, Tanzania, conducted a three-day Mini Delivery Lab (MDL) to create an implementation roadmap of the MoBEF’s blue economy’s top priorities.

The MDL was conducted at the Visitors Inn Hotel in Jambiani from October 27 to 29, 2023, and involved 42 delegates and 15 supporting staff. The MDL was made possible through the financial assistance of the Western Indian Ocean Marine Science Association (WIOMSA) and the technical assistance of the Tony Blair Institute (TBI).

Objectives of MDL
The overall objective of MDL was to create implementation roadmaps for the president’s blue economy priorities, which are under the MoBEF. While the MoBEF is in charge of implementing Zanzibar’s blue economy aspirations, not all blue economy activities are falling under its roof.

The MoBEF has three key roles in the Zanzibar blue economy agenda:

i) development of the fisheries and aquaculture sectors;

ii) acceleration of oil and gas explorations; and

iii) coordination of all other blue economy activities that are not within its direct mandate, such as tourism, renewable energy, maritime safety, and security, just to mention a few.

This MDL, therefore, created five implementation roadmaps for the president’s topmost priorities in the value chains of fisheries, aquaculture (seaweed), marine conservation, anchovies, and oil & gas (downstream) to be implemented, most of them by the end of 2025.

Methodology and Output
MDL is a small version of the delivery lab. The MDL was organised to discuss and generate delivery roadmaps for five of the blue economy’s topmost presidential priority value chains, as indicated above. The discussion was planned to include all stakeholders within the government, the private sector, and international organisations.

- Pre-lab sessions: Before the actual lab, the team had regular contact and activities as pre-lab activities for six weeks where value chains were selected and agreed upon. The MDL spent more time in pre-lab
sessions, including workshops, to save time and resources and focus on fewer projects within the pre-agreed value chains. Every week, different shareholders were invited to the MoBEF's offices to explore specific value chains. The stakeholders came from the respective Ministries Department and Agencies (MDAs), the private sector, and, on some occasions, development partners.

- **Lab session:** During the MDL, the delegates were grouped into those five value chains based on their expertise and experience. There was a plenary session every day to examine the working group's performance. Different analytical tools were used to actively engage the delegates, including a fishbone analytical diagram. Experts were invited to share their experiences virtually, and there was also a full-time expert at the site who guided the entire session.

- **Lab Output:** At the end of a third day, MDL's roadmaps were generated and agreed upon, as shown in the attachment along with this report. Delivery challenges and the proposed way forward have been clearly identified and quantified, and the implementation timelines have been set.

- **Post-Lab sessions:** The report and roadmaps were approved by the MoBEF after six weeks of post lab activities, which started right after closure of the MDL.

**Conclusion**

PDB believes that the success of MDL was only possible through well correlated cooperation between various actors, including MoBEF, WIOMSA, TBI, and other stakeholders. The roadmaps created (which have not been included in this report but can be requested separately from MoBEF) will help PDB monitor MoBEF's implementation of the top presidential priorities in those five BE value chains.

PDB is highly indebted to those who made MDL happen, with particular emphasis on Mr. Sheha I. Hamdan, the Director of Planning, Policy, and Research at MoBEF, Ms. Layla Ghaid, Delivery Advisor from the Tony Blair Institute for Global Change and Dr. Josephine Kimoro, the deputy CEO of PBD, for their tireless efforts that made MDL happen.
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1.1 **Blue Economy Agenda**

Blue Economy (BE) is a social, economic, and environmental flagship policy of the Revolutionary Government of Zanzibar (RGoZ). The BE agenda aims to diversify Zanzibar’s economy and improve the livelihood of Zanzibaris through sustainable utilisation of the marine ecosystem.

In Zanzibar, BE is not a brand-new philosophy. For centuries, Zanzibaris have been engaging in various ocean-based socio-economic activities. It was, however, through the current President of Zanzibar and Chairman of the Revolutionary Council, H.E. Dr. Hussein Ali Mwinyi, who, from 2020, puts Zanzibar’s BE agenda on the global map by implementing various strategies that advocate for sustainability and industrialization of various BE activities.

Zanzibar’s BE policy (2022), in alignment with the Zanzibar Development Vision 2050, identifies five BE priorities: **fisheries and aquaculture, sustainable tourism, maritime trade (transport) and infrastructure, energy, and BE governance.**

1.2 **Ministry of Blue Economy and Fisheries**

The BE holds tremendous importance for Zanzibar’s sustainable socio-economic development, food security, employment creation, environmental conservation, and cultural heritage. By embracing responsible and inclusive approaches, the Ministry of Blue Economy and Fisheries (MoBEF) leverages Zanzibar’s ocean and coastal resources to build a vibrant and resilient BE that benefits both present and future generations.

MoBEF is a leading institution in implementing Zanzibar’s BE policy. For the BE aspirations of Zanzibar to be realised, MoBEF has been given three key roles:

i) development of the fisheries and aquaculture sectors;

ii) acceleration of Zanzibar’s ambitions of being energy independent through the availability of oil and natural gas; and

iii) coordination of all other BE activities falling outside MoBEF’s regular mandates.
1.3 Blue Economy Diplomacy

MoBEF collaborates with various institutions both at local and international levels to execute its roles. That was clearly demonstrated in a recent three-day “Blue Economy Mini Delivery Lab,” which took place from October 27 to 29, 2023, at the Visitors Inn Resort in Jambiani, where the Presidential Delivery Bureau (PDB), the Western Indian Ocean Marine Science Association (WIOSMA), and the Tony Blair Institute (TBI) participated.

1.3.1 The Presidential Delivery Bureau

The Presidential Delivery Bureau (PDB) is a special institution established by the President of Zanzibar and Chairman of the Revolutionary Council, Dr. Hussein Ali Mwinyi, on December 2, 2023. The overall objective of PDB is to accelerate the delivery of presidential top-priority projects in the four priority sectors of the blue economy, tourism, infrastructure, and social services.

Within the PDB, there is a full-fledged directorate responsible for acceleration of the BE’s topmost projects, including transforming the fisheries sector to have more impact on small-scale fishermen, industrialising deep-sea fishing, and conservation, just to name a few.

Among the key tools used by PDB to assure smooth implementation of the presidential top priorities is the Delivery Lab (DL). With financial support from WIOSMA and technical support from TBI, PDB managed to successfully conduct a Min Delivery Lab (MDL) in collaboration with MoBEF in October 2023.

1.3.2 Western Indian Ocean Marine Science Association

The Western Indian Ocean Marine Science Association is a non-governmental organisation registered in Zanzibar, Tanzania. WIOMSA is dedicated to promoting the development of marine and coastal science professionals, advancing the educational, scientific and technological development of all aspects of marine and coastal sciences throughout the Western Indian Ocean region and promoting the conservation and sustainable development of the coastal and marine environment.

WIOMSA fully sponsored the organisation of the mini-lab; providing financial support to cover costs associated with accommodation, conference facility, branding and communication materials, allowances and other logistical support that made the lab possible. For more information on WIOMSA, please visit www.wiomsa.org.
1.3.3 The Tony Blair Institute

The Tony Blair Institute (TBI) for Global Change is a non-profit international organisation that helps governments and leaders realise their priorities through advising on strategy, policy, and delivery. TBI is one of the founding institutions behind the establishment of PDB and the alignment of the topmost priorities of the Ministries, Departments, and Agencies (MDA).

TBI provided all necessary technical support to run the mini lab. That included providing facilitators from its local office in Zanzibar and from London and Kigali. TBI ensured quality control and the desired output of the mini lab was achieved. TBI facilitates the writing of reports for the lab, including the generation of a delivery roadmap.
MINI DELIVERY LAB PREPARATION

The PDB, in consultation with TBI and MoBEF, conducted the second delivery lab in the form of the Mini ‘Delivery Lab’ (MDL) from October 27 to 29, 2023, in Jambiani at the Visitors Inn Resort. The objective of the MDL was to bring together key people from the public, private, and non-governmental sectors to jointly solve delivery challenges, design solutions, and bridge the gap between planning and implementation.

Unlike the first DL, PDB conducted MDL that would require less time and resources, focus on lesser projects, and ‘prioritise the priorities.’ The idea was to be able to conduct MDLs for all the priority projects of MoBEF within a short period of time while still delivering impactful results.

2.1 Rationale for the Blue Economy Mini-Delivery Lab

For MoBEF, the MDL was a means of achieving the following:

- Solve complex problems within the BE value chains that require many touch points and actors, and rally stakeholders behind the vision of H.E. President Dr. Hussein Mwinyi.
- Develop detailed activity plans for immediate execution and delivery of outcomes.
- Intensify cross-functional interaction, create coordination, secure alignment across organisations, and reduce the inefficiency of working in silos.
- Reinforce the unwavering mandate given to the PDB as a key facilitator mandated to support and monitor implementations by working with MoBEF and fisheries stakeholders, including boat builders, banks, out-takers, and fishermen, among many others.
- Develop common ground with MoBEF in differentiating business as usual from the need to fast-track the implementation of priority projects within the BE.
- Ensure MoBEF knows that delivery labs will pave the way for the signing of performance contracts to ensure that the leadership in MoBEF is accountable to the PDB to meet priority commitments.
2.2 Pre-Lab Preparations

The official kick-off of this MDL was done by the Principal Secretary, Dr. Aboud S. Jumbe, who chaired the first meeting and provided guidance and direction with regards to the priorities and the overall strategy of the Ministry. Preparations for the MDL then started by agreeing on priority value chains for MoBEF, and these were:

- Aquaculture (focusing on seaweed, sea cucumber, and fish farming)
- Fisheries
- Anchovies
- Conservation
- Oil and gas

Each value chain was led by the department’s director, together with key officers as appointed by the respective directors.

2.2.1 Weekly Workshops

The pre-lab sessions started six weeks before the MDL. The sessions consisted of weekly meetings as well as online consultations and the exchange of information. From the Ministry side, the pre-lab work was coordinated and facilitated by Mr Sheha I. Hamdan, the Director for Policy, Planning, and Research (DPPR), with technical assistance of Captain. Hamad B. Hamad of the PDB, and Ms. Layla Ghaid of TBI.

The weekly meetings consisted of one-day workshops that involved various directors and officers of MoBEF, stakeholders from the private sector, and directors from relevant MDAs, including the Ministry of Tourism, Zanzibar Investment Promotion Authority, the Ministry of Finance and Planning, the President’s Office, Labour, Empowerment, and Investment, to name a few.

During the weekly meetings and workshops, each group presented their priority interventions, the related challenges, and the plan for achieving the desired outcomes. Plenary discussions followed each presentation with the aim of prioritising the interventions. Given the short timeframe for delivery, it was agreed that each group should have a maximum of two priority interventions. Other interventions can be included as supporting activities if necessary.
Private stakeholders and NGOs were invited to share their experiences, lessons, expectations, and recommendations for the way forward for each of the value chain interventions. Some of the recommendations were:

- There is a need to increase fees for tourist activities on islands such as Menai and CHABAMKA while simultaneously reducing the carrying capacity.
- The government should work more closely with the private sector in the conservation of the ecosystem to ensure tourism activities don’t disrupt the marine eco-system.
- Rangers need to be engaged and given training so that they are better able to protect the sea. There is a tendency for people to break the rules because they know the rangers personally. This practice needs to be stopped immediately, as the long-term damage to the environment is major.
- If Zanzibar is to achieve high-end, low-impact tourism, then the government should make sure that the guidelines for tour operators are followed and the fee is increased.
- There needs to be better coordination amongst stakeholders and across relevant government institutions.
- There is a need to have data on seaweed production and the prospects.
- The government should support the export of seaweed and ensure that the products meet the required standards.
- BE should be a key subject in the Zanzibar secondary education curriculum.
- Religious leaders should be involved in educating the community on the importance of conserving the environment.
- The government should invest in real-time data using technology for fishermen to know when and where to conduct their activities without disrupting the ecosystem.

2.2.2 Leadership Workshop

During the pre-lab period, a one-day leadership workshop was held for the ministry’s senior officials, which included all directors from MoBEF together with senior leadership of key ministries and institutions to agree on objectives, scope, challenges, staff engagement, and commitment for the lab. Stakeholder mapping was also done to ensure that all key stakeholders were included in the MDL. The session was facilitated and led by the Ministry’s DPPR, the PDB, and the TBI.
The leadership workshop is a key part of the delivery lab as it demonstrates the commitment of senior ministry officials and gets their consensus for the suggested interventions. The leadership workshop also clarifies the delivery concept and distinguishes it from other reform interventions, whereby it aims to resolve issues by complementing existing programmes and not substituting any department or existing programmes within the Ministry.
3.1 Structure of the lab

The three-day MDL was held at the Visitors Inn Hotel in Jambiani, about 40 kilometres from the Zanzibar city centre. The MDL was attended by 42 delegates and 15 supporting staff. The MDL was divided into five working groups that simultaneously worked on priority value chains, which are not ranked in any order. In addition to agreeing on solutions and developing road maps for the interventions, the aim of the MDL was to:

- Establish routines for delivery.
- Develop clear templates for stock take.
- Develop mechanisms for reviewing the effectiveness of the routines to ensure delivery.

Each working group was led by the director of the respective department from MoBEF and guided by a facilitator from PDB/TBI. There were also participants from other relevant ministries like the Ministry of Tourism and Heritage (MoTH), The Ministry of Finance & Planning (MoFP), and President’s Office-Labour, Economic Affairs and Investment (POLEI). This helped to broaden the discussions and ensure different perspectives were captured while developing the delivery road maps for the priority interventions.

3.2 Keynote Speech from MoBEF Leadership

The MDL was opened by the Principal Secretary (PS) for MoBEF, Dr. Aboud S. Jumbe. In his opening speech, the PS expressed his commitment to support the MDL. He urged the participants to develop road maps and solutions that are SMART and that can accelerate delivery mechanisms. He stated that the PDB Dashboard will be key in showcasing the quantitative and qualitative results to the public. The PS also said that the MoBEF should use technology as an enabler to accelerate delivery. He was optimistic, for example, when he stated that MoBEF can easily surpass their production targets for seaweed by continuing to engage in the same momentum and increasing seaweed production to at least 45,000 tonnes per year in 5 years’ time.
3.3 Virtual Presentations and Panel Discussions

On each day of the MDL, there was a panel discussion that brought together all participants to discuss and contribute to the work-in-progress of each group. Each group would make a short presentation of what they have been tasked with and at what stage they have been reaching. During the panel discussions, a TBI advisor, Mr. Ashenafi Etefa, shared delivery lab best practices, solved difficult issues relating to the preparation of roadmaps, and provided some wonderful guidance to all participants. On the last day of the MDL, the panel discussion was used to endorse the output of each group, which formed the basis for this report.

Mr. Grant Merrick, a TBI senior advisor and global lead for agriculture and food with immense experience in the BE sector, was invited twice to join the MDL remotely and share his expertise on the BE. He advised MoBEF and the audience on how to prioritise the right policy interventions as part of the strategy to achieve the strategic priorities of the President. Below is a summary of these key suggestions for MoBEF:

- The MoBEF can consider dedicating areas for seaweed farming. These areas should not be used for any other activities, such as tourism and water sports, to name a few.
- The seaweed farmers should be supported to understand the processing activities and have a sense of ownership over the seaweed value chain. Communication efforts should be made to help the farmers and all stakeholders understand the benefits of foreign investment in the value chain.
- The MoBEF may consider offering seaweed farmers specific offtakes in financing. This is important for improving livelihoods.
- The MoBEF may consider creating markets for BE products (such as seaweed and fish) both nationally and internationally. This could involve having agreements with buyers that benefit all parties in the value chain. It also involves having quality assurance institutions and certifications. Additionally, MoBEF can also consider establishing a market for high-value fishing.
- The MoBEF should consider providing licences for all fishing activities to help curb illegal fishing activities.
- The MoBEF can consider having semi-industrial fisheries by supporting local fishermen to buy vehicles for deep-sea fishing.
3.4 Facilitators Daily Check-in
During the three-day MDL, the facilitators team, which consisted of the MoBEF’s DPPR, the PDB Leads, and TBI Advisors, had daily one-hour check-in sessions to update each other on progress and problem solving. Each evening or morning, the facilitators would meet to give each other updates on progress and any matters that needed resolving. The plan for the next sessions was shared and agreed upon based on issues that were raised during the preceding sessions. The team discussed bottlenecks and agreed on solutions to ensure that the targets set for the MDL are met effectively and efficiently.

3.5 Notable Successes from the MDL
- The pre-lab sessions were intensive and conducted weekly for six straight weeks. This was made possible by the commitment of the MoBEF’s senior officials, who ensured that the right tone was set and the seriousness of the lab was communicated from day one. The Minister for MoBEF, the Honourable Suleiman Masoud Makame, personally attended the first prelab workshop impromptu, listened to the discussions, and shared his expectations and suggestions.
- The lab brought together all the senior management staff from MoBEF who participated in the discussions and gave input on the interventions and delivery road maps. This ensures that there is ownership and commitment from the top.
- The lab involved different blue economy sector stakeholders who committed their time and technical expertise to ensure that the interventions and solutions addressed concerns from different perspectives.
- Inviting external facilitators and presenters helped to share lessons and experiences from other countries that could be adopted in Zanzibar’s context.

3.6 Highlighted Challenges of the Priority Blue Economy Value Chains
Following extensive debate, discussions, and consultations, MDL observed the following challenges in each prioritised BE value chain:

3.6.1 Fisheries Value Chain
- There is insufficient fish stock information (fish stock assessment data) from the fisheries value chain in Zanzibar. This makes it difficult to influence investment in fishing industry.
- The Ministry does not have a registry for fishermen and aquafarmers which makes it difficult to identify and certify the fishers and keep track of the fishers and aquafarmers and their varied activities.
- Overcrowding on inshore fishing grounds contributes to overfishing and illegal fishing practices is evident in Zanzibar.
- Overall low productivity from fisheries value chain (Low catch per unit of effort).
• Inability to fully explore the existing deep sea fisheries potential.
• High post-harvest loss across the entire value chain
• Zanzibar has insufficient technology and skills required to increase efficiency of the fisheries value chain. This includes, but is not limited to, operation, handling, processing, marketing, and value addition.
• There is a lack of a certification authority for quality assurance for foreign marketing.
• There is low investment from the private sector along the fisheries value chain.

3.6.2 Anchovy Value Chain

• The market for anchovy is insecure and not guaranteed, which makes it unattractive for investors and difficult for youth and women to engage.
• There is significant post-harvest loss, which is caused by not having the right technology to process, transport, and/or preserve the anchovy.
• Handling and processing of Anchovies has high operating costs which makes it difficult for processors to engage in the business. (TZS 120,000 entry charge and TZS 15,000 monthly fees).
• The smallholder handlers and processors do not have direct access to the market.
• The gate price for dried anchovy is too low compared to the consumer price.
• There is limited accessibility to financial services for processors and handlers.
• There is limited accessibility to social services, which adds to the existing challenges for processors and handlers.
3.6.3 Aquaculture (Seaweed) Value Chain

- There is inadequate technology for seaweed seed production.
- There needs to be more marketing efforts and the introduction of value-adding techniques for seaweed products.
- There are no specific areas identified and allocated for seaweed farming.
- Zanzibar lacks a certification authority for seaweed products. This is important to fulfil the demands of international standards.
- Seaweed production in Zanzibar is low while the demand is much higher in the international market. Demand projection for 2025 is more than 45,000 tonnes.
- The seaweed farmers lack effective mentoring that can encourage their farming activities. Moreover, there is a lack of systematic monitoring of seaweed production and activities.
- Youth participation in seaweed farming and its related activities is minimal.

3.6.4 Conservation Value Chain

- In some areas, the communities engage in illegal activities such as illegal fishing, mangrove deforestation, and sandmining from the sandbanks.
- There is limited capacity to govern marine resources including efforts to address impact of climate change.
- Conflicting interests among the stakeholders remains a major challenge for conservation efforts in Zanzibar. One such example is the conflict between tourism activities and seaweed farming in certain areas of the island.
- There are operational challenges, such as a shortage of marine equipment needed for the management of marine resources, surveillance systems, rangers, patrol boats, researchers and linkages between enforcement efforts and the Judicial system.
- Unsustainable usage of marine resources by tour guides, boat operators, and beach boys among others.
3.6.5 Oil and Gas Value Chain

- Land is yet to be allocated for the construction of storage facilities. Subsequently, it reduces the chance of ZPDC to invest in storage infrastructure.
- There is insufficient technical capacity and skills for the implementation of projects.
- There is a shortage of funds for implementation of the project. Without sufficient financial resources, it is difficult to kick-start the oil and gas project, which needs a lot of financial resources.
The BE’s Mini Delivery Lab in Zanzibar was commendable and achieved the intended objectives, many thanks to MoBEF, WISOMSA, and TBI. The different key stakeholders were committed to producing clear implementation plans for all five of the BE value chains. There was a strong commitment from the senior leadership of MoBEF to find solutions and build a delivery culture within the MoBEF.

4.1 Lessons and Recommendations

- Close collaboration between the MoBEF, the PDB, and the TBI helped to uncover issues and ensure there was a coordinated approach to working. Clear communication also helped to understand the depth of issues and agree on the approach to addressing them.

- Spending more time on pre-lab sessions with the participating stakeholders ensured that key challenges and proposed interventions were discussed and agreed upon in detail before getting into the lab to propose solutions. It also made it easier to have shorter labs as most of the prelab discussions provided baseline information that helped identify possible solutions and action plans.

- It is important for the MoBEF, PDB, and TBI to meet, preferably not longer than one month after the lab, to check the implementation progress. The TBI and PDB teams should work closely with MoBEF to proactively identify potential threats and risks and keep the momentum of the lab alive.

- The MoBEF was given time after the lab to internally ‘polish’ the interventions, make minor changes, and review the resource gaps. This will ensure that there is alignment within the Ministry on the priority interventions and implementation plans.

- Once the interventions have been finalised, it is important for the lab to be officially closed by the minister. The closing workshop will involve a presentation to the Minister on the priority interventions, agreed solutions, and his commitment to support acceleration of delivery and implementation of the agreed interventions.
4.2 **Agreed Way Forward**

During the three-day session, the five groups provided an update on the status of the value chains and milestones that have been made. There were plenary discussions on the challenges, opportunities, and action plans going forward. In developing the road maps for the priority interventions, the groups were asked to provide high-level profiling for each solution that includes a description of the solution, target results, success factors, and key asks for leadership, among others.

It is important that the plans that have been made are put into implementation immediately so that results can be delivered within the short timeframe that has been agreed. Below is a suggestion for routines that can help to follow-up and also deliver on the agreed interventions.

1. **Weekly check-in between the PDB and the Ministry focal persons under each value chain**—this will help to review progress and identify any bottlenecks in real time. This can be a quick 30 minutes catch up virtually or physically and extended if necessary.

2. **Fortnightly check in between the PDB and the PS/Minister and the responsible Director**—this is where progress can be shared with the Minister and also discuss potential opportunities or ‘push’ that is needed from Minister/PS level. If there is anything that is blocking delivery in any of the value chains this will be the platform to address it.

3. **Monthly stock take between the PDB and His Excellency the President**—this meeting should also include the Minister and PS (and only one more representative if necessary). His Excellency, the President will be updated on progress and seek his intervention where needed. This is particularly helpful where there are cross-cutting issues across Ministries that need direction/intervention from the President.

Below are specific action points/agreed way forward that were discussed and agreed at the MDL for each of the value chains.

### 4.2.1 Fisheries

- The Ministry is committed to continue to build the capacity for fishers by supporting them with tools and technical knowhow.
- The Ministry will facilitate private stakeholders to promote the fisheries industry by maintaining the quality and increasing benefits.
- The Ministry will also put effort on training its staff and making sure they conform to best practices.
• The Ministry will work to increase value chain infrastructures by constructing new fish market, storage facilities and landing sites, provide action fund for the fishers to facilitate offshore fishing, reduce pressure on fishing by provision of other supportive livelihood activities.

Target set! Priorities defined! Plans Drawn! Critical next step –Routines!

**Improving Income of Small Fishermen**

- Where are we going?
  Empower fishermen and improve their livelihood through increased income.

- Baseline
  Productivity is low and post harvest loss is high. Zanzibar’s fishery supports over 1/2 of the population and contributes 4-6% to the GDP.

- Where are we now?
  Numerous focus areas and respective interventions identified under each but three of them have been prioritized to signal the strong focus of the leadership.

  1. Building the capacity for fishers by supporting them with tools and technical knowhow.
  2. Facilitating private stakeholders to promote the fisheries industry.
  3. Constructing new fish market and landing sites, provide action fund for the fishers to facilitate offshore fishing, reduce pressure on fishing by provision of other supportive livelihood activities.

- How will we get there?
  [Diagram showing steps towards improvement]

- How will we know we are on track?
  1. Weekly, fortnightly and monthly check-ins with MoFED and relevant institutions.
  2. Stocktake with H.E. the President.

### 4.2.2 Aquaculture - Seaweed

- The Ministry will build the capacity of seaweed farmers on new farming and processing techniques and support them with farming and processing equipment. This will increase production and improve the quality of seaweed. The capacity building activities will aim to encourage and target more youth engagement in the industry.

- The Ministry will promote investment of the private sector in seaweed value chain to improve production, marketing and add value.

- The Ministry will improve the existing laboratory infrastructure by facilitating with modern equipment, strengthening the competency of lab technicians and become compatible with international standards for marine products.

- The Ministry will continue to facilitate establishment of zones for marine resource users while also strengthening existing zones to minimize conflicts amongst resource users.
4.2.3 Anchovies

- The Ministry will spearhead the establishment of legal frameworks which will enable commercialization of the fisheries industry related to anchovies. The legal framework will ensure that among other factors, fair market practices for the smallholder anchovies' entrepreneurs.

- The Ministry will build capacity of smallholder anchovy entrepreneurs to minimize post-harvest loss and improve the quality of their product along the value chain.

- The Ministry will work with stakeholders (public and/or private) to ensure there is value addition capacity to promote the diversification of the anchovies products and increase margins.

- The Ministry will link smallholder anchovy entrepreneurs with financial institutions for the purposes of capital raising.

Target set! Priorities defined! Plans Drawn! Critical next step –Routines!

Enhancing Income of Zanzibar’s Anchovies’ Entrepreneurs
4.2.4 Conservation

- The Ministry will develop and implement programmes to impart sustainable natural resource management skills to local communities and facilitate capacity-building training for Shehia Fisheries Committees (SFCs) and Collaborative Management Groups (CMGs) on resource management. Capacity building training is crucial for CMGs since the committee will have capability to manage and conserve their resources. Capacity building training involves developing the knowledge, skills, and abilities of the organizations to enhance the effectiveness and performance in the areas.

- The most destructive activity in the ocean is caused by uncontrolled and unregulated tourism activities due to limited knowledge of tour guides, boat captains and beach boys. The Ministry facilitate training of selected tour guides, boat captain and beachboys on local marine ecosystems, biodiversity, and waste reduction among others to convey the importance of conservation to visitors, and foster a sense of responsibility for marine environments.

In the long term, the Ministry will establish pilot Marine Conservation Clubs and conduct outreach Programs. It is an undeniable fact, most students living in coastal areas are potential marine users. They go to use the sea for fisheries or for tourism activities. Therefore, the Ministry has started the process of preparing the curricula that will be taught in the pilot schools.
4.2.5 Oil & Gas

The Zanzibar Petroleum Regulatory Authority and Zanzibar Petroleum Development Company have agreed to:

- Implement a training plan to improve the technical capacity and experience of the oil and gas staff.
- The Ministry will initiate land acquisition process from the Commission for Lands.
- The Ministry will continue to engage with potential investors and negotiate funding for the project.

**Energy Security in Zanzibar**

**Where are we going?**
Ensure there is energy security in Zanzibar.

**Where are we now?**
Initial upstream exploration is ongoing. Investors are needed for both upstream and downstream oil and gas operations.

**How will we get there?**
- Numerous focus areas and respective interventions identified under each but three of them have been prioritized to signal the strong focus of the leadership.
- The Ministry will initiate land acquisition process from the Commission for Lands.
- The Ministry will continue to engage with potential investors and negotiate funding for the project.

**How will we know we are on track?**
1. Weekly, fortnightly, and monthly check-ins with MobilE and relevant institutions
2. Stocktake with H.E. the President.
PRESIDENTIAL DELIVERY BUREAU (PDB)

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