

# STRATEGIC 2024-2026 PLAN

LEVELLING UP THE LOCAL CONTEXT ENGAGEMENT FOR  
THE INCLUSIVE SOCIO-ECONOMIC TRANSFORMATION AND  
SUSTAINABLE HUMAN DEVELOPMENT IN ZANZIBAR

## FOREWORD

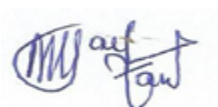
Over the past three years of its establishment, Zanzibar Research Center for Socio-economic and Policy Analysis (ZRCF) have demonstrated its value to unlock local potentials through the power of quality research, evidence generation and innovation. Also, ZRCF have proven instrumental in addressing socio-economic issues in the country. However, as we stride forward into our milestone, it is an opportune time for us to consolidate our strengths and identify opportunities for further development, so as to steer our institution to the next level of excellence.

After extensive consultation, considering the stakeholder's feedback and changes in the global technology, a new Strategic Plan for 2024-2026 has been formulated. This Strategic Plan (2024-2026) is aiming at providing internal tactical guidance for ZRCF to achieve its organizational ambition and to inform the external stakeholders about a roadmap and the appropriate tools for achieving our strategic objectives.

Prior to this review ZRCF was using Management by objective planning methodology but we have decided to opt for digital economy transformation methodology due to the following characteristic features: (1) Strategic Vision and Goals (2) Stakeholders engagement (3) Current State Assessment (4) Gap Analysis (5) Technology Integration (6) Change Management (7) Data Driven Decision Making (8) Process Optimization (9) Innovation and Adaptation (10) Risk Management and Cyber Security (11) Performance Management and KPIs (12) Scalability and Responsibility.

Apart from adopting Digital Economy Transformation methodology, the Plan will also use a rolling approach that enable ZRCF to carry on a review work and update strategic initiatives in order to cascade with highly dynamic digital environment. The Strategic Plan is structured to accommodate the current emerging issues in social-economic- environment, Public and Private sectors economic opportunities while maintain special focus on our vision and core functions.

Board Chairperson  
Professor Mohammed Hafidh Khalfan





## STATEMENT FROM THE EXECUTIVE DIRECTOR

The Zanzibar Research Centre for Social-Economic Analysis mandate was created to be leading multidisciplinary independent Think Tank in Zanzibar addressing priorities to stimulate socio-economic development. ZRCP works on Tanzania economic growth and Zanzibar in particular, specifically focusing on digital economy, financial sector reforms & private financing, expansion of inclusive social protection and good governance. ZRCP mission is to facilitate inclusive economic growth and prosperous future in Zanzibar.

Due to a massive socio-economic and political landscape change, ZRCP reviewed its strategic plan as a way of being relevant and current. ZRCP has encountered several challenges over a period of three years of its existence, they include the stakeholder's feedback and a pace in change of technology.

This plan will enable and equip ZRCP to create a conducive and friendly work environment to its clients (Public and Private), Developments partners and internal staff as well as professional service delivery through use of digital technology and so enhanced stakeholder's engagement.

In the course of execution, ZRCP promises to strengthen its professional conduct by offering a more digital inclined services that will cater for the current world trends that requires digital services and environmental consideration.

ZRCP intends to maintain a special focus on its staff by continuing to oversee work and life balance as well as increased capacity building efforts to enable them to perform their work to satisfy the market demand and stakeholders expectations.

Finally, I would like to assure our stakeholders and public in general that, ZRCP vows to observe professionalism, trust, confidentiality and offer affordable financial economic services to all our clients and Development partners. I would like to pledge my commitment towards execution of this plan, equally the Board of Directors will be an overseer of the plan, guide, advice and intervene whenever necessary

Yours Sincerely,



Mr. Juma Hassan Reli  
Executive Director (ED)

# **1. INTRODUCTION**

## **1.1. Background**

- Since the early-2000s, there has been an increasing demand among developing economies to create evidence-based knowledge and build human capital for facilitating sustainable development. Consequently, over the past two decades, many African countries have established social and economic research institutions mainly focusing on building human capacity, pursuing relevant research and analysing policy options. Undeniably, these institutions are playing a significant role in the enhancement of human capital as well as creating options for attaining sustainable development across many African countries with developing economies.
- Under a rather distinctive initiative the Revolutionary Government of Zanzibar (RGoZ) has mainstreamed the research component into the Directorate of Planning, Policy and Research (DPPR) across all Ministries. These directorates have been helping to inform the RGoZ's policy design and decision-making process.
- The RGoZ has also launched a state-owned university and availed policy and enabling environment that helped in the establishment of independent private owned universities and fostered the opening of several branches of universities as part of foreign based entities. In understanding the demand for enhancing evidence-based scientific research particularly in life sciences, the House of Representatives in April 2020 has passed two bills for the establishment of the Zanzibar Agricultural Research Institute (ZARI) and the Zanzibar Livestock Research Institute (ZALIRI) to support the knowledge transfers to farmers and livestock keepers. Other institutes emerged during the same period includes; the Zanzibar Fisheries and Marine Resources Research Institute (ZAFIRI) and the Zanzibar Institute for Health Research (ZIHR).
- Seemingly, most of these institutions are either based on conducting research as a prerequisite for fulfilling certain academic qualifications or skewed in conducting research in line with the narrow interests of corresponding sector or industry. Thus, there is a considerable knowledge gap that persists in terms of a limited institutional capacity to conduct robust evidence-based empirical research for informing policy analysis and practical activities in Zanzibar. In this context, it is imperative for a country to have a competent independent think tank which focuses on producing evidencebased research, policy analysis and policy evaluation and system compatible policy options taking the political economy into account.
- The Zanzibar Research Centre for Socio-economic and Policy Analysis (ZRCPP) is an independent think tank established in 2021 with a focus of producing evidence-based knowledge, policy analysis and policy evaluation to strengthen skills and capacity among the community of Zanzibar, policy makers and researchers. ZRCPP has been created to serve as a key centre for strengthening competencies of policy-makers in identifying research evidence needed for policy design and policy course directions. Indeed, ZRCPP intends to strengthen skills and human capital in the community of Zanzibar-based researchers by conducting evidence-based scientific research, policy analysis and policy

evaluation. Furthermore, ZRCP expects to produce research findings that can facilitate policy dialogues between the research community, policymakers and other stakeholders.

- The vast experience and diversity of backgrounds of ZRCP's members position it uniquely within the Zanzibar landscape to be the primary policy support platform in the country.

## **1.2. Strategic Positioning**

- Since its establishment ZRCP has been working closely with entities of the Revolutionary Government of Zanzibar (RGoZ), private sector, external stakeholders and the community at large in conducting empirical research, policy analysis and evaluation, and technical projects. It also fosters the utilisation of research and data to strengthen competencies of policymakers to identify and use evidence for policy review and design.
- Although many research activities are being implemented in Zanzibar, a considerable knowledge gap still exists in terms of a limited capacity to conduct robust evidencebased research, policy analysis and policy evaluation while accurately incorporating the local context in terms of economic dynamics and social factors. In Zanzibar, there is a unique enabling environment for promoting the application of scientific evidence whereby all Ministries have DPPR. As such, ZRCP is geared to leverage on this platform to implement independent evidence-based research covering fundamental socioeconomic topics in addressing the typical constraints faced by policy makers, including narrow fiscal space, weak social protection, low human capacity and insufficient digital application. Indeed, ZRCP focuses exclusively on tackling notable socio-economic challenges including:
  - i. Weak public revenue mobilisation;
  - ii. Low technology application and digital utilisation,
  - iii. Sluggish economic outcomes (employability, productivity, meaningful employment and salaries/income);
  - iv. Inadequate social protection; and
  - v. Insignificant participation of the local private sector across all strategic sectors.
- The main intention of ZRCP is to bring evidence to policymakers and respond to the needs of our society and facilitate strategic dialogues between the policy makers and the private sector/the community. Also, ZRCP recognised the need to intertwine various separate socio-economic dynamics from a broad economic and social development perspective to create linkage and spill over effect between the government entities and private sector.
- As part of supporting our country to achieve tangible economic transformation, *Our Motto is to "Translate Knowledge into Actionable Policies"*. With the focus of facilitating sustainable development that would eventually eradicate extreme poverty and social vulnerabilities, ZRCP is positioning itself, through this Strategic Plan (SP) for making notable contributions by:
  - i. Stimulating structural economic transformations within and across all strategic sectors;
  - ii. Attracting economic and social investments;

- iii. Developing domestic capital markets and digital economy; iv. Reforming public financing and domestic revenue mobilisation; v. Accelerating digital transformation and innovation, vi. Expanding social protection; and vii. Enhancing good governance and equitable access to natural assets.



**Dr Mwinyi Met with ZRCP leadership**

- ZRCP promotes faster and inclusive private sector-led growth and facilitates the enhancement of financial inclusion and capital accumulation, investment skills, innovation, entrepreneurship and social investments, especially for protecting vulnerable groups including poor, people with disability, and elderly.



- *Inclusive Digital Transformation* which has emerged as an important catalyst to socioeconomic development, along with other topics of a broad national interest (gender mainstreaming and youth socio-economic agendas) is our major current topic.





- Our Guiding Principles are based on equal opportunities to all and no gender, racial, religious or any other form of discrimination and segregation.





## 2. OUR INTENTIONS



### VISION

To become the leading independent, multi disciplinary think tank in Zanzibar advising government on system compatible policy options that accelerate inclusive socioeconomic development

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### MISSION

To facilitate the implementation of inclusive socio economic policies and agendas to accomplish sustainable development in Zanzibar

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### Core Values - What keeps us strong?



Commitment



Collaboration



Excellence



Impact



Innovation

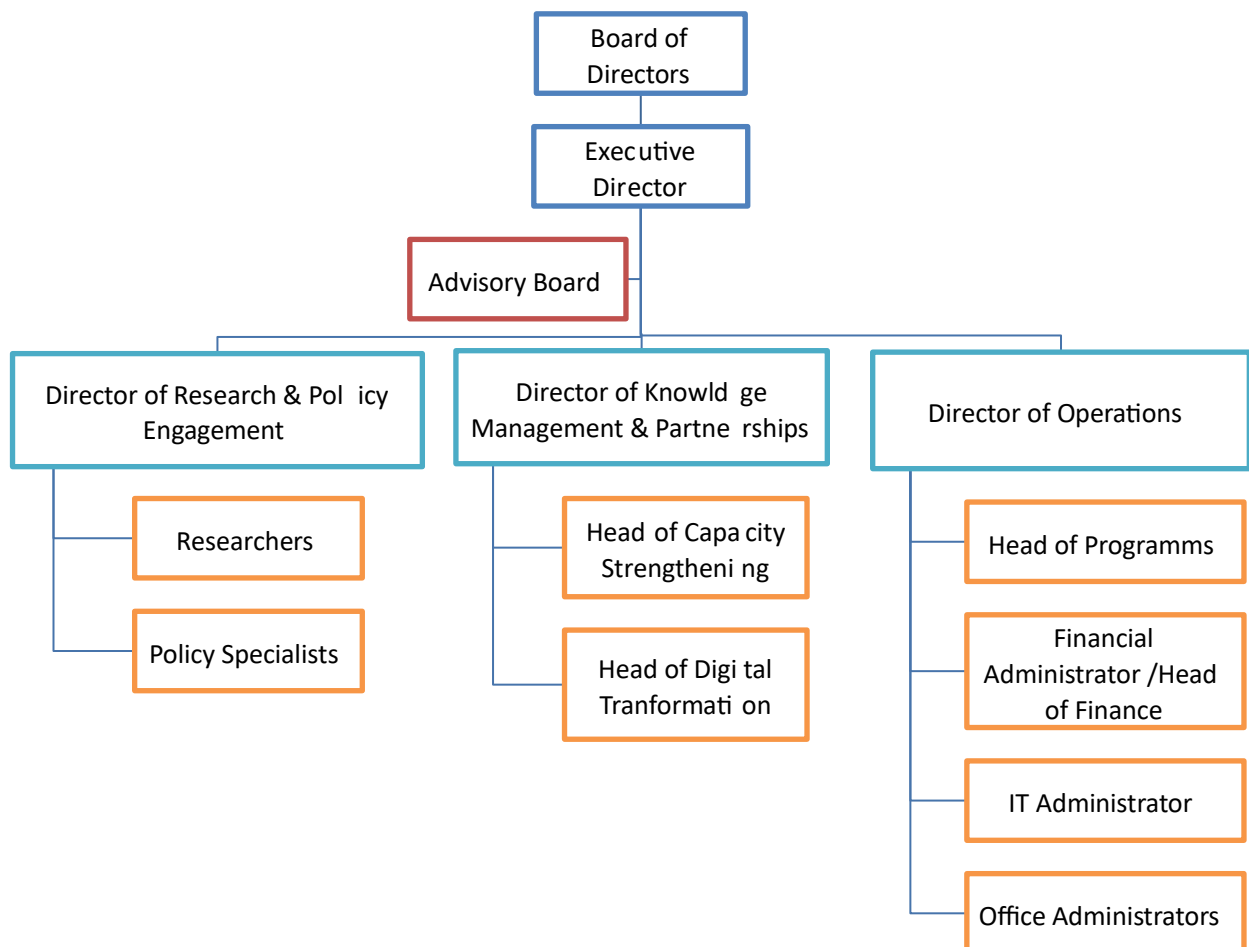


Relevance

### 3. ORGANISATIONAL STRUCTURE

- The organisational structure is built to connect ZRCP with both community and national stakeholders. Our Executive Director (ED) is the accounting officer and therefore is responsible for overall management of all activities performed by ZRCP. Together with the management team and core staff, the ED has responsibility for linking ZRCP with other stakeholders within and outside of Zanzibar.
- Initially, a group of highly experienced researchers worked on the institutional development while at the same time conducting research, policy analysis and technical consultancy assignments. Currently, there is ZRCP's team that works at the center on a permanent basis in collaboration with other local and international associates/affiliates.

#### ZRCP ORGANOGRAM



## **4. STRATEGIC OBJECTIVES**

- The Strategic Plan (2024-2026) is aiming at providing an internal tactical guidance for ZRCP to achieve its organisational ambition and to inform the external stakeholders about a roadmap and the appropriate tools for achieving our strategic objectives.
- With a special focus on climate change and mitigation measure, gender mainstreaming vision and youth economic empowerment agenda, this three years Plan (2024-2026) entails the following four strategic objectives of ZRCP:
  - i. Conduct independent and strategic empirical research for fostering structural transformation in key economic sectors, promoting private sector-led economic growth through innovation, digitisation and entrepreneurship, increasing efficient allocation of capital and financial services inclusiveness, expanding the coverage of adequate social protection and supporting pro-poor macro-fiscal and public financing policies;
  - ii. Build the capacity of research community to undertake system compatible produce more policy research and enhance the ability of policy makers to use evidence-based knowledge;
  - iii. Promote the use of evidence-based research findings and knowledge sharing to facilitate policy dialogue among relevant stakeholders in order to generate high quality policies; and
  - iv. Support the implementation of technical consultancy assignments and projects in line with our thematic areas of operation.
- Due to ZRCP's diverse multi-sectorial and disciplinary expertise, and its unique positioning within the Zanzibar political economy, we are confident in the relevance of our work to support Zanzibar's on-going efforts to implement economic transformation across all strategic sectors. Our focus is also on the transformation process by integrating emerging key socio-economic dynamics (e.g., digitalisation, innovation, entrepreneurship, economic outputs, macroeconomic stability, natural resources management, technology, climate changes adaptation, capital market efficiency and financial market accessibility) to increase the positive effect of private sector (i.e. formal and informal) on the economic growth, social protection and societal wellbeing.
- Our areas of technical operations are aligned with broader national development aspirations - Zanzibar long term Development Vision (ZDV) 2050 – that clearly recognises the role of research and directs the nation to invest in cutting-edge impactoriented scientific and socio-economic research to address the developmental needs. ZRCP's thematic areas are also pertaining to the Zanzibar Development Plan (ZADEP) 2021-2026 and the national research agenda prepared by Zanzibar Planning Commission (ZPC).



- The strategic focuses of ZRCP are in line with international development plans including the 2030 Agenda for Sustainable Development entailing 17 targeted goals (SDGs), requiring serious measures to uplift human capacity as an engine for the development process. Our strategic focuses are also fully aligned with the African Union (AU) Agenda 2063. Furthermore, ZRCP intends to collaborate closely with other like-minded institutions dealing with socio-economic issues both in the country and overseas.



## 5. FOUR MAIN ZRCP INITIATIVES

### INITIATIVE 1: *Economic Growth & Digital Transformation*

#### **Mission:**

- To bring the *structural transformation of Zanzibar's economy* within and between strategic sectors (trade and Industry, Service and Tourisms, Agriculture, and Blue Economy) for creating an integrated economy to influence the society in several different significant ways.
- *To foster Investments for promoting jobs and wealth creation:* Jobs have socioeconomic externalities that justify the use of government subsidies. Indeed, this focuses on providing evidence to support efficient allocation of capital towards start-ups and micro, small and medium enterprises (MSMEs) and other enterprises which are based in productive industries that can generate meaningful employment and increase domestic resource mobilisation.
- To conduct technical initiatives to level up the inclusiveness of the local private sector, especially women and youth, in the strategic sectors by generating employment to individuals and creating wealth to local enterprises.
- To identify the future-fit for creating readiness and operationalisation of digital transformation so that to facilitate the financial inclusion, inclusive economic growth and equitable human development. The overarching vision is to leverage digital innovations to create a prosperous future for all Zanzibaris through Integration of Technological Innovation, Digitalisation and Entrepreneurship.



## **INITIATIVE 2: *Financial Sector Reforms & Private Financing***

### ***Mission:***

To generate empirical evidence to support reforms for establishing active capital markets for accumulating higher domestic resources, as well as attracting private/innovative financing and foreign investments with the purpose of creating a vibrant, robust and private sector led economy.



## **INITIATIVE 3: *Expansion of the Social Protection***

***Mission:*** To strengthen the adequacy and sustainability of social protection systems.

- It has been widely proven that social protection is a valuable investment for any society and an important catalyst for achieving SDGs. This theme aims to ensure that Zanzibar has a relatively robust and very efficient social protection system to protect the poor and vulnerable people, promotes inclusive growth and provides a minimum acceptable standard of living to all. Building on the existing social protection initiatives in Zanzibar (e.g., equitable access to education, contributory social security under mandatory schemes, universal old age pension, provision of free universal health coverage, free housing for the poorest elderly), the theme explores the coverage, governance, efficiency, adequacy, short term liquidity and long-term financial sustainability of social protection systems.



- It looks at options for protecting people more sustainable through sustainable livelihoods and formalisation of the informal sector.
  - Despite being the main source of employment, the informal workers earn low and unpredictable income. More outstandingly, they are usually exposed to enormous financial risk by lacking the social protection for shielding them against loss of income associated with the unexpected contingencies, such as unemployment, disability, sickness, maternity and old age.
- It supports formalisation of the informal economy will focus on influencing policies and programs to facilitate labour market transitions from informal employment into formal employment so that they can increase their income, access adequate social security (employment related benefits provided by the social security schemes).
  - Systemic reform of the pension system, for instance, by redesigning the pension arrangements of the private sector so that it does not imitate the pension plans of the civil servants is among realistic ways not only to boost formalisation of the informal workers but also to increase their social security coverage.
  - As part of seeking for ways to increase formalisation of the informal economy, this theme will engage on these two strategic aspects:

*Enhancing labour productivity by providing existing workers and new entrants in the labour force with relevant employment skills.*

*Youth employment and economic empowerment:* Like many other economies in the global south, Zanzibar has a rapidly growing population, and youths constitute the largest proportion of the population. High youth unemployment entails significant social ramifications as it amplifies poverty, income inequality and restricts the prospect of attaining sustainable inclusive development that could lift many young people from poverty deprivation and reduce income inequality.

Therefore, one of ZRCP's strategic missions intends to come up with initiatives and solutions for converting the existing impressive economic growth into a sustainable development that provides youths with meaningful jobs to enhance their economic and financial outcomes (i.e., employability; employment; productivity; jobs formalisation; and access to economic opportunities).

### INITIATIVE 3: *Good Governance*

**Mission:** To increase integrity and accountability in social services delivery and ensure equitable access and benefits to natural assets for the local private sector content as well as the community at large.

- This theme explores ways on how to support public sector reforms to foster good governance and accountability on how the natural resources can be harnessed to facilitate equitable and sustainable socio-economic development.



## 6. OUR STRATEGIC GOALS AND IMPLEMENTATION STRATEGIES

The main ambition of ZRCP is to undertake research, analyse and evaluate policy issues, build capacity, provide consultancy service and other knowledge transfer activities without sacrificing or compromising scientific credibility and moralities. With the support of our key partners within the Revolutionary Government of Zanzibar, private sector, research institutes and experts, development partners, as well as the general community, we are in a trajectory to:

- Be a key contributor to high-quality analyses and policy recommendations to public and private decision-makers concerning issues of great relevance for Zanzibar strategic economic sectors and social wellbeing.
- Become a strategic centre for discussions and analysis whereby diverse stakeholders exchange views and share informed knowledge to identify shared agreements in line with national priorities.
- Create a think tank which is efficient, well government, transparent, inclusive and financially sustainable to carry out its key activities.





**GOAL 1:** *Strengthening institutional Capacity of the ZRCP to conduct multidisciplinary research and policy analysis in the four strategic initiatives.*

**Implementation Strategies:**

- Ensure high visibility and accessibility of the ZRCP facilities by expanding the use of the centre as a strategic meeting point for experts who are connected to our multidisciplinary areas of interest to broaden our networks. This will be done by creating a vibrant and robust community of collaborators from the local research institutes as well as researchers from external institutions.
- Establishing the centre as an outstanding resource of expert knowledge for the government, private sector, and the public at large
- Strengthen our online presence through the ZRCP website and social media to attain broader recognition for bounding partnerships.
- Collaborate with the local universities to identify the best graduates who can possibly be nurtured to become competent in research and supporting workforce development.
- Create partnerships with public and private entities to conduct and disseminate empirical findings for the public good of society.
- Identify opportunities to support the government of Zanzibar in generating evidence for societally relevant policies and decision-making in economic, public finance, digital transformation, social protection and good governance.

**GOAL 2:** *Undertaking technical consultancy assignment and impactful solutionbased projects within our strategic objectives.*

**Implementation Strategies:**

- Identify scientific challenges and policy issues whose solutions require inter or multi-disciplinary approaches and will have notable economic effect and societal impact.
- Design and develop new scientific projects and solutions to address identified research needs.
- Continue to develop and implement fundable project proposals and seek consultancy opportunities that explicitly promote and nurture collaborations between research institutions within and outside of the country.

**GOAL 3:** Increasing partnerships and *mobilising sufficient financial resources for effective implementation of ZRCP operations*

**Implementation Strategies:**

- Develop a more formalized process for identifying, vetting and securing partnership agreements with the ZRCP.
- Implement a monitoring system to record and track partnerships and their outcomes.
- Establish formal agreements or partnerships with the private sector and across all strategic sectors.
- Broaden and increase ZRCP revenue from multiple sources, including: the RGoZ, private sector, philanthropic organizations and donors.
- Target High-Profile, Large-Scale Grant Funding Opportunities to increase revenues from external research grants by attracting larger funds from a diverse pool of funds.
- Fundraising through philanthropies will give ZRCP the flexibility to pursue new areas of research, improve its expertise, and attract talent. Philanthropic support can be used to spur impactful and innovative empirical research, policy evaluation and impactful projects to bring inclusive economic growth and sustainable human development.



## 7. FINANCIAL REQUIREMENT

Building on the essential operations in terms of strategic research, policy analysis and dialogues and strategic activities for executing this Strategic Plan between the calendar year 2023 and 2025, the table below highlights the financial budget during implementation period.

Budget presented in Tanzanian Shilling (TZS)			
Activity	2024	2025	2026
<b>Expected Revenue</b>			
Consultancies	600,000,000	660,000,000	726,000,000
Project Grants	800,000,000	880,000,000	968,000,000
<i>Total Projected Revenue</i>	<i>1,400,000,000</i>	<i>1,540,000,000</i>	<i>1,694,000,000</i>
<b>Expected Expenses</b>			
Staff Salaries	25,800,000	78,340,000	84,700,000
Administrative Expenses	39,450,000	30,800,000	35,800,000
Payment towards Core Work - Project Implementation, Research conduct & Dissemination, Policy Dialogues, and Strategic Activities	980,000,000	1,078,000,000	1,185,800,000
<i>Total Expected Expenditure</i>	<i>1,045,250,000</i>	<i>1,187,140,000</i>	<i>1,306,300,000</i>
Expected Reserves (total revenue minus - total expenditure)	354,750,000	352,860,000	387,700,000



## **8. STRATEGIC PARTNERS CORE PARTNERS**

Revolutionary Government of Zanzibar

- Residential Delivery Bureau
- President's Office Finance and Planning
- President's Office-Constitution, Legal Affairs, Public Service and Good Governance



Office of Chief Government Statistician (OCGS)



E-Government Authority



United Nations Capital Development Fund (UNCDF)



United Nations Development Programme (UNDP)



Charter Cities Institute (CCI)



Zanzibar Chamber of Commerce



## **OTHER PROGRAM PARTNERS & CLIENTS**

Jakaya Mrisho Kikwete (JMK) Foundation



Embassy of Switzerland



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Embassy of the Kingdom of the Netherlands (EKN)



USAID



People's Bank of Zanzibar (PBZ)



Zanzibar Promotion Authority (ZIPA)



Zanzibar Planning Commission (ZPC)



- D-tree International



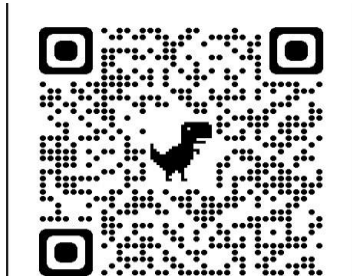
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