

1.0 INTRODUCTION

1.1 The rationale and need for Vision 2020

The rationale and need for the Vision has been precipitated by internal and external factors. External factors include the end of the cold war and the changing basis of geopolitics coupled by the recent global trends marked by rapid advances in technology, growth of World trade and competition. Such trends led to global policy shifts towards economic liberalization. The continuing process of globalization is underpinned by the liberalization of trade and financial services, internalization of production and marketing and free flows of factors of production.

Rapid technological advances have been at the base of the globalization process. New and emerging technologies are increasingly becoming more pervasive. In particular, advances in global information technology and networks are narrowing distances between nations thereby easing the globalization of financial services and linkage of different processes in the production and marketing chains world wide. Such transformation in the global economic system has necessitated the re-examination of Nations long term development plans, policies and strategies.

External factors notwithstanding, internal dynamics holds more weight in the need for the Vision. Where as after the 1964 revolution, the existing situation allowed state organs to promote the economy successfully, a drastic fall in the world prices for cloves made this impossible to sustain. Henceforth, the Government could not adequately provide for basic social services.

The capacity of the Government to import food and basic social necessities was seriously curtailed. The peoples hopes began to loose direction.

A critical examination on the prevailing situation done at the dawn of the 1980's made the Government realistically to change course in its direction of the economy. The following policies were adopted for implementation:

- Economic and trade liberalization by allowing the private sector to participate fully in the import-export business.

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- ❑ Adoption of the Economic and Recovery Program the first and second phase.
- ❑ The enactment of the Private Investments Promotion and Protection Act in 1986.
- ❑ Adoption of the Zanzibar Declaration in 1992, that allowed Government, political leaders and the people in general to participate in lawful economic and business activities.
- ❑ The formation of the Zanzibar Investment Promotion Agency (ZIPA) in 1992.
- ❑ Adoption of Free Economic Zones policy and the formation of the Zanzibar Free Economic Zones Authority (ZAFREZA).
- ❑ The adoption of the Free Port Policy and the appointment of a commission to establish Free Ports and Ports Authority.
- ❑ Formation of the Tourism Commission

The implementation of these policies led to improvement in the Zanzibar economy with GDP growing from 3 percent in 1986 to 6.3 percent in 1996. Thus per capita income grew from US\$39.0 in 1980 to US\$220 in 1998, whereas inflation went down from a high of 39.9 percent in 1990 to 13.7 percent further falling to below 10 percent in 1998.

Despite the recorded growth in the economy the gap between the haves and the have nots widened. Life for the low income group was becoming unmanageable.

Zanzibar therefore has opted for the long term development plan, the Vision 2020 in order to:

- ❑ Lay down appropriate strategies for successful and fruitful participation in the world economy which is fast becoming integrated.
- ❑ Re-define the roles of the central and local Governments in the process of social and economic development by putting down appropriate legal frames and creating conducive environment for the operation of the private sector. The Government should put up sound economic and social infrastructure and facilitate good Governance and the rule of law.

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- ❑ Adopt sound social and economic sectoral policies focused toward the eradication of absolute poverty and the bridging of income gaps between social groups and geographical zones and enhance individual capacity to attain essential needs of life.
- ❑ Build a democratic political system that respects diverse opinions, transparent, accountable and that is all out against corrupt behaviour, rent seeking and oppression.
- ❑ Build National Unity devoid of differences based on ideology, religion, race or gender in which all the people are self confident, respected and respect one another.

Our long term development philosophy – the Vision 2020 is the vehicle that will take Zanzibar on that course. For this vehicle to run smoothly, it has to be owned by the people through their democratic and representative institution. This is the rationale for having the Zanzibar Vision 2020.

1.2 The Overall Development Vision 2020 Objective

The overall Vision 2020's objective is to eradicate absolute poverty in the society. This is so because poverty is the single greatest burden for the people. Indeed, it is not merely the lack of income that determines poverty; it is also the lack of accessibility to the basic needs of the people. Poverty eradication in both urban and rural areas means increasing the ability of the people to get the necessities, namely; food, better shelter/housing, adequate and decent clothing, improving democracy and social security. Other things remaining constant, poverty eradication could be synonymous to empower people to successfully manage their lives and have a say on the course of their development.

1.3 Challenges

The challenge, therefore, is to eradicate absolute poverty and set the Zanzibaris free from poverty so that they can participate effectively in the mainstream of social, economic and political life; survive and lead a decent life. There is a need to empower and create opportunities for the people to eradicate absolute poverty through developing their full potential, increasing production and household income; improving living conditions through better access to basic physical and social services; and establishing a social security system and other safety nets which protect the poor, disabled, the elderly and other vulnerable groups.

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The eradication of poverty requires, *inter alia*, sound macro-economic policies aimed at creating employment opportunities; education and training that will promote sustainable livelihoods through freely chosen productive employment and work; and basic social services, including health facilities. People living in poverty should be empowered through freely chosen participation in all aspects of political, economic and social life. Other principal elements of poverty eradication strategy include policies targeted at reducing inequalities, increasing opportunities, and improving and providing access to resources, employment and income; promoting rural development and measures to improve economic, social and environmental conditions in rural areas of Zanzibar. There is a need to provide social protection for those who can not support themselves; recognizing the needs and skills of women, developing human resources, improving infrastructure, including communication facilities, and making it more accessible and promoting domestic policies for meeting the basic needs of all people of Zanzibar.

These poverty eradication policies and strategies are needed to mobilize efforts, stimulate creativity and ingenuity and coordinate initiatives for a sustained engagement of the employment, income and human development challenges. The underlying principles guiding the formulation of appropriate policy responses include: enhanced role of the market in allocating resources, private sector led development, enhancing government's competence and role in providing leadership through public policy for stability, continuity and predictability of the environment in which socioeconomic decisions are taking place.

The realization of the Vision's objective is predicated on addressing the following challenges to:

- Promote sustainable tourism that emphasizes high class tourist industry.
- Attain high and self-sustaining economic growth.
- Transform the economy from a predominantly rural-based subsistence agricultural to a diversified and semi-industrialized economy with a modern rural sector.
- Have a well developed and effectively utilized human resource and attain full employment by the final year of the Vision.

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- ❑ Improve the standard of education to meet the challenges of the twenty first century.
- ❑ Enhance the involvement of private sector and people's participation in the productive socio-economic activities in the nation.
- ❑ Provide access to opportunities to women by alleviating the drudgery of labour.
- ❑ Create equal opportunities for orphans, the disabled, the sick and other disadvantaged groups.
- ❑ Provide guidance on the customs and traditions of Zanzibar so that they can cope with the tide of changes during the development process and to ensure that Zanzibar's customs and traditions are passed on to all future generations.
- ❑ Create an enabling environment for ensuring sustenance of peace, political stability and religious tolerance; and
- ❑ Enhance the quality of and accessibility to economic infrastructure to cope with the demands of growth and productivity increase in the economy.

1.4 The Development Goal

1.4.1 *The Overall Development Goal*

The overall socio-economic development goal for Zanzibar by the year 2020, is to eradicate abject poverty and attain sustainable human development. It is envisaged that Zanzibar of 2020 should be society that reflects the following six attributes:

- ❑ Eradicate abject poverty.
- ❑ Developing a strong, diversified, resilient and competitive agriculture, industry, tourism and other productive socio-economic sectors to cope up with the challenges of the changing market and technological conditions in the world economy.
- ❑ Attaining a nation whose way of life reflects the highest level of ingenuity, self-confidence and self-esteem; culture, resource base and aspirations.
- ❑ Achieving peace, political stability, good governance, integrity, national unity and social cohesion.

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- Modernized production and delivery systems of goods and services to meet the basic needs in the society and attain international competitiveness in the leading sectors.
- Attain higher degree of foreign direct investment that will inject sound capital, create full employment [by 2020] and attain positive balance of trade in the export market.

By the year 2020 Zanzibar should have made the following achievements:

- Attain a high and sustainable economic growth averaging 9-10 percent per annum over the period from the current level of 4.5 percent. The expected growth between the year 2000 to 2005 should be between 5-6 percent at 1985 prices, rising to between 7-8 per cent by the year 2010 and attained the level of between 9 and 10 percent by 2020.
- Zanzibar should have high level of employment in the modern sector (50 percent to be employed in tourism and free zones, 20 percent in agriculture and 30 percent in all other sectors; income per capita rising from US\$200 to that of middle income countries, and thus abject poverty is eradicated).
- The economy should be diversified and semi-industrialized with the combined contribution of tourism, trade, manufacturing and construction to the gross domestic product reaching over 60 percent.
- The quality of life should be high, socially desirable, economically viable and environmentally sustainable. Life expectancy should have risen from 48 to 65 years.
- Realize political , social justice, desirable cultural values and enhance Zanzibari's traditions.
- Improve and maintain high education standards and promoting skills development cost effectively.
- The target is to attain basic universal education by raising the primary school enrollment from 84.2 percent [1997] to 100 percent by the year 2005. The transition rate to the second cycle of secondary education should reach 100 percent by the last year of the Vision and thus eradicate illiteracy.

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- Create equal opportunity of access to basic and essential quality health care by increasing the focus on strengthening management and financing the overall health care system.
- Provide reliable, high quality, affordable and sustainable health services. The morbidity and mortality resulting from human exposure to environmental hazards should be reduced to the world average and infant mortality rates should have fallen from 101 to 20 per thousand.
- Access to safe water should have reached 100 percent.
- Provide opportunities for disadvantaged groups to realize their full development potential, and increase their access to basic social services.

2.0 VISION 2020 BROAD POLICY OBJECTIVE AND STRATEGIES

To attain the Vision 2020's policy objectives, it would be essential to enhance social and macro-economic management, promote diversification and transformation of the economy to competitive one; promote sustainable tourism, fishing and industrial sector, strengthen trade sector, promote human resources development, encourage information and information technology, encourage environmental protection and the promotion of good governance, capacity building and peace and stability.

2.1 Enhancement of Social and Macro-economic Management

The Vision's policy on enhancement of social and macro-economic management is to institute sound social and macro-economic environment while recognizing the importance of getting the macro-economic fundamentals right for expediting poverty alleviation.

The major Vision's objectives include to:

- ❑ Rationalize the public and private sectors by redefining the role of government to focus on regulatory, managerial facilitating and promotional roles in the development process.
- ❑ Enhance human and institutional capacity building in the social and economic management during the development process.
- ❑ Create an enabling environment that help provide opportunities for directing, targeting and exercising selectivity in allocation of resources to priority sectors that are critical in the realization of the development Vision's objective.
- ❑ Stimulate and encourage savings and investments as a basis for creating a high and growing economy.

2.2 Re-defining the role of the private sector

The role of the private sector in stimulating economic development and implementation of Zanzibar Vision 2020 needs no emphasis. The private sector has substantially contributed to Zanzibar development. Private sector activities include individual proprietorship, private companies, partnerships or cooperatives. For this sector, the following will be emphasized:

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- ❑ To promote employment opportunities and income earnings for Zanzibaris.
- ❑ To expand goods and services production while emphasizing inter sectoral linkages and competitiveness regionally and internationally.
- ❑ To contribute to GDP through various payment obligations.
- ❑ To widen capital investment portfolio to reduce Zanzibar dependence on customs earnings.

Other goals and strategies include:

- ❑ To infuse new technologies, credit facilities and market opportunities to rural areas so as to raise peoples living standard.
- ❑ To promote locally affordable economic and social infrastructure such as electric energy, transport, communication facilities, banking facilities and other social services.
- ❑ To promote labour productivity through the use of modern technology, training and the use of experts to give on the job training in order to raise the level of growth and development.
- ❑ To promote the use of resource and environmental efficient and safe technologies.
- ❑ To promote a stable macro-economic environment for the growth of investments.
- ❑ To promote transparent and efficient government institutional set-up.
- ❑ To strengthen social consultancy services to the private sector.
- ❑ To build up an environment of trust and frequent consultations between the Government, the private sector and N.G.O's.
- ❑ To seriously fight corruption and misappropriation of public property.

2.3 *Building a new institutional set up*

The successful implementation of Vision 2020 will depend among other things on the existence of a conducive institutional set up politically, economically and socially. Such implementation need to conform with the current on going institutional reform aimed at laying a good environment for grooming new capacities, optimism and cooperation for development. Such a system is needed to enhance popular initiatives, the growth of

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new ideas and entrepreneurial skills. This has to go hand in hand with the motivation of exceptional employees. Such a system is generally based on three important pillars:

- The use of market forces in the allocation of resources in accordance with priorities laid in the Vision.
- Creation of an appropriate accord in the distribution of responsibilities between public sector, the private sector and other institutions such as the family and the civil society in general.
- Popular participation at all levels as a motivation for their enthusiastic engagement in the development initiative.

For the aforementioned institutional set up to exist and function efficiently, transparently and legally the following need to be done:

- Promotion of market led competition that will channel resource to efficient and profitable areas.
- Existence of an efficient information net work that will reach all stake holders democratically so as to enhance efficient utilization of resources.
- Build a good working relation between the Government and other institutions such as political parties, workers organizations, civil organizations.
- To encourage civil organization members to create simple and transparent working principal to enable them to monitor efficiently the use of organization resources.
- To build a function division of responsibilities between the legislature, the judiciary and the Executive Wings. Legislative institution should have the responsibility of overseeing the implementation of Vision objectives as layed down.
- Creation of a functioning accountability system among Government functionaries for the purpose of upholding work discipline, something that will enhance the respectability of the Government and its leaders among the people.
- Creation of a working and efficient legal environment that shall be engrossed in the National constitution where the election procedure is clearly spelled out.

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2.4 *Expanding Domestic Financial Resource Base*

The Vision's policy on increasing domestic financial resource base is to initiate investment programmes that shall generate domestic revenue, create employment, boost other economic sectors and support other development programmes for increasing peoples welfare. The largest impact on the financial base will derive, therefore, from improvements in economic development, sound financial practices and capacity to mobilize domestic resources, control expenditures and manage budgets efficiently.

Financing the Vision's activities and sustaining their economic viability represent a particular challenge which will require innovative investment programmes that will generate funds for the central and local governments development activities.

If the implementation of the Vision 2020 is to be more effective and pragmatic, it is essential that effective partnership between the public and private sectors is promoted. New forms of central and local government finances will be needed to meet the future needs of economic development and for cushioning the costs of supporting physical infrastructure and services.

The Vision's objectives on enhancing domestic revenue resource base include:

- ❑ Developing an efficient, fair, equitable and buoyant sources of central and local governments revenue, including taxation, user charges, tariffs and betterment levies and devise new fiscal instruments that penalize environmental damage from both production and consumption activities.
- ❑ Carrying out fiscal reforms and modernization of tax administration to facilitate revenue collection of the expanding and changing economic structures.
- ❑ Attracting private and community investments to urban developments, including investments in car parks, slaughter slabs, public latrines, open green spaces etc.

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- ❑ Encouraging investments in the development and construction of international conference facilities with a view of making Zanzibar a center for international conferences, conventions and workshops.
- ❑ Facilitating foreign investments in oil tanking projects, including public-private joint ventures or partnership in the areas of oil storage facilities within Zanzibar's islets with a view to reduce the distance between oil exporting companies and the importing countries.
- ❑ Facilitating the role of local authorities in forming partnership with the private, community based organizations and co-operative sectors for the development and investing in locally based tourist attractions, including investing in historic sites, local dances and drama and establishing animal zoos etc.
- ❑ Establishing, as appropriate, legal, regulatory and investments frameworks that facilitate the development and investments activities in dry-dock and port facilities with a view to providing an efficient and reliable dry-dock and port services to vessels in transit and providing regular services for regional and international vessels.
- ❑ Attracting international flows of public and private finances for investments in commercial deep-sea fishing through joint ventures.
- ❑ Exploring the ways and means to strengthen, expand and facilitate transit trade and off-shore banking.
- ❑ Facilitating and rationalize local authorities' access to national, regional and international capital markets and specialized lending institutions.
- ❑ Strengthen the capacity of central and urban institutions to collect local taxes, land tax, land transfer's and other user charges and also enhancing expenditure control mechanisms.

2.5 *Building a saving and investment culture*

The rate of National economic growth for any society largely depends on the existence of a savings and investment culture, the fruits of which are directed at the expansion of productive and service sectors within that society. The level of investment while it may be supported by foreign direct investment largely depends on internal savings. The objective of the Vision on this therefore is:

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- The promotion of a culture of saving for future investment.
- Encourage the community to use financial institutions for keeping their savings something that shall earn them profit and also help the Nation generally.
- To encourage where formal financial institutions do not exist, the utilization of traditional credit and saving institution.
- To educate the public to frown against conspicuous consumption.
- Maintain economical and socially acceptable banking savings and lending rates.
- Enhance the capacity of tax and budget departments to make them more efficient.
- Enhance the capacity of institutions that supervise and coordinate external assistance.

3.0 PROMOTION OF DIVERSIFICATION AND TRANSFORMATION OF THE ECONOMY TO CREATE A ROBUST, RESILIENT AND COMPETITIVE ECONOMY

The objective of diversifying the economy is to generate employment, income and to meet the basic needs of Zanzibaris. The diversification entails rapid transformation of the economy from a predominantly rural based subsistence agricultural economy to a modern and semi-industrialized economy, and raising the level of productivity in all economic sectors. The creation of a robust and competitive economy requires efficiency in mobilization and utilization of domestic resources (natural, human and capital); and the promotion of participation of indigenous Zanzibaris in the process of economic reform and private enterprise development.

The process of economy's diversification should be directed at the modernization of agriculture, tourism, fishing and the strengthening of industry, internal and international trade sectors.

3.1 *Modernization of Agriculture*

The achievement of self-sufficiency in food and food security, through increased food and livestock production as well as increased agricultural production for export, depends on the modernization of agriculture and ensure that the sector is capable of satisfying 50 percent or more of local food production, and promotion of alternative cash crop production for export.

The modernization of agriculture should therefore:

- Encourage sustainable irrigation system based on integrated development approach, community participation, genuine demand by farmers and sustainable use of natural resources and the environment.
- Provide access to productive resources, opportunities and progress towards more socially just forms of agriculture for ensuring basic food security for the nation by improving standards of nutrition, increasing output and quality of food commodities.

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- Increase foreign exchange earnings for the nation by encouraging production and export of cash crops such as sea weeds, spices, fruits, vegetables, flowers, livestock's products and other agricultural products and residues.
- Produce and supply raw materials, including industrial crops, livestock, by-products and residues for local industries, and also expand the role of agriculture sector as a market for industrial outputs.
- Create a reliable banking and non-bank credit system.
- To provide reliable energy supply system for the development of Agriculture and Agro-industries that will process agriculture produce; and
- Improve communication system and extend the rural road network to ensure that all rural areas are always accessible.

3.2 *Promotion of Sustainable Tourism*

Zanzibar is richly endowed with both natural and man-made tourism attractions which are the basis of successful tourism industry. Some of these attractions are:

- Beautiful and virgin beaches.
- Environment intact natural forests endowed with rare species of animals such "kima punju".
- Old Stone buildings with ancient architectural features that are excellently curved.
- Handcraft work specific to Zanzibar culture such as the "Zenj-doors".
- A richness in various spices and fruits available all year round.
- A culture of friendliness and hospitality to visitors.
- Natural aquatic attractions.

Such wealth has not been fully harnessed making the number of tourists visiting Zanzibar smaller to tiny island states such as Mauritius, Seychelles and Singapore. The income generated is even smaller.

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The Vision's policy on promotion of sustainable tourism is to develop tourism industry which is culturally and socially responsible, ecologically friendly, environmentally sustainable and economically viable; and to promote Zanzibar as the destination for tourists in terms of historic cultures and beach holidays.

The Vision's objectives on sustainable tourism include to:

- Utilize more effectively the tourism potential to generate more income, employment, human resources development foreign exchange earnings while protecting the environment, Zanzibar's culture and traditions.
- Diversifying the tourist attractions to achieve balanced growth of the tourism industry and maximum benefit.
- Develop Zanzibar as a single holiday destination by building up other product elements, in particular beach resorts, cultural attractions and aggressive marketing programmes.
- Maintain all tourism resource bases, as part of public resources, and improve the necessary tourism infrastructure existing and develop new infrastructure.
- Stimulate development of infrastructure, linkages and support institutions related to tourism.
- Strengthen the cultural industries including museums, theatres, cultural values and community participation as a product diversification to harness tourism.
- Stimulate local investors to go into partnership with foreigners to ensure the growth of cultural acceptable tourism and to venture into new tourism grounds and make Zanzibar:
 - An attractive International Conference Center
 - An International sports center
 - An International Cultural Center
 - An International Center for Islamic Studies by establishing renowned Islamic institutions.

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3.3 *Promotion of Sustainable Fishing*

The promoting of sustainable fish production for domestic consumption and export is important for diversifying the Zanzibar economy and increasing Zanzibaris welfare and the fisheries' contribution to the GDP. Sustainable fishing should take into consideration the importance of environment, the socio-economic structures and the needs of the people.

The Vision 2020's fishing development objectives include:

- ❑ Efficiency in utilization of the existing fishing potential and ensure ecological balance through establishment of community based management areas for marine resources and development of professional groups, joint-venture, partnership and cooperative associations relevant to the development of fishing activities.
- ❑ Promote public awareness on scenic value of marine habitats.
- ❑ Establish aquaculture activities,
- ❑ Improve international competitiveness by providing incentives, supportive market research and extension services to fishermen.
- ❑ Preparing and disseminate a code of fishing practice and processing methods, which allow for health, safety handling, storage, marketing and environmental concerns.
- ❑ Encourage foreign and domestic investors to establish large scale, deep sea fishing business and fish processing factories.

3.4 *Promotion of Sustainable Industrialization*

Zanzibar Vision's policy on industrial sector and industrialization process is to create specialized, economically efficient, financially strong and profitable industrial enterprises that produce high quality goods for domestic use and export.

The Vision's objectives on the industrial sector and industrialization include to:

- ❑ Establish a comprehensive industrial sector policy.
- ❑ Establish an industrial sector for specialized activities, generate income and employment, increase and diversify the sources of export earnings and ensure efficiency in the use of resources and environment.

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- ❑ Develop and promote efficient agro-based, small and medium scale industries to broaden the industrial base and encourage rural industrialization.
- ❑ Develop industries that support other sectors, increase capacity utilization and produce basic and essential requirements for the people of Zanzibar.
- ❑ Ensure the promotion and protection of both domestic and foreign investments through fiscal, legal and regulatory mechanisms.
- ❑ Ensure the promotion of industries that promote employment.
- ❑ Have a specific policy for the promotion of both local and foreign investments.

3.5 *Development of Social Security Systems*

Social security schemes cover various social and economic programs that attempt to temporarily meet the basic needs of those unable to do so from their own resources. Social security schemes target the people whose sources of incomes are affected by natural, social or economic crises, those who can not participate in the market economy, or those people who do not receive desired levels of the publicly provided goods and services. Collectively, social security system include all measures established by legislation to maintain individual or family sources of income when disrupted or terminated. Thus, social security, among other elements, includes the provision of cash benefits to persons faced with sickness and disability, unemployment or employment injury, old age and death, crop failure, loss of marital partner, maternity and retirement from work. Moreover, the schemes involve the provision of medical care and the provision of subsidies for families with children. Informal social security schemes are usually based on customary rights, spiritual and religion. They are basically organized around household, kinship or neighbourhood groupings. Therefore, social security is the protection the society provides for its members through the series of public measures against natural odds, economic and social distress.

The Vision's policy on the development of social security systems is to guarantee access to basic social services, safety in the work places, life and properties.

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The Vision's objective on the development of social security systems include:

- ❑ Instituting an efficient social security system with wider scope of coverage for protection of and provide a wider range of benefits to most, if not all Zanzibaris in all sectors from social and economic insecurity so as they can work towards the realization of social and economic justice.
- ❑ Improving efficiency in labour protection, workplace safety and labour relations.
- ❑ Widen the coverage of social security schemes to cover those working in the informal sector.
- ❑ Review laws and operational guidelines relating to social security to bring them up to date and in line with the Zanzibar's formal and informal sector conditions in order to ensure greater coverage.
- ❑ Develop and efficient inspection system that can facilitate enforcement of labour laws, conditions of employment, working conditions, and expand the roles of employer's and workers' organizations in identifying and reporting violations of labour laws, welfare and occupational health and safety rules.
- ❑ Put into place a more comprehensive social security scheme.

3.6 *Strengthening the Free Economic and Export Processing Zones*

Zanzibar Vision's policy on the Free Economic and Export Processing Zones is to manufacture top quality commodities that can globally compete in the export markets and therefore generate employment and export earnings, and attract foreign direct investment.

The Vision's objectives on the free export processing zones include to:

- ❑ Provide industrial sector investors with a wide scope of operation, create favourable conditions and guarantee them stable business sites in the Zanzibar Free Economic and Export Processing Zones.
- ❑ Boost agriculture and other sectors to produce inputs for use in the manufacturing sector.

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- Maximize employment generation at the level of skilled and semi-skilled labour.
- Mobilize through various forms investors to undertake manufacturing projects for export products.
- Improve the quality of services for smooth and equitable manufacturing activities.

3.7 *Promotion of transit trade and free port facilities*

It is among the Vision's basic policies to make Zanzibar an important transit trade center. It is also part of that policy to turn the Zanzibar port in to a free port zone.

To implement such a policy therefore Zanzibar shall:

- Build an appropriate legal institutional and economic environment for making it a special transit trade and free port center.
- Develop Free Economic Zones and Export Processing Zones so as to promote and enhance Zanzibar's transit trade and free port status.
- Build all necessary infrastructural requirements such as roads, airport runways, harbours etc.
- Construct modern storage facilities in accordance with international demands.
- Construct modern shades facilities for use in free port areas.
- Construct special large petroleum and petroleum products storage facilities to be leased to companies as storage places before shipping to prospective customers.

3.8 *Strengthening the Domestic and International Trade Sectors in Response to Globalization and Regional Integration*

The vision policy on strengthening the internal and international trade sectors is to generate foreign exchange, create wealth for citizens and achieve a diversified and competitive export sector taking into consideration cost efficiency and improving the quality, reliability and dependability of exports. Free port facilities and services are envisaged to be the tool for the promotion of trade in Zanzibar.

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The Vision's objectives on the trade sector include to:

- Encourage indigenous peoples' participation in the trading activities through joint ventures arrangements.
- Put in place legal, regulatory and political framework that allow for free entry and exit of all entities into trading activities.
- Develop the capacity to disseminate knowledge and information on trading activities, encourage antimonopoly practices and adherence to price signals in the competitive market environment.
- Encourage domestic market competition and improve the international competitiveness of economic sectors.
- Enhance the capacity to monitor the changing market and technological conditions in the world economy and build the capacity to interpret their implications.
- Engage in regional and international trade cooperation arrangements in ways that develop markets for exports and enhance the development of a dynamic and competitive export sector and other sectors; and
- Promote trade and investment by domestic and foreign firms, inter-firm cooperation arrangements and strategic alliances between local and foreign firms that are technologically more advanced to attain higher technological capability and competitiveness.
- Promote domestic capital and stocks exchange market in the country.
- Promote an environment for the successful development of the informal sector in trade.

4.0 PROMOTION OF DEVELOPMENT'S ENABLING ENVIRONMENT

The Vision 2020 recognizes the increasing role and functioning of market forces and the private sector in the course of implementing the Vision. The consolidation of the functions of market mechanism, improved socio-economic infrastructure and other complementary sectors, entails putting in place a stable and predictable environment for sustainable private enterprise development by ensuring the consistent application of laws and regulations. Sustainable development which requires an enabling environment characterized by good governance, emphasizing on human resource development, peace and stability, streamlined trade, developed information networks, a participating and environmentally sensitive society and internally cultured society. Such an enabling environment include:

- ❑ To ensure that overall sectoral initiatives are complementary and fare.
- ❑ To ensure compatibility of sectoral implementation strategies and availability of a close follow up system.
- ❑ To have frequent monitoring so as to pin point and remove bottlenecks.
- ❑ To establish an appropriate institutional framework for sections dealing with the collection and analysis of economic development data so that follow up and monitoring is done accordingly.

4.1 Improving Socio-economic Infrastructure

The Vision's policy on socio-economic infrastructure is to facilitate the expansion, improvements and increase in the provision of water, power, communication facilities, transport, marine, air and road networks. It is envisioned to use fiscal and other type of incentives to encourage private sector industrial investors to participate in the infrastructural development, especially in the areas proved to have valuable resource endowments.

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The Vision's objectives on socio-economic infrastructure include on:

- ❑ Encourage public and private investments in infrastructure facilities such as transport and communications, energy, water and research and development to meet the requirements of other sectors and all other activities that are necessary for the realization of the development Vision.
- ❑ Encourage the establishment and development of real estate business and housing finance mechanisms that can provide urban dwellers with decent housing that corresponds to demand for housing facilities.
- ❑ Promote research and extension in low cost building materials and affordable standards for building materials and housing design for urban and rural dwellers.
- ❑ Promote an integrated national, regional and international transport networks to maximize the benefits of economies of scale, improve quality, delivery services and competitiveness.

a) *Sustainable Provision of Water*

The Vision's policy on water is to ensure adequate, affordable and economically accessible and sustained water supplies to all people and sectors using environmentally sound water resource management technologies for continues social and economic growth and development.

The Vision's water supplies objectives are to:

- ❑ Develop and promote an efficient water supply and management systems that will ensure reliable water supply for all purposes at a reasonable cost.
- ❑ Establish and protect specific areas for sources of drinking water and expansion of rainwater catchments system.
- ❑ Promote community ownership and rights to water supply.
- ❑ Enhance equity of access, distribution and sustainable supply of clean water to households in rural and urban areas.
- ❑ Ensure that the installed capacity for water supply functions adequately and is properly maintained.

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- Encourage a broad range of environmental sound technologies in the provision of water, including gravity piped, pressure pumps, deep and shallow wells, open wells and dams.
- Encourage the development of rain water harvesting technologies and activities; and
- Institute and maintain an efficient and effective water tariff, billing and timely revenue collection system for all water users.

b) *Sustainable Provision of Energy*

The Vision's policy on the sustained provision of energy is to ensure adequate, environmentally sound, alternative and sustained energy supplies for easing socio-economic development. The Vision emphasizes on the development and efficient utilization of Zanzibar's locally available energy resources to minimize dependency on imported energy and reduce demand pressure on the natural forests.

The policy objectives include to:

- Establish an independent power supply system to reduce dependency on imported energy and the pressure on demand for forest resources.
- Develop and promote energy supply and management systems that will ensure reliable energy for all purposes at a reasonable cost.
- Encourage R&D on non-wood energy sources (such as solar, wind power and biogas) and on energy efficient domestic alternative sources of energy.
- Promote an efficient use of energy, ensure conservation of renewable and non-renewable energy sources and the protection of environment; and
- Promotion of petroleum exploration activities.

c) *Sustainable Provision of Transport and Communication*

c.1) *Transport*

- Ensure that transport services are provided according to the needs and development of Zanzibar and its people.
- Promoting transport services that are reliable, fast, safe, responsive, economical and compatible with the safety and protection of environment.

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- Ensure that there is complementarity in the development of the various modes of transport for optimum utilization of resources.
- Exploit more effectively the potential for marine transport to meet the domestic, regional and international requirements and more effectively complement other modes of transport.
- Develop and promote an efficient and reliable free port facilities and services; and
- Improve, expand and sustain air transport facilities and services to meet the domestic and international air transport needs as well as the needs of tourist sector.

c.2) *Telecommunications*

- Ensure that telecommunications infrastructure and services are provided in a liberalized and competitive manner to as many people as is economically and socially justified to meet domestic demand as well as regional and international business requirements.
- Ensure the provision of sustainable telecommunications in rural, urban and all sectors at reasonable cost using relevant technologies.
- Encourage the provision of adequate, high quality and efficient telecommunications services responsive to the diverse needs of industrial, commercial and all sectors.
- Enhance the quality, efficiency, accessibility and reliability of telecommunication networks within the country, the region and internationally; and
- Promote the adoption of new and emerging telecommunications and information technologies in all forms of communication.

4.2 *Creation of a micro-finance banking system to serve the general Public*

The Vision policy on micro-finance emphasizes the need to provide tangible credits to small scale producers and micro-commercial sector so as to enhance efficiency, in the productive and services sector, improve the standard of living of the people and the economy in general. The objective of the Vision therefore is to establish a micro-finance banking system to provide manageable credits to those sectors.

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The Vision objectives therefore are:

- ❑ Create a manageable financial institution such as Banks for the provision of credits to small farmers, cooperative organizations NGO's, Youths, small businesses, craftsmen etc.
- ❑ Creation of a system that shall emphasize the provision and repayment of credits.
- ❑ Build a manageable ownership and operation system for such institutions.
- ❑ Build a working system for the mobilization of savings among the people and other sources.
- ❑ To create a transparent credit provision system that makes the borrowers accountable.
- ❑ Strengthening existing credit funds and create new ones for micro-credit provision.

4.3 *Promotion of Human Resource Development*

Human resource is a critical factor for sustained socio-economic development. The Vision's policy on the human resource development is to develop a well-educated, thoroughly trained, healthy and skilled population with easy access to the basic and essential socio-political, economic services and clean environment by the year 2020.

The Vision's objectives on human resources development include to:

- ❑ Mobilize and sensitize the people of Zanzibar to realize the importance of and contribute resources to human resources development.
- ❑ Encourage broad based training and particularly vocational training to cope with the changing structure of labour markets and the demand for global competitiveness.
- ❑ Educational systems should put more emphasis on science and technology orientation and incorporate moral as well as ethical values, spirit of self confidence, self esteem and tolerance.
- ❑ Improve access of women to education at all levels and in all fields including the sciences where they are currently grossly under represented; and

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- Encourage the creation of better employment opportunities in rural areas in modernized agriculture and non-agricultural rural activities.

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5.0 DEVELOPMENT OF A SOCIAL ENVIRONMENT CONDUCIVE FOR PEACE HARMONY, PROTECTION AND DEVELOPMENT FOR ALL

5.1 *Women*

The Vision's policy on the development of women is to ensure them equal access to the opportunities that improve their socio-economic status or that engender full participation in the development process.

The Vision policy objective on the development of women include to:

- ❑ Empower people of both gender and all ages to fully participate in the development process.
- ❑ Remove gender bias in access to resources, participation in decision making and ownership of property.
- ❑ Ensure equal access to education and employment at all levels, recognize and respect women's dual roles in production and reproduction.
- ❑ Reduce women's workload by adopting fair divisions of labour and applying appropriate and affordable technological innovations.
- ❑ Improve the position of women in society, increase their opportunities to become partners in decision making in economic, social and political activities, and in all levels of governance.
- ❑ Enhance opportunities for the formation of women's groups to promote education, training, skills development and equal rights to employment.
- ❑ Provide women legal rights to own property and obtain credit.
- ❑ Adopt appropriate technologies for relieving women of the drudgery of domestic and agricultural chores.
- ❑ Encourage women to undertake training in management skills, negotiation techniques, entrepreneurship and community leadership.
- ❑ Review laws and regulations to eliminate all forms of gender based discrimination and impose severe penalties for sexual and other offences against women.

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5.2 *Children*

The Vision's policy on the development of children is to enable all children to have full access to sufficient good-quality nutrition and enable them to attain universal access to basic education by all school aged children.

The Vision's policy objective on the development of children include to:

- ❑ Develop an efficient and systematic process for protecting safety of children based on concerted efforts by the public, private sector, religious and non-governmental organizations.
- ❑ Strengthen the capacity of households and communities in providing health care and schools' care to children.
- ❑ Reducing infant mortality rates from 101 [1997] to 20 per thousand live births by the last year of the Vision 2020.
- ❑ Revise the existing laws and regulations that protect the interest of children and impose severe penalties for sexual and other offences against children.
- ❑ Promote the prevention and solution of drug abuse and crimes by children.
- ❑ Improve maternal and child health [MCH] services.

5.3 *Special groups*

The Vision's policy on the development of special groups is to enhance opportunities for, and protection of vulnerable and disadvantaged groups as orphans, the physically, mentally and psychologically disabled, old people with no relatives or other means of support.

The Vision's policy objective on the development of special groups include to:

- ❑ Extend development opportunities to vulnerable and disadvantaged groups.
- ❑ Assisting individuals or disabled groups of people to cope with disability.

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- ❑ Promote research and compilation of data and information on disadvantaged population in a systematic and continuing manner, make proper use of research results for effective planning and implementation of social services' programmes for various disadvantaged groups and people with disability.
- ❑ Advocate participatory roles for private enterprises, people's organizations and the community in collaboration with the private sector, in skill development and promotion of quality of life of people with disabilities and other disadvantaged groups.
- ❑ Increase the opportunities for providing prisoners appropriate basic services including vocational training during and after the imprisonment period.

5.4 *Promotion of Quality Education*

The Vision's education policy is to set broad goals that guide educational development for promoting academics and intellectual excellency by nurturing sound cognitive development as well as providing education that promotes self-reliance of the recipients. The target should be to eradicate illiteracy, attain basic universal education by the year 2005 and the transition rate to the second cycle of secondary education should reach 100 percent by the final year of the Vision. Vocational training should be established in all districts to provide training skills' to out of school youths.

The main Vision's policy objectives include:

- ❑ Ensuring access to education especially by the poor household members, women and the people with disabilities, improving and maintaining high education standards and skills cost effectively.
- ❑ Eradicating illiteracy.
- ❑ Promoting of higher education and tertiary institutions that include polytechnic, business colleges and universities through public and private initiatives to promote economic competitiveness and employment.
- ❑ Establishment of a viable alternative learning systems that will include adult, non-formal and informal education.
- ❑ Upgrading teacher's competence and their productivity.
- ❑ Promoting school based management, parent-teacher association and community and local government support.

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- ❑ Encouraging NGOs and private investments in the provision of education and education facilities.
- ❑ Reviewing of schools' curricula in the educational system to give science and technology a greater weight and orientation.
- ❑ Encouraging the use of price mechanisms in setting education and training costs such as charging school fees for education in fields likely to provide high personal returns, including securing employment in areas of high demand.

5.5 *Encourage Information and Information Technology*

The Vision's policy on information and information technology is to ensure that information technology services are provided in a liberalized and competitive manner to all economic and social sectors such that the collection, organization, retrieval and dissemination of information and data meets timely requirements and utilization.

The Vision objective for information and information technology [IT] include to:

- ❑ Ensure the provision of adequate, sustainable, high quality and efficient IT services in all sectors of the economy at reasonable cost using the relevant contemporary technologies.
- ❑ Develop a reliable IT infrastructure to ensure service integration nationally and globally.
- ❑ Encourage and stimulating the progressive participation of the indigenous private sector in the development, ownership and operation of IT services.
- ❑ Make information and data a truly principal tool for socio-economic management by establishing efficient information and statistical data systems that give policy makers and other stake holders information that can be relied upon, and
- ❑ Modernize information networks at all levels [macro, sectoral, regional, district, community and at individual's levels].

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5.6 *Sustainable Environment Protection*

The Vision's policy on environment is the conservation and protection of the environment, rational and efficient utilization of natural resources. It is envisioned that sustainable economic development should be accompanied by proper environmental management so that Zanzibar's natural resources and natural heritage are passed on to future generations.

The Vision's objectives on environmental protection are to:

- ❑ Promote life quality that is socially desirable, economically and environmentally sustainable.
- ❑ Ensure that environmental resources and values are integrated with development objectives for maximum contribution to the long-term socio-economic development.
- ❑ Increase economic efficiency in environmental management and natural resources' use in a manner that ensure environmental sustainability.
- ❑ Ensure that industries' effluent and other by-products do not cause unacceptable damage on natural resources; and
- ❑ Encourage sustainable and equitable use of resources for meeting the basic needs of the present and future generations without degrading the environment, health and safety.

5.7 *Provision of Adequate and Sustainable Habitat*

The Vision's policy on the provision of adequate and sustainable habitat is to remove all habitat problems and improve the management of urban and rural population growth. Adequate shelter means adequate privacy, adequate space, physical accessibility, adequate security and security of tenure, adequate lighting, heating and ventilation, adequate basic infrastructure, including water supply, sanitation and waste management facilities, suitable environmental quality and health related factors. The provision of adequate shelter for most of the people requires actions by all sectors of society, including the government, private sector, non-governmental organizations, communities and local governments.

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The Vision's policy objective on provision of adequate and sustainable habitat include to:

- ❑ Enable people to obtain shelter, and to protect and improve dwellings and neighbourhoods so that every Zanzibari will have adequate shelter that is healthy, safe, secure, accessible and affordable.
- ❑ Increase access to adequate and affordable habitat, with particular focus on rural areas through supporting rural and urban housing development schemes.
- ❑ Enhance the provision of housing services in the rural and urban areas.
- ❑ Promote locally available, appropriate, affordable, safe, efficient and environmentally sound construction methods and technologies.
- ❑ Raise the level of research and development of locally available, appropriate, affordable, safe, efficient and environmentally sound construction methods and technologies for low-cost housing construction.
- ❑ Ensure transparent, comprehensive and accessible systems in transferring land rights and legal security of tenure.
- ❑ Improve the provision of basic infrastructure and services like water, sewerage systems, electricity and access roads to the allocated land.
- ❑ Construct low-cost modern houses for transferring to the people at affordable costs.
- ❑ Encourage the establishment of housing banks that may provide adequate housing loans at affordable rates.
- ❑ Work with the private and non-profit sectors, community based organizations and other actors to provide adequate shelter for people belonging to disadvantaged groups.
- ❑ Promote and support self-help housing programs and initiatives, and
- ❑ Adopt policies ensuring that persons with disabilities have access to new public buildings and facilities, public housing and public transport systems.

5.8 *Creation of Employment*

The Visions' policy on the creation of employment is to generate high and sustainable levels of employment in the modern and informal sectors. It is envisaged that by the year 2020, the economy should ensure that there is work for every Zanzibari who will be seeking productive work, including people with disabilities. Gradual transformation of social and economic sectors is necessary to enable tourism and free economic zones to employ 50 percent, the agriculture sector constitute 20 percent and all other sectors to retain 30 percent of all employed people. To generate high employment opportunities in the urban and rural areas, it is important to institute macro-economic policy and framework that can promote and extend investment projects and economic infrastructures in the areas of high potentials with emphasis on sustainable tourism, restructuring agricultural production techniques, modernizing fishing industry and strengthening domestic and international trade sectors.

The importance of the informal sector as a source of self-employment opportunities and ability to absorb increasing number of people coming into labour market should be recognized by establishing a networks specialized small-scale industries in the rural areas.

The Vision's policy objectives on creation of employment include:

- ❑ Generating employment through private and community based investments in tourism, free economic zones, specialized industries, fishing and agriculture, and through public and private investments in economic and social infrastructures and services sectors.
- ❑ Providing institutional framework and support for effective co-ordination in employment promotion.
- ❑ Identifying sectors and areas of high employment potential and propose ways of increasing employment in these areas.
- ❑ Providing an enabling environment for local and international organizations to participate effectively in employment promotion.
- ❑ Developing effective manpower and training policies which will provide freedom of choice of employment for each worker to qualify and suit their skills in a job for which one is qualified.

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- Identifying and elaborate on the status and roles of government, private sector, society in general, NGOs, local and foreign donors in promoting and sustaining employment.
- Integrating employment policies with policies for reducing poverty, for education and health and for empowering those belonging to the disadvantaged and vulnerable groups.
- Stimulating productive employment opportunities that generate income sufficient to achieve an adequate standard of living for all legible people while ensuring equal employment opportunities for women, people living in poverty and those with disabilities.
- Ensuring quality jobs that safeguard the rights and interests of workers, including prohibition of forced child labour, freedom of association, and the right to organize and bargain collectively.
- Promoting timely access of the unemployed to education and vocational training.
- Foster economic policies that have positive impact on the employment and income of women workers in both the formal and informal sectors and adopt specific measures to address women's unemployment.

5.9 Disaster Prevention, Preparedness and Post disaster Rehabilitation Capability

The impact on people, their properties and settlements of natural and human-made disasters is becoming more pronounced. Disasters are frequently caused by vulnerabilities created by human actions, such as unplanned urban settlements, lack of infrastructure and the occupation of disaster-prone areas. The impacts of such disasters and emergencies may be severe in Zanzibar is prevention, preparedness and response capacities are not in place for dealing with such emergencies. Occurrences like cholera that affect mostly women and children require the active role of women in disaster planning and management. Similarly special programmes need be taken at appropriate levels of central and local governments, in partnership with the private sector in collaboration with the community groups to put into place disaster preparedness and response capacities. Likewise, national and international co-operation networks may facilitate access to specialist expertise that can help build capacities for disaster reduction and provide early warning for all impending disasters.

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The Vision's policy on disaster prevention, preparedness and post disaster rehabilitation capability is to put into place the most efficient and effective disaster preparedness systems and capabilities for post-disaster response in all relevant places and also involve entities such as insurance, social security institutions, non-governmental organizations, community based organizations, and scientific communities in disaster prevention and response activities.

The Vision's policy objectives on disaster prevention, preparedness and post disaster rehabilitation capability include:

- Enhancing prevention, preparedness and response capacities against natural and human made disasters at all appropriate levels, including central and local governments, in co-operation with such entities as insurance, non-governmental organizations, community based organizations, and scientific communities.
- Promote and encourage all parts of society to participate in disaster preparedness planning in such areas as water, food storage, fuel and first aid, and in disaster prevention through activities that build the culture of safety and cleanness.
- Encourage continued mobilization of domestic and international resources for disaster reduction activities.
- Ensure the participation in disaster planning and management of all stakeholders, including women, children, the elderly and people with disabilities.
- Establish a comprehensive information system that identifies and assess the risk involved in disaster-prone areas and establish reliable communication channels and response decision-making capabilities among the actors in pre-event disaster management and preparedness activities.
- Recognize, support and facilitate the role of all internationally recognized institutions and their member national societies in disaster prevention, preparedness and response at domestic and regional levels.

ZANZIBAR VISION 2020**6.0 BUILDING A HEALTHY SOCIETY****6.1 *Health***

The Vision's healthy policy emphasizes the provision of basic health services for all the people without discrimination. Priority shall be directed at preventive services, combating epidemics, special maternal and child care services and the dissemination of health education for all.

To attain the above, the following shall be accorded priority:

- ❑ To raise the health and nutritional standard of the Zanzibar Community generally and specifically for women and children.
- ❑ To enhance efficient provision of health services together with careful utilization of the meager resources available.
- ❑ To provide standard basic health services for all within community vicinities.
- ❑ To promote safe delivery system, planned motherhood and child survival.
- ❑ To give priority on the provision of child immunization.
- ❑ To channel more resource for preventive services so as to cut down the cost of curative services.
- ❑ To establish reliable epidemic control measures, to have a well trained working force fully equipped and financed while emphasizing public education.
- ❑ To create good and safe procedures for the involvement of traditional healers as well as providing them with the necessary knowledge base befitting their working environment.
- ❑ To institute preventive mechanism for dealing with the ill effects of environmental degradation and hazardous materials.
- ❑ To encourage the involvement of private capital in the health sector.
- ❑ To raise the level of community health awareness in both urban and rural areas.
- ❑ To provide special emphasis on the war against the spread of HIV/AIDS through popular mass education programme that will lead the people to change their unsafe sexual behaviors.

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6.2 *Enhancing Sanitation and Urban Cleanness*

The Vision's policy on enhancement of sanitation and urban cleanness is to alleviate problems created by all kinds of sanitary issues and enhance urban cleanness, health and well-being of the people of Zanzibar by increasing their access to adequate sanitary facilities and uphold the culture of maintaining urban cleanness. Measures to achieve this Vision include market-based incentives, legislation and regulatory enforcement mechanisms that encourage the culture of cleanness and penalize polluters accordingly. The formulation and periodic evaluation and revision of sanitary and urban cleanness rules and regulations are important for the maintenance of cleaner urban centers and for effective and efficient delivery of sanitary and urban cleanness systems.

The Vision's objectives on sanitation and urban cleanness include:

- ❑ Rehabilitating and improve the sewerage, drainage and solid waste disposal systems through designing mechanisms for financing urban cleanness, the operation and maintenance of the sewerage and solid waste disposal systems.
- ❑ Emphasis on the provision of services [specifically, treatment and disposal of human etc. waste water and solid wastes] that provide wider communal benefits.
- ❑ Develop flexible and responsive institutional mechanisms for providing urban cleanness and sanitary services, with a wider role for community organizations and the private sector.
- ❑ Promote the establishment of centralized waste disposal facilities and contaminated garbage disposal dumps.
- ❑ Undertake awareness creation on issues related to urban cleanness and environmental sanitation.
- ❑ Promoting the use of ventilated improved pit-latrines [VIP] especially in rural areas.
- ❑ Enhance inter-sectoral collaboration in dealing with sanitation problems.
- ❑ Encourage the use of economic incentives, pricing and costing methods to encourage efficient use and disposal of water.

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- Put into place and enforce rules and regulations that provide incentives for urban cleanness and penalize polluters, and recognizing the roles of municipal and other urban authorities in collaboration with law enforcement agencies in enforcing the rules and regulations.

7.0 PROMOTION OF GOOD GOVERNANCE AND CAPACITY BUILDING

The Vision's policy on promotion of good governance and capacity building is to improve and strengthen the systems of governance by creating the capacity for the government to effectively play its planning and regulatory role in influencing the allocation of resources in the public and private sectors, in a liberalized market environment and a truly democratic and pluralistic society. Accountability and transparency are imperative in order to prevent corruption and ensure that available resources are used to the benefit of all people.

The Vision's objectives on promotion of good governance and capacity building include:

- ❑ The provision of a legal and administrative framework necessary for enabling different players to participate fairly and effectively so that conflicting interests are mediated.
- ❑ Ensure an efficient public sector that is accountable, transparent, responsible and respects the rule of law.
- ❑ Promote decentralization and empowerment of local governments and communities and facilitate mobilization of human, financial and material resources to effectively carry out community-based programs.
- ❑ Make governance an instrument of promoting development, equity, unity and peace; and
- ❑ Attack corruption at its roots and ensuring that appointees to top political, government and parastatal leadership positions are ethically clean people and therefore mobilize public participation in war against corruption and other vices in society.
- ❑ Encourage and support participation, civic engagement and the fulfillment of governmental responsibilities by putting into place institutional and legal frameworks that facilitate and enable broad-based participation of all people and their community organizations in decision-making and in the implementation and monitoring of policies and programmes.

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8.0 PROMOTION OF PEACE AND STABILITY

The Vision's policy on promotion of peace and stability is to enhance peace and stability as a necessity tool for social, economic and political development. This entails striking a balance between conflicting and complementary needs for change on the one hand and peace and stability on the other.

The Vision's objectives on the promotion of peace and stability include to:

- ❑ Create the mechanism for national consensus on crucial national issues of constitution, politics, economic and social character.
- ❑ Involve all the people in both the direction and process of change. Equal right to participate in national affairs is paramount.
- ❑ Forging social, political and religious tolerance.
- ❑ Regulating and discouraging individuals' actions which are an affront to other members of the society or which adversely affect their private rights.
- ❑ Renewing and strengthening people's self confidence and pride.
- ❑ Demanding high ethical standards from business groups and strictly enforcing laws which punish departure from such ethical standards; and
- ❑ Promoting good citizenship by enabling civil society to grow and thrive.

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9.0 THE VISION 2020 GUIDING FRAMEWORK

The vision presupposes sustained development and a greater ability to respond better to the needs of the majority of the population. The achievement of the Vision 2020 have to be realized as a continuing process over a period of twenty years, by creating an enabling environment for the participation of Zanzibaris and all sectors in the country for monitoring and evaluating of development efforts.

The realization of the development goal depends upon successful implementation of the proposed policies and strategies that address the challenges. The implementation should be founded on societal and political pillars. The former necessitates developing an informed society that is characterized by professionalism, integrity, absence of corruption and ethical leadership which are necessary for positive aggressiveness, preservation of good cultural values and discouraging inappropriate behaviors. The political pillars, on the other hand, signify of tolerance of diversity of ideas emanating from distinct cultural ethnic and social backgrounds in the country. Also, these pillars symbolize harmony between ruling and opposition parties in association with vibrant civil service that is free of political citizenship. These, however, need rule of law and political consensus on important national issues including Union matters and national debts.

Two sets of strategic approaches are needed to attain the objectives and targets of the Vision 2020. First, the establishment of good governance and strategic alliance between the people and the government through collaborative and participatory efforts of all parties in the society. The second strategy is the reform of and sustenance of institutional capacity which consist of, among others, mobilization of the Zanzibar society to change the modalities of social organization, coordination and interaction for development.

Good governance presupposes guaranteeing of freedom, human rights and equity, and the settlement of conflicts through peaceful means. In this context, it is important to institute mechanisms of a non-partisan for organizing nation-wide discussions, consultations, and dialogue among various groups in society on the Vision. Implying that a Vision must be truly shared so that it derives capacity and fosters mass commitment.

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The Vision must have an in-built check and balance mechanism to enhance clarity, enthusiasm, communication and commitment.

This requires the integration of functions, area approach, participation of all stake-holders and improvement of the public agencies' efficiency at the central level, particularly in human, capital and natural resource management.

The implementation strategies require an appropriate institutional framework to mobilize people's diligence, stimulate creativity, galvanize diverse efforts, recognize and reward performance. The underlying principles of such an institutional framework are to harness the power of the market in allocating resources consistent with the Vision, strike an appropriate balance between state and other institutions [e.g. family, business enterprises, civic organization] and empowerment to realize effective participation in development.

In the Vision's context, the provision of appropriate institutional framework would involve:

- ❑ Establishing an efficient way of disseminating information and involving the people in determining the future of Zanzibar. Peoples' participation should be in the form of popular democratic politics that enriches the information base for the appropriate design and implementation design and implementation of development programmes in strategic manner.
- ❑ Forging strong strategic alliance between the state and other socio-economic agencies including the private sector, civil servants, trade unions, business associations, local governments, community based organizations, and households. Each part need to objectively understand the dimensions of development in the Vision as well as the corresponding responsibilities and commitments the concerned part has to play.

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- Putting into place the decision making mechanism which should empower and instill in the people sense of owning development dimension happening in their areas. In this context the desired institutional framework must entertain and encourage political pluralism, democratic culture and values as well as a democratic system that involves a wider spectrum of the society in deciding on major issues and changes in the nation.
- Striking an appropriate balance between, on one hand, development pursuits, cultural considerations, basic needs and on the other hand, the preservation of the natural environment for current and future generations.

There is a need for having development indicators suitable for the monitoring and evaluation of holistic development. Society must be empowered to monitor the conduct of administration on the basis of identifiable indicators which would be stipulated in the development plans and programs of action. The society should be sensitized to use the mechanisms at its disposal [e.g. elections] to demand accountability of the administration in managing the implementation process and gauging the extent to which the development goals of the Vision are being realized. Finally, successful realization of the Vision 2020 needs to be facilitated by reviewing the legal and institutional framework to proper the progress towards the realization of the Vision.