#

# **CHAIRPERSON’S STATEMENT**

It is with pleasure to submit to you the Authority’s Second Strategic Plan for 2022/2023-2026/2027 on behalf of the Board of Directors, Management and Staff of the Zanzibar Utilities Regulatory Authority (ZURA) which is aimed at providing effective regulation to Water and Energy sectors in Zanzibar.

ZURA Board is confident in the execution of this plan since in terms of regulations and guidelines, it has addressed significant challenges in a timely manner and has managed to maintain stability of petroleum supply in Zanzibar.

Moreover, ZURA has established a reliable licensing system for regulated utilities in Water and Energy sectors.

This second Strategic Plan inspires to succeed the objective of ZURA establishment to Zanzibar’s society and its implementation will create a conducive business environment in the regulated sectors.

ZURA will maintain its vision of being predictable, innovative and dynamic regulator based on accessible, affordable and quality of water and energy services and live by its core values of Accountability, Professionalism, Independence, Transparency, Integrity and Team work while ensuring all regulated services are availed to the community in a fair, transparent and in a predictable manner. This will enhance sectoral growth by increasing public and private investments, ensuring outstanding service for customers and equitable satisfaction for all stakeholders.

Let me take this opportunity to assure ZURA Staff, Management and all other stakeholders that this five-year strategic plan is efficiently executed and its objectives are attained for the benefit of Zanzibar’s society.

On behalf of the Board, I present to you this plan and I anticipate your support in its realization.

Thank you.

**…………………………………..**

**Rtd. Major General Said Shaaban Omar**

**Chairman**

**ZURA Board of Directors**

# **DIRECTOR GENERAL’S STATEMENT**

This second Strategic Plan is aimed at guiding The Zanzibar Utilities Regulatory Authority (ZURA) for the five years (2022-2027). This plan aligns with ZURA's efforts on international initiatives like the Sustainable Development Goals (SDGs) 2030, regional and Tanzanian development efforts, Zanzibar Development Vision 2050, Zanzibar Development Plan (ZADEP) 2021-2026, Ruling Party Election Manifesto (2020-2025) and ZURA's mandate as provided under Act No. 7/2013.

This Strategic Planning has gone through a participatory process including series of stakeholder meetings, detailed site visits based on existing national planning materials, ZURA internal resources and literature review. As a result of this process, key strategic objectives were identified, which are: -

1. ***Institutional Legal frameworks strengthened.***
2. ***Reliability, quality and sustainability of regulated services enhanced.***
3. ***Institutional capacity to regulate water and energy services improved.***
4. ***Public awareness and understanding of regulatory mandates enriched.***
5. ***Financial independence strengthened.***

This Strategic Plan identifies activities that are required to realise the goals. It has outlined them in an Implementation Matrix that will serve as the foundation for the development of annual action plan that will guide ZURA's activities in the next five years.

Meeting the above objectives will necessitate the dedication and hard effort of every member of the ZURA team, as well as the support and participation of affected stakeholders. I want to commend ZURA personnel for their efforts and accomplishments since the Authority's founding in April 2015.

I would also like to thank the Government, private sector, regulated utilities and public at large for their contribution to this process. I appeal to the stakeholders to keep up the good work as we devote in implementing this Strategic Plan in promoting safe, dependable, sustainable and efficient Water and Energy Utility Regulation.

**………………………………….**

**Bihindi Nassor Khatib**

**Director General, ZURA**

**March, 2022**

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# **LIST OF ABBREVIATION**

|  |  |
| --- | --- |
| PBPU | Petroleum Bulk Procurement Unit |
| BOD | Board of Directors |
| CCM | Chama Cha Mapinduzi |
| DDG | Deputy Director General |
| ED | Economic Department |
| DG | Director General  |
| HRAD | Human Resources and Administration Department |
| LSD | Legal Services Department |
| TD | Technical Department |
| EREA | Energy Regulators Association of East Africa |
| EWURA | Energy and Water Utilities Regulatory Authority |
| HRMIS | Human Resource Management Information System |
| IAU  | Internal Audit unit  |
| ICTU | Information and Communication Technology |
| LATRA | Land Transport Regulatory Authority |
| LPG | Liquefied Petroleum Gas |
| FFMS | Fleet and Fuel Management System |
| KPI | Key Performance Indicator |
| M&E | Monitoring and Evaluation |
| NPGIS | National Petroleum Gas Information System |
| OLTAS | Online License Tariff Application System |
| O&G | Oil and Gas  |
| OMC | Oil Marketers’ Company |
| RE | Renewable Energy  |
| PDMU | Procurement and Disposal Unit |
| PRU | Public Relation Unit |
| RPMS | Regulatory Petroleum Management System |
| SDGs | Sustainable Development Goals |
| SWOC | Strength, Weakness, Opportunities, Challenges |
| TCRA | Tanzania Communications Regulatory Authority |
| TV | Television |
| ZADEP | Zanzibar Development Plan |
| ZDV | Zanzibar Development Vision |
| ZECO | Zanzibar Electricity Corporation |
| ZAWA | Zanzibar Water Authority |
| ZBS | Zanzibar Bureau of Standards |
| ZPC  | Zanzibar Planning Commission  |
| ZIRS | ZURA Integrated Regulatory System |
| BPS | Bulk Procurement System |
| ZURA | Zanzibar Utilities Regulatory Authority |
| AFU  | Accounting and Finance Unit |

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Organization description**

The Zanzibar Utilities Regulatory Authority (ZURA) is an autonomous authority established under Act No. 7/2013 with the responsibility of regulating electricity, petroleum, as well as water and sewage services. The Act also provided ZURA with financial and administrative autonomy needed to achieve its mission.

A number of other legal and regulatory instruments, in addition to the ZURA Act, will assist ZURA in executing its tasks in the sectors it governs. ZURA being an independent organization reports to the Ministry responsible for Water and Energy and serves as a liaison between policymakers, regulated utilities and consumers.

#### **Functions of ZURA**

Section 11(1) of ZURA Act has provided for the following ZURA’s mandates:

* Establish standards for regulated goods and services; terms and conditions of supply of goods and services;
* Ensure that all utility suppliers provide adequate service and have means to finance their activities;
* The Authority may prepare codes of conduct, reporting requirements, scheme of service, staff regulations and any other actions which necessary to regulate utilities effectively;
* Facilitate and encourage private sector participation, fair competition and participation in investments in public utilities;
* Ensure compliance by public utilities with the laws governing their activities;
* Prepare and issue rules and directives to public utility sector;
* Establish and implement adequate systems for monitoring the compliance by licensees with standards and applicable regulations, and making such information publicly available;
* Establish an appropriate procedure for receiving, enquiring and resolving complaints by customers in relation to any utility services within time provided under the regulations of this Act;
* Facilitate the resolution of complaints and disputes;
* Disseminate information about matters of its functions;
* Have due regard to the preservation and protection of the environment, the conservation of natural resources and health and safety of users;
* Issue orders to regulated public utility

#### **1.1.2 Responsibility of ZURA**

ZURA is responsible for enforcing compliance standards, licensing, tariff review and approval, monitoring performance and standards in the areas of quality, safety, health and environment, as well as promoting economic efficiency in energy and water sectors.

ZURA also has a role of promoting competition and encourage energy and water investments, protecting the interests of utility consumers including low-income, rural and disadvantaged consumers and service providers.

The Act further strengthens ZURA's ability to carry out its mandate by granting it the following responsibilities:

* Issue, modify, revoke licenses as prescribed under this Act;
* Prepare and issue rules, order and directives to public utility sector;
* Prescribe conditions and terms of licenses issued under this Act;
* Publish in the gazette all the tariffs, rates, and charges;
* Obtain information from any person where the Authority has reason to believe that person is capable to supplying information, producing a document or giving evidence that may assist in the performance of any of its functions;
* Regulate respective public utilities providing energy and water services under this Act and other utility legislation;
* In consultations, with the Minister set rates, tariffs and other charges imposed by a licensee in accordance with any rules specified in the Regulation and other relevant utility legislation;
* Conduct an inquiry where it considers its necessary or desirable for the purpose of carrying out its functions.
* Make and enforce directions to ensure compliance with licenses issued under this Act;
* Set performance standards for energy and water utilities, including customer service standards and service quality standards.

### **National Goals ZURA must align to:**

The preparation of this strategic plan contemplates various national and international frameworks in order to reach its stated aspirations and targets. Among them includes:

* **Zanzibar Development Vision (ZDV) 2050**

The Zanzibar vision has outlined three pillars for its economic prosperity in which pillar 1 titled Economic transformation under priority area 1.5 discusses about oil and gas and its strategic direction is “Maximising the potential to generate value and employment from oil and gas”. Whereas, pillar 2 is on Human Capital and Social Services whose priority area 2.4 focuses on water and its strategic direction is “Towards greater accessibility, affordability and sustainability of water resources, sanitation services and hygiene practices by ensuring all households and public institutions have access to safely managed water and sanitation”. The water quality index is targeted to be 35 in 2030.

Finally pillar 3 focuses on Infrastructural linkages under priority 3.5 which put emphases on energy with strategic direction of “Attaining greater power system independence and reliability through the diversification of energy sources, especially renewable energy”. By 2030, the average electricity tariff rate is expected to be 222 (TZS/kWh). Therefore, this strategic plan is aims at contributing to the performance improvement of all three sectors by facilitating and promoting conductive business environments.

* **Zanzibar Development Plan (ZADEP)** **2021-2026**

With regards to interventions for enabling environment and infrastructure development, ZADEP has mentioned various sectors with specific aspirations targets and interventions to be well-thought-out during planning. Among them are oil and gas, energy, and water. For instance, Paragraph 3.3.3 expresses Zanzibar wishes of having enough supply of electricity and liquid fuels in order to evade from disturbances on economic activities, transportation, and social services. The set aspiration is to have *“Sustainable and diversified energy sources through the exploration and adoption of domestically generated energy, including potential RE and non-RE sources”.*  Paragraph 3.3.4, provided for water, with the aspirationof having *“Sustainable access to safe and clean drinking water facilitated by an effective water resource management master plan and associated strategies, focusing on integrated water resources management to protect the water ecosystem”*. In achieving those aspirations, ZURA will continue to regulate, promote effective competition, encourage investment and economic efficiency as well as controlling quality and standards of regulated goods and services.

* **Ruling Party Election Manifesto (2020-2025)**

The ruling party (Chama Cha Mapinduzi) election manifesto recognizes clean and safe water as the basic service of every Zanzibari resident, and it will direct Zanzibar Government to continue fulfilling the aspirations of ensuring access to clean and safe water for all citizens, both in urban and rural areas. Apart from that, CCM Manifesto explains the vibrant of energy sector for the people and the development of the country as a whole, especially towards the industrial services and the economy. Furthermore, emphasis is made to conducting research to identify alternative energy sources such as solar and wind power, oil and natural gas exploration as well as strengthening transportation and accelerating electricity supply in the country.

To achieve and implement these priorities ZURA is planning to promote investment related to the alternative energy market in Zanzibar, develop LPG and other gas consumption strategies in the country as well as preparing laws and regulations related to water.

* **Zanzibar Utilities Regulatory Authority Act No. 7 of 2013**

The Zanzibar Utilities Regulatory Authority was established under Act No. 7/2013 as a legal entity with the mandate to regulate electricity, petroleum, natural gas pipeline transmission and distribution of water and sewage services. Furthermore, the Act gives ZURA mandate to have financial and administrative autonomy in fulfilling its functions and operations.

* **ZURA Regulations**

 The available regulatory instruments assist ZURA in fulfilling its mandate in each of the sectors it regulates. There are a number of regulations developed to meet the anticipated outcome, and those are: Petroleum Filling Station Regulation, Petroleum Marking and Quality Control Regulation, Electricity Generation Services Regulation, Electricity Transmission services Regulation, Electricity Distribution Services Regulation, Electricity Supply Services Regulation, Petroleum Bulk Procurement Regulation, Petroleum Bulk Storage Regulation, Petroleum (liquefied Petroleum gas) Regulation, Tariff Setting Regulation, Financial Regulation, Consumer Complaints Handling Procedure Regulations, Petroleum Supply Regulation, Sampling and testing Regulation, Petroleum Supply Regulation, Water licensing and Supply Regulation.

* **Sustainable Development Goals 2030**

Tanzania is among the member states in implementing sustainable development goals, which were adopted by United Nations Member States in 2015. Under the SDGs two goals are relevant to ZURA’s implementation, Goal 6 provides that “Ensure availability and sustainable management of water and sanitation for all”. ZURA ensures that all regulations that emphasizes on the quality, affordability and sustainability of water service is attained and implemented accordingly so as to achieve universal and equitable access to safe water.

More over Goal 7 is to “Ensure access to affordable, reliable, sustainable and modern energy for all”. With Regards to this goal, ZURA aims at being a predictable, innovative and dynamic regulator based on accessible, affordable and quality of water and energy services.

* **Environmental Policy 2013**

In the implementation of this policy, the institution responsible for energy will be responsible for promotion of reliable, renewable and affordable sources of energy, public awareness on efficient use of energy.

There is degradation of surface and ground water resources due to encroachment of water catchments areas, deforestation of the catchment zones and impacts of climate change, which result in reduction of quantity and quality of water supply.

* **Zanzibar National Water Policy**

The objective of the Zanzibar National Water Policy is the provision and access to clean and safe water to meet social and economic needs in line with environmental practices. The policy aims at protecting water resources to provide quality water in accordance with water and environmental conservation principles. Similarly, water resources in coastal areas are targeted through the provision of water regulation services to protect water catchment areas. To align with this, ZURA will consider KPI’s for water quality index so as to reach the quality of water.

### **Organizational Structure**

The Board of Directors consists of seven members, including the Director General, who serves as an ex officio member of the Board and responsible for day to day administration of the authority and for implementation and execution of its decisions. The President appoints the Chairperson, Director General, and Deputy Director, while the Minister responsible for utility regulation (now the Minister responsible for Water, Energy and Minerals) is responsible for appointing other members of the Board.

The Board, as the primary decision-maker, oversees ZURA's operations through regular and special sessions and has committees dealing with technical, audit, financial and administrative concerns. The Rules of procedures guides the Board in its day to day activities.

### **ZURA ORGANIZATION STRUCTURE 2022**

**Figure 1**

**PEMBA BRANCH**

OIL AND GAS DIVISION

INFORMATION COMMUNICATION TECHNOLOGY UNIT

**DIRECTOR GENERAL**

**BOARD OF DIRECTORS**

**DEPUTY DIRECTOR GENERAL**

PROCUREMENT AND DISPOSAL MANAGEMENT UNIT

PETROLEUM BULK PROCUMENT UNIT

ACCOUNTING AND FINANCE UNIT

INTERNAL AUDIT UNIT

PUBLIC RELATIONS UNIT

**LEGAL SERVICES DEPARTMENT**

**HUMAN RESOURCE AND ADMINISTRATION DEPARTMENT**

 **ECONOMIC DEPARTMENT**

**TECHINCAL DEPARTMENT**

LEGAL SERVICES DIVISION

WATER DIVISION

HUMAN RESOURCE DIVISION

ECONOMIC AND FINANCIAL ANALYSIS DIVISON

ELECTRICITY DIVISION

ADMINSTRATION DIVISON

LICENSE, ENFORCEMENT AND LITIGATION DIVISION

PLANNING, RESEARCH AND STATISTICS DIVISON

RECORDS AND ARCHIVES DIVISION

### **1.5 Methodology**

The method used to prepare this strategic plan was a participatory approach by which a team was appointed among the ZURA staff who worked together with Zanzibar Planning Commission facilitators to design the plan. The team has engaged in an extensive review of relevant sector documents including laws, regulations, policies, reports and the related strategic plans inside and outside Zanzibar such as Zanzibar Development Vision 2050, CCM manifesto, Zanzibar Development Plan 2021-2026, African Agenda 2063, SDGs 2030 and the President’s speeches. The team conducted visits to LATRA and TCRA in Dar es Salaam to learn and sharing of experiences. Consultation meetings to various stakeholders and site visits to utilities service centres were conducted in both Unguja and Pemba as well as sessions were made to key management staff from ZURA and other regulatory agencies.

# **CHAPTER TWO**

## **ORGANIZATION STRATEGIC ASSESSMENT**

This chapter presents results of the situational analysis of the external and internal environments in which ZURA operates. It also assesses the implications of the interactions the environments have on the organization. Three approaches were used including Performance Review of the previous Strategic Planning (SP)

 , SWOC Analyses and Stakeholders Analyses.

### **2.1 Performance Review**

Since its establishment in April 2015 up to the publication of this Latest Strategic Plan in May 2022, ZURA has made great progress in building the organizational structure and taking the initial steps towards developing an Authority that can fulfill its mandates and achieve its mission and vision. Its achievements and challenges as per strategic objectives to date include:

* **To promote reliable, high-quality, sustainable and efficient provision of utility services.**

**Achievements on Petroleum**

* Existence of Bulk Procurement System (BPS) that ensures supply, and price stability in the petroleum sector in Zanzibar.
* Improved quality of petroleum product and curbing fuel adulteration through strengthening of Petroleum Marking System.
* Presence of National Petroleum Information System (ZURA Integrated Regulatory System) by which stakeholders may choose to apply for tariff and license online as well having accessibility in automation of data and information concerning regulated utilities.
* Profit margin setting revised.
* Clear distance between adjacent petroleum filling stations 1-kilometer distance as provided in the Petroleum Filling Stations’ Regulations, 2019.
* Increased petroleum filling station investments from having 65 to 88 filling stations in 2017 to 2022 respectively.
* Allocation of Petroleum investment zone (Mangapwani).
* Increased percentage of compliance in petroleum filling stations from 43% to 95% in the 2017 to 2022 respectively.

**Challenges**

* Limited and outdated petroleum strategic storage facilities.
* In adequate awareness to OLTAS, RPMS and NPGIS.
* Sea water draft limitation particularly at Wesha depot.

**Achievements on Power Sub sector**

* Licensed Zanzibar Electricity Corporation (ZECO) from Generation, Transmission, Distribution and Supply categories.
* Seven inspections reported by district in 2020/21 and two in July-December 2021/22) were conducted).
* Five key performance indicators (KPIs) adopted from ZECO were identified, monitored and reported (2020/2021).
* ZECO cost of service study was conducted.
* Establishment of Complaint handling management system.
* Electricity Installation Permit Rules 2021 were established.
* Licensing Electricity services for Generation, Transmission, Distribution and Supply.
* ZURA staff were involved in the preparation of the Power Master Plan

**Challenges**

* Electricity Quality of Service Regulations is in drafting process.
* ZECO cost of service study is not implemented.
* Inadequate of data provision.
* Low participation in electricity project investments especially in Pemba.
* Renewable energy regulation is in drafting process.

**Achievements on Water**

* Extensive inspection of quality, sources and infrastructures of water. For examples, six inspections reported in 2020/21 and two inspections in July-December 2021/22.
* Various Board and stakeholders’ meetings were conducted to discuss appropriate targets and service standards and sharing of information.
* Development of Water Quality Monitoring Guideline and Inspection Manual for water utility in 2020.
* Three KPI’s (quality of service, economic efficiency and operation sustainability) for water supply services in 2020 were established.
* Involvement of ZURA in water sector investments.

**Challenges**

* Water Policy of 2004 and Water Act 2006 does not recognize ZURA as a regulator.
* Lack of water cost reflective tariff.
* Water Quality of Service Regulations is under draft.
* Lack of KPIs for ZAWA to regulate.

**Achievements on LPG**

* Existence of Liquefied Petroleum Gas Regulation.
* Development of Guidelines on LPG.
* Provide awareness to different media concerning LPG.
* Providing information to the LPG players and other stakeholders involved in the LPG Zanzibar market.
* Number of LPG users increased.
* Licensing importers, wholesalers and super dealers LPG players.
* Allocation of Investment area for LPG sub sector in Mangapwani.

**Challenges**

* Shortage of LPG designated on transportation and other infrastructures.
* Higher importation charges of LPG in Pemba.
* Limited storage facilities of LPG among super dealers and retailers.
* Inexistence of LPG investment zone in Pemba.
* **To strengthen the Authority’s institutional capacity to enable it to discharge its functions efficiently.**

**Achievements (2017/2022)**

* Existence of new organization structure.
* Recruitment plan is in place.
* 39 staff were employed from 2019 to date.
* Human Resource Procedures and Policy Manuals are in place.
* E-board management system was introduced.
* Board members trained and equipped with tools of using e-board systems.
* Acquired a Human Resource Management Information System (HRMIS).
* ICT Policy and Guidelines developed.
* ZURA building with necessary facilities constructed.
* Conducive working environment for employees enhanced.

**Challenges**

* In efficient financial procedures from MOFEA to ZURA to implement its objectives
* Independence (Autonomy). Existing financial system is in efficient leading to compromising the financial independence of ZURA.
* Insufficient capacity building.
* In sufficient technical staff
* Resource allocation leading to asset deterioration
* Shortage of income from planned revenue sources.
* Lack of Staff Retention Policy.
* Absence of integrated financial system which affects budget implementation and hinders effective financial reporting.
* **To Strengthen the available regulatory tools and instruments in order to enhance enforcement of utilities regulation.**

**Achievements**

* Research on the impact of COVID -19 on ZURA regulated utilities in Zanzibar conducted.
* Regional and overseas counterpart’ meetings conducted for the learning purposes and information exchange.
* Peer to peer review was conducted to ZURA by Energy Regulators Association of East Africa.
* On field training was conducted in 2021 at EWURA regarding Quality of Service Regulations, Economic efficiency Regulation, ZURA Electricity Installation Regulation.
* Review of Petroleum Filling Station, Petroleum Marking and Complaints Handling Regulation.
* Report Requirements Manual for electricity service provider was prepared.

**Challenges**

* Insufficient level of awareness on ZURA mandates
* Insufficient regulatory tools e.g. Water Regulations, Quality of Service Regulations.

### **2.2 SWOC Analysis**

In understanding the internal and external environments of ZURA, SWOC analysis has been done in different stakeholder groups including the Authority’s staff. This initiative will enable the Authority to determine areas of improvement, understanding components to embrace and establishing tools that will enhance the goal of ZURA’s establishment. In achieving that, a number of site visits have been carried to perform situation analysis on the infrastructures of the regulated utilities. Efforts are taken to improve the situation of the provision of reliable, high quality and affordable services.

Nevertheless, literature review was excessively performed to ensure the position of both internal and external environments were considered. The Zanzibar Vision 2050, ZADEP, ZURA’s Strategic Plan 2017/2022, EREA Strategic Plan and other regulated Utilities SP, emphasized the importance of promoting the regulated sectors to contribute in the National economy and social welfare. For the sake of public inclusion, engagement of stakeholders is the key component to regulatory framework, their involvement and feedback determine greatly the assessment of regulatory performance.

Furthermore, separate stakeholder meetings including politicians, investors, customers and suppliers were carried out in different time frames. The members from the Zanzibar House of Representatives were also invited to raise their awareness and Understanding on the presence of ZURA and how it can best discharge its functions. The purpose of their involvement was targeted at communicating the impact of political interventions in regulatory functions and supporting the motives of tariff revisions especially when the utilities are imposing less cost reflective tariffs.

All these initiatives have produced SWOC analysis as summarized below;

**Table 1: SWOC Analyses**

| **Perspectives** | **Strength** | **Weakness** | **Opportunities** | **Challenges**  |
| --- | --- | --- | --- | --- |
| **Stakeholders** | * Close work cooperation between ZURA and the regulated institutions
 | * Low perception of ZURA mandates to ZECO and ZAWA
* Limited capacity of ZAWA and
* ZECO to collect fees
* Poor security of regulated utilities infrastructures.
 | * Availability of oil marketing company of oil marketing companies.
* Presence of regional and International institutions ( on benchmarking share experience and information
* Political good-will from higher Authorities
* Availability of alternative source of energy.
* Reliable market due to economic and population growth
* Enhanced in the regulated sectors performances.
* Improved understanding levels to stakeholders on demand and consumption of quality and affordable energy.
 | * Lack of effective competition in the utility supply (especially ZAWA, ZECO) due to monopolistic nature of the sectors.
* Low willingness of people to pay for utility fees especially water
* Political intervention
* High public expectations on ZURA as a regulator
* Reluctance of Public utilities to comply with the regulatory enforcement
* Dependency in power supply from a single source.
* Limited infrastructure for utility storage and distribution.
* World market price stability on petroleum products
* Poor billing and fee collection from ZAWA
* Smuggling of Petroleum products
* Poor enforcement of ZAWA on water sources and resources.
* Public reluctant on following the rules and guidelines
 |
| **Financial** | * Self-sufficient annual budget built on ZURA’s annual work plan.
 | * Lack of financial independence
 | * Possibility to revenue growth from regulated utilities
 | * In consistency from the MOFP towards ZURA contribution
 |
| **Internal process** | * ZURA Act provides for clear mandate to regulate the utilities
* Availability of well-established relation with regional regulators to share knowledge and experience in regulatory activities.
* Approval and operation of BPS.
* Administering and regulating of petroleum products
* Construction of new depot that will operate under the regulations developed by ZURA
* Availability of Scheme of Service
* Existence of regulatory tools including regulations, licenses, and guidelines.
 | * Insufficient regulatory tools and framework to regulate utilities.
* Absence of Energy Act.
* Lack of diversified skills on regulatory activities to the Board of Directors
 | * Potential existence of rain water harvesting
* Well organized and expansion of regulated facilities and infrastructures.
* Availability of broadcasting and social media Platforms
 | * Overlapping of institutional mandate.
* Compromise of ZURA reputation due to poor standard of regulated services
* Adulteration due to removal of taxes on kerosene
* High cost of acquiring new technology
* Inefficiency in handling procedural processes between public agencies (bureaucracy).
 |
| **Capacity building** | * Presence of motivated workforce.
* Adequate working tools.
* Leadership (Board) has security of tenure
* ZURA has created a conducive working environment.
 | * Limited trained and exposed staff in the regulatory aspect.
* Limited exposure and training in regulatory activities to the Board
* Inadequate ICT Systems and procedures
 | * Ability of ZURA to recruit and hire competent staff
* Availability of updated and dynamism in technology
 | * Upgrading regulatory skills
* Rapid advanced changes in technology
 |

### **2.3 Stakeholder analyses**

**Table 2: Stakeholders analyses**

ZURA is committed to deliver its services to various stakeholders in an effective way. The table below summarizes the key stakeholders and the services that are offered as well as expectation and potential impact if stakeholder’s expectations not met.

| **SN** | **Name of Stakeholder** | **Service Offered** | **Stakeholder expectation** | **Potential impact if stakeholder’s expectation not met** |
| --- | --- | --- | --- | --- |
| 1. | ZECO | * Issue, review, revoke and cancel licenses.
* Set price and tariff
* Promote effective competition on generation
* Control quality and standards
* Facilitate power purchase agreements
 | * Cost reflective tariff
* Sustainability of services
* Environment that encourage investments
* Reliable quality service and network code
* Sharing of related information
 | * Unreliable and non-sustainable quality services.
* Lack of reliable data and information
 |
| 2. | ZAWA | * Issue, review, revoke and cancel licenses.
* Set price and tariff
* Control efficient supply of water
 | * Cost reflective tariff
* Sustainability of services
* Environment that encourage investments
* Sharing of related information
 | * Unreliable and non-sustainable quality services.
* Lack of reliable data and information
 |
| 3. | OMCs | * Issue, review, revoke and cancel licenses.
* Set price
* Promote effective competition and economic efficiency
* Control quality and standards
 | * Predictability of price change
* Sustainability of services
* Sharing of related information
* Quality product and standard of services
 | * Unreliable and non-sustainable quality services.
* Lack of reliable data and information
* Adulteration
 |
| 4. | LPG Players | * Issue, review, revoke and cancel licenses.
* Promote effective competition and economic efficiency
* Control quality and standards
* Monitor price
 | * Sustainability of services
* Sharing of related information
* Quality product and standard of services
* Setting price
 | * Unreliable and non-sustainable quality services.
* Lack of reliable data and information

  |
| 5. | Central Government | * Government contribution
* Support government activities
 | * Close consultation
* Sharing of related information
* Working conducive environment
* Government contribution
 | * Ineffective political support from Government
 |
| 6. | MDAs | * Exchange of information
* Collaboration
 | * Timely and reliable information
* Close collaboration
 | * Distortion of ZURA image
* Ineffective implementation of functions of ZURA
* Lack of collaboration
 |
| 7. | ZURA staff | * Remuneration
* Conducive working environment
* Capacity building
* Provision of human resource and administrative instruments
 | * Guaranteed and improved of remuneration
* Conducive working environment
* Capacity building programs (short and long programs)
* Incentives
* Job security
 | * Poor performance
* Lack of staff retention
* Unrealize ZURA vision and goals
 |
| 8.  | Community | * Provide license to regulated utilities.
* Cooperate social responsibility
* Awareness on regulated services
* Ensure affordability of regulated services
 | * Affordability and quality of services
* Awareness raising
* Active responses in a predictable manner
* Participation in stakeholders’ meetings
 | * Social unrest
* Lack of public confidence towards accepting regulatory issues
 |
| 9.  | Media  | * Exchange of information
* Collaboration
 | * Timely and reliable information
* Close collaboration
 | * Low awareness to community.
 |
| 10 | Development Partners | * Exchange of information
* Collaboration
 | * Timely and reliable information
* Close collaboration
 | * Project withdrawal
* Poor reputation
 |

# **CHAPTER THREE**

## **3.0 INTERNAL PROCESS**

In implementing its mandates, ZURA starts by preparing code of conduct, staff regulations, scheme of service, reporting requirements, and issue rules and directives to public utility sector in order to regulate utilities effectively and efficiently. Further, it set, review and approve tariff. After that, it establishes and implement adequate systems for monitoring the compliance by licensees with standards and applicable regulations, and making such information publicly available.

On the other hand, ZURA develops systems to ensure public utilities comply to the laws governing their activities, the preservation and protection of the environment, health and safety of users. Failure of regulated public utility to comply with the rules will force ZURA to issue orders and directive according to ZURA Legislation.

Moreover, ZURA also disseminates information about matters of its functions and facilitate, encourage private sector participation, investments and fair competition in public utilities. Having fulfilled the steps above, ZURA establishes an appropriate procedure for receiving, enquiring and resolving complaints by customers in relation to any utility services within time provided under the regulations and finally facilitate the resolution of complaints and disputes.

**Figure 2 : ZURA Operational Process**



# **CHAPTER FOUR**

## **4.0 STRATEGIC FRAMEWORK**

### **4.1 Vision**

“To be a predictable, innovative and dynamic regulator based on accessible, affordable and quality of water and energy services”.

### **4.2 Mission**

To regulate energy and water services through promoting economic efficiency and ensuring availability of sustainable, affordable and quality services to the stakeholders.

### **4.3 Core Values**

**A**ccountability

**P**rofessionalism

**I**ndependence

**T**ransparency

**I**ntegrity

**T**eamwork

**APITIT**

### **Strategic objectives**

* + 1. Institutional legal frameworks strengthened.
		2. Reliability, quality and sustainability of regulated services enhanced.
		3. Institutional capacity to regulate water and energy services improved.
		4. Public awareness, knowledge and understanding of regulatory mandates enriched.
		5. Financial Management strengthened.

### **4.5 Strategic map**

**Figure 3: Strategic Map**

****

**4.6 Balanced scorecard Matrix**

**Table 3: Balance Scorecard Matrix**

| **Perspectives** | **Strategic Objectives** | **Measures (KPI)** | **Baseline****(2020-2021)** | **Target**  | **Strategic initiatives** | **Strategic owners** |
| --- | --- | --- | --- | --- | --- | --- |
| Internal process | Institutional legal frameworks strengthened | % of licenses and permits issued | 100% | 100% | * Improve ZURA integrated regulatory System
 | DLS/ICTU |
| Number of regulatory tools developed and reviewed | 17 developed4 reviewed | 2112 | * Develop and review regulatory tools
 | LSD/ED /TD |
| Reliability, quality and sustainability of regulated services enhanced | Number of outages | 596 Min/Trip | 162.5min/trip | * Strengthen monitoring and evaluation.
 | TD |
| % of electricity connectivity | 69% ZECO | 90% |
| Number of claims of low voltage | 70 by 2021 | 30 | * Ensure proper reporting system
* Enforce resolutions of low voltage claims
 |
| Water quality index | 38 | 35 | * Compliance inspection
 |
| % compliance to petroleum product quality standards | 95% | 100% | * Improve inspection mechanism
 |
| % compliance to LPG standards | 85% | 100% | * Improve inspection mechanism
 |
| % complaints received and resolved | 100% | 100% | * Improve complain handling system
 | PRU |
| % of financial and economic performance (ZECO & ZAWA) | 25% ZECO /15% ZAWA | 75% ZECO/ 50% ZAWA | * Enhance sustainability
 | ED |
| Capacity building | Institutional capacity to regulate water and energy services improved | %staff trained | 27% | 100% | * Strengthen HRMIS
* Strengthen training programs
 | HRAD |
| % of automation | 85% | 100% | * Strengthen ICT modernization
 |
| % Staff satisfaction | N/A | 95% | * Improve working environment
 |
| Stakeholders | Public awareness, knowledge and understanding of regulatory mandates enriched | % of Public awareness  | 10% | 80% | * Create public awareness, knowledge and understanding of on ZURA mandates
 | PRU |
| % of response on social media | 40% | 90% | * Increase awareness through social media
 |
| Number of TV and radio program aired | 28 | 140 | * Develop Documentary, TV and radio programs
 |
| No of visitors/traffics in ZURA’s websites | 25,000 | 150,000 | * Increase Understandings through website
 | PRU/ICTU |
| Number of newspapers advertisement/announcements published | 20 | 125 | * Strengthen advertisement/announcement plan
 | PRU/PDMU |
|  | Number of TV & RadioAdvertisements/announcements produced | 6 | 50 | * Strengthen

Advertisements/announcements plan | PRU |
| Financial | Financial Management strengthened | Amount of revenue collected | 17 billion | 80.9 bill | * Strengthen financial mechanism
* Advocate with central government on financial improvement
 | AFU |
| No of audit reports submitted  | 5 | 25 | * Abide with technical and financial regulation
* Training on internal control governance and risk management and
* Improve procurement management processes
 | AU |
| % compliance to financial/ procurement Acts, regulations, manuals and guidelines | 70%/80% | 90%/95% | PDMU/AU/AFU |

# **CHAPTER FIVE**

## **5.0 BUDGETING**

**5.1 Estimated Cost**

The five strategic objectives have been identified in this Strategic Plan in which each objective has a strategic initiatives and activities respectively to be implemented. A total of **TZS** **115,051,867,000/-** which comprises of Capital and Operational expenditures is required to implement the plan over the five-year period. ZURA’s projected budget from the previous Strategic Plan was **TZS 125,000,000,000/-** which is approximately 8% less than the projected amount for the next five years.

**Table 4: Financing of Strategic Plan**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Perspective** | **Strategic** **objective** | **Budget Estimate** | **Total** | **Source**  |
|  |  | **Y1** | **Y2** | **Y3** | **Y4** | **Y5** |  |  |
|  |  | **AMOUNT ‘000’** |
| **Stakeholders** | Public awareness, knowledge and understanding of regulatory mandates enriched | 350,000 | 275,000 | 129,000 |  309,260  | 212,633 |  1,159,793 | ZURA |
| Reliable, quality and sustainable of regulated services enhanced | 2,085,935 | 1,837,925 | 2,608,177 |  2,294,898 | 6,596,541 | 15,423,476  |
| **Financial** | Financial independence strengthened | 268,028 | 180,000 | 105,240 |  2,211,882 | 184,422 |  2,949,572 |
| **Internal process** | Institutional legal frameworks strengthened | 2,982,358 | 2,390,850 | 2,081,250 |  2,736,908 | 2,484,819 | 12,676,185 |
| **Capacity building** | Institutional capacity to regulate water and energy services improved | 6,548,507 | 6,538,907 | 5,362,769 |  6,149,771 | 6,150,061 |  30,750,015 |

**5.2 Projected Revenue**

The plan is expected to generate various revenues in the following three main sources:

|  |  |  |
| --- | --- | --- |
| **SN** | **Description** | **Budget (TZS)** |
| 1. | Regulatory levy | 80.9 bill |
| 2. | License fees | 837 mill |
| 3. | Other revenues | 807 mill |
|  | **Total**  | **82 bill** |

# **CHAPTER SIX**

## **6.0 MONITORING AND EVALUATION (M&E)**

Monitoring and Evaluation of this Strategic Plan’s implementation will focus on the annual operative plans. At Each level, departments or units will be required to derive clear indicators and deliverables from the annual plan as well as their respective due dates for the activities for which they take lead responsibility. The progress reports of the balance score matrix will form the basic tool for implementation of M&E plan.

The Planning, Research and Statistic Division will report to the Director of Economic Department who is also responsible for overseeing the quarterly report from departments and units’ implementation progress reports. In undertaking this process, the division will be assisted by the formation of M&E tool, which will determine, set and measure Key Performance Indicators (KPIs). Evaluation will be a continuous exercise on both the operational and corporate strategic initiatives and its activities. These were derived from the five strategic objectives in the Strategic Plan 2022-2027. The M&E tool shall assess the progress and impact of planned and implemented activities at consistent intervals.

The M&E tool will frequently check progress on the implementation of planned activities, limitations and advise on the way forward (time interval to be determined by the management, for instance semi-annually). The department of Economic Regulation will then meet on a regular basis to discuss the implementation status, underlining key issues and find solutions. After each meeting, the agreed way forward on the limitations and achievements will be communicated to the respective level. The monitoring plan is as detailed below:

**Table 5: MONITORING PLAN**

| **Measures(KPI)** | **Baseline****(2020-2021)** | **Target**  | **Data collection and method of analyses** | **Means of verification** | **Frequency of reporting** | **Data collection owner** |
| --- | --- | --- | --- | --- | --- | --- |
| **Data** **source** | **Data collected tool/****method** | **Freq data****collected** |
| % of licenses and permits issued | 100% | 100% | **O**nline **T**ariff & **L**icense **A**pplication **S**ystem  | System report  | Annually  | Copies of reports | Quarterly | ICTU |
| Number of regulatory tools developed and reviewed | 17 developed | 21 | Public Register  | Record keeping tool | Quarterly | Copies of gazetted regulations  | Quarterly | LSD |
| 4 reviewed | 12 | Public Register | Public registry tool | Quarterly | Copies of tools  | Quarterly |
| Number of outages | 596 min/trip/year | 162.5min/trip/year | Collection data report  | Field/system reports | Monthly | Copies of reports  | Quarterly | TD/ED |
| Number of claims of low voltage | 70 by 2021 | 30 | Collection data report  | Field/system reports | Monthly  | Copies of reports | Quarterly |
| Water quality index | 38 | 35 | Collection data report  | Check lists  | Monthly | Copies of reports | Quarterly |
| % compliance to petroleum product quality standards | 95% | 100% | Collection data report  | Check lists  | Monthly | Copies of reports | Quarterly |
| % compliance to LPG standards | 85% | 100% | Collection data report  | Check lists | Quarterly  | Copies of reports | Quarterly |
| % complaints received and resolved | 100% | 100% | Type of Collection data report  | System/telecommunication/media  | Monthly | Copies of reports | Quarterly | PRU |
| % of financial and economic performance (ZECO & ZAWA) | 25% ZECO/15% ZAWA | 75% ZECO/ 50 % ZAWA | Collection data report  | Reporting requirement tools | Quarterly | Copies of reports | Annually  | ED |
| %staff trained | 27% | 100% | Training Need Assessment  | Training schedule | Monthly  | Copies of staff training reports  | Quarterly | HRAD |
| % of automation | 85% | 100% | Data centre | Stress testing tool | Monthly  | Copies of system reports | Quarterly |
| % Staff satisfaction | N/A | 95% | Questionnaires/interviews  | Survey model  | Annually  | Copies of questionnaires/interviews  | Quarterly |
| % of Public awareness  | 10% | 80% | Survey report | Survey models | Quarterly | No of survey report  | Annually  | PRU |
| % of response on social media | 40% | 90% | Social Media Engagements | Likes, Comments, Subscriptions & Shares | Monthly | No of Likes/Comments/Shares/Subscriptions  | Quarterly | PRU |
| No of visitors/traffic in ZURA’s websites | 25,000 | 150,000 | No of visitors/traffic | Website Tracking tools | Monthly  | No of visitors/traffic | Quarterly | PRU |
| Number of TV and radio program aired | 28 | 140 | Data rating reports  | Audience Ratings TV and Radio  | Monthly | Copies of data reports | Quarterly | PRU |
| Number of advertisement/announcements produced  | 16 | 100 | Type of advertisement/announcements  | Media channel used  | Quarterly | Copies of summary reports | Quarterly | PRU |
| Amount of revenue collected | 17 billion | 80.9 bill | Revenue Account  | Financial instruments | Monthly | Copies of reports | Quarterly | AFU |
| No of audit reports submitted  | 5 | 25 | Audit manual  | Audit report  | Quarterly | Copies of reports | Quarterly | AU |
| % compliance to financial/ procurement Acts, regulations, manuals and guidelines | 70%/80% | 90%/95% | **E**nterprise **R**esource **M**anagement **S**ystem  | System report  | Monthly  | Copies of reports | Quarterly | ICTU |

# **CHAPTER SEVEN**

## **7.0 PLAN RISK AND MITIGATION**

Risk mitigation planning or in other word called Risk handling is the process that will identify, evaluate, select and implement options in order to set risk at acceptable level given activity limitations and strategic objectives. This includes specifics on what should be done, when it should be accomplished, who is responsible and associated cost and schedule.

Each department and unit in ZURA will perform its duties in ensuring the success of this Strategic Plan. Outcomes and outputs will underpin each strategic objective annually, in doing so, this plan will be transformed into result based and hence assessing associated risks to its achievement is inevitable.

Each regulated utility has different supply chain based on generation, storage, distribution (infrastructure) and supply to end users, for example, the supply chain for petroleum products is quite different from the rest of the regulated utilities, hence risk mitigation measures will be different .

The stages to be considered in this process include risk tracking, risk identification, risk analysis, risk mitigation and risk mitigation and implementation as summarized in the figure below.

**Figure 4: Plan Risk and Mitigation**

|  |
| --- |
| **Risk Identification** **Risk Tracking****Risk** **Mitigation** **Plan Implementation** **Risk Mitigation****Planning** **Risk Analysis**  |

**Table 6: Plan Risk and Mitigation**

| **Risks** | **Description** | **Risk type** | **Likelihood of Risk** | **Impact of the Risk** | **Mitigation Plan** |
| --- | --- | --- | --- | --- | --- |
| * Price instability
 | * Global market price increase
 | Economic risk | High | * Increase burden to community.
* Loss of revenues
* Disruptions of economic activities
 | * Advise government on market regulations
 |
| * Safety
* Training
* Corruption
 | * Poor health and safety
* Poor training program
* Poor working condition
 | Operational risk  | High | * In efficiency of work
* Poor performance
* Shortage of professionalism
 | * Strengthening safety frameworks
* Appropriate training program
* Improve working condition
* Staff rotation
* Improve working condition
 |
| * Natural Disaster
 | Unforeseeable circumstances | Natural Risk |  | * Loss of human resource
* Low implementation of planned activities
 | * Provide Awareness and Education
 |
| * Changing of regime
 | * Change of regulation
 | Political | High  | * Increase cost
* Reduce the attractiveness of an investment
 | * Create awareness and knowledge sharing
 |
| * Politicians interruption

  | Public influence | Medium | Distortion of ZURA reputation |
| Litigation risk  | non- compliance to laid down procedures | Legal | High | * Time and capital consuming
* Distortion of ZURA reputation
 | * Regular training to employees
* Employ qualified staff
* Limit liability contractual
 |
| CrisisContaminationPower Black out |  Shortage of Supply Pipeline.Intrusion of salt water in to whalesCatastrophic Failure of Submarine Cable | Supply Natural Operational | High MediumHigh | * Price increase
* Contamination of drinking water resources.
* Social Economic Crisis
 | * Construction of adequate petroleum reserves.
* Ensure supplier complies with contractual terms and conditions
* Multi Sources
 |
| Poor Regulation | Having in place regulations that are not realistic with our environment | Operational | High | Failure to regulate effectively | Thorough research to be undertaken before preparing regulatory tools. |
| Distorted Information | Increase Distorted and Speculative Information | Information  | High | Bad image | Increase AwarenessProvide timely accurate information |

# **CHAPTER EIGHT**

## **8.0 IMPLEMENTATION PLAN**

Each department and unit in ZURA will derive their activities from the Strategic initiatives and produces outcomes and outputs which were set in monitoring plan that will reinforce each strategic objective. This process will translate the strategic objectives into authenticity by turning them into actionable components of the departments and units’ annual implementation plans.

The table maps out the implementation plan and monitoring plan and also details the outcomes, outputs, key performance indicators and activities necessary to track progress towards achieving those strategic objectives. These activities are not exhaustive, rather they are an ongoing process and serve as a starting point for departments and units to break down what is necessary to accomplish in each specific year and for the five-year strategic plan. As the outcomes, outputs and activities for each subsequent year, build on what is accomplished in the previous year. The implementation matrix is as seen in the table below:

**Priority of activities for each year**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strategic Objectives, Initiatives and its activities** | **Y1** | **Y2** | **Y3** | **Y4** | **Y5**  | **OWNER**  |
| **Institutional legal frameworks strengthened** |
| **Improve ZURA integrated regulatory System**  |
|   | Update ZIRS |   |   |   |   |   | ICTU |
|   | Training to service providers on ZIRS |   |   |   |   |   | ICTU |
|   | Develop audit system  |   |   |   |   |   | ICTU/PDMU/AU |
| **Develop and review regulatory tools** |
|   | Effective Participation in reviewing ZAWA Act to align with ZURA as a regulator |   |   |   |   |   | LSD/ED/TD |
|   | Licensing to service providers |   |   |   |   |   | LSD |
|   | Develop performance-based contracts for ZECO and ZAWA with the agreed KPI's |   |   |   |   |   | LSD/ED/TD |
|   | To incorporate ZECO reform to be adopted by ZURA in the utility performance contract |   |   |   |   |   | ED/TD/LSD |
|   | Develop guidelines for control and use of the fuel price stabilization mechanism |   |   |   |   |   | ED/LSD |
|   | Review regulatory tools |   |   |   |   |   | LSD/ED/TD |
|   | Translate 21 regulatory tools |   |   |   |   |   | LSD/ED/TD |
|   | Develop 10 regulatory tools (Feed in tariff framework for renewable energy, review a recruitment policy, Develop retention policy, , capacity building regulation) |   |   |   |   |   | ALL |
|   | Develop and review operational tools (Develop succession Plan, Risk management framework, Review code of conducts, Economic Regulation Framework) |   |   |   |   |   | LSD/HRAD/AU/ED |
|   | Review guidelines of customer service charter for regulated utilities |   |   |   |   |   | PRU/LSD |
|   | Develop and Monitor risk register |   |   |   |   |   | PDMU/AU |
|   | Training on risk management |   |   |   |   |   | AU/ED |
|   | Conduct complaints hearings  |   |   |   |   |   | LSD |
|   | Review of strategic plan |   |   |   |   |   | ED |
|   | Coordinate ordinary and extraordinary board meetings and prepare documents |   |   |   |   |   | LSD |
| **Reliability, quality and sustainability of regulated services enhanced**  |
| **Strengthen monitoring and evaluation** |
|   | Monitoring of petroleum marking and inspection system |   |   |   |   |   | TD |
|   | Monitoring of petroleum importation and daily stock |   |   |   |   |   | TD/ED |
|   | Monitoring of quality and inspections to the facilities and utility services |   |   |   |   |   | TD/ED |
|   | Regulatory interventions on the findings of the site visit to the responsible utilities. |   |   |   |   |   | ED/TD |
|   | Hire a consultant to develop M&E tools |   |   |   |   |   | ED |
|   | Train personnel on M&E tools |   |   |   |   |   | ED |
|   | Benchmark from similar authority on Monitoring and  |   |   |   |   |   | ED |
|   | Evaluation activities | ED |
|   | Prepare quarterly and annually performance report by using M&E system and submit to the Board Directors  |   |   |   |   |   | ED /LSD |
|   | Conduct annual budget program  |   |   |   |   |   | ED |
|   | Publish and disseminate (with stakeholders and regulated institutions) the annual performance reports |   |   |   |   |   | PRU |
|   | Receive quarterly reports from service providers |   |   |   |   |   | ED/TD |
|   | Supervise generation, distribution, transmission and supply regulation |   |   |   |   |   | ED/TD |
| **Enforce resolving of low voltage claims** |
|   | Ensure the compliance of supply and quality regulation  |   |   |   |   |   | TD/LSD |
| **Improve inspection mechanism**  |
|   | Identify key performance indicators (KPIs) for the electricity and water sectors |   |   |   |   |   | TD/ED |
|   | Under take compliance audit of utilities service providers  |   |   |   |   |   | TD/AU |
|   | Identification and Registration of Electrical Installation Technicians |   |   |   |   |   | TD |
|
|   | Undertake performance assessment to utilities providers |   |   |   |   |   | TD/ED |
| **Improve complain handling system** |
|   | Receive and investigate complaints |   |   |   |   |   | PRU |
|   | Conduct complaints mediation |   |   |   |   |   | PRU/LSD |
|   | Resolve complaint and disputes between customers and service providers  |   |   |   |   |   | PRU |
|   | Undertake complaints audits  |   |   |   |   |   | PRU/LSD/AU |
|   | Review complain management system |   |   |   |   |   | PRU/ICTU |
|   | Prepare and seek board approval for mediation awards |   |   |   |   |   | PRU |
| **Enhance sustainability** |
|   | Review and approve cost reflective tariff for ZECO and ZAWA  |   |   |   |   |   | ED |
|   | Prepare and review price structure of petroleum products |   |   |   |   |   | ED |
|   | Periodical Adjustment on water and energy tariffs |   |   |   |   |   | ED |
|   | Conduct research for petroleum product market(Lubricants, LPG & others) |   |   |   |   |   | ED/TD |
|   | Provide Platts for Petroleum Products & LPG |   |   |   |   |   | ED |
|   | Undergo research focused on the challenges of the utilities provision |   |   |   |   |   | ED |
|   | Develop a tariff re-balancing model |   |   |   |   |   | ED |
|   | Prepare economic regulation frameworks |   |   |   |   |   | ED |
|   | Prepare and review monthly, quarterly and annual reports |   |   |   |   |   | ED |
|   | Prepare sector annual report |   |   |   |   |   | ED |
|   | Develop of private generation investment modality. |   |   |   |   |   | ED/TD |
|   | Develop of Feed in tariff framework for renewable energy (incentivizing independent power generation) |   |   |   |   |   | ED/TD |
|   | Conduct study on remote residential areas with no access to electricity that are not included in ZECO electrification master plan. |   |   |   |   |   | ED/TD |
|   | Conduct comparative study to find potential alternative energy sources |   |   |   |   |   | ED/TD |
|   | Conduct Cost of Service Study  |   |   |   |   |   | ED/TD |
|   | Research on natural water resource table’s levels in Zanzibar, current market demand, supply capacity and forecast of future needs. |   |   |   |   |   | ED |
|   | Conduct research on efficient and sustainable alternative energy source for water resource pumping stations.  |   |   |   |   |   | ED |
| **Institutional capacity to regulate water and energy services improved** |
| **Strengthen HRMIS** |
|   | Develop and update Fleet & Fuel Management System (FFMS) |   |   |   |   |   | HRAD/ICTU |
| **Strengthen Capacity building programs** |
|   | Develop and review staff training and development programs |   |   |   |   |   | HRAD |
|   | Collaborate with regional and overseas counterparts for purposes of information exchange and benchmarking  |   |   |   |   |   | ALL |
|   | Conduct regional and international study tour, training and meeting for the Board members |   |   |   |   |   | LSD |
|   | Conduct regional and international professional courses/meetings |   |   |   |   |   | ALL |
| **Strengthen ICT modernization**  |
|   | Install Water and Energy Data center (server room) |   |   |   |   |   | ICTU |
|   | Monitoring, support and maintain authority systems |   |   |   |   |   | ICTU |
|   | Review and revise ICT Policy and Guidelines |   |   |   |   |   | ICTU/LSD |
|   | Improve and maintain ICT Infrastructure |   |   |   |   |   | ICTU |
|   | Develop Ticketing system for ICT support |   |   |   |   |   | ICTU |
|   | Harmonize Institutional communication between Unguja and Pemba through ICT |   |   |   |   |   | ICTU |
|   | Train and equip the Board members with tools of using digital-board systems |   |   |   |   |   | LSD/ICTU |
|   | Develop registry and archive system |   |   |   |   |   | HRAD/ICTU |
|   | Develop contract management system  |   |   |   |   |   | ICTU/LSD |
|   | Develop and customize e-board system |   |   |   |   |   | HRAD/ICTU |
|   | Customize Enterprises Resources Management System |   |   |   |   |   | ICTU/HRAD/AFU/PDMU |
| **Improve working environment** |
|   | Conduct staff survey and perception study |   |   |   |   |   | HRAD/PRU |
|   | Develop a recruitment policy |   |   |   |   |   | RAD |
|   | Recruit new position |   |   |   |   |   | HRAD |
|   | Develop and review staff retention policy  |   |   |   |   |   | HRAD/LSD |
|   | Develop and review succession plan |   |   |   |   |   | HRAD |
|   | Review Staff remuneration and welfare packages |   |   |   |   |   | HRAD |
|   | Review Human Resources Management Manual |   |   |   |   |   | HRAD |
|   | Equip ZURA offices with necessary facilities and tools |   |   |   |   |   | HRAD |
|   | Building operation activities |   |   |   |   |   | HRAD |
|   | Evaluate impact of training and study tours on staff performance |   |   |   |   |   | ED/HRAD |
|   | Conduct Open Performance Appraisal System |   |   |   |   |   | HRAD |
|   | Harmonize the usage of library (Registry set up & Training) |   |   |   |   |   | HRAD |
|   | Prepare sport activities |   |   |   |   |   | HRAD |
|   | Conduct in-house technical training  |   |   |   |   |   | HRAD |
|   | Develop Risk Policy and frame works |   |   |   |   |   | HRAD |
|
| **Public awareness, knowledge and understanding of regulatory mandates enriched** |
| **Create public awareness, knowledge and understanding of on ZURA mandates** |
|   | Arrange for joint awareness workshops between ZURA, ZAWA, ZECO and Petroleum service providers on areas of regulatory functions in the respective sectors. |   |   |   |   |   | PRU/LSD |
|   | Conduct awareness meetings between Boards of Director of ZECO, ZAWA and ZURA.  |   |   |   |   |   | LSD/PRU |
|   | Conduct consumer survey |   |   |   |   |   | PRU/ED |
|   | Develop and update public register for licensees and Authority regulatory decisions  |   |   |   |   |   | LSD/ICTU |
|   | Conduct public hearings |   |   |   |   |   | LSD/ED/PRU/TD |
|   | Update Authority’s website  |   |   |   |   |   | PRU/ICTU |
|   | Develop announcement Management System (Using corridor smart TVs) |   |   |   |   |   | HRAD/ICTU/PRU |
|   | Prepare press conference for the public |   |   |   |   |   | PRU |
|   | Participate in domestic and international exhibitions |   |   |   |   |   | PRU |
|   | Conduct awareness workshops for central and local government (BLM, HoR and local leaders) |   |   |   |   |   | PRU/ED/TD/LSD |
| **Increase awareness through social media**  |
|   | Awareness program to promote utility services |   |   |   |   |   | PRU/ED |
|   | Publish reports and other materials critical to the regulatory process |   |   |   |   |   | PRU |
| **Develop TV and radio programs** |
|   | Conduct awareness program on ZURA itself and regulated services |   |   |   |   |   | PRU |
|   | Prepare Documentaries, short videos, TV and Radio programs |   |   |   |   |   | PRU |
| **Strengthen advertisement/announcement plan** |
|   | Prepare TV, radio and newspaper announcements |   |   |   |   |   | PRU |
| **Financial Independence strengthened** |
| **Strengthen financial mechanism** |
|   | Acquire Integrated Financial and Procurement System |   |   |   |   |   | AFU |
|   | Produce periodic financial reports |   |   |   |   |   | AFU |
|   | Update Asset register |   |   |   |   |   | AFU/HRAD |
|   | Deploy and update contract register system |   |   |   |   |   | PDMU |
|   | Deploy invoice and cheque register system |   |   |   |   |   | AFU |
|   | Meetings on financial regulation, manuals and guidelines (financial literacy) |   |   |   |   |   | AFU |
|   | Conduct Annual Stock Taking  |   |   |   |   |   | HRAD/AU/AFU |
|
| **Advocate with central government on financial improvement** |
|   | Prepare meetings with central government and other stakeholders (Board member can facilitate this issue) |   |   |   |   |   | LSD/AFU |
| **Abide with technical and financial regulation** |
|   | Produce internal audit annual plan and report |   |   |   |   |   | AU |
|   | Review internal audit charter |   |   |   |   |   | AU |
|   | Conduct Risk Based audit  |   |   |   |   |   | AU |
|   | Conduct audit and follows up quarterly  |   |   |   |   |   | AU |
| **Improve procurement management processes** |
|   | Conduct tender board meetings |   |   |   |   |   | PDMU |
|   | Conduct evaluation of tenders |   |   |   |   |   | PDMU |
|   | Capacity buildings to the tender board members and PDMU  |   |   |   |   |   | PDMU |
|   | Advertising of procurement opportunities  |   |   |   |   |   | PDMU |
|   | Conduct negotiation meetings  |   |   |   |   |   | PDMU |
|   | Conduct inspections, valuation and contract management  |   |   |   |   |   | PDMU/LSD |

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**Annexes**

**List of Strategic Plan Committee Members**

|  |  |  |  |
| --- | --- | --- | --- |
| **SN** | **NAME** | **INSTITUTION** | **POSITION** |
|  | BIHINDI NASSOR KHATIB  | ZURA  | Director General  |
|  | ABDALLA HAJI STENI | ZURA | Chairperson |
|  | OMAR MAKAME JUMA | ZPC | Lead Facilitator |
|  | UMRAT SULEIMAN MOH’D | ZPC | Assistant Facilitator |
|  | AHMED ABUBAKAR MZEE | ZURA | Member |
|  | HAMID MAKAME JUMA | ZURA | Member |
|  | MARIAM SALEH AMEIR | ZURA | Member |

**ZANZIBAR UTILITIES REGULATORY AUTHORITY**

**Zanzibar Utilities Regulatory Authority (ZURA)
P.O. Box 2238
ZURA HOUSE HEAD OFFICE
Maisara, Zanzibar, Tanzania**

**Tel: +255 24 294 1190; +255 24 294 1191
Fax: +255 242 238 317**

**Email:** **info@zura.go.tz**

 **Website:** [**www.zura.go.tz**](http://www.zura.go.tz)

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Development for ZURA strategic plan 2022/2027 is Strategic initiatives with their activities for the Zanzibar Utilities Regulatory Authority (ZURA) for systematic implementation in deciding the key decisions and activities that ZURA must get right in order to effectively fulfill its mandate over the next five years.

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