



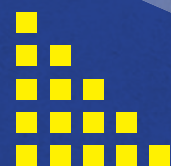
# ZANZIBAR CEO's FORUM 2025

**"Innovative Leadership and Collaboration for Sustainable Development Growth in Zanzibar"**



**11th- 13th May, 2025  
Golden Tulip Airport Hotel Zanzibar**

[www.znzceosforum.or.tz](http://www.znzceosforum.or.tz)





## MR. WAHEED M. IBRAHIM SANYA

*Treasury Registrar, The Office of the  
Treasury Registrar of Zanzibar*

It is a great honor to welcome you to the inaugural Zanzibar CEOs Forum 2025, hosted and organized by the Treasury Registrar Office (TRO) of Zanzibar. Established under Act No.6 of 2021, the TRO is tasked with managing public investments and enhancing the efficiency and accountability of our public institutions in line with the vision of H.E. Dr. Hussein Ali Mwinyi, President of Zanzibar and Chairman of the Revolutionary Council.

This Forum responds to the call by H.E. Hon. Hemed Suleiman Abdullah, Second Vice President of Zanzibar, to create a strategic platform for CEOs to connect, collaborate, and address shared challenges in public and private sectors. With the theme "Innovative Leadership and Collaboration for Sustainable Economic Growth in Zanzibar," this Forum marks a milestone in shaping a unified vision for effective governance, innovation, and impactful partnerships.

I am confident that the dialogues and partnerships formed here will ignite a new chapter of transformation, strengthening our institutions and propelling Zanzibar toward inclusive and sustainable development. I thank all participants, sponsors, and facilitators for being part of this historic moment.

Karibuni Zanzibar.



**MR. JUMA BURHAN MOHAMED**  
*Chairperson, Zanzibar CEOs Forum*

Dear Distinguished Guests,

It gives me great pleasure to welcome you all to the First Zanzibar CEOs Forum 2025, a historic first that brings together visionary leaders from across the public and private sectors. As Chairperson of this Forum, I am proud to be part of an initiative that will foster stronger collaboration, knowledge sharing, and strategic alignment among CEOs and institutions vital to Zanzibar's growth.

Our journey began as a directive from the Second Vice President of Zanzibar, following the success of the Tanzania CEOs Forum earlier this year. Today, we are not only building a network but establishing a formal, independent platform that will outlive this moment and continue to drive impact year after year.

Through this Forum, we aim to enhance leadership capacity, encourage innovation, showcase institutional excellence, and promote meaningful public-private partnerships. Let us seize this opportunity to connect, learn, and lead with purpose as we align our collective efforts toward Zanzibar's sustainable and prosperous future.

## 1.0 ABOUT TRO

The Treasury Registrar Office of Zanzibar (TRO) was established in 2021 under Act No.6 of 2021 (The Office of Treasury Registrar and Public Asset Management Act) to oversee and manage public investments within the region. Its creation aimed to enhance the efficiency and accountability of public institutions, aligning with the objectives of promoting sustainable development growth under the vision of H.E Dr. Hussein Ali Mwinyi, The President of Zanzibar and Chairman of the Revolutionary Council.



**H.E. Dr. Hussein Ali Mwinyi**

*The President of Zanzibar and Chairman of the Revolutionary Council*

### **TRO's Mandates:**

Acquisition, holding, and management of government investments: This includes overseeing shares, stocks, debentures, and other financial instruments on behalf of the government. As well as Supervision of public institutions: The office ensures that public investment entities operate efficiently and contribute effectively to the socio-economic development of Zanzibar.

## 2.0 ZANZIBAR CEOs FORUM 2025 OVERVIEW

In today's dynamic economic environment, visionary leadership is essential for driving innovation, enhancing service delivery, and achieving sustainable economic growth. Public investment entities in Zanzibar, along with CEOs from both public and private sectors, play a vital role in this transformative process. However, the lack of a formal platform for CEOs to connect, exchange ideas, and collectively address shared challenges has led to a gap in leadership collaboration and strategic alignment. The CEO's Forum was directive from Hon. Hemed Suleiman Abdullah, Second Vice President of Zanzibar through the previous Tanzania CEO's Forum held at Golden Tulip 06th January 2025 which was coordinated by Tan Trade.



To address this, the Treasury Registrar Office (TRO) of Zanzibar is introducing the First Zanzibar Chief Executive Officers Forum (Zanzibar CEO's Forum 2025) for Public Investment Entities (PIEs) in Zanzibar under the theme “Innovative Leadership and Collaboration for Sustainable Economic Growth in Zanzibar.” This Forum aims to establish an inclusive and independent platform where CEOs from different Public Investment Entities can convene to foster collaboration, exchange knowledge, and drive innovation. The initiative will enable the development of actionable strategies to tackle shared challenges, improve organizational performance and strengthen public-private partnerships.

Additionally, the Forum will feature an exhibition showcasing the achievements and innovations of participating corporations, promoting the visibility and impact of public investment entities while engaging with the broader public. Through these efforts, the Zanzibar CEO's Forum 2025 will align with the region's broader development goals, enhancing the role of leadership in advancing socio-economic progress and reinforcing the contributions of public investment entities to sustainable growth.

## 3.0 OBJECTIVES

### MAIN OBJECTIVE

To connect, exchange ideas, and collectively address shared challenges has led to a gap in leadership collaboration and strategic alignment in the Public Investment Entities.

### SPECIFIC OBJECTIVES

1

Establish a formal, annually registered trademark of Zanzibar CEO's Forum

4

Foster collaboration, knowledge exchange, and innovation among CEOs.

2

Develop actionable strategies to address common challenges and improve organizational performance amongst Corporations

5

To identify opportunities of public-private partnerships for sustainable development.

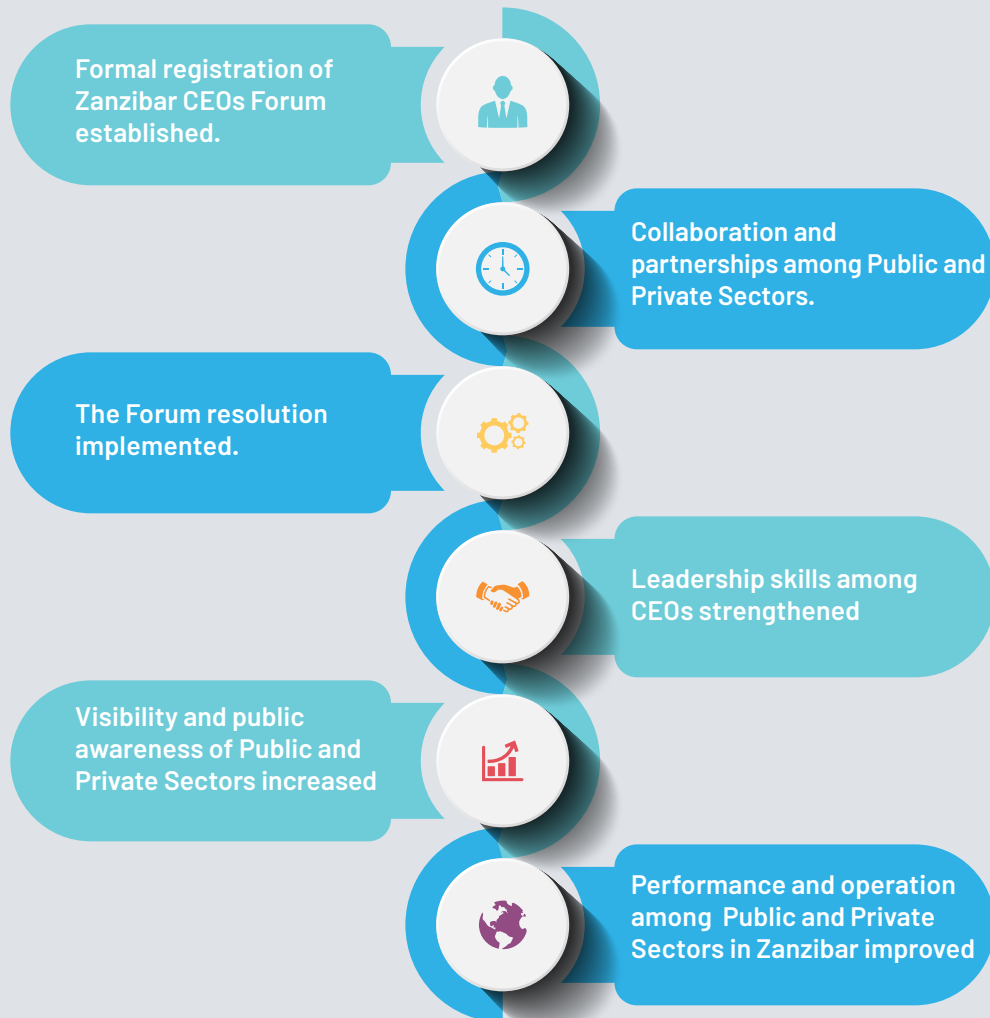
3

Promote the visibility and impact of public investment entities through exhibitions and public engagement.

6

Awards the best Public Investment Entities in Zanzibar

## 4.0 EXPECTED OUTCOME



## 5.0 PROGRAM SCHEDULE

<b>DAY 1: Sunday 11<sup>th</sup> May 2025</b> <b>Dress Code : Official Attire</b>		
Time	Activity	Responsible
08:00 am- 08:30am	Participants arrival & Registration Breakfast	Protocol Team
08:30am- 9:30am	Arrival of Guest of Honor Hon. Hemed Suleiman Abdullah <i>The Second Vice President of Zanzibar.</i>	Protocol Team
09:30am- 09:35am	Opening Prayer (Dua)	Sheikh Hassan Ali Kombo <i>The Waqf and Trust Commission</i>
09:35am – 09:50am	Welcoming note, brief overview on CEO's Forum and Sponsors Introduction.	Mr. Waheed Muhammad Ibrahim Sanya <i>Treasury Registrar</i> <i>The Office of Treasury Registrar of Zanzibar</i>
09:50 am – 10:00am	Words from Zanzibar CEOs Forum Chairperson	Juma Burhan Mohamed
10:00 am – 10:20am	Sponsors demonstration	Selected Sponsors
10:20am – 10:40am	Entertainment (Utenzi, Ngoma ya Kibati, Kirobo)	MC
10:40am – 10:45am	Regional Commissioners' Greetings	Hon. Idrissa Kitwana Mustafa <i>Urban West Regional Commissioner</i>
10:45am – 10:55am	Welcoming Remarks to Guest of Honor	Hon. Dr. Saada Mkuya Salum <i>Minister of State President's Office, Finance and Planning Zanzibar</i>
10:55am – 11:20am	Guest of Honor Speech	Hon. Hemed Suleiman Abdullah <i>The Second Vice President of Zanzibar</i>
11:20am – 11:30am	Group Photos	Protocol Team

**DAY 1: Sunday 11<sup>th</sup> May 2025**  
**Dress Code : Official Attire**

Time	Activity	Responsible
11:30am – 12:30pm	<b>KEY NOTE SPEECH</b> Innovative Leadership and Collaboration for Sustainable Development Growth	Amb. Mumba Kapumpa <i>Former Zambia Ambassador to South Korea (2014-2017).</i>
12:30pm – 01:00pm	<b>PRESENTATION</b> Innovative Leadership and Collaboration for Sustainable Development Growth in Zanzibar	Mr. Abdul-Razaq Badru <i>Director General Public Service Social Security Fund (PSSSF) &amp; Secretary General Tanzania CEOs Forum</i>  Prof. Mohammed Makame - <i>Vice Chancellor , State University of Zanzibar (SUZA)</i>
01:00pm - 2:15pm	Prayer time and lunch break	Host
AFTERNOON SCHEDULE		
02:15pm – 02:45 pm	<b>PLENARY SESSION</b> Investment Management in Public Sector	Mr. Simon Migangala <i>Managing Director-UTTAMIS</i>
02:45pm – 03:30pm	<b>PANEL DISCUSSION I</b>  "Strengthening Public Investment Entities through innovative leadership and Collaboration"	<b>Moderator:</b> <i>Austin Makani - Founder and CEO AMM Investment</i> <b>Panelists:</b> 1. <i>Ms. Latifa M. Khamis Director General , Tanzania Trade Development Authority (TANTRADE)</i> 2. <i>Mr. Juma Burhan Mohamed Executive Director, Zanzibar Economic Empowerment Agency (ZEEA).</i> 3. <i>Mr. Arafat Ali Haji Managing Director People Bank of Zanzibar (PBZ).</i> 4. <i>Mr. Yusuf Majid Nassor - Director General Zanzibar Bureau of Standards (ZBS).</i> 5. <i>Mr. Nassor Shaaban Ameir Managing Director Zanzibar Social Security Fund (ZSSF)</i>
03:30pm – 04:30pm	Q&A	Moderator
04:30pm – 05:00pm	Networking and Evening Tea and	All

<b>DAY 2: Monday 12th May 2025</b> <b>Dress Code : Official Zanzibar CEOs T-shirts/Casual Wear</b>		
Time	Activity	Responsible
08:00 am- 08:45am	Participants arrival and registration	Committee Members
08:45am- 09:00am	Recap of Day 1	CEOs Forum Coordinator <i>Ahlam Abdalla Azzan</i>
09:00am-09:30am	<b>1<sup>st</sup> PRESENTATION</b>  "Leadership and governance for public investment entities"	Mr. Said Kambi <i>Chief Executive - Institute of Directors Tanzania (IODT)</i>
09:30am-10:00am	<b>2<sup>nd</sup> PRESENTATION</b>  Becoming the Optimal CEO The Future Demands.	Dr. Josephine Kimaro <i>Deputy CEO Presidential Delivery Bureau (PDB), Zanzibar</i>
10:00am- 10:30am	<b>KEY NOTE SPEECH</b> Public Private Partnership	Mr. Emmanuel Mashimba <i>Commissioner PPP</i>
10:30am- 11:30am	<b>PANEL DISCUSSION II</b>  Role of Public and Private sectors in boosting economic development.	<b>Moderator:</b> Dr. Huda Ahmed Yussuf <i>Chairperson - Zanzibar Social Security Fund (ZSSF) Board</i>  <b>Panelists:</b> 1. Dr Rahma S. Mahfoudh Executive Secretary, Zanzibar Planning Commission 2. Mr. Akif A. Khamis <i>CEO of Zanzibar Ports Corporation (ZPC)</i> 3. Ms. Hawa I. Mbae <i>Deputy PS Ministry of Construction, Communication and Transportation</i> 4. Eng. Ali Said, <i>Director General Stone Town Conservation and Development Authority</i> 5. Dr. Khalfan Salim Suleiman <i>Lecturer, SUZA</i> 6. Hamad Hamad <i>Executive Director -The Zanzibar National Chamber of Commerce (ZNCC).</i> 7. Peter S. Nanitolela <i>CEO Dar es Salaam Stock Exchange</i>

<p style="text-align: center;"><b>DAY 2: Monday 12th May 2025</b>  <b>Dress Code : Official Zanzibar CEOs T-shirts/Casual Wear</b></p>		
Time	Activity	Responsible
11:30am-12:30am	<p><b>Breakout Session I</b></p> <ol style="list-style-type: none"> <li>Sustainability and Environmental, Social, and Governance (ESG)</li> <li>Alternative Resource Mobilization Strategies</li> <li>How CEOs shape effective internal audit functions</li> </ol>	<p><b>Facilitators</b>                      Amb. Mumba Kapumpa  <i><b>Former Zambia Ambassador to South Africa (2014-2017)</b></i></p> <p>Juma Hassan Reli  <i><b>Executive Director of Zanzibar Research Centre for Socio-Economic and Policy Analysis (ZRCP) and Former Deputy Governor-BoT</b></i></p> <p>Dr. Zelia Njeza  <i><b>President, Institute of Internal Auditors (IIA) Tanzania</b></i></p>
12:30pm – 01:00pm	Documentary	Committee Members
01:00pm – 02:00pm	Prayer time and lunch break	All
<b>AFTERNOON SCHEDULE</b>		
02:00pm – 03:00pm	<p><b>PLENARY SESSION</b></p> <p>Monitoring, Evaluation and Learning</p>	PMP Robert Laurian Mwairo, <i><b>Manager for Monitoring of Government Projects, Zanzibar Presidential Delivery Bureau (PDB)</b></i>
03:00pm – 03:30pm	Emotional Intelligence	Austin Makani <i><b>Founder and CEO AMM Investment</b></i>
03:30pm – 04:30pm	<p><b>Breakout Session II</b></p> <ol style="list-style-type: none"> <li>Digital Transformation in Public Investment Entities'</li> <li>Workplace Policies and Legal liability</li> <li>Strengthening Public Institute against Fraud</li> </ol>	<p><b>Facilitators.</b>                      Fatma Mabrouk Khamis  <i><b>PS Ministry of Trade and Industrial Development, Zanzibar</b></i></p> <p>Dr. Yussuf Dimoso  <i><b>Law School of Zanzibar</b></i></p> <p>Mr. Ali M. Juma  <i><b>President of The Association of Certified Fraud Examiners (ACFE)</b></i></p>
04:30pm – 04:50pm	Review of the day	Moderator
04:50pm – 05:20pm	Networking and Evening Tea.	All

**DAY 3: Tuesday 13th May 2025**  
**Dress Code : Official Attire**

<b>Time</b>	<b>Activity</b>	<b>Responsible</b>
08:00 am- 08:30am	Participants arrival and registration	Committee Members
08:30am- 9:00am	Recap of Day 2	Mr. Rashid Moh'd Rashid <i>CEOs Forum Committee Member</i>
09:00am- 10:00am	Working Session  CEOs and TRO representatives collaborate to draft resolutions.	Committee Members
10:00am- 10:30am	Tea Break	All
10:30am- 11:30am	Presentation of draft resolutions for feedback and discussion.	Committee Members
11:30am- 12:30am	Discussion and Adoption of resolutions.	Committee Members
112:30am- 01:00pm	Presentation of Final Resolutions for CEO's Forum	Mr. Juma Burhan Mohamed- <i>Chairperson of the Zanzibar CEOs Forum and Executive Director, Zanzibar Economic Empowerment Agency (ZEEA).</i>
01:00pm- 02:00pm	Lunch	All
02:00pm- 04:00pm	Closing ceremony	Eng. Zena Ahmed Said <i>Secretary of the Revolutionary Council and Chief Secretary</i>

<b>GALA DINNER 13th May 2025</b> <b>Dress Code : Cultural/ Casual Wear</b>		
06:00 pm – 07:30pm	Arrival of the participants	Protocol Team
07:30pm – 08:00pm	Arrival of Guest of Honor Hon. Shariff Ali Shariff, <i>Minister of State, President's Office, Labour, Economic Affairs, and Investment, Zanzibar</i>	Protocol Team
08:00pm – 08:30pm	Entertainment (Taarab)	Committee members
08:30pm – 08:50pm	Welcoming remarks by The Treasury Registrar of Zanzibar	Mr. Waheed Ibrahim Muhammad Sanya
08:30pm – 08:50pm	Remarks from the Zanzibar CEO's Forum Chair Person	Mr. Juma Burhan Mohamed
08:50pm – 09:20pm	Speech of the Guest of Honor	Guest of Honor
09:20pm – 09:50pm	Awarding CEO's and Sponsors	Committee members
09:50pm – 10:00pm	Group Picture	Protocol Team
10:00pm – 10:40pm	Dinner	All

## 6.0 ORGANISING COMMITTEE



Juma Burhan Mohamed



Waheed Muhammad  
Ibrahim Sanya



Ahlam Abdalla Azzan



Abeid Kitwana  
Mustafa



Asha Rashid  
Ramadhan



Ibrahim Abdalla  
Othman



Azza Abdillah  
Saleh



Kwilason A.  
Kwilason



Hajjat Khamis  
Salim



Makunga Ali  
Mzee



Mtumwa Ali  
Khamis



Mustafa Omar  
Abdalla



Ramadhan Ali  
Shaali



Nafisa



Ramia Mohammed  
Ramia



Raya Hamadi  
Mchere



Rashid Moh'd  
Rashid



Raya  
Mohammed



Sleyum Abdalla  
Juma



Salama Chum  
Haji



Suleiman Mohamed  
Bakari



Adelah Benedict  
Kaihula



Abdullah Salum  
Abdullah



Awatif Fauz  
Abdulrahman

## 7.0 PARTNERS



# ZANZIBAR PORTS CORPORATION

## DIRECTOR GENERAL, ZANZIBAR PORTS CORPORATION

Enhancing Port Efficiency and Economic Growth in Zanzibar through Strategic Public-Private Partnerships  
What specific measures has the Zanzibar Ports Corporation taken to enhance efficiency and how are these improvements expected to impact the overall economic growth of Zanzibar?

When we assumed responsibility, Zanzibar’s port was among the most inefficient in East Africa, with vessel waiting times of 20 to 40 days and very low berth productivity. This inefficiency prompted decisive government action. Under His Excellency’s leadership, we launched an ambitious reform agenda centered on public-private partnerships (PPPs). The principle was simple: end users care about quality and cost, not who delivers the service.

Through a transparent process, we introduced Zanzibar Multi-Purpose Terminal, now operated by AGL (formerly Bolloré, now part of MSC). Since then, vessel waiting times have fallen to under 10 days, and berth productivity tripled – reaching up to 18 moves per hour in some cases. These gains result from enhanced systems, re-engineered processes, and significant investment in local capacity.

Revenue collection has increased by 17% on average, while freight costs have dropped by \$500–\$1,000, generating an estimated consumer surplus of \$50–80 million in the first year alone. To ease congestion, we also launched a PPP at Fumba Port, providing an alternative access point and reducing pressure on historic Malindi Port.

We have digitized operations using platforms like e-port and vessel traffic management systems, improving transparency and reducing revenue leakages. To ensure lasting impact, we developed the Port Improvement Charter in collaboration with the Tony Blair Institute.

### In what other ways are you utilizing PPPs to improve the port and make it a logistics hub in the region?

Since partnering with ZMT, we’ve seen major improvements in port KPIs. Substantial infrastructure investment includes a new inland container depot (ICD), which has eased congestion at Malindi and shortened transit times.

### IN PEMBA, WE’VE INVESTED TZS 16 BILLION TO REHABILITATE MKOANI PORT, NOW ABLE TO HANDLE CONTAINER VESSELS FOR THE FIRST TIME

Our vision, however, extends beyond Malindi. We’re developing a new port at Mangapwani. Meanwhile, PPPs are sustaining service delivery through brownfield operations run by Bolloré, and greenfield development at Fumba Port led by Kenyan investors. This has encouraged healthy competition, reducing freight costs and boosting efficiency.



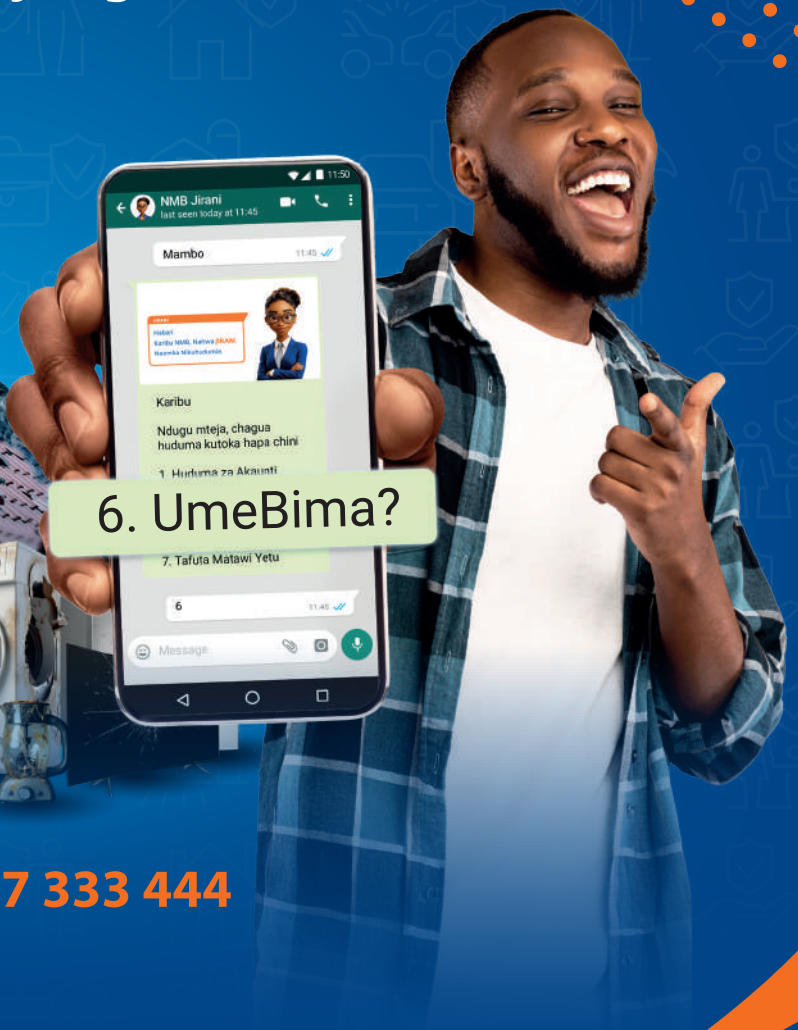
*Bandari ya Malindi*



*Bandari ya Fumba*

# NMB UmeBIMA? NI KUBOFYA TU

**Bima Mkononi Mwako!**  
Dhibiti Athari za Majanga  
kwa Kubofya Tu!

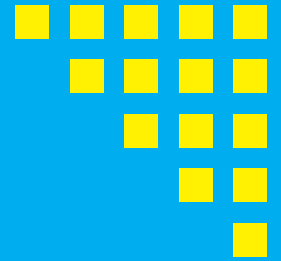


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#TelezaKidijitali

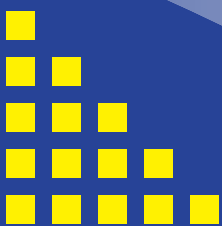
Kwa Ushirikiano na Makampuni ya Bima

*\*Vigezo na Masharti Kuzingatiwa.*



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Development Growth in  
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