

CONCEPT NOTE AND ECOSYSTEM DEVELOPMENT ROADMAP

KIJANA FURSA CONNECT

Where Youth Meet Opportunity

Connecting Youth, Ideas, Networks and Opportunities for Zanzibar's Future

INITIATIVE TYPE

Youth Opportunity Ecosystem

GEOGRAPHY

Zanzibar, Tanzania

CONVENED BY

SAMOK Growth Hub

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June 2026

Executive Summary

Kijana Fursa is a transformative youth opportunity ecosystem platform conceptualized and convened by SAMOK Growth Hub. Its founding vision is simple, bold, and urgent: a dynamic youth ecosystem that unlocks opportunities, nurtures potential, and accelerates impact. The platform responds to a structural challenge that persists across Zanzibar despite considerable investment in youth development: thousands of young people remain disconnected from the opportunities, networks, mentors, and pathways that could transform their aspirations into concrete outcomes.

Kijana Fursa does not position itself as a training programme, an incubation centre, or a short-term project. It is a long-term ecosystem platform built on the conviction that opportunities grow when people connect. It creates the convening architecture, relational infrastructure, and visibility systems through which existing opportunities become accessible to young people who would otherwise remain beyond their reach.

The initiative is organized around six core programme components: Kijana Fursa Talks, Kijana Fursa Connect, Kijana Fursa Opportunities Hub, Kijana Fursa Fellows, Kijana Fursa Community of Practice, and Kijana Fursa Stories. These components are supported by a four-phase ecosystem development roadmap spanning 2026 to 2028, which guides Kijana Fursa from its community-building foundations through full ecosystem activation, leadership development, and long-term sustainability.

By 2030, Kijana Fursa is designed to have connected thousands of young people to opportunities, developed a new generation of ecosystem leaders, supported youth-led enterprises and innovations, and established itself as Zanzibar's most trusted and impactful youth opportunity platform.

AT A GLANCE

Initiative: Kijana Fursa — Where Youth Meet Opportunity

Vision: A dynamic youth ecosystem that unlocks opportunities, nurtures potential, and accelerates impact

Convened by: SAMOK Growth Hub, part of the SAMOK Transformation Ecosystem

Geography: Zanzibar, Tanzania (with East Africa regional ambition)

Model: Youth Opportunity Ecosystem Platform

Roadmap: Four-phase development plan, 2026 to 2028, with 2030 impact horizon

Components: Six integrated programme components

Partners Sought: Universities, Government, Private Sector, Development Partners, Innovation Hubs

1. Background and Development Context

1.1 Zanzibar at a Turning Point

Zanzibar is navigating a pivotal moment in its development trajectory. Population growth, accelerating digital transformation, expanding tourism investment, blue economy initiatives, climate change imperatives, and growing regional economic integration are collectively reshaping the economic and social landscape of the islands. These forces are generating both significant opportunities and complex challenges for young people who constitute the majority of the population.

Young people in Zanzibar are increasingly educated, digitally connected, and entrepreneurially motivated. Educational institutions are expanding enrolment, innovation communities are emerging in urban centres, and national and international development actors are directing substantial resources toward youth empowerment programmes. The conditions for a youth-led transformation of the Zanzibar economy are more favourable today than at any previous point in the islands' history.

1.2 The Structural Disconnect

Despite these positive trends, a critical structural gap persists. The pathways that connect young people to opportunities remain fragmented, underdeveloped, and often inaccessible to those most in need. This structural disconnect manifests across several interconnected dimensions:

- Limited access to mentorship and professional guidance from established practitioners and industry leaders.
- Weak and siloed professional networks that restrict visibility, referrals, and opportunity access.
- Fragmented support ecosystems in which institutions operate independently, duplicating efforts and missing collaboration opportunities.
- Insufficient exposure to entrepreneurial ecosystems, investor communities, and market opportunities.
- Weak linkages between education and research system outputs and the demands of employment and enterprise.
- Limited platforms for youth voices, innovations, and achievements to gain visibility and recognition.

Critically, this disconnect is not primarily attributable to a shortage of opportunities. Rather, it reflects the absence of an integrated ecosystem platform capable of making existing opportunities visible, accessible, and actionable for young people across Zanzibar.

1.3 The Case for an Ecosystem Approach

An ecosystem approach offers a fundamentally different model from conventional youth development interventions. Rather than delivering programmes to young people, it creates the enabling architecture through which young people, institutions, and

opportunities find and strengthen each other. It operates continuously, generates compounding value over time, and becomes more powerful as more actors join the ecosystem. Kijana Fursa is built on precisely this logic: it does not manufacture opportunities; it creates the platform through which opportunities become connected, visible, and accessible.

2. Vision, Mission, and Goal

VISION	<i>A dynamic youth ecosystem that unlocks opportunities, nurtures potential, and accelerates impact.</i>
MISSION	To connect young people with opportunities, networks, mentors, knowledge, and practical experiences that accelerate entrepreneurship, innovation, employability, leadership, and social impact across Zanzibar.
GOAL	To establish Zanzibar's leading youth opportunity ecosystem that empowers young people to become innovators, entrepreneurs, professionals, change makers and leaders capable of driving inclusive economic and social transformation.

3. Strategic Objectives

Kijana Fursa is organized around five strategic objectives, each addressing a distinct dimension of the youth opportunity challenge in Zanzibar. These objectives are mutually reinforcing and are designed to produce compounding impact over time.

01**Expand Youth Access to Opportunities, Information, and Networks**

Systematically increase the visibility and accessibility of opportunities, information streams, professional networks, and mentorship relationships available to young people across Zanzibar, with particular attention to those historically excluded from mainstream development pathways.

02**Promote Entrepreneurship, Innovation, Leadership, and Employability**

Cultivate an entrepreneurial and innovation-oriented culture among young people by providing exposure to role models, emerging sectors, future skills, and practical experiences that build the mindsets and competencies required for economic participation and leadership.

03**Facilitate Multi-Stakeholder Collaboration and Ecosystem Connectivity**

Create structured platforms and processes for collaboration between young people and ecosystem actors including universities, businesses, government institutions, investors, development partners, and innovation hubs, reducing fragmentation and enabling coordinated action.

04**Strengthen Idea and Research for Enterprise and Impact Pathways**

Build and strengthen the connective infrastructure that enables knowledge generated in research and academic institutions to be applied in practical innovation, enterprise development, and community problem-solving.

05**Build a Sustainable and Self-Reinforcing Youth opportunity Ecosystem**

Establish the institutional architecture, partnership arrangements, funding model, and community ownership necessary to ensure that Kijana Fursa operates as a durable and self-strengthening ecosystem that grows in reach and impact over time.

4. The Kijana Fursa Ecosystem Model

4.1 Design Philosophy

The design of Kijana Fursa is grounded in a single, powerful insight: opportunities grow when people connect. The platform does not seek to manufacture opportunities from scratch. Instead, it creates the convening architecture, relational infrastructure, and visibility systems through which existing opportunities become accessible to young people who would otherwise remain unaware of or unable to reach them.

4.2 Ecosystem Architecture

Kijana Fursa positions young people at the centre of a multi-actor ecosystem and creates structured connections between youth and five categories of ecosystem actors: Knowledge Institutions (universities, colleges, research centres); Opportunity Providers (employers, investors, development partners); Innovation and Enterprise Actors (innovation hubs, startup communities, creative industries); Government and Policy Actors (youth agencies, economic development bodies, regulatory institutions); and Community Actors (mentors, entrepreneurs, professional associations).

By connecting these actors and placing young people at the intersection of their contributions, Kijana Fursa transforms a fragmented landscape of independent actors into a coherent, collaborative, and self-reinforcing ecosystem.

4.3 Guiding Principles

- **Inclusion and Equity:** The ecosystem is designed to be accessible to young people regardless of gender, geography, socioeconomic background, or educational level.
- **Youth Agency:** Young people are active participants and co-creators of the ecosystem, not passive recipients of services.
- **Collaboration over Competition:** Ecosystem actors are encouraged to share resources, co-design programmes, and pursue joint initiatives.
- **Sustainability by Design:** Every component and partnership arrangement is structured to contribute to long-term ecosystem viability.
- **Impact Orientation:** All activities are designed with clear contribution to measurable changes in the lives of young people and in Zanzibar's development trajectory.

5. Core Programme Components

Kijana Fursa delivers its ecosystem mandate through six integrated programme components. Each component addresses a specific dimension of the youth opportunity challenge, and together they create a comprehensive and mutually reinforcing engagement architecture.

5.1 Kijana Fursa Talks

Monthly high-quality dialogue sessions connecting young people with leaders, innovators, and practitioners.

- Monthly sessions featuring entrepreneurs, innovators, researchers, policymakers, and industry leaders.
- Thematic focus areas: entrepreneurship, artificial intelligence, blue economy, climate action, leadership, future skills, and personal development.
- Hybrid format enabling both in-person and digital participation to maximize reach and accessibility.
- Curated for intellectual rigour and practical relevance, reflecting international standards in thought leadership convening.

5.2 Kijana Fursa Connect

Structured networking and ecosystem engagement sessions that generate meaningful, lasting relationships.

- Facilitated networking sessions connecting youth with mentors, employers, investors, development actors, and peer innovators.
- Sector-specific connection events targeting high-priority industries: tourism, blue economy, technology, and creative economy.
- Mentorship matching processes that create sustained, structured relationships between young people and experienced practitioners.
- Partnership brokering support that facilitates collaborative projects between youth-led initiatives and established institutions.

5.3 Kijana Fursa Hub

A centralized platform that aggregates and disseminates opportunities accessible to young people.

- Curated repository of scholarships, fellowships, internships, employment opportunities, competitions, innovation challenges, and funding calls.
- Regular opportunity bulletins disseminated through digital and community channels to maximize reach.
- Advisory support to help young people identify, apply for, and secure appropriate opportunities.
- Exclusive or priority access channels created through partnerships with

opportunity providers.

5.4 Kijana Fursa Fellows

A selective leadership development programme cultivating the next generation of ecosystem champions.

- Annual cohort of highly motivated young people identified through a competitive selection process.
- Structured programme combining mentorship, experiential learning, leadership development, and ecosystem engagement.
- Fellows serve as ecosystem ambassadors, community mobilizers, and catalysts for youth engagement.
- Growing alumni network that develops into a powerful community of practice and peer support system over time.

5.5 Kijana Fursa Community of Practice

Peer-learning communities organized around thematic areas of shared interest and ambition.

- Theme-based communities covering entrepreneurship, research, technology, leadership, climate action, and the blue economy.
- Regular peer-learning sessions, collaborative projects, knowledge exchanges, and joint problem-solving initiatives.
- Facilitated by knowledgeable practitioners and supported by institutional partnerships.
- Designed to encourage continuous learning, practical experimentation, and collective intelligence.

5.6 Kijana Fursa Stories

A storytelling and visibility platform that celebrates youth achievement and inspires broader participation.

- Documentation of youth innovations, enterprises, social initiatives, and personal development journeys.
- Multi-format content production: written profiles, video features, and social media campaigns.
- Annual recognition events that celebrate ecosystem contributors and amplify their impact to wider audiences.
- Designed to shift narratives about youth potential and build a culture of aspiration, excellence, and positive action.

6. Ecosystem Development Roadmap (2026 to 2028)

The Kijana Fursa Ecosystem Development Roadmap provides the strategic sequencing through which the initiative will transition from its founding phase to a fully activated, self-sustaining, and regionally visible youth opportunity ecosystem. The roadmap is organized into four phases, each building deliberately on the foundations of the preceding phase. The overarching strategic outcome across all four phases is: by 2028, Kijana Fursa will have become a vibrant youth opportunity ecosystem connecting young people with opportunities, mentors, networks, institutions, and practical pathways for entrepreneurship, innovation, leadership, employment, and impact.

PHASE 1 Months 1 to 6

Strategic Question: *Who are the young people, institutions, mentors, and ecosystem actors that should be part of Kijana Fursa?*

Objective: To establish Kijana Fursa as a recognizable youth opportunity platform and build the initial ecosystem community.

Key Actions

Finalize branding and visual identity	Map key ecosystem actors across Zanzibar
Develop partnership engagement package	Engage universities, innovation hubs, and development partners
Establish social media and digital platforms	Identify founding mentors and ecosystem champions
Develop membership and engagement framework	Organize the official Kijana Fursa Launch Event
Recruit first cohort of youth members	Conduct inaugural Kijana Fursa Talk

Success Indicators

- ▶ **100** Youth members recruited
- ▶ **20** Ecosystem partners engaged
- ▶ **15** Mentors identified
- ▶ **3** Ecosystem conversations conducted
- ▶ **1** Digital community established

PHASE 2 Months 7 to 12

Strategic Question: *How do we create meaningful interactions that generate opportunities for young people?*

Objective: To strengthen ecosystem interactions and increase youth access to opportunities, networks, and mentorship.

Key Actions

Deliver monthly Kijana Fursa Talks	Engage 50 mentors in structured relationships
Launch Kijana Fursa Connect networking events	Build digital platform to 500 active youth members
Activate the Kijana Fursa Opportunities Hub	Produce first Kijana Fursa Stories content
Establish Communities of Practice (5 thematic groups)	Conduct regular ecosystem partner check-ins
Curate and share 50+ opportunities across sectors	Document and publish first ecosystem insights brief

Success Indicators

- ▶ **500** Youth members reached
- ▶ **50** Opportunities shared
- ▶ **50** Mentors engaged
- ▶ **5** Communities of Practice established
- ▶ **12** Ecosystem conversations delivered

PHASE 3 Year 2 (2027)

Strategic Question: *How do we transform active participants into ecosystem leaders and champions?*

Objective: To create leadership pathways and strengthen youth participation in entrepreneurship, innovation, and community transformation.

Key Actions

Launch Kijana Fursa Fellows programme (first cohort: 30 fellows)	Scale youth community to 1,000 active members
Establish structured mentoring network (100 relationships)	Expand Communities of Practice with peer facilitation
Design and deliver Youth Innovation Challenges	Produce youth leadership success stories for regional visibility
Formalize MoUs with 15 strategic partners	Begin East Africa ecosystem outreach and networking
Support 10 youth-led enterprises and initiatives	Launch first annual impact documentation report

Success Indicators

- ▶ **1,000** Youth engaged
- ▶ **30** Fellows selected and supported
- ▶ **100** Mentorship relationships established
- ▶ **10** Youth-led initiatives supported

- **15** Strategic partnerships formalized

PHASE 4 Year 3 (2028)

Strategic Question: *How do we transform Kijana Fursa into a self-sustaining movement with regional presence?*

Objective: To position Kijana Fursa as Zanzibar's leading youth opportunity ecosystem and ensure long-term financial and institutional sustainability.

Key Actions

Launch inaugural Kijana Fursa Annual Summit (300+ participants)	Scale youth community to 1,500+ members
Secure 10 corporate sponsorship agreements	Build 100+ ecosystem partner network
Publish 10 knowledge products (reports, policy briefs, success stories)	Produce annual Youth Opportunity Report for Zanzibar
Connect Kijana Fursa to East African youth ecosystems	Establish strategic alliances for long-term platform sustainability
Develop revenue-generating ecosystem activities	Document and disseminate the Kijana Fursa model for regional replication

Success Indicators

- **1,500+** Youth engaged
- **100** Ecosystem partners engaged
- **300** Summit participants
- **10** Knowledge products published
- **10** Sponsorship agreements secured

7. Long-Term Impact (2030 Horizon)

By 2030, Kijana Fursa is designed to have become Zanzibar's most trusted and impactful youth opportunity ecosystem: a platform that continuously connects young people to opportunities, strengthens entrepreneurship and innovation, fosters leadership, and contributes to a more inclusive, resilient, and opportunity-rich economy. The 2030 horizon reflects the cumulative outcomes of the four-phase roadmap and the compounding effects of an ecosystem that grows stronger as more actors, young people, and institutions invest in its success.

Impact Target	Description
1,500+ Youth Connected	Active community members engaged across all ecosystem touchpoints by end of Phase 4.

100+ Ecosystem Partners	Universities, government bodies, private sector firms, development partners, and innovation hubs formally engaged.
300+ Summit Participants	Annual Kijana Fursa Summit convening youth, investors, policymakers, and innovators.
30 Ecosystem Fellows	A new generation of ecosystem leaders, ambassadors, and innovation champions developed.
100 Mentorship Relationships	Structured, sustained mentoring connections between youth and experienced practitioners.
10 Knowledge Products	Youth opportunity reports, ecosystem insights, success stories, and policy briefs published.
10 Youth-Led Initiatives	Enterprises, social projects, and innovation challenges supported and celebrated.
Self-Sustaining Platform	Diversified revenue streams securing long-term independence from single donor dependency.

Beyond these quantitative targets, the most significant long-term impact of Kijana Fursa will be qualitative and systemic: a generation of young Zanzibaris who believe in their own potential, who possess the networks and knowledge to act on that potential, and who are actively contributing to the transformation of their communities, industries, and institutions.

8. Expected Outcomes

8.1 Outcomes at the Individual Level

Through sustained engagement with the Kijana Fursa ecosystem, individual young people will experience transformative improvements:

- Enhanced access to scholarships, fellowships, internships, employment opportunities, and enterprise development resources.
- Expanded professional networks connecting them to peers, mentors, employers, and investors.
- Strengthened entrepreneurial mindsets, innovation competencies, and leadership capabilities.
- Improved employability through practical experience, professional exposure, and skills development.
- Greater confidence, sense of agency, and aspiration to contribute to Zanzibar's development.
- Access to structured mentorship relationships with experienced practitioners and thought leaders.

8.2 Outcomes at the Ecosystem Level

At the level of the broader youth development ecosystem, Kijana Fursa will contribute to structural improvements that outlast any individual programme cycle:

- Increased collaboration and knowledge sharing among universities, businesses, government institutions, and development partners.
- Reduced fragmentation of youth-focused interventions through coordinated ecosystem engagement.
- Stronger research-to-impact and idea-to-enterprise pathways that accelerate innovation commercialization.
- Enhanced visibility and recognition of youth achievements, creating positive role models and shifting societal narratives.
- A growing pipeline of entrepreneurial, innovative, and civic-minded young leaders.
- A more connected, dynamic, and self-reinforcing youth opportunity ecosystem.

8.3 Contribution to Development Priorities

Kijana Fursa directly advances Zanzibar's national development priorities and contributes to the Sustainable Development Goals, particularly SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), and SDG 17 (Partnerships for the Goals). It also aligns with the African Union's Agenda 2063 vision of a prosperous Africa driven by its people.

9. Partnership Framework

Kijana Fursa is premised on the recognition that no single institution possesses the mandate, resources, or reach to create a transformative opportunity ecosystem for all young people in Zanzibar. Partnership is therefore not a supplementary feature of the initiative; it is the foundational operating principle upon which the entire ecosystem is built.

Partner Category	Role in the Ecosystem	Value to Partner
Universities and Research Institutions	Knowledge exchange, innovation showcasing, talent pipeline support, joint research.	Access to a motivated youth community; enhanced visibility and social impact credentials.
Government Institutions	Policy alignment, institutional endorsement, enabling environment support.	Delivery of youth development priorities; engagement with an innovative youth constituency.
Development Partners	Financial and technical support, programme co-design, global knowledge transfer.	Efficient, high-impact channel for youth engagement; alignment with SDG commitments.
Private Sector and Corporate Partners	Mentorship, employment pathways, sponsorship, innovation challenges.	Access to emerging talent; CSR fulfilment; brand association with youth empowerment.
Innovation Hubs	Collaborative programming,	Enhanced reach into the youth

and ESOs	co-working space, innovation ecosystem integration.	community; strengthened ecosystem positioning.
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Partnership engagement with Kijana Fursa may take multiple forms, including joint programme design and delivery, sponsorship of specific components or events, mentorship provision, knowledge sharing and capacity support, opportunity creation and referral, research collaboration, and ecosystem co-investment. The initiative maintains a flexible and responsive approach to partnership architecture, recognizing that the most productive arrangements are those that align genuine institutional interests with ecosystem needs.

10. Sustainability Strategy

Kijana Fursa has been designed from inception as a long-term, self-sustaining ecosystem initiative. Its sustainability is supported through a diversified resource architecture that draws on multiple streams simultaneously, reducing dependence on any single source:

SUSTAINABILITY PILLARS

Strategic Institutional Partnerships: Long-term agreements with universities, government bodies, and development organisations providing programmatic support, in-kind contributions, and co-funding.

Corporate Sponsorship Programme: Tiered sponsorship packages offering private sector entities meaningful visibility, community access, and brand association with youth empowerment.

Knowledge and Content Products: Revenue-generating knowledge publications, event documentation, and research outputs that create financial return while advancing intellectual credibility.

Ecosystem Events and Activities: Well-designed events generating revenue through sponsorship, institutional participation fees, and associated commercial opportunities.

Community Participation and Ownership: Active community participation that builds intrinsic motivation, voluntary contribution, and shared ownership, reducing reliance on external funding.

SAMOK Ecosystem Integration: Operational, institutional, and reputational support from the broader SAMOK Transformation Ecosystem providing a stable institutional home and shared infrastructure.

11. Institutional Home: SAMOK Growth Hub

Kijana Fursa is a flagship initiative of SAMOK Growth Hub, one of the five strategic units of the SAMOK Transformation Ecosystem convened by Dr. Said Mohamed Khamis, Founder and Managing Director of SAMOK Consulting Co. Ltd.

The SAMOK Transformation Ecosystem is a distinctive African-led institutional platform built around five interconnected units: SAMOK Consulting Co. Ltd, the SAMOK Talent Accelerator, the SAMOK Impact Media Lab, the SAMOK Growth Hub, and SAMOK Forward Think. Together, these units work to connect institutions, talent, innovation, entrepreneurship, research, and opportunities in service of sustainable development across Zanzibar and Africa.

Through SAMOK Consulting Co. Ltd, the institutional anchor of the ecosystem, SAMOK brings more than two decades of experience in institutional transformation, capacity development, strategic planning, and multi-stakeholder engagement. Its institutional relationships with organisations including the World Bank, UNICEF, USAID, the ILO, and multiple government ministries position Kijana Fursa within a credible, well-connected, and professionally respected institutional environment.

12. Call to Action

Kijana Fursa is ready to grow. The vision is defined, the ecosystem architecture is designed, the roadmap is charted, and the community of young people waiting to be connected to opportunity is vast and eager. What is needed now are the strategic partners, institutional allies, sponsors, mentors, and ecosystem champions who share the conviction that investing in connected, enabled, and inspired young people is the most powerful investment that Zanzibar can make in its own future.

FOR YOUNG PEOPLE

Join the movement. Bring your ambition, your ideas, and your energy. Kijana Fursa is your platform.

FOR INSTITUTIONS

Partner with us. Co-design and co-invest in an ecosystem that serves Zanzibar's future.

FOR THE PRIVATE SECTOR

Sponsor and invest. Connect your brand to Zanzibar's most dynamic youth platform.

KIJANA FURSA | Where Youth Meet Opportunity

Connecting Youth. Ideas. Networks. Opportunities.

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