



**THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR**

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ZANZIBAR STRATEGY FOR GROWTH  
AND REDUCTION OF POVERTY

**ZSGRP III**

(MKUZA III)

---

2016 - 2020

MARCH 2017

## Statement of the President of Zanzibar and the Chairman of the Revolutionary Council, Dr. Ali Mohamed Shein



I am proud to present to you the third Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP III). It covers the period 2016 until 2020 and succeeds ZSGRP II, Zanzibar's previous medium-term strategy.

The Revolutionary Government of Zanzibar (RGoZ), in its Zanzibar Development Vision 2020, committed to achieve middle-income status by 2020 and meet significant improvements in quality of life and the well-being of the people of Zanzibar. This long-term vision has so far been translated into three subsequent medium-term development plans/strategies executed by the Zanzibar Government over the period 2002 - 2016: Zanzibar Poverty Reduction Plan [ZPRP] (2002 - 2005), ZSGRP I (2007 - 2010) and ZSGRP II (2010 - 2016).

The Zanzibar Development Vision formulated in 2000 has been planned to materialize in 2020. ZSGRP III is aligned with this horizon, leaving us four years of opportunities to achieve the targets we have set. Vision 2020 envisions that Zanzibar reaches middle-income status by 2020, providing enhanced economic opportunities and social welfare to the people of Zanzibar. Our resources will be invested in such a way that they bring the most value to our economy and society and create tangible development results. ZSGRP III provides our main guidance and the tools needed to reach as far as possible in achieving Vision 2020's objectives.

The new medium term strategy also links closely to the United Nations Agenda 2030 that was launched in 2015 and through which the Sustainable Development Goals (SDGs) will be implemented. All SDGs are incorporated in the core focus areas of the strategy, helping to ensure progress and tangible results in the first five years of SDG implementation. The

Revolutionary Government of Zanzibar is committed to ensure no one is left behind as Zanzibar advances to the next level of development.

ZSGRP III builds on lessons learned from the implementation of its predecessor strategy. ZSGRP II was reviewed thoroughly to provide an evidence-based overview of areas that need continued attention and areas of investment that need to become more effective and sustainable. In terms of structure, however, ZSGRP III takes a different approach from its predecessor, using Key Results Areas to ensure that the strategy is focused, prioritised and results-based. More so than the Cluster approach used in ZSGRP II, the new approach has clear links between goals, operational targets and core cluster strategies. In addition, the Key Results Areas approach allows Ministries, departments and agencies (MDAs) to clearly see how they may contribute to a number of different National goals. Similarly, crosscutting issues can be incorporated into any or all of the relevant Key Results Areas.

Developed through a consultative process, ZSGRP III ultimately presents the consensus that resulted from bringing together views and opinions from across the Government, as well as the private sector, civil society, local communities and development partners. I invite all these stakeholders, our partners, to continue making their unique contribution to our long-term strategy toward increased economic growth and social well-being, and to take part in effective implementation of the third Zanzibar Strategy for Growth and Reduction of Poverty.

We trust that this strategy will lead to a productive, exciting and collaborative four years, in which real and positive change will take place at all levels by improving the lives of all Zanzibaris.

Thank you,

Dr. Ali Mohamed Shein  
PRESIDENT OF ZANZIBAR AND  
CHAIRMAN OF THE REVOLUTIONARY COUNCIL

## Table of Contents

List of Figures .....	vi
Acronyms .....	vii
Executive Summary .....	ix
1 Introduction .....	1
1.1 Summarised Findings from the ZSGRP II Review .....	2
1.1.1 Cluster I: Economic Growth and Reduction of Income Poverty .....	3
1.1.2 Cluster II: Improved Well-Being and Equitable Access to Quality Social Services .....	5
1.1.3 Cluster III: Enhanced Democratic Institutions and Processes Through Good Governance and National Unity (institution building, policy, and legal and institutional reform) .....	7
1.1.4 Monitoring and Evaluation .....	8
1.1.5 Resource Mobilisation .....	9
1.1.6 Views of the People .....	9
1.2 Design of ZSGRP III .....	10
1.2.1 The Structure of ZSGRP III .....	11
1.2.2 Framing: International, Regional and National Strategies .....	13
2 Key Results Area A: Enabling Sustainable and Inclusive Growth .....	15
2.1 Outcomes .....	15
2.1.1 A1. A Conducive Business Environment .....	15
2.1.2 A2. Resilient and Growth-Enabling Infrastructure .....	16
2.1.3 A3. A Competitive Tourism and Hospitality Sector .....	17
2.1.4 A4. A Modernised Agriculture Sector .....	18
2.1.5 A5. A Modernised Manufacturing Sector .....	19
2.1.6 A6. A Vibrant Private Sector Developed .....	20
2.1.7 A7. Improved Social Protection Schemes .....	20
2.2 How Does Key Results Area A Relate to Internationally Agreed Goals and Declarations? ..	21
3 Key Results Area B: Promoting Human Capital Development .....	22
3.1 Outcomes .....	22
3.1.1 B1. Skills Development for Increased Employability .....	22
3.1.2 B2. Enhanced Entrepreneurial Capacity .....	23
3.2 How Does Key Results Area B Relate to Internationally Agreed Goals and Declarations? ..	25
4 Key Results Area C: Providing Quality Services for All .....	26
4.1 Outcomes .....	26
4.1.1 C1. Improved Access to Quality Health and Sanitation Services, Safe and Clean Water, and a Mitigated Disease Burden .....	26

4.1.2	C2. Inclusive and Equitable Access to Quality Education and Skills Training .....	28
4.1.3	C3. Increased Access to Decent and Affordable Housing, Improved Rational Land Use, and Access to Energy .....	29
4.1.4	C4. Enhanced Prevention of, and Response to, Violence against Women and Children..	30
4.1.5	C5. Enhanced National Capacity to Prevent and Respond to All Types of Emergencies ..	31
4.1.6	C6. Attainment of National and Household Food Security and Nutrition for All .....	32
4.2	How Does Key Results Area C Relate to Internationally Agreed Goals and Declarations?...	33
5	Key Results Area D: Environmental Sustainability and Climate Resilience .....	35
5.1	Outcomes .....	35
5.1.1	D1. Improved Gender-Responsive Climate Change Adaptation and Mitigation Measures .....	35
5.1.2	D2. Marine and Terrestrial Ecosystems Protected and Restored, With Reduced Biodiversity Loss.....	36
5.1.3	D3. Environmental Degradation Is Prevented, With Reduced Environmental and Social Risks of Economic Activities .....	37
5.2	How Does Key Results Area D Relate to Internationally Agreed Goals and Declarations? ..	37
6	Key Results Area E: Adhering to Good Governance Principles .....	39
6.1	Outcomes .....	39
6.1.1	E1. Governance Systems and Structures Are Gender-Responsive, Accountable, Capable, Credible, Transparent and Corruption-Free .....	39
6.1.2	E2. Attainment of Gender Equality and Equity .....	40
6.1.3	E3. Increased Access to Justice, Respect for the Rule of Law, Adherence to Basic Human Rights, and Greater Participation in the Democratic Process.....	41
6.1.4	E4. Responsible Corporate Governance Ensured.....	42
6.1.5	E5. Mobilised Resources for Implementation .....	43
6.2	How Does Key Results Area E Relate to Internationally Agreed Goals and Declarations? ...	43
7	Means of Implementation .....	45
7.1	Resource Mobilisation .....	45
7.2	Planning at MDA Level .....	46
7.3	Planning at Local/Sub-National Level .....	46
7.3.1	Regional Level.....	46
7.3.2	Planning at LGA Level .....	47
7.3.3	Ward Level.....	47
7.3.4	<i>Shehia</i> Level.....	47
7.3.5	Planning Process and Calendar .....	47
7.3.6	Financing of a Sub-National Plan.....	47
7.3.7	Planning Approaches at a Lower Level/Sub- Regional Level.....	47

7.4	Coordination of Implementation .....	48
8	Monitoring and Evaluation.....	49
8.1	Introduction .....	49
8.1.1	The Cabinet .....	49
8.1.2	The House of Representatives (HoR) .....	49
8.1.3	Zanzibar Planning Commission.....	50
8.1.4	The Inter-Ministerial Technical Committee (IMTC).....	50
8.1.5	Development Partners (DPs).....	50
8.1.6	Steering Committee .....	50
8.1.7	Zanzibar Planning Commission Secretariat .....	51
8.1.8	M&E Secretariat .....	51
8.1.9	Ministries, Departments and Agencies (MDAs) .....	52
8.1.10	Local Governments Authorities (LGAs) .....	52
8.1.11	Office of the Chief Government Statistician .....	52
8.1.12	Non-State Actors (NSAs).....	53
8.2	Links between the ZSGRP III Monitoring Framework and Other Structures .....	53
8.3	Key Outputs of the ZSGRP III Monitoring System .....	53
8.4	Reporting Functions in the ZSGRP III .....	54
8.5	Information Dissemination .....	54
ANNEX 1: Flagship Programmes, Projects and Initiatives.....		55
ANNEX 2: Other On-going Programmes and Projects .....		65
ANNEX 3: Key Strategic Actions (KSAs) .....		70
3.1	Key Results Area A: Enabling Sustainable and Inclusive Growth .....	70
3.2	Key Results Area B: Promoting Human Capital Development .....	72
3.3	Key Results Area C: Providing Quality Services for All.....	74
3.4	Key Results Area D: Environmental Sustainability and Climate Resilience .....	76
3.5	Key Results Area E: Adhering to Good Governance Principles .....	76
ANNEX 4: Monitoring and Evaluation Framework.....		79
General Terms, Concepts and Definitions .....		79
Theme: Economic Growth and Social Development for the Well-Being of All.....		79
4.1	Key Results Area A: Enabling Sustainable and Inclusive Growth.....	80
4.2	Key Results Area B: Promoting Human Capital Development .....	84
4.3	Key Results Area C: Providing Quality Services for All .....	85
4.4	Key Results Area D: Environmental Sustainability and Climate Resilience .....	92
4.5	Key Results Area E: Adhering to Good Governance Principles .....	93

## List of Figures

Figure 1: Overview of the strengths, weaknesses, opportunities and threats (SWOT) to ZSGRP III .....	2
Figure 2: The four cornerstones of economic development .....	10
Figure 3: The structure of the ZSGPR III .....	11
Figure 4: Time line of ZSGRP III and other national and international strategies.....	14

## Acronyms

BDS	Business Development Services
BoT	Bank of Tanzania
CAP	Common African Position
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organisations
DoE	Department of Environment
D by D	Decentralisation by Devolution
DP	Development Partner
EIA	Environmental Impact Assessment
ESIA	Environmental and Social Impact Assessment
FDI	Foreign Direct Investment
FEZ	Free Economic Zones
GBV	Gender Based Violence
GDP	Gross Domestic Product
HBS	Household Budget Survey
HDR	Human Development Report
HMIS	Health Management Information System
HoR	House of Representatives
ICT	Information and Communications Technology
ILFS	Integrated Labour Force Survey
ITN	Insecticide Treated Net
KRA	Key Results Area
KSA	Key Strategic Action
LGRA	Local Government Reform Act
LMIS	Labour Market Information System
M&E	Monitoring and Evaluation
MANRLF	Ministry of Agriculture, Natural Resources, Livestock and Fisheries
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MITCS	Ministry of Information, Tourism, Culture and Sports
MLEEYWC	Ministry of Labour, Empowerment, Elders, Youth, Women and Children
MLWEE	Ministry of Land, Water, Energy and Environment
MoEVT	Ministry of Education and Vocational Training
MoFP	Ministry of Finance and Planning
MoH	Ministry of Health
MoICT	Ministry of Infrastructure, Communications and Transportation
MTIM	Ministry of Trade, Industry and Marketing
MSME	Micro, Small and Medium Enterprises
NGO	Non-Government Organisation
NSA	Non-State Actor
OCGS	Office of Chief Government Statistician
PHCU	Primary Health Care Unit

PHIA	Population-Based HIV Impact Assessment
PHS	Primary Health Services
POCLAPSGG	President’s Office for Constitutional and Legal Affairs, Public Service and Good Governance
PORALGSD	President’s Office for Regional Administration, Local Governments and Special Departments
PPP	Public-Private Partnership
PS	Principal Secretary
PSO	Private Sector Organisations
R&D	Research and Development
R4P	Results for Prosperity
RGoZ	Revolutionary Government of Zanzibar
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SME	Small and Medium Enterprises
SVPO	Second Vice President’s Office
TASAF	Tanzania Social Action Fund
TDHS	Tanzania Demographic and Health Survey
THDR	Tanzania Human Development Report
THIS	Tanzania HIV Indicators Survey
TPHC	Tanzania Population and Housing Census
TSED	Tanzania Social and Economic Database
TWGs	Technical Working Groups
TZS	Tanzanian Shilling
VAWC	Violence Against Women and Children
ZAA	Zanzibar Airports Authority
ZAWA	Zanzibar Water Authority
ZBS	Zanzibar Bureau of Standards
ZDV 2020	Zanzibar Development Vision 2020
ZECO	Zanzibar Electricity Corporation
ZEMA	Zanzibar Environmental Management Authority
ZEP	Zanzibar Energy Policy
ZPC	Zanzibar Planning Commission
ZSGRP	Zanzibar Strategy for Growth and Reduction of Poverty
ZURA	Zanzibar Utility Regulatory Authority

## Executive Summary

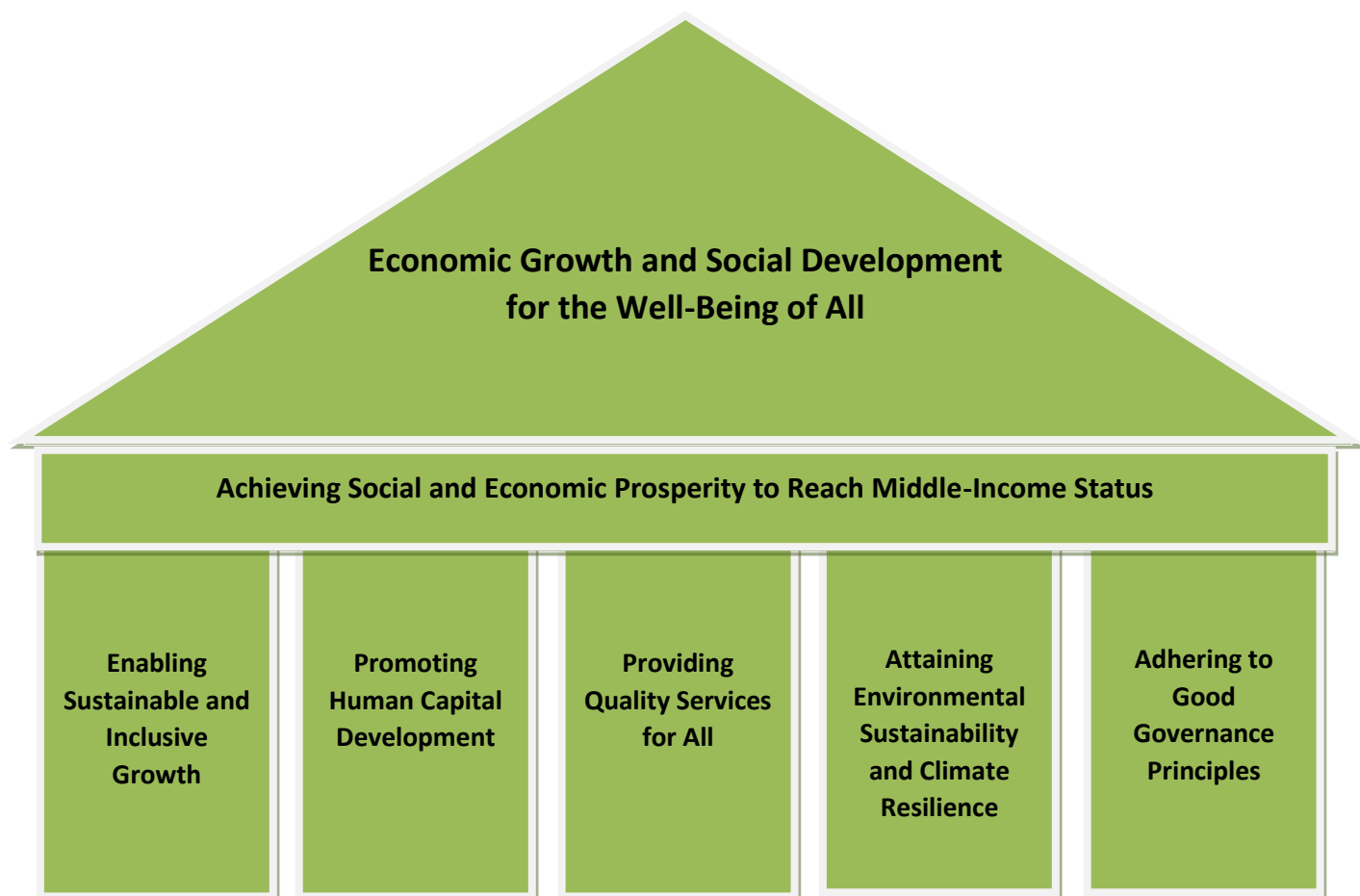
The Revolutionary Government of Zanzibar (RGoZ) has formulated the Zanzibar Strategy for Growth and Reduction of Poverty III (ZSGRP III), a multi-year strategy that outlines the country's ambitions to develop economically and socially over the period 2016 - 2020.

ZSGRP III has a clear theme and mission statement, and consists of five Key Results Areas (KRAs) that form the pillars of national development.

**Theme:** *Economic Growth and Social Development for the Well-Being of All*

**Mission Statement:** *Achieving Social and Economic Prosperity to Reach Middle-Income Status*

**Key Results Areas:** *A) Enabling Sustainable and Inclusive Growth in Key Sectors; B) Promoting Human Capital Development; C) Providing Quality Services for All; D) Attaining Environmental Sustainability and Climate Resilience; and E) Adhering to Good Governance Principles.*



Each of the Key Results Areas (KRAs) is further refined by a set of Outcomes:

#### Key Results Area A: Enabling Sustainable and Inclusive Growth

- A1. A conducive business environment
- A2. Resilient and growth-enabling infrastructure
- A3. A competitive tourism and hospitality sector
- A4. A modernised agriculture sector
- A5. A modernised manufacturing sector
- A6. A vibrant private sector developed
- A7. Improved social protection schemes

#### Key Results Area B: Promoting Human Capital Development

- B1. Skills development for increased employability
- B2. Enhanced entrepreneurial capacity

#### Key Results Area C: Providing Quality Services for All

- C1. Improved access to quality health and sanitation services, safe and clean water, and a mitigated disease burden
- C2. Inclusive and equitable access to quality education and skills training
- C3. Increased access to decent and affordable housing, improved rational land use, and access to energy
- C4. Enhanced prevention of and response to violence against women and children
- C5. Enhanced national capacity to prepare and respond to all types of emergencies
- C6. Attainment of national and household food security and nutrition for all

#### Key Results Area D: Attaining Environmental Sustainability and Climate Resilience

- D1. Improved gender-responsive climate change adaptation and mitigation measures
- D2. Marine and terrestrial ecosystems protected and restored, with reduced biodiversity loss
- D3. Environmental degradation is prevented, with reduced environmental and social risks of economic activities

#### Key Results Area E: Adhering to Good Governance Principles

- E1. Governance systems and structures are gender-responsive, accountable, capable, credible, transparent and corruption-free
- E2. Attainment of gender equality and equity
- E3. Increased access to justice, respect for rule of law, adherence to basic human rights, and greater participation in the democratic process
- E4. Responsible corporate governance ensured
- E5. Mobilised resources for implementation

Tangible results will be achieved through a carefully selected and broadly supported portfolio of flagship programmes, projects and initiatives. In the context of ZSGRP III, flagship programmes are defined as programmes, projects and initiatives that encompass several or all of the following characteristics:

- i. A rapid and significant positive contribution to economic growth, social welfare, employment opportunities and/or Government revenue;

- ii. Projected outcomes that are linked directly to the objective(s) of one of the five pillars (Key Results Areas) of ZSGRP III;
- iii. A large positive multiplier effect, i.e., spill-over effects to other components of the Strategy;
- iv. Focus on strengthening of the three sectoral cornerstones of ZSGRP III – tourism, light manufacturing and agriculture<sup>1</sup> – either directly through sector targeted programmes, or indirectly by investing in growth enablers (e.g., infrastructure) and appropriate support systems (e.g., well-governed, transparent institutions);
- v. Ensuring economic and social empowerment of Zanzibar’s population in a sustainable living environment.

The structure of the flagship portfolio is that of programmes – 17 in total – under which targeted projects are formulated. In addition, a limited number of initiatives that do not fall under the umbrella of one of the flagship programmes, but have been recognized as essential to the economic and social development of Zanzibar, have also been included in the portfolio. In addition to the portfolio of flagship programmes and projects, there are on-going projects across all sectors that are also supporting the implementation of ZSGRP III.

As a last layer in the setup of ZSGRP III, Key Strategic Actions (KSAs) have been formulated to guide Ministries, Departments and Agencies (MDAs) in developing their MDA-level action plans. The KSAs are complementary to the flagship programmes, projects and initiatives that will achieve the ambitions of ZSGRP III.

On the next page, an overview of key figures relating to the Zanzibar economy can be found.

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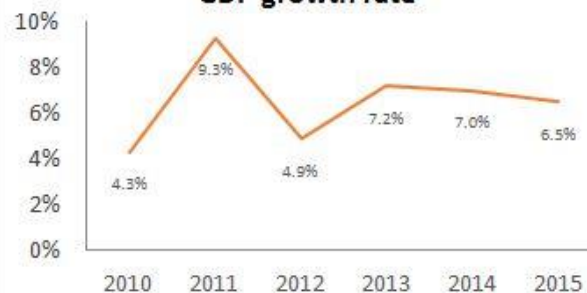
<sup>1</sup> This includes crops, livestock, fisheries and forests.

## Zanzibar Economy at a Glance

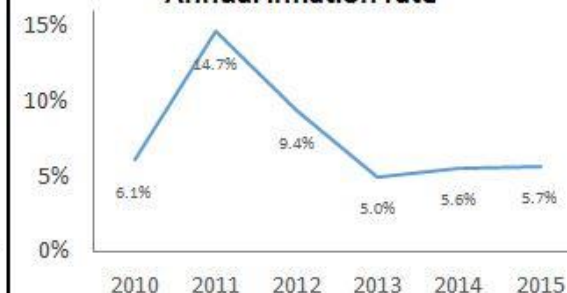
### Key Figures

Nominal GDP (TZS bn)	2,628.00
GDP growth	6.5%
GDP per capita (TZS '000s)	1,633
Unemployment rate <sup>a</sup>	14.3%
Balance of trade (TZS bn)	-114.5
Gross government debt (% of GDP)	15.2%
Government revenue (% of GDP)	18.1%

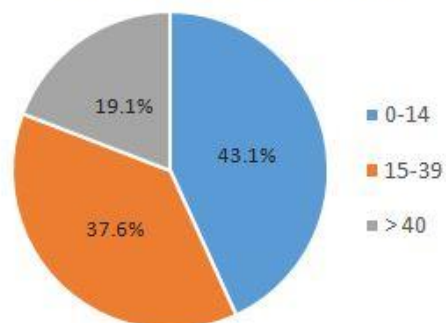
### GDP growth rate



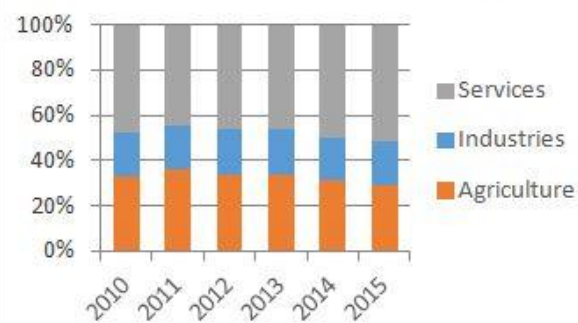
### Annual inflation rate



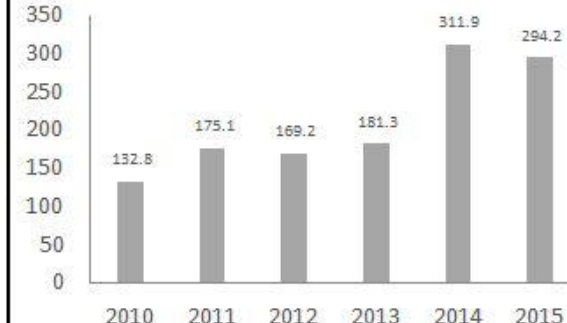
### Population age groups (%)



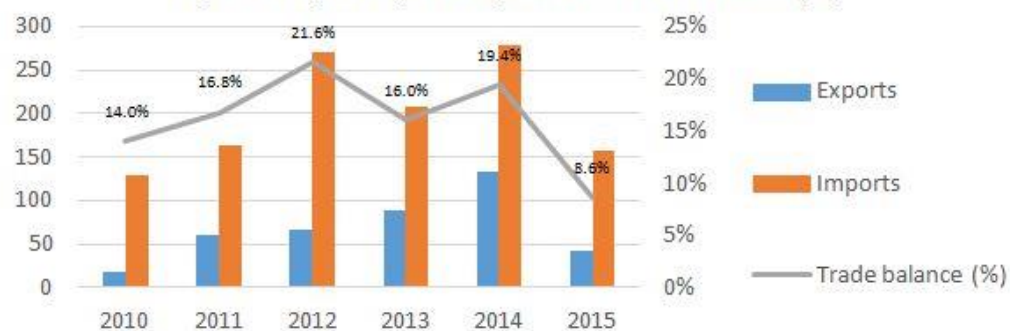
### Sector contribution to GDP (%)



### Tourism arrivals (thousands)



### Exports, Imports (TZS bn) and Balance of Trade (%)



### Socio-Economic Development

Percentage below poverty line (basic needs)	30.4%
Net primary education enrolment rate	84.2%
Net secondary education enrolment rate	40.5%
Infant mortality rate	45/1,000
Maternal mortality rate <sup>b</sup>	307/100,000
Inequality (Gini coefficient)	0.3
Life expectancy at birth (years) <sup>b</sup>	65.2
Youth literacy rate	83.6%

All data is for 2015, except a=2014, b=2012

# 1 Introduction

Zanzibar faces exciting opportunities for development of its economy and society. In turn, these opportunities provide the privilege of moving Zanzibar ahead and developing it into productive islands that bring social benefits to the people. Particular opportunities for social and economic growth include essential development of productive sectors such as agriculture, manufacturing and services that bear the potential for a multiplier effect on economic growth and social well-being.

At the same time, Zanzibar also faces several challenges. The presence of a large youth population, although having huge potential, also carries the risk of high youth unemployment if job creation is not at par with growth of the labour force. Relatively high levels of basic needs also exist, encompassing the need for improved rates of poverty and access to clean water, sanitation and other key services. Education enrolment rates have improved over the past five years, but attainment and performance levels are still disappointing. Likewise, some health indicators, such as maternal and new-born health, remain at a persistently unsatisfactory level.

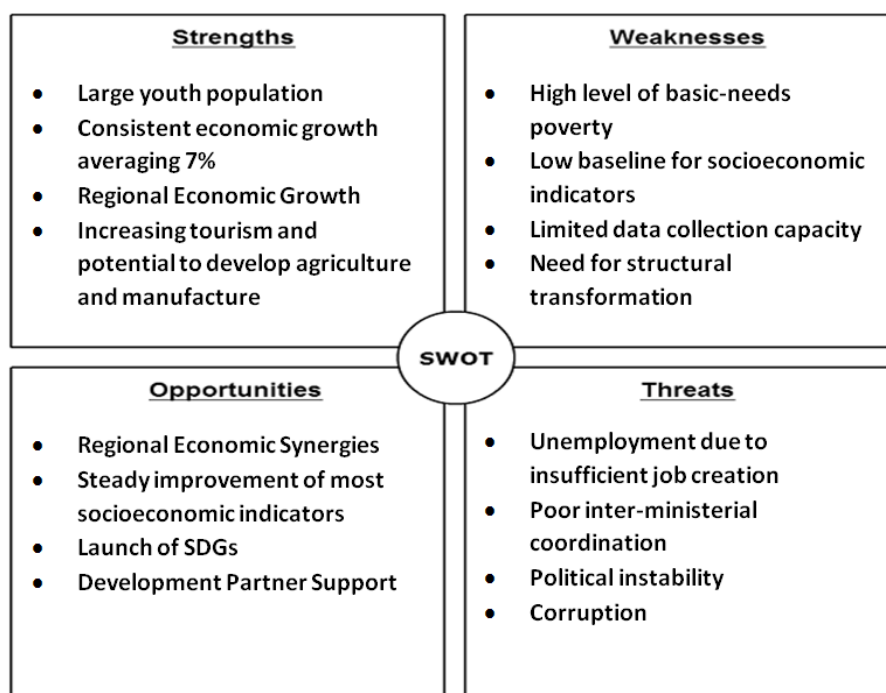
The end of the second Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP II)<sup>2</sup> provided an excellent opportunity for Zanzibar to reassess priorities and look to the future with new ideas and aspirations. An elaborate review of ZSGRP II delivered valuable information on the status of development in Zanzibar. In this regard, a SWOT analysis of Zanzibar's strengths, weaknesses, opportunities and threats resulted in the observations presented in Figure 1.

Equally, Agenda 2063 (The Africa We Want) and the launching of the Sustainable Development Goals (SDGs), translate into a unique possibility for Zanzibar to align its ambitions with regional and global development goals, with the support of the global development community. In an attempt to capture these current opportunities, the Revolutionary Government of Zanzibar (RGoZ) has drafted the Zanzibar Strategy for Growth and Reduction of Poverty III (ZSGRP III). This document follows up on ZSGRP II, attending to its main shortfalls while also providing a renewed multi-year strategy aligned to Agenda 2063 and the SDGs, seeking to expedite sustainable economic and social development.

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<sup>2</sup> The Swahili name for ZSGRP is Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar, also referred to by its acronym MKUZA.

Figure 1: Overview of the strengths, weaknesses, opportunities and threats (SWOT) to ZSGRP III



The structure of the ZSGRP III is as follows. In this first introductory chapter, summarised findings from the ZSGRP II Review are presented. In addition, the layout of ZSGRP III is explained, including the theme and mission statement; design of the Key Results Areas; and framing, which presents the relevant international, regional and local documents that contribute to and highlight priorities for ZSGRP III, and which explain the necessity for ZSGRP III as a whole, as well as for its individual components.

Next, the body of ZSGRP III is laid out by Key Results Areas (KRAs). The KRAs have been defined as those areas in which the greatest improvement is needed to stimulate growth and accelerate poverty reduction. What follows is a discussion of the means of effective implementation, including resource mobilisation, the planning process and monitoring and evaluation. Finally, included in the Annexes are the relevant indicators and targets, followed by the Key Strategic Actions (KSAs) and corresponding flagship projects and initiatives that have been identified as having the largest potential to significantly contribute to KRA progress.

## 1.1 Summarised Findings from the ZSGRP II Review

Below is a summary of the key findings of the ZSGRP II Review, based on a more comprehensive analysis provided in the ZSGRP II Synthesis Report, which served as the foundation for the drafting of this Strategy. Where available, statistics from other sources, such as the most recent Household Budget Survey 2014/15 (HBS), have been included to supplement the overview of performance in the Clusters.

### 1.1.1 Cluster I: Economic Growth and Reduction of Income Poverty

This Outcome contributed to the following four goals: (1) Create an enabling environment for growth; (2) Promote sustainable and equitable pro-poor and broad-based growth; (3) Reduce income poverty and attain overall food security; and (4) Create a vibrant private sector for economic growth. A brief overview of the Cluster's successes and challenges is below.

1. Both economic growth in general and growth of the agricultural sector in particular remain challenging. The target of 10 per cent overall annual economic growth has not been met, with growth reaching 7 per cent in 2014 and a real growth rate of 6.6 per cent in 2015. At the same time, the agricultural sector grew at an average of 2.5 per cent between 2010 and 2014 but still stood at -0.4 per cent in 2014, well below the target of 10 per cent.
2. An increase in domestic revenue collection was complemented by a reduction in the budget deficit of 5.7 per cent of Gross Domestic Product (GDP), but below the target of 8 per cent. Inflation was reduced to 5.6 per cent annually in 2014, down from 8.9 per cent, while Programme Based Budgeting was introduced to strengthen public financial management. The construction of a new terminal at Abeid Karume International Airport has begun, and energy security has improved with the implementation of the Zanzibar Energy Policy.
3. While aid coordination has strengthened, challenges still remain, especially relating to poor data and Ministries bypassing protocol. Nonetheless, the creation of Internal Audit Units has improved public sector auditing, although gaps remain and some audits are inadequate and/or inconsistent.
4. Unemployment also presents a large challenge: the unemployment rate has increased, and in particular the youth unemployment rate currently stands at 21.3 per cent, suggesting that much more needs to be done to allow the private sector to absorb the supply of labour from a growing youth population.
5. Currently 30.4 per cent of Zanzibaris live below the basic needs poverty line, with 10.8 per cent living below the food poverty line. However, this represents an improvement from 2010, when these indicators stood at 34.9 per cent and 11.7 per cent respectively.
6. Issues remain with regard to food security, which has improved between 2010 and 2015 but not significantly. Those from the lower-income quintiles in particular are still food-insecure. This holds especially true for those depending on food purchases, who are a growing part of the population.
7. Overall population growth met the target growth rate of 2.8 per cent. Urban population growth, at 4.4 per cent, remains higher than rural, at 1.2 per cent.
8. Land-use planning has been promoted through demarcation and registration, but progress is below expectations; an estimated 60 per cent of construction continues without a formal permit or a title.

9. Environmental degradation and pollution have been addressed with a new policy on environment management in 2013, as well as the Zanzibar Environmental Management Act 2015, but implementation has so far been mixed.
10. More roads have been built, although not enough to meet the targets set in ZSGRP II. Only 144.7 kilometres were built (Pemba, 109.8 km; Unguja, 34.9 km) out of the proposed 454 kilometres, comprising 32 per cent of the target. While there were fewer road accidents in 2014, the targets have not been met, and fatalities have increased. Some steps have been taken to upgrade Zanzibar's ports, but developments have been slower than envisaged.
11. Free Economic Zones have been established to attract private investment, with the Business Environment Improvement Programme providing a strong road map. Zanzibar passed a Public-Private Partnership (PPP) Act in 2015, creating a framework for attracting private capital to develop, operate and maintain essential infrastructure and services.
12. Tourism has seen a steady increase, but more needs to be done to strengthen linkages between the tourism sector and other sectors of Zanzibar's economy. Likewise, exports of goods have increased by 6 per cent, but the target of 10 per cent growth has not been reached. Even so, the 6 per cent figure includes goods exports only and likely would be considerably higher with the inclusion of service exports, especially tourism.
13. Information and Communications Technologies (ICT) has seen a considerable surge in usage, and the institutional framework is in place.
14. Conservation and management of forests and marine resources has strongly improved, with 75 per cent of mangrove systems now under effective and sustainable management. Nonetheless, this must remain a priority in the wake of economic development. Moreover, conservation areas have expanded to include Chumbe Island. However, many areas still require significant improvement, including conservation of coral reefs and forests.
15. In the financial sector, more needs to be done with respect to simplifying regulations, streamlining taxes and improving infrastructure. The main challenge for the sector is adequate provision of credit to less well-off citizens and small businesses; such credit provision is lagging behind because of a lack of incentives for commercial banks to serve low-income earners. Challenges with regard to revenue collection and tax policies include a narrow tax base focused mostly on the formal sector, a poor legal framework for revenue collection, and tax avoidance/non-compliance arising from unclear demarcation of tax and fee sources between the central and local Governments. In addition, most State Owned Enterprises (SOEs) and parastatals have suffered losses over the years. Policies and laws for collecting fees and fines (i.e., non-tax revenue) have not been reviewed for some time.

### 1.1.2 Cluster II: Improved Well-Being and Equitable Access to Quality Social Services

Achievements in the field of improved well-being and equitable access to quality social services were categorised by the types of social services and interventions the Government provides, resulting in seven goals in the following areas: (1) education; (2) health; (3) water and sanitation; (4) shelter and human settlements; (5) nutritional status of children and women; (6) safety nets and social protection; and (7) sports, culture and heritage. Interventions to date in these areas have generated sizable improvements in the delivery of social services, particularly in education, health, water, sanitation and social protection. Successes and challenges are briefly outlined below:

1. The number of Public Health Care Units (PHCUs) has increased from 135 in 2010 to 149 in 2015, while the number of PHCUs+ that are intended to offer four additional services (delivery, dental, dispensing, laboratory) also increased. This has positive implications for both infant and child mortality and maternal and reproductive health. However, challenges to these health facilities include inadequate numbers of qualified health personnel and insufficient relevant equipment to allow the extension of quality services. Of the PHCUs+, 82 per cent fail to extend all four extra health services because of such shortages.
2. Some progress has been attained on infant and child mortality as well as maternal and reproductive health. Achievements on infant mortality are more promising than on neonatal and under-5 mortality. In all, the infant mortality rate has been reduced from 54/1,000 live births in 2010 to 46/1,000 live births in 2015. At the same time, neonatal mortality was intended to be reduced from 31/1,000 live births in 2010 to 15/1,000 live births in 2015, while under-5 mortality was supposed to be reduced from 73/1,000 live births to 50/1,000 live births over the same period. By 2015, however, neonatal mortality remained at 29/1,000 live births, whereas under-5 mortality lingered at 67/1,000 live births. In turn, the achievement of notable progress on both fronts in the near future requires special efforts. Meanwhile, maternal deaths were reduced by more than 50 per cent of the target, standing at 554/100,000 live births in 2015 (Tanzania Demographic and Health Survey 2015/16).
3. Control of communicable diseases, especially malaria and HIV/AIDS, has spawned important health improvements for the public at large. Malaria control through strengthened diagnosis and treatment, as well as prevention through increased use of Insecticide Treated Nets (ITNs), maintained malaria incidence and prevalence at below 1 per cent. Similarly, with a good regimen of HIV/AIDS control, positive results also have been achieved; Zanzibar's prevalence of HIV/AIDS is the lowest in Africa, currently standing at 1 per cent.
4. Although enrolment in medical institutions has increased over the years, a shortage of health professionals continues to persist, especially in the more skilled cadres. This poses a challenge to effective implementation of quality Primary Health Services.
5. The prevalence of chronic malnutrition in Zanzibar remains very high, at 30.2 per cent in 2014, according to the Tanzania National Nutrition Survey 2014.

6. For water and sanitation, key structural developments were initiated. In addition, the Government introduced cross-sectoral partnerships by engaging in PPPs through joint project implementation on a 'build, operate, and transfer' (BOT) basis, thereby speeding up access to water supply in urban and rural communities alike. A successful example of such initiatives is found in the Water Supply Project implemented by the Zanzibar Water Authority (ZAWA) and the non-Government organisation (NGO) ACRA in collaboration with Changamoto and ZAFFIDE. Another PPP arrangement, under the Machui Water Supply Project, was implemented in collaboration with the Rotary Club of Zanzibar Stone Town. Lastly, Chake Chake safe water project, likewise a PPP, has been implemented in collaboration with IVO DE CALNARI.
7. In its efforts to improve water services delivery, the Government also established a training centre at Mtoni in 2013. The centre is currently running a three-year certificate programme with aim of strengthening the capacity of cadres involved in water service delivery.
8. To raise revenue collection on water use, the Government put in place an effective billing system and increased the number of water meters by installing 7,000 meters for domestic, institutions and commercial customers. It also strengthened revenue collection by building new revenue collection pay stations. Despite serious efforts to raise revenue collection from TZS 700 million in 2009 to TZS 5 billion in 2015, the Government achieved only 42.9 per cent of the target, at TZS 2.6 billion.
9. Construction of water supply systems was carried out in 13 schools on Unguja and Pemba. However, a need exists to expand the accessibility of water, sanitation and hygiene facilities to other public primary schools, given that the 13 schools that benefited from the project comprise only about 5 per cent of the 271 public primary schools.
10. A total of 172 toilet compartments, including 26 for children with disabilities, and 13 dedicated rooms for girls' menstrual hygiene management were constructed in schools throughout the archipelago.
11. Rainwater harvesting structures with corresponding tanks of different capacities have been built or placed in 23 locations thus far, mainly in schools and other public facilities such as health care centres and mosques.
12. Construction of school toilets and hand-washing facilities aiming to improve environmental sanitation and the reduction of hygiene- and sanitation-related diseases among school children demonstrated progress through increased access to improved sanitation and hygiene practices.
13. Enrolment in pre-primary schools has almost doubled from 2009 to 2015, with growth concentrated in public schools. The current capacity represents 33 to 50 per cent of the eligible population, with more than a third of children now accessing pre-primary education.

14. The primary education system continues to have sufficient places to enrol the eligible population, and almost all children enter primary school at some point. Retention is good, with 89 per cent reaching the final standard.
15. Also at the primary level, however, learning achievement appears to have declined gradually from 2009 to 2015. Performance in mathematics at Standard 7 is particularly poor, with the majority of early-grade students struggling to acquire foundational skills such as simple addition and subtraction.
16. Access to secondary education fell by half over the four-year cycle (2010 -2014), from 86 to 43 per cent.
17. Average scores in the Form 2 examination were very low and vary widely by subject. In 2014, average scores ranged from 43 per cent for Kiswahili to 15 per cent for mathematics.
18. The proportion of spending on development projects has fallen in favour of recurrent expenditures. For example, 90 per cent of Zanzibar’s development expenditure in education comes from donor funds.
19. A major hurdle in achieving the broad Outcome of this Cluster was the issue of providing decent and adequate shelter and sustainable human settlements. To this end, one obstacle has been the lack of an appropriate framework to guide the process of handling informal and unplanned settlements, which currently give rise to complex socio-economic and environmental consequences.

### 1.1.3 Cluster III: Enhanced Democratic Institutions and Processes Through Good Governance and National Unity (institution building, policy, and legal and institutional reform)

This Cluster focused on three goals: (1) to ensure greater citizen participation in democratic governance; (2) to strengthen the rule of law, respect for human rights, and access to justice; and (3) to improve democratic institutions and national unity. General performance and challenges in implementation of these proposed objectives are described below:

1. With regard to the attainment of desirable moral and cultural uprightness, at the central level reasonably high morality was observed, but district, village, household and individual levels faced challenges. Incidents of abuse of women, children and other vulnerable groups continue to be reported, with many more believed to go unreported (i.e., families settle such issues among themselves). Avoidable road accidents, frequently caused by reckless driving among the youth, remain common. A decree targeting animal cruelty is yet to be reviewed. In all, “mob justice” still prevails in both rural and urban areas.
2. Improvement in both the rule of law and respect for human rights was perceived. However, many citizens may not be aware of their own rights, which may make them vulnerable. Many people end up willingly paying for services they are supposed to receive for free. At individual level, reviewers perceived that fraud was common,

depriving many innocent citizens of their savings, whether in cash or kind. Cybercrimes also are on the increase.

3. The target “Absence of corruption and other vices” would have been more practical if it had aimed at reduced corruption, rather than total elimination. Lack of a baseline value as well as recording of bribery incidents, makes evaluation difficult. Nonetheless, it was observed that it is still important to try to establish a baseline and to set a target for improvement.
4. Slow implementation of the Zanzibar legal sector reform strategy was witnessed.
5. A prevalence of delays in the justice system was perceived.
6. Patriarchal social norms, which are institutionalized in many areas, including courts, police, and the community, are believed to deny women access to justice in Zanzibar.
7. Limited awareness of citizens on their rights continues to prevail.
8. Implementation of local Government reform has been delayed.
9. Lastly, in terms of performance measurement, the Cluster’s Monitoring and Evaluation (M&E) was found to be less effective than intended because an M&E framework was not in place during most of the implementation period of MKUZA II.

#### 1.1.4 Monitoring and Evaluation

The M&E review found that key documents such as the MKUZA II Monitoring Master Plan and the MKUZA II Accountability Framework were very useful, and that they should be used to inform the development of MKUZA III. The review also found that an institutional design, in terms of key documents, structures and modalities for sharing information, was present but inadequate. Furthermore, it revealed that institutional capacity strengthening programmes, along with inadequate human, material (ICT) and financial capacities in carrying out M&E functions at all levels resulted in weak planning, monitoring, evaluation and reporting at national, sectoral and district levels.

A further issue was that the MKUZA II accountability indicator framework had a large number of indicators, many of which did not have accurate baseline data. In this regard, the Office of the Chief Government Statistician (OCGS) has been working closely with MDAs, the private sector and communities to facilitate the generation of reliable data. In addition, the Tanzania Social and Economic Database (TSED) contains all ZSGRP II indicators information. Based on the generated information, M&E reports such as the MKUZA Annual Implementation Report (MKUZA AIR) 2012/13, Zanzibar Millennium Development Goals (MDGs) Report 2013, MKUZA AIR 2013/14 and Post-2015 Global Development Agenda Zanzibar Report have been produced and disseminated for use.

In monitoring and evaluation, the implementation of ZSGRP II again faced several challenges, including difficulties in collecting statistical information from the community and MDAs; inadequate M&E knowledge and skills; insufficient funding to support M&E functions; and a need for strengthened linkages between the ZSGRP II reporting system and emerging concepts in planning, programme-based budgeting, and decision making.

### 1.1.5 Resource Mobilisation

Successes in resource mobilisation have been recorded, including an increase in domestic revenue-to-GDP ratio, from 19.8 per cent in 2012/13 to 22.9 per cent in 2013/14. External resources mobilised through grants and loans over the period 2010-2015 also increased. Further, the donor dependency ratio declined over the years, reaching 12 per cent in 2014.

Despite these increases, mobilised resources were not adequate to sufficiently fund all proposed projects and programmes, which led to variations between estimated annual budgets and actual disbursements. It was found that using a formal project planning process would lead to better allocation of resources, since projects would then enter the budget only if funds were sufficient, and if these had been agreed as the best possible use of funds in order to reach a particular target. Strengthened aid management similarly would contribute to more efficient use of domestic resources. The Review also revealed that the public debt stock continued to rise over the five-year period under ZSGRP II. Further, pro-poor growth sectors continued to be under-funded in the Government development budget during ZSGRP II implementation. For example, development funds disbursement in the agriculture sector against the estimated budget stood at only 57 per cent in 2011/12 and an even lower 33.9 per cent in 2014/15. Similarly, the allocation for industry was 25 per cent in 2014/15, compared to 64 per cent for energy.

### 1.1.6 Views of the People

In addition to the Review, an opinion survey on the performance of ZSGRP II was conducted in all districts of Unguja and Pemba, covering 2,381 people (1,248 females, 1,133 males). Key findings included:

1. More than 90 per cent of respondents perceived that ZSGRP II was an important strategy that should continue to be implemented.
2. Radio and TV were reported to be the major sources of information about ZSGRP II, in more than 70 per cent of cases.
3. About 30 per cent of respondents reported the presence of well-capacitated implementers to deliver what was expected from ZSGRP II.
4. Among communities, only 29 per cent felt that ZSGRP II was good in some areas, and required strengthening in other areas.
5. Only 13.6 per cent of respondents reported that the community was well involved and fully participated in ZSGRP II implementation; 24 per cent believed that the community was involved but not fully participating; and 15 per cent felt that the community was not involved and not participating in ZSGRP II activities.
6. Knowledge about ZSGRP II was reported to be low, at only 15 per cent.

## 1.2 Design of ZSGRP III

The overall goal of Zanzibar Development Vision 2020 is to transform Zanzibar into a middle-income country and enable it to eradicate absolute poverty through building a strong, competitive economy that will create high-quality livelihoods for citizens; promoting good governance and rule of law; and maintaining Zanzibar's rich culture.

In this context, the objective of ZSGRP III is to initiate and guide structural reform that will move Zanzibar's economy from the traditional agrarian activities, which are low productivity, to high-productivity industrial and services activities on a sustained basis. However, to achieve inclusive and sustainable growth, economic performance needs to be accompanied by changes in qualitative outcomes such as health, education, skills and technology development, all of which should improve living standards. With active guidance and leadership from the State, supervision from civil society and implementation through the private sector, economic development then can increase productivity, employment and social provisioning.

Supporting research from the Economic Positioning Study<sup>3</sup>, jointly carried out by the Revolutionary Government of Zanzibar and the Singapore Cooperation Enterprise (SCE), suggests that a thorough approach to economic development takes into account the four cornerstones (also called value chain components) of economic development. These are business development, infrastructure product development, market development and workforce development, presented in Figure 2.

*Figure 2: The four cornerstones of economic development*

Cornerstone	Explanation
<b>Business Development</b>	Nurture business growth and investment such as asset-based Foreign Direct Investment (e.g., investment in light industry, ports, fisheries)
<b>Infrastructure Product Development</b>	Maintain, upgrade or develop Government investments by labour and capital to improve the community (e.g., roads, security infrastructures)
<b>Market Development</b>	Enlarge the international market base to sell products through overseas economic offices, Embassies, or other multipliers (e.g., product development, market penetration)
<b>Workforce Development</b>	Develop skilled workforce (e.g., training and development of public and private sectors)

Under ZSGRP III, the joint implementation of policies and actions related to these cornerstones will represent a holistic and integrated approach toward development. The

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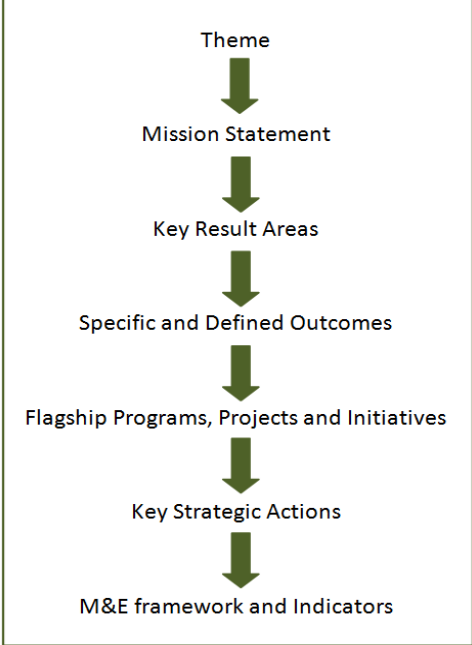
<sup>3</sup> RGoZ/SCE, 2015. *Strategies for Sustainable Social and Economic Transformation*.

two strategies found to be most suitable for implementation within the Strategy’s timeframe are (1) expansion and strengthening of the tourism sector; and (2) expansion and strengthening of the light manufacturing sector. These therefore comprise a ‘twin-engine approach’ to strengthen Zanzibar’s economic and social services systems.

1.2.1 The Structure of ZSGRP III

The structure of ZSGRP III facilitates a notable trickle-down effect of the overarching strategy, all the way to projects level. The theme of ZSGRP III is translated into a clear mission statement, which is supported by five KRAs that indicate the main focus areas. The KRAs are further specified in defined Outcomes. Finally, a set of flagship projects and initiatives has been selected that will be crucial to effective implementation and fulfilment of the overarching goals of the Strategy. Moreover, the M&E framework and a clear set of indicators will facilitate appropriate measurement of the impact of ZSGRP III. Figure 3 outlines the cascade of the Strategy from theme to monitoring and evaluation. Next, we further clarify the components of the Strategy that will guide implementation.

Figure 3: The structure of the ZSGPR III



1.2.1.1 Theme

The theme and mission statement of ZSGRP III are based on the Zanzibar Development Vision 2020 and build on the ZSGRP II strategy. Achieving middle-income status is a key goal of Vision 2020, and it is vital to be done in a sustainable and inclusive manner, benefiting all, and especially the poor. The ZSGRP III Strategy therefore encompasses the following theme:

*“Economic Growth and Social Development for the Well-Being of All”*

This theme emphasises that while we work toward improved economic outcomes, the end goal is that all citizens of Zanzibar are free from abject poverty, educated and healthy, with access to quality social services and a stable living environment; this goal is to be sustained and further developed through a diversified, balanced and resilient economy.

1.2.1.2 Mission Statement

The corresponding mission statement supporting the theme is:

*“Achieving Social and Economic Prosperity to Reach Middle-Income Status”*

The process of achieving middle-income status and increasing the social prosperity of Zanzibaris through structural transformation was first laid out in the Zanzibar Development Vision 2020. This implies that our social and economic sectors are transformed and reoriented in a way that both promotes economic growth and improves social outcomes. In

turn, this helps to ensure that the ZSGRP III is in line with other national strategies. Further, the mission statement lays the foundation for the five Key Results Areas that are central to the structure of ZSGRP III.

#### *1.2.1.3 Key Results Areas*

The mission statement is supported by five Key Results Areas – also referred to as pillars – that are essential to the ZSGRP III structure, as well as to implementation of the overarching goals. These five areas are identified as:

- A) Enabling Sustainable and Inclusive Growth*
- B) Promoting Human Capital Development*
- C) Providing Quality Services for All*
- D) Attaining Environmental Sustainability and Climate Resilience*
- E) Adhering to Good Governance Principles*

As highlighted above, the structure of ZSGRP III has been improved to ensure that it is focused, prioritised and results-based. The Cluster approach used in ZSGRP II did not provide a clear and sufficient link between goals, operational targets and core Cluster strategies. To address this, a Key Results Areas approach has now been adopted, where the goals, targets and Outcomes are closely linked.

The Key Results Areas approach defines the broad results that we want to see in Zanzibar, highlighting the priorities as defined in the Mission Statement. Each KRA includes a number of priority Outcomes, supported by a number of strategic projects and initiatives believed to contribute significantly to the Outcomes due to their positive impacts on the population. Progress on the priority Outcomes will be measured by specific indicators. To use a scientific method to decide on the best structure, the Cluster approach and the Key Results Areas approach were both compared against agreed criteria for ZSGRP III.

A further justification for the Key Results Areas approach is that it allows for more flexibility between Ministries, and with crosscutting issues. With the Cluster approach, MDAs tended to focus on only one Cluster, while in the case of Key Results Areas, MDAs can clearly see how they may contribute to a number of different goals ranging across the KRAs. Similarly, crosscutting issues can be incorporated into any or all relevant KRAs.

The KRA are defined explicitly from the Mission Statement, which itself explains how the Theme will be achieved. In this way, the Theme, Mission Statement and Key Results Areas are clearly linked. In addition, each KRA is linked to specific Outcomes defined under each area, with relevant indicators and targets linked to each Outcome.

#### *1.2.1.4 Specific and Defined Outcomes*

The five KRAs have a total of 23 identified Outcomes. Each Outcome is clarified by an Outcome Statement that provides a clear description of the objective(s). For example,

Outcome A1: A conducive business environment has a supporting Outcome Statement that declares: “A conducive business environment to allow the private sector and investment to thrive responsibly and create decent work for youth, women and men.” Indicators have been designed on the Outcome level, so that Outcomes can be appropriately measured.

#### 1.2.1.5 *Flagship Projects and Initiatives*

Finally, for each Outcome a number of flagship programmes, with underlying initiatives, were selected through consultations with key stakeholders. These are designed to contribute significantly to the respective Outcomes.

In the context of ZSGRP III, flagship programmes are defined as programmes, projects and initiatives that display several or all of the following characteristics:

- i. A rapid and significant positive contribution to economic growth, social welfare, employment opportunities and/or Government revenue;
- ii. Projected outcomes that are linked directly to the objective(s) of one of the five pillars (Key Results Areas) of ZSGRP III;
- iii. A large positive multiplier effect, i.e., spill-over effects to other components of the Strategy;
- iv. Focus on strengthening of the three sectoral cornerstones of ZSGRP III – tourism, light manufacturing and agriculture<sup>4</sup> – either directly through sector targeted programmes, or indirectly by investing in growth enablers (e.g., infrastructure) and appropriate support systems (e.g., well-governed, transparent institutions);
- v. Ensuring economic and social empowerment of Zanzibar’s population in a sustainable living environment.

A total of 17 flagship programmes and initiatives have been selected during the consultation process, which included the Zanzibar Planning Commission, MDAs and other relevant stakeholders. Flagship programmes span all five Key Results Areas. Most of the formulated Outcomes under the KRAs have one or more flagship programmes to support achievement of the stated Outcome. The Outcomes that do not have corresponding flagship programmes will be realised through projects or initiatives to be outlined during the implementation phase, and through on-going work at the MDA level. The full list of flagship programmes can be found in Annex 1. In addition to the portfolio of flagship programmes and projects, there are on-going projects (Annex 2) across all sectors that are also supporting the implementation of ZSGRP III. The Outcomes also are linked to Key Strategic Actions, laid out in Annex 3, which provide more details on how the Outcomes may best be reached.

#### 1.2.2 *Framing: International, Regional and National Strategies*

It is important that ZSGRP III is aligned with a number of national, regional and international strategies. On an international level, the new Sustainable Development Goals<sup>5</sup> (SDGs)

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<sup>4</sup> This includes crops, livestock, fisheries and forests.

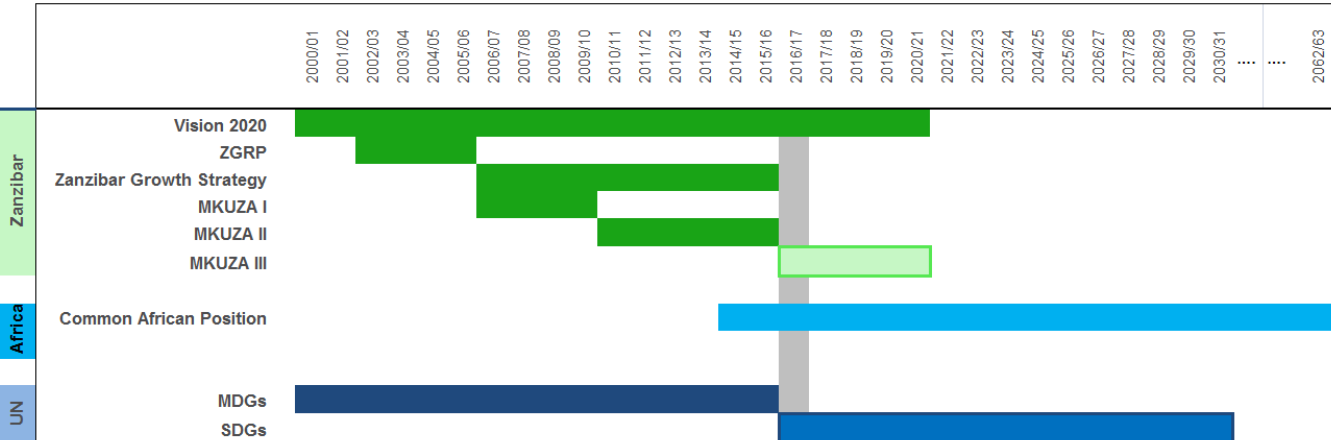
<sup>5</sup> United Nations, 2015. [Sustainable Development Goals - United Nations](#).

provide an important and wide-ranging set of goals that Zanzibar must strive to achieve by 2030. Regionally, the Common African Position (CAP)<sup>6</sup> outlines the priorities to which Africa as a continent has agreed. These are more targeted than the SDGs and thus help to define a narrower focus.

The Zanzibar Economic Positioning Study highlights potential sectors for future growth in Zanzibar. These sectors can be prioritised under ZSGRP III to attain the highest possible economic growth in the country. The sectors considered most relevant to Zanzibar’s economic development in the Economic Positioning Study are tourism and light manufacturing. These have been adopted as the core elements of a “twin-engine” approach to development. Finally, the Zanzibar Development Vision 2020<sup>7</sup> paper is extremely important for the ZSGRP III, given that it outlines the overarching, long-term goals for Zanzibar: that absolute poverty is eradicated, and that Zanzibar achieves middle-income status. Since both this Strategy and Vision 2020 will reach completion around the same time, it is crucial that the goals of each are harmonised.

Overall, Figure 4 depicts how ZSGRP III aligns with other plans. The green blocks represent plans related to Zanzibar, light blue are those of the Africa Union, and the dark blue represent the international MDGs and SDGs.

Figure 4: Time line of ZSGRP III and other national and international strategies



<sup>6</sup> African Union, 2014. [Common African Position \(CAP\)](#) on the Post-2015 Development Agenda. Addis Ababa, Ethiopia.

<sup>7</sup> Revolutionary Government of Zanzibar, 2000. [Zanzibar Vision 2020](#).

## 2 Key Results Area A: Enabling Sustainable and Inclusive Growth

Effective and sustainable well-being requires integrated strategies that seek to promote economic growth within a socially inclusive, gender-responsive and environmentally sustainable framework. As highlighted above, agriculture, industry and services remain the priority sectors in achieving sustainable economic growth in Zanzibar. The growth of these sectors is important for attainment of the long-term vision for Zanzibar, which is to become “a prosperous middle-income nation by 2020”. Accordingly, improving competitiveness of the services sector, particularly across the value chain of the tourism and hospitality sector; modernisation of the agriculture sector to increase productivity of land (mainly crops, livestock, fisheries and agro-industry); and release of productive resources from agriculture to industry will all help to stimulate sustainable and inclusive growth. Moreover, this will allow modern sectors to take a leading position in economic growth and reforms.

However, attaining this growth requires a conducive business climate, through the introduction of better business policies, laws, regulations and procedures; increased investment in infrastructure development; and building of strong partnerships among Government, the private sector and communities. These efforts must be complemented with private sector development, modern business management skills and access to markets, finance and technology.

ZSGRP III’s twin-engine approach entails, on the one hand, a focus on developing the tourism sector and, on the other hand, developing light manufacturing industries. Additionally, Zanzibar can effectively develop a value chain for agricultural products so that they can be exported with high value added, while also developing deep-sea fishing, aquaculture and light manufacturing. The Outcomes in Key Results Area A are thus focused on economic reforms, by encouraging investment through a conducive business environment, focusing on fisheries and adding value to agricultural products, developing the tourism sector so that it attracts more tourists, and strengthening linkages between the tourism sector and the rest of the economy.

### 2.1 Outcomes

#### 2.1.1 A1. A Conducive Business Environment

*Outcome Statement: A conducive business environment to allow the private sector and investment to thrive responsibly and create decent work for youth, women and men*

The private sector plays a crucial role in providing the market with access to necessary goods and services. At the same time, the public sector (Government system) must ensure that the private sector is not exploitative, while also creating a level playing field, allowing the private sector to thrive responsibly and create decent work for women and men. Collaboration

between these two sectors is also very important in the provision of PPPs, which are crucial for the development of much-needed infrastructural improvements.

The Government's role therefore is to provide the infrastructure and regulatory environment that will allow the private sector to flourish. Stringent regulations, multiple and conflicting tax levies, as well as other costly practices, all act as deterrents to setting up and running a business in Zanzibar. A conducive business environment therefore remains a necessary condition for the private sector to make a profit and develop. This entails diminishing regulatory and compliance burdens; a simple, fair and equitable tax system; a corruption-free and professional public service; fair competition; efficient and reliable infrastructure; well-functioning market institutions, including the judiciary; and political stability.

This Outcome will be realised by projects that will be drafted during the implementation phase of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 2.1.2 A2. Resilient and Growth-Enabling Infrastructure

*Outcome Statement: Targeted and sufficient public investment to support infrastructure (including ICT), resource extraction, and other important growth enablers*

Considering the state of its development, Zanzibar is undergoing an "investment stage", which implies high investment needs. Overall, investment in public assets is an important pillar for economic development. This investment comes from Government revenues, FDI and, increasingly, PPPs. It includes capital outlays in physical as well as human capital, aimed also at boosting improved performance of other sectors. Around the world, governments need to use public investment as a means to overcome market failures<sup>8</sup>, and infrastructure, being a public good, is an obvious area for Government-led public investments and PPPs in Zanzibar.

Thus far, efforts have been focused mainly on construction of modern ports (sea and air), infrastructure and other facilities, in alignment with international best practices. The RGoZ has taken several measures to ensure all stakeholders, including the private sector and the public at large, benefit from access to these public assets so as to promote socio-economic development. In particular, ICT services have been strengthened through the laying down of submarine cable, even as capacity building remains essential to encourage all stakeholders to use ICT at home, at school and in business. In the very near future, the use of ICT will be extended to cover other public service sectors, including e-tax, e-education, and e-health.

The potential existence of oil reserves in Zanzibar also could entail significant investment in infrastructure to allow for extraction. Returns made from such extraction and oil export could subsequently provide the Government with additional revenue for further investment.

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<sup>8</sup> The lack of incentive for production of a certain good or service by private actors.

In realising this Outcome, a number of flagship programmes will be implemented. To strengthen entry points in Zanzibar, the following programmes and projects have been designed:

#### Programme on improvement of airports

- Construction of new Terminal II building
- Rehabilitation and extension of Pemba Airport

#### Programme on expansion of seaport infrastructure

- Construction of a new multipurpose Port of Mpigaduri, Maruhubi

To improve infrastructure in Zanzibar, the following programmes and projects have been designed:

#### Programme on road construction

- Construction of Bububu-Mahonda-Mkokotoni road
- Construction of Fuoni-Tunguu road
- Construction of Fumba-Airport road
- Construction of Ole-Kengeja road
- Construction of Wete-Chake road
- Construction of Chake-Mkoani road

#### Special Economic Zones

- Development of industrial parks in Fumba and Micheweni
- Development of a Trade and Exhibition Centre in Nyamanzi

In addition to these programmes, a number of initiatives will be carried out in order to enable infrastructure development. These include:

#### Flagship initiatives

- Procurement of new vessels (tanker and passenger cargo)
- Design a master plan for a rapid bus transport system
- Connecting islands to the national grid
- Conduct a feasibility study for a transmissions line from 33kv to 66kv
- Renewable energy and energy efficiency project
- Purchase of four landing crafts for small islands

### 2.1.3 [A3. A Competitive Tourism and Hospitality Sector](#)

*Outcome Statement: A competitive tourism and hospitality sector that provides inclusive benefits to Zanzibaris and capitalises upon Zanzibar's cultural heritage*

Tourism has been recognised in the Economic Positioning Paper as one of the major engines for inclusive growth. Zanzibar has a competitive advantage in the tourism industry because of its nature, cultural heritage, history and tradition of hospitality. It has been widely acknowledged that the tourism sector contributes substantially to reducing poverty and empowering women and youth with new employment opportunities. Tourism thus is one of the priority sectors for development in Zanzibar and has the potential to be a major contributor to socioeconomic development of the country, given that it provides sustainable and inclusive benefits to Zanzibaris.

Notable improvements were recorded during the ZSGRP II period in terms of tourism development and private investment in the sector. To broaden and deepen tourism benefits at all levels of society, ZSGRP III emphasises promoting a sustainable and competitive tourism and hospitality industry that is clearly interlinked with other sectors (e.g., agriculture, manufacturing, sports) and ensuring that local communities are not relegated to low-level jobs but become real stakeholders and full partners in the industry. Specific attention will focus on enhancing the participation of youth and women in the tourism sector, considering their low access to and control of resources such as land and investment capital.

The Zanzibar tourism industry will need to differentiate itself from the competition through the creation of innovative, creative, high-quality products and services that offer unique, engaging and memorable experiences and value for money in a clean, safe and welcoming environment. Special emphasis also must be placed on expansion of the island’s product offering to showcase what the island has to offer. This will call for a revolutionary approach to product and marketing innovation, as well as continuous improvements in order to remain competitive.

To achieve this Outcome, the following flagship programme and projects have been designed:

Programme for multisectoral tourism development

- Development and renovation of historical buildings and sites
- Ecotourism related to botanical gardens and city parks (Masingini, Ngezi, Jozani)

2.1.4 [A4. A Modernised Agriculture Sector](#)

*Outcome Statement: Modernised production in the agriculture sector to increase the volume and value of products*

A modern agricultural sector likewise is a requirement for economic development in Zanzibar. Improvements in agricultural productivity through the use of modern technology can release labour to be employed in other productive sectors of the economy, such as industry or services, while at the same time improving the food security situation.

Currently, however, Zanzibar depends on limited agricultural commodities as primary export items. ZSGRP III aims to facilitate the modernisation of the agricultural sector towards higher value addition. Emphasis will be placed on commercialisation of agricultural production and transformation of agro- businesses through value addition of locally produced crops and marine resources. A good example, from fisheries, is encompassed by attracting and supporting businesses – and specifically, SMEs – in deep sea fishing, aquaculture and processing for export, among others. This initiative, combined with a lively and entrepreneurial SME sector, will strengthen the position of farmers, fisher folk, women and youth in value chains, thereby creating a more equitable society.

To achieve this Outcome, the following flagship programmes and projects have been designed:

- Programme on strengthening fisheries**
  - Establishment of a deep sea fishing company
  - Development of mariculture/aquaculture by constructing a hatchery
- Programme on agricultural development**
  - Development of irrigation infrastructure for 1,621 hectares
  - Community micro-irrigation pilot project
  - Investment in the mechanisation of agriculture
  - Improvement of livestock infrastructure and small stockkeepers project

2.1.5 [A5. A Modernised Manufacturing Sector](#)

*Outcome Statement: Modernised production in the manufacturing sector to increase the value and volume of trade*

A modern manufacturing sector is a crucial pivot of economic development, achieved through backward and forward linkages to economic growth. Improvements in this sector are expected to lead to sustained employment creation and increased volume and value of trade. However, the country has yet to take full advantage of the sector.

Zanzibar’s manufacturing sector constitutes only 8 per cent of GDP (2015), and manufactured goods represent only 20.4 per cent of exports – most of which were originally manufactured elsewhere. As in the agricultural sector, ZSGRP III aims to facilitate the modernisation of the manufacturing sector toward higher value addition. To do so, it is important that the Government supports research and development institutions to deliver improved services, while encouraging light manufacturing through establishing attractive incentives for industrial projects.

To achieve this Outcome, the following flagship programme and projects have been designed:

#### Programme on improvement of industries

- Upgrading of light industries, including the salt industry in Pemba
- Exploration of oil and gas
- Strengthening of the Zanzibar Bureau of Standards

#### 2.1.6 [A6. A Vibrant Private Sector Developed](#)

*Outcome Statement: A vibrant private sector is developed*

The RGoZ will continue to improve the business environment to leverage and harness the power and innovation of the private sector. In particular, the State will promote industrialisation, by creating the necessary conditions, putting in place the right framework and incentives for the private sector to build industrial capabilities, and enhancing economic growth through collaborative action and effective State-business relations. Already, the RGoZ has put in place legislation to facilitate involving the private sector through PPPs. These will provide the private sector with new areas of investment, while also increasing the capacity of the economy.

Learning from the ZSGRP II experience as well as recommendations of the Economic Positioning Paper, the development of SMEs will be pursued, especially in light manufacturing and food processing. Further, business Incubation Centres will be strengthened, and the availability of financial capital for SMEs shall be promoted.

This Outcome will be realised by projects to be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 2.1.7 [A7. Improved Social Protection Schemes](#)

*Outcome Statement: An improved social protection scheme aimed at promoting inclusive economic growth and reducing vulnerabilities to economic shocks*

Social protection is a set of instruments by government and non-government actors that contributes to alleviating poverty, as well as to managing risk and vulnerability to prevent future poverty or further impoverishment. For Zanzibar, social protection tools aim to improve the quality of life by reducing poverty, vulnerability and deprivation, providing protection against shocks, improving access to essential services, enhancing social inclusion, and promoting equal rights and opportunities for all. In this context, it is important to maintain a social protection system for Zanzibar that allows Zanzibaris to manage economic risks and social vulnerabilities, while also minimising inequities, ensuring universal access to essential basic services, and promoting inclusive growth.

Despite considerable improvements, the income poverty rate in Zanzibar remains high, at around 30.4 per cent in 2015. However, only 16 per cent of working-age adults are covered by contributory social security schemes. This is particularly challenging given the existence

of a high dependency ratio<sup>9</sup> in Zanzibar combined with a high youth unemployment rate. A comprehensive yet fiscally mindful social protection system for Zanzibar thus will provide opportunities to access social services and progressively provide for the basic rights and needs of all; help to manage the various risks that different residents face; and strengthen resilience and promote pathways out of poverty for working-age adults. At the same time, it will need to ensure effective coordination and linkages to other social sectors, especially health and education, but also social welfare services. In terms of promoting livelihoods, linkages to productive sectors will be critical, especially agriculture, but also trade and industry. In all, a comprehensive social protection system for vulnerable groups in society requires a systemic and coordinated approach for effective prevention and response.

Such a system will be complemented by the social protection role that the Islamic *Zakat* system<sup>10</sup> currently plays; this already has a significant impact on people's livelihoods. Coordinated efforts between a public social protection scheme and the existing *Zakat* thus could result in very significant improvement in the well-being of Zanzibari men, women, children and people with disabilities.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

## 2.2 How Does Key Results Area A Relate to Internationally Agreed Goals and Declarations?

The seven Outcomes under Key Results Area A all relate to both SDG 1 (End poverty in all its forms, everywhere) and SDG 8 (Promote strong, inclusive and sustainable economic growth and decent work for all). This is quite clear as the KRA is focused on achieving economic growth and transitioning to a productive economy. By focusing on growth in sectors where Zanzibar has a comparative advantage, the aim is to create inclusive growth where income is increased across the population, leading ultimately to wealth creation and a strong reduction of income poverty. However, given that the timeframe is only four years, it may be more realistic to aim for a strong reduction of abject poverty. In this context, specific gender-oriented indicators in SDG 1 and 8 will need to be prioritised, for example, the percentage of women, men and local communities with secure rights to land, property and natural resources.

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<sup>9</sup> The dependency ratio is defined as the population aged less than 15 and above 64 years relative to the population aged 15 to 64 years (HBS 2014/15)

<sup>10</sup> Zakat is a form of alms-giving treated in Islam as a religious obligation.

## 3 Key Results Area B: Promoting Human Capital Development

The successful implementation of Zanzibar Development Vision 2020, ZSGRP III and corresponding implementation plans will entail smart investment in human capital development. The principal objective of human capital development is to create a strong human resource base with the right knowledge skills, attitudes and values, all of which enhance productivity and competitiveness. To this end, the Government has the role of establishing an elaborate human capital development system in order to meet the socio-economic and governance needs of the country. The importance of adopting a gender-responsive approach to human capital development also will enhance on-going Government efforts to reduce gender gaps in knowledge, skills development and competitiveness between women and men.

In all, Zanzibaris must be skilled and competent in order to deal with the rapid changes that occur in a globalised world. Currently, however, the level of human capital in Zanzibar is not sufficient to meet the complete set of needs that arise from the development challenge of becoming a middle-income country by 2020. Therefore, comprehensive implementation of ZSGRP III is essential to create the necessary skills base for inclusive and sustained development.

### 3.1 Outcomes

#### 3.1.1 B1. Skills Development for Increased Employability

*Outcome Statement: Skills development for increased employability of youth, women, men and people with disabilities, in both rural and urban areas*

Employability involves skills, understanding and personal attributes that make graduates more likely to gain employment and be successful in their chosen occupations, which benefit themselves, the workforce, the community and the economy. The workforce in Zanzibar is confronted with a high unemployment rate, low-quality jobs and difficult transitions into decent work, which, when combined, contribute to the detachment of the current generation from the labour market altogether. The youth comprise the highest proportion of the population (36 per cent of people are aged 15-35 years), but also face high unemployment rates: 65 per cent for young women, and 43 per cent for young men.

Many youth face difficulties finding work because of a mismatch between their education/training and labour market requirements. This is the result of a slow transformation of the economy where most Zanzibaris are still involved in low-productivity agriculture, with limited jobs created in modern sectors. At the same time, however, innovation, technology, ICT and market developments have turned the world of work into a

fast-changing environment. Female youth and people with disabilities are particularly disadvantaged by persistent stereotyping as to the kinds of jobs and fields of education for which they are qualified. Thus, there exists a need to equip a growing young workforce and other vulnerable groups, including people with disabilities, with skills required for the jobs of the future. Moreover, it is important that skills development is part of a comprehensive, integrated strategy for growth that improves the lives of all.

While access to primary and secondary education stands at impressive levels across Zanzibar, tertiary education (encompassing academic, technical and vocational training) is far less utilised. One key avenue for promoting skills development is by improving access to and quality of tertiary education. Trained individuals will gain access to better job opportunities and, hence, higher wages. In addition, higher human capital contributes to the economy through a variety of channels, including increased entrepreneurial activity, increased employment, and increased innovation. For this Outcome to benefit all citizens of Zanzibar, it will be necessary for all citizens, regardless of socioeconomic status or location, to have the opportunity to pursue tertiary education.

The Informal Sector Survey 2014 showed that more men and boys are engaged in the informal sector when compared to women and girls (59 and 41 per cent respectively). Females engage in informal work at a younger age compared to males, which deprives them of the opportunity to benefit more from schooling. Further, a higher proportion of males in the informal sector are trained compared to females, in both urban and rural areas; this means that women often have inadequate skills to run successful businesses and find employment to help them get out of poverty.

To achieve this Outcome, the following flagship programme and projects have been designed:

#### Programme for human resources

- Strengthening human resources by providing training in health, agriculture, engineering, and oil & gas
- Strengthening of alternative learning and vocational training for Form 2 and 4 leavers, and construction of *Jeshi la Kujenga Uchumi* (JKU) Vocational Centre

### 3.1.2 B2. Enhanced Entrepreneurial Capacity

*Outcome Statement: Enhanced entrepreneurial capacity of youth, women, men and people with disabilities for generating meaningful self-employment opportunities*

The term entrepreneurship is broadly defined as the development of a business from the ground up – coming up with an idea and turning it into a profitable business. It necessitates the introduction of new ideas, being innovative, and developing more efficient ways of

working. In turn, an entrepreneurial culture stimulates people to recognize opportunities and capture them for income creation.

Zanzibar faces two major challenges in this regard: the overall need for economic growth, and creation of sustainable jobs for young women and men as well as for people with disabilities. Ample evidence suggests that medium and small enterprises make an important contribution to the country's economy. However, although there are numerous small-scale enterprises in Zanzibar, the vast majority are informal, quite fragile, and often in need of support from the Government and the private sector, such as through Business Incubators and Business Development Services (BDSs). Many small enterprises are frequently started by young people, mainly on the basis of self-employment, to generate an income for themselves and their dependents. However, these young people do not always have the necessary entrepreneurial competencies to survive, succeed and develop profitable businesses. Although Zanzibar has a huge potential to build scalable businesses, youth needs to be mentored and supported if they are to develop these skills. If this occurs, their small businesses could fit into value chains and crowd around FDI and large enterprises in a way that would benefit them and the economy as whole.

For economic activities to flourish, access to local, regional and international markets and market information represents another important factor. Many SMEs in Zanzibar still lack an understanding of the local, regional and international market in which they operate, hence limiting their ability to take advantage of available market opportunities. Because the proprietors of these businesses do not have the resources or time to spend gathering and understanding market information that would be useful to their operations, this inhibits SME growth and innovation.

Overall, many young women and men in Zanzibar seek wage employment in the public and private sectors alike, yet the private sector is not sufficiently developed and thus can absorb only a small percentage of new job seekers out of many entrants in the labour market every year. Meanwhile, the public sector is already overcrowded and does not encourage innovation or efficiency. Having the skills, foresight and opportunity to develop their own businesses will both reduce youth unemployment and contribute toward the growth of the private sector.

It is clear that success in the Outcomes of KRA B is essential for the Outcomes of KRA A, particularly those relating to the private sector, to be achieved as well. To this end, tertiary and vocational training institutions will need to instil a sense of entrepreneurship in their students. Introduction of a positive incentive scheme, aimed at supporting institutions with a high rate of graduate enterprise creation and employers, also will lead to increased exposure to entrepreneurship skills by young men, women and people with disabilities attending such institutions.

To achieve this Outcome, the following flagship programme and project have been designed:

#### Programme for youth employment initiatives program

- Promote incubation for entrepreneurs by establishing a Business Incubation Centre

### 3.2 How Does Key Results Area B Relate to Internationally Agreed Goals and Declarations?

Outcomes B1 and B2 reflect SDG 4 (Provide equitable and inclusive quality education and lifelong learning opportunities for all) as well as SDG 5 (Attain gender equality, and empower women and girls everywhere). This is because education serves as a key empowerment tool for women and girls, enabling them to learn their rights as well as to have the necessary skills and competences to be financially independent.

Outcomes B1 and B2 also reflect SDG 8 (Promote strong, inclusive and sustainable economic growth and decent work for all), with the specific reference to work and opportunities. Finally, they incorporate SDG 10 (reduce inequality within and among countries), given that a more skilled workforce allows for greater social mobility and a more meritocratic society.

## 4 Key Results Area C: Providing Quality Services for All

The Government provides a variety of services, either because they are not adequately provided by the private sector or due to equity concerns, which means that without Government provision the poor would be underserved. Indeed, delivery of quality services is one of the pillars of effective governance in any country. Without the adequate provision of health care, including sexual and reproductive health care, education, decent housing, safe water, and sanitation and protection services, along with reliable energy and infrastructure, poverty reduction becomes impossible.

### 4.1 Outcomes

#### 4.1.1 C1. Improved Access to Quality Health and Sanitation Services, Safe and Clean Water, and a Mitigated Disease Burden

*Outcome Statement: Improved access to quality health and sanitation services, safe and clean water, and a mitigated burden of communicable (including HIV) and non-communicable diseases*

The health sector aims to ensure that all Zanzibaris secure their right to quality health services, rendered in a cost-effective and affordable manner, particularly keeping in mind the specific needs of the elderly, women, children and people with disabilities. Maternal and child health and nutrition especially have a direct link to health, development and economic growth.

The United Republic of Tanzania has committed to the Global Strategy for Maternal, Child and Adolescent Health 2016-2030, which envisions countries focus on a “Survive, Thrive and Transform” agenda, especially for the disadvantaged population groups. Reduction in maternal, new-born and child deaths through increased access to skilled birth attendants, emergency obstetrics and new-born care, along with family planning and immunisation for children, continues to be prioritized. To improve health care facilities, due attention will be given to strengthening specific facilities and services relating to women’s and new-born health, such as upgrading of maternity wards. In addition, the Government is creating a conducive environment to enable all Zanzibaris at all times to access safe, nutritious and adequate food for an active and healthy life, and to promote exclusive breastfeeding in the first six months of life and its early initiation within one hour after birth.

In terms of communicable diseases, in recent years the burden of malaria has reduced significantly. That said, it is important that the Government remains vigilant to maintain the current status. Other communicable diseases, including soil-transmitted helminthiasis, HIV/AIDS and neglected tropical diseases, are among public health problems that need

urgent attention in Zanzibar. This will require well-planned interventions, human, material and financial investment, and partnership to achieve the desired goals and objectives.

Health system strengthening, availability and use of robust data, improved referrals for life-threatening complications, and efforts to improve the quality of care all need to be continued and sustained. Critically, this also will require multi-sectoral collaboration and involvement. Strengthening disease surveillance and response systems in the context of the International Health Regulations 2005, to which all Member States have committed, will enable Zanzibar to detect diseases in a timely manner and respond immediately and effectively. Increased emphasis on a preventative system should lead to early diagnosis, and thus, early and effective treatment. For this to take place, however, a capable and adequate human resource unit is necessary, and infrastructure also must be aligned with needs, particularly to harness the benefits of ICT.

Zanzibar has a concentrated HIV epidemic, with higher infection rates in high-exposure populations compared to 1.0 per cent in the general population. For example, the prevalence among people who inject drugs is 11 per cent; among men who have sex with men, 2.6 per cent; and among female sex workers, 19.3 per cent (ZIHTLP 2012). Zanzibar aims to fast-track efforts to address this issue through better collection and use of strategic information; strengthened Government, private-sector and community leadership for a sustainable HIV prevention and response; elimination of HIV-related stigma and discrimination; and improved service delivery and access to antiretroviral therapy (ART) for all segments and ages. Also key to HIV prevention and treatment is the integration of sexual and reproductive health (SRH) and HIV services. The coming years thus represent a crucial window of opportunity to scale up the HIV prevention and response to end AIDS by 2030, a target under SDG 3. If we miss this opportunity, mortality and new HIV infections will increase rather than decrease, undermining the future of Zanzibar. Massive efforts are especially needed in the area of community information and sensitisation, not only with regard to HIV/AIDS, but also other key sanitation, hygiene, health and nutrition services, in order to change behaviour, attitudes and practices.

Related to challenges in population health is the rate and trend of population growth. Zanzibar's annual population growth rate was 2.8 percent in 2015. Adequate access to and promotion of family planning services are essential for a long-term demographic transition towards more balanced and sustainable population growth. Vice versa, the ability of the Government of Zanzibar to provide adequate quality health and sanitation services and clean water for all Zanzibaris depends partly on its ability to tackle demographic pressures.

Good-quality water that is easily available for domestic, agriculture and industry represents an important basis for development and makes a tremendous difference to quality of life. Hence, safe and clean water is of key importance for human development and poverty reduction. The water and sanitation sector in Zanzibar has been undergoing a positive transformation, with a number of institutional and legal reform measures taking place, in

turn improving the management of water resources as well as service delivery systems in both rural and urban areas. In the water sector, Zanzibar’s aim is to provide equitable access to quality, clean and safe water for all water users, thereby fulfilling the needs of expanding social and economic activities while also considering the conservation of nature.

Sanitation and hygiene also represent a critical challenge in Zanzibar. The aim of improving sanitation and hygiene is to ensure that all households access improved toilets and other sanitation and hygiene amenities, such as solid waste management, hand washing with soap at critical times, and food hygiene. All are very pertinent determinants of quality of life, and are also essential for ensuring the effective control of epidemic diseases such as cholera. They also are crucial for ensuring a safe stay for tourists and bolstering the tourism sector.

To achieve this Outcome, the following flagship programmes and projects have been designed:

The image shows three green-bordered boxes, each containing a program title and a list of bullet points. The first box is titled 'Programme for health infrastructure development' and lists 'Upgrade Primary Health Care centres to district hospitals and existing district hospitals to regional hospitals' and 'Develop Binguni Health Complex'. The second box is titled 'Programme on Integrated Reproductive and Child Health Programme' and lists 'Reproductive health, child health, expanded program of immunization and prevention of mother to child transmission of HIV'. The third box is titled 'Programme for Zanzibar water supply' and lists 'Zanzibar well drilling and water supply project', 'Augmentation of water supply schemes', 'Water supply and sanitation project', and 'Urban water distribution facilities improvement project'.

**Programme for health infrastructure development**

- Upgrade Primary Health Care centres to district hospitals and existing district hospitals to regional hospitals
- Develop Binguni Health Complex

**Programme on Integrated Reproductive and Child Health Programme**

- Reproductive health, child health, expanded program of immunization and prevention of mother to child transmission of HIV

**Programme for Zanzibar water supply**

- Zanzibar well drilling and water supply project
- Augmentation of water supply schemes
- Water supply and sanitation project
- Urban water distribution facilities improvement project

#### 4.1.2 [C2. Inclusive and Equitable Access to Quality Education and Skills Training](#)

*Outcome Statement: Inclusive and equitable access to quality education and skills training to enhance human capacity for sustaining national development*

Education is widely considered one of the most important factors in social and economic development, associated with socio-economic variables such as income and fertility. Whenever adequate resources are intelligently invested in education, it is considered to improve people’s well-being and capabilities. The Government is committed to increasing inclusive and equitable access to quality education, thereby ensuring that all citizens have basic literacy and numeracy competencies, and that school graduates acquire a good foundation for further education or skills to contribute to the workplace. To do so, the Government will need to increasingly focus on inclusive access and improving the quality of education services offered.

The Education Policy 2006 stipulates the means to achieve increased enrolment of children (girls, boys and children with disabilities) at all levels of education, including pre-primary, primary, secondary, tertiary, non-formal, technical and vocational education. Guidelines include improvement of the quality and accountability of teachers and the school system; increased institutional capacity development for policy, planning, and monitoring and evaluation systems; expansion and renovation of school infrastructure; enhancement of equitable deployment of professionals; promotion of qualified and motivated teachers; and reform of the student assessment system.

Also included are definitions of standards and review curricula; provision of teaching/learning materials, and the use of ICT; establishment of child-friendly and gender-responsive pedagogy (methodology and contents), including online, open and flexible learning; improved quality assurance services; increased parental involvement and parent-teacher collaboration in school management; provision of support to students on higher learning; and introduction of vocational and entrepreneurial skills from the early stages of basic education. Overall, vocational training will assume a particularly important role in the education sector, since it prepares students for what is demanded by the labour market and therefore increases their employability.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 4.1.3 [C3. Increased Access to Decent and Affordable Housing, Improved Rational Land Use, and Access to Energy](#)

*Outcome Statement: Increased access to decent and affordable housing, improved rational land use, and access to energy*

Access to adequate and affordable habitat is essential to a person's physical, psychological, social and economic well-being and is a fundamental part of national and international action. Despite this, the proportion of people in Zanzibar who do not have access to safe and healthy shelter is high, requiring fast and appropriate action so as to increase access in the near future.

The Zanzibar population as stipulated in the 2012 Population and Housing Census accounted to 1,303,569 people. Average population density of Zanzibar stands at 530 persons per square kilometer. In 2012, the spatial distribution suggests that the rate of urbanization is 46.3 percent and Zanzibar's annual population growth rate was 2.8 percent. Rapid population growth, changes to the Zanzibari population structure, an increasingly negative impact of urbanization, inadequate urban planning and unemployment call for the need to integrate population growth and urban planning issues into planning and budgeting. Urban sprawl, if not well managed, leads to the creation of sub-standard living environments with insufficient numbers of services and amenities in the vicinity. Moreover, urban sprawl in Zanzibar had led to building over very fertile land outside Zanzibar Town. It is important that

new developments are spatially aware, i.e. that they are built in the most sensible and practical place in line with urban planning fundamentals.

Land is a basic resource for human survival and development. The main concern regarding land in Zanzibar is its scarcity, highlighting the need for appropriate planning for land use and equitable distribution. Other issues include conflicting use of land, inefficient assessment of development projects, and conflicts over ownership rights. Further, the adoption of gender-responsive land use and housing schemes will enable the Government to systematically address relevant challenges faced by women, related to their lower access to and control over land and housing. In addition, while it is important that new roads are built, they must also be built in areas with the highest incidence of traffic so that they manage traffic flow effectively and cause the least possible harm to the environment. In a setting where urbanisation happens at a fast pace, such as in Zanzibar, this becomes particularly pressing.

Energy service also acts as a cornerstone of development, and the availability of a stable and affordable electricity supply is essential. Moreover, the development of other sectors will increase the demand for energy supply. Access to energy that is sustainable, secure and affordable is particularly a critical catalyst for economic growth and development. The Government provides physical infrastructure for this access, distributing electricity while also promoting alternative sources and energy efficiency. Critically, the Zanzibar population is highly dependent on biomass-based energy for cooking, which places a lot of pressure on limited natural resources. This results in a strong need to identify and promote efficient, clean and renewable energy alternatives that can bring about a balance between the demand and sustainable utilisation of forestry resources.

Overall, the main objective will be to meet the energy needs of the Zanzibar people for social and economic development in an environmentally sustainable manner. However, the main focus for the time being is (1) to expand generation capacity, using sustainable and clean energy sources, as well as the distribution network, and (2) to increase new customer connections, with a particular focus on women.

To achieve this Outcome, the following flagship programme and projects have been designed:

#### Programme on real estate

- Construction of residential housing for the general public, with a low-income focus
- *Ng'ambo* residential housing project

#### 4.1.4 C4. Enhanced Prevention of, and Response to, Violence against Women and Children

*Outcome Statement: Enhanced prevention of, and response to, violence against women and children*

Violence Against Women and Children (VAWC) is increasingly recognised as a concern of national importance and has been identified as a key developmental challenge for Zanzibar. International studies have proven that VAWC not only has physical and psychological repercussions to the victims, which subsequently increases health costs, but also has economic consequences. The latter are estimated at 3.7 per cent of a country's GDP due to lost productivity, which is more than double what most governments spend for education.<sup>11</sup>

According to the Tanzania Demographic and Health Survey (TDHS) 2010, 8.8 per cent of women in Zanzibar aged 15-49 have experienced physical violence, and 6.5 per cent have experienced sexual violence. The first national survey on Violence Against Children (VAC Study 2009) reported that 6 per cent of girls and 9 per cent of boys experienced sexual violence, while 62 per cent of girls and 71 per cent of boys experienced physical violence before age 18 years. Furthermore, survey results demonstrated that the accessibility of services for victims of violence remains a significant challenge.

No comprehensive data management system exists to monitor the number of cases of violence against women and children that are reported or how these cases are handled. However, data collected at police stations, courts, hospitals and social welfare offices demonstrate that despite an increasing trend in reported cases, no significantly corresponding increase has occurred in the number of prosecutions against perpetrators of violence against women and children. In addition to the criminal response, the health, social welfare and psycho-social support services available to women and children who have experienced violence remain limited in quality and coverage.

The Government of Zanzibar is committed to developing a five-year National Plan of Action to Address Violence Against Women and Children to guide the implementation of key actions under this Outcome area and to ensure a coordinated approach focused on system strengthening to enhance the prevention of, and response to, violence against women and children.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 4.1.5 C5. Enhanced National Capacity to Prevent and Respond to All Types of Emergencies

*Outcome Statement: Enhanced national capacity to prevent and respond to all types of emergencies (natural and manmade), in a timely and effective manner*

Zanzibar is vulnerable to periodic natural and manmade disasters that affect lives and livelihoods, destroy infrastructure and the environment, and cause food insecurity and

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<sup>11</sup>World Bank website: <http://www.worldbank.org/en/topic/socialdevelopment/brief/violence-against-women-and-girls> (25 November 2015); UN Women study: <http://www.unwomen.org/en/digital-library/publications/2013/2/estimating-the-cost-of-domestic-violence-against-women-in-viet-nam#sthash.4zX8End5.dpuf>, 2012; and WHO study on Violence Against Women: Health Consequences, July 1997

serious public health issues. The major causes of disasters in Zanzibar, as evidenced in the 2008 Zanzibar Disaster Risk Capacity Needs-Assessment, include droughts, agricultural pests, fire outbreaks, floods, marine accidents, epidemics and strong winds. Moreover, the frequency of natural disasters in Zanzibar is on the rise, inflicting considerable damage, loss and displacement of vulnerable groups (children, youth, women and people with disabilities).

With increasing threats from climate change, Zanzibar, being a small island state, is becoming more risk-prone, as well as vulnerable to natural disasters including floods, droughts and tropical storms. Rising seawater levels, sea intrusion, land erosion, sun intensity, longer dry seasons, and shorter rainy seasons with heavy rains and storms all highlight the need to mitigate and adapt to climate change. The economic impact of disasters usually encompasses direct damage to some infrastructure, crops, and housing, as well as indirect damage including loss of revenue, unemployment and market destabilisation. These economic shocks also may lead to the erosion of gains in poverty reduction. As such, disasters have become a major development issue of urgent concern for the Government, development partners and local communities alike.

In recent years, the RGoZ has undertaken various disaster management initiatives to reduce risks and minimise disaster disruption to social and economic development. Such efforts have included the formulation of policies aimed at setting administrative and operational mechanisms for building resilient communities by enhancing the use of, and access to, knowledge and resources in disaster prevention, mitigation, preparedness, response and recovery at all levels. Thus far, the Government also has established the Disaster Management Authority, which has the primary role of coordinating all types of disaster and emergency responses in Zanzibar, also incorporating serious attention to disaster preparedness, mitigation and recovery. Nevertheless, the institutional set-up to address disaster management still faces key gaps that need to be addressed.

In particular, the multidimensional impacts of disasters require better coordination and management of prevention, preparedness and response efforts. Early warning systems still need to be strengthened at central and local levels. Sectoral preparedness and response plans, especially involving the health, water, shelter and electricity sectors, also will need to be prepared. Communities and vulnerable groups such as women, children and people with disabilities should be part of these processes.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 4.1.6 [C6. Attainment of National and Household Food Security and Nutrition for All](#)

*Outcome Statement: Attainment of national and household food security and nutrition for all*

Stable national food security and nutrition are fundamental to ensure active participation of citizens in support of Government efforts to eradicate poverty. That said, the food security situation in Zanzibar is characterised by low productivity of food crops, livestock and fisheries, high post-harvest losses, depleting food stocks, a need for early warning, and suboptimal systems of social protection and disaster preparedness and response. These factors, coupled with inadequate food storage facilities at household level and rising food prices, result in early depletion of food stocks soon after the harvest season and increase households' vulnerability to food insecurity.

Overcoming these challenges will significantly improve Zanzibar's food security position, but to do so, the Government needs to increase the productivity of food, diversify into high-yield crops, livestock and aquaculture, and establish strategic food reserves.

In addition, issues of undernutrition and malnutrition deserve immediate attention. These include high levels of stunting, anaemia and iodine deficiency; low availability and consumption of nutritious foods (fruits, vegetables, pulses, dairy products, and fish); low awareness of good dietary practices, including the use of fortified foods; a need for school feeding programmes; and inadequate capacity to conduct extension, research and training in nutrition and food technology. Undernutrition also has long-term impacts on a child's future learning and productive capacity, and hence, on the overall growth of the country's economy. Although a number of interventions are in place to address issues of maternal and child nutrition, most have not been scaled up, with a corresponding inability to reach all beneficiaries in need. At the same time, evidence has shown that increasing coverage of interventions has the potential for significantly improving maternal and child health, including reducing untimely deaths. The major objective is therefore to increase coverage of all essential on-going interventions, including the promotion of exclusive breastfeeding and optimal complementary feeding; management of severe acute malnutrition; vitamin A supplementation and de-worming in children; and maternal micronutrient supplementation.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 4.2 How Does Key Results Area C Relate to Internationally Agreed Goals and Declarations?

Outcome C1 is reflected in both SDG 3 (Ensure healthy lives and promote well-being for all, at all ages), as well as SDG 6 (Secure water and sanitation for all for a sustainable world). Outcome C2 tackles education and thus relates to SDG 4 (Provide equitable and inclusive quality education and lifelong learning opportunities for all). For its part, Outcome C3 clearly relates to SDG 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), as well as SDG 11 (Build inclusive, safe and sustainable cities and human settlements).

At the same time, Outcome C4 relates to SDG 3 (Ensure healthy lives and promote well-being for all, at all ages), given that social protection relates to caring for those who may have limited abilities to care for themselves. It also relates to SDG 5 (Attain gender equality and empower women and girls everywhere) since it has a strong gender focus, as well as to SDG 10 (Reduce inequality within and among countries). Further, Outcome C4 specifically reflects SDG Target 5.2 on the elimination of all forms of violence against women and girls and SDG Target 5.3 on the elimination of all harmful practices such as child, early and forced marriage. This Outcome also reflects SDG 16 to significantly reduce all forms of violence and related deaths, and to end abuse, exploitation, trafficking and all forms of violence against children.

## 5 Key Results Area D: Environmental Sustainability and Climate Resilience

Environmental sustainability is a condition of balance, resilience, and interconnectedness that allows human society to satisfy its needs, while neither exceeding or harming the balance and regenerating capacity of its ecosystems, nor diminishing biological diversity by human actions. It is important to recognise the link between sustainable development and other relevant on-going processes in the economic, social and environmental fields, so as to ensure lasting protection of ecosystems and natural resources.

In this context, environmental protection and natural resource management are a necessary prerequisite to a sustainable socio-economic system for Zanzibar. Focus on protecting the environment from degradation, enhancing sustainable consumption and production, promoting sustainable utilisation and management of natural resources, and taking urgent action to mitigate the impact of climate change in a gender-responsive manner, all will ensure the sustainability of pro-poor economic development in Zanzibar.

Climate change is a major threat to small island states like Zanzibar, and its consequences could affect results delivery in other Key Results Areas. Therefore, there is a need to mainstream climate change responsiveness across ZSGRP III.

### 5.1 Outcomes

#### 5.1.1 [D1. Improved Gender-Responsive Climate Change Adaptation and Mitigation Measures](#)

*Outcome Statement: Improved gender-responsive climate change adaptation and mitigation measures to protect against threats*

The economy of the Zanzibar Islands and the livelihoods of its women and men are highly dependent on weather- and climate-sensitive activities. The islands also are very reliant on coastal, marine and terrestrial ecosystem services, which constitute an important part of the country's GDP and underpin most livelihoods. These natural systems are currently under pressure because of the expanding population and weak climate change management, contributing to other socio-economic pressures.

Climate variability already affects Zanzibar's economic growth, while future climate change poses a major risk to the country, which is highly vulnerable not only due to its composition of small islands, but also because many islands are low-lying and thus vulnerable to sea level rise. These risks will affect all economic sectors – in other words, this is not “just an environmental issue”, and there is an urgent need to mainstream climate change across Key Results Areas. At the same time, there is an opportunity for Zanzibar to access international

climate finance for addressing these risks (adaptation), and for reducing greenhouse gas emissions toward a sustainable growth trajectory (mitigation).

Climate change adaptation and mitigation remain a major priority of the Government, which will continue efforts to increase the resilience of all economic sectors, as well as of sensitive ecosystems (e.g., fragile forest and coastal ecosystems), from the impacts of climate change. Adaptation responses to climate change include specific options targeted at the agriculture and fisheries sectors, along with a more general focus on integrated coastal and marine management, which includes the inter-linkages across fish, coral, sea grass, and mangrove ecosystems.

Mitigation measures, meanwhile, need to be enhanced to promote sustainable consumption and production practices such as those aimed at reducing the pressure on the local biomass (forest) resources; this may include the use of more efficient, affordable and renewable energy alternatives for cooking, as well as adoption of environmentally sustainable agricultural practices. Overall, a focus on gender-responsive environmental climate change conservation and mitigation will facilitate a more holistic and integrated response to the needs of different social groups in Zanzibar.

To achieve this Outcome, the following flagship programme and project have been designed:

#### Climate change adaptation programme

- Project on strengthening the management of the environment, natural resources and climate change

#### 5.1.2 [D2. Marine and Terrestrial Ecosystems Protected and Restored, With Reduced Biodiversity Loss](#)

*Outcome Statement: Marine and terrestrial ecosystems are protected and restored, with reduced biodiversity loss (sustainable use of marine and terrestrial resources)*

The marine and terrestrial ecosystems of Zanzibar are under considerable utilisation pressures, which threaten their existence. Severe exploitation of natural resources for socio-economic activities downgrades the quality of marine and terrestrial ecosystems. This destruction of biodiversity is due to a combination of factors, including limited income-generation activities for communities; overexploitation of shallow-water ecosystems arising from the inability to access deep sea fishing; demographic changes; and economic development programmes and their associated high demand for natural resource products. In addition, the growing population, increasing living standards, urbanisation, and tourist development have resulted in solid waste and wastewater issues that negatively affect the environment, public health and biodiversity. The emergence of these pressing issues has outpaced Zanzibar's capacity to tackle them effectively.

In recent years, Zanzibar has established several protected areas to conserve marine and terrestrial ecosystems and their resources for sustainable use by communities within and adjacent to the most threatened areas. These are essential for improving ecosystem functions that are vital for living organisms, as well as for human health, food production and economic development. Increasing efforts, when accompanied with the provision of effective livelihood alternatives for affected communities, are intended to lead to restoration of terrestrial and marine ecosystems and reduction of biodiversity loss.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 5.1.3 D3. Environmental Degradation Is Prevented, With Reduced Environmental and Social Risks of Economic Activities

*Outcome Statement: Environmental degradation is prevented, with reduced environmental and social risks of economic activities*

In Zanzibar, environmental safeguards such as Environmental and Social Impact Assessments (ESIAs) and Strategic Environmental Assessments (SEAs) are essential tools to assess the impact of development activities on the environment, and to support sound and sustainable development. The purpose of these assessments is to minimise and mitigate adverse impacts of programmes and projects on the surrounding environment, and to enhance positive effects when identified. In this regard, all public and private investments, projects and programmes need to comply with national safeguards and procedures in order to minimise pollution and degradation of the environment and ensure efficient waste management. This calls for further awareness and knowledge creation by all key stakeholders, including project proponents and relevant regulatory bodies and authorities, to ensure a coordinated approach to environmental compliance and enforcement of laws, as well as implementation of a comprehensive waste management policy.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

## 5.2 How Does Key Results Area D Relate to Internationally Agreed Goals and Declarations?

Outcome D1 relates to SDG 13 (Promote actions at all levels to address climate change), given that it covers both adaptation and mitigation of climate change, and SDG 7 (Ensure access to affordable, sustainable, reliable and modern energy services for all), since clean energy is the best way of ensuring a sustainable, affordable energy supply into the future while simultaneously mitigating climate change effects.

Meanwhile, Outcome D2 visibly relates to both SDG 14 (Attain conservation and sustainable use of marine resources, oceans and seas) as well as SDG 15 (Protect and restore terrestrial ecosystems, and halt all biodiversity loss).

Lastly, Outcome D3 contributes to SDG 11 (Build inclusive, safe and sustainable cities and human settlements), because environmental issues risk the sustainability of cities and settlements.

## 6 Key Results Area E: Adhering to Good Governance Principles

Good governance principles underlie all other Key Results Areas. For successful and sustainable development, it is important that the Government has the necessary capabilities to intervene in a measured, practical and useful way. Moreover, it is not only about intervening, but also about knowing when to leave gaps for other actors to fill, and creating an environment that will allow this to happen in the most beneficial way. Good governance is likewise about accountability and transparency, along with enabling citizens to have the requisite knowledge and knowledge to demand and create positive change.

### 6.1 Outcomes

#### 6.1.1 E1. Governance Systems and Structures Are Gender-Responsive, Accountable, Capable, Credible, Transparent and Corruption-Free

*Outcome Statement: Governance systems and structures are gender-responsive, accountable, capable, credible, transparent and corruption-free*

Coherent systems and structures for service delivery are an important input toward achievement of the goals contained in this Strategy. This Outcome is intended to address all structural and systemic issues highlighted in the ZSGRP II Review. The Outcome will emphasise the need for broader participation in implementation and M&E of the Strategy's activities in localities at the grassroots/*shehia*<sup>12</sup> level, by women, men, youth and people with disabilities.

Already, the concept of Decentralisation by Devolution (D by D), as described in the D by D Strategy and Road Map of December 2016, is being implemented in Zanzibar. Both ZSGRP III and the new D by D Strategy underline that decentralisation by devolution is essential for participation and inclusiveness of local communities; this is to be achieved by increasing the role of Local Government Authorities (LGAs). In addition, devolution of Government functions will enhance the quality and accessibility of services and, at the same time, allow citizens to participate in decision making for local priorities while also evaluating efficiency and effectiveness of services delivered.

Further, decentralisation can help to improve Government accountability because it exerts stronger pressure on Government performance, and because local needs can best be determined by the Government operating at the same level. The D by D Road Map identifies five priorities to be implemented for decentralisation to work effectively: awareness

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<sup>12</sup>*Shehia* is the lowest local administrative unit in Zanzibar.

creation and sensitisation, policy and legislative harmonisation, fiscal decentralisation, human resources empowerment, and institutional review.

This Outcome also recognises the necessity to strengthen service delivery systems, such that all basic needs are accessible to women, men and vulnerable groups. Gender-responsive policies, laws and strategies will be prepared and implemented to ensure the achievement of this Outcome. Moreover, the objective is to ensure that accountability, transparency and a corruption-free environment within the Government, as well as among non-State actors, is continuously increased. Lastly, this Outcome also is intended to ensure implementation of sound programmes and projects aimed at strengthening capacities of both Government and non-Government institutions.

To achieve this Outcome, the following flagship programme and projects have been designed:

#### Construction of Government offices

- Ministry of Finance & Planning, Unguja
- Ministry of Finance & Planning; Ministry of Labour, Empowerment, Elders, Youth, Women & Children; and President's Office, Constitutional Affairs, Justice, Public Services & Good Governance, Pemba
- Project on improvement of compartments of special departments of RGoZ

#### 6.1.2 [E2. Attainment of Gender Equality and Equity](#)

*Outcome Statement: Attainment of gender equality and equity, social inclusion and empowerment of women, girls, youth, people with disabilities, and people in vulnerable situations*

Zanzibar has committed to implement a number of international and regional instruments for promoting gender equity and equality, as well as women and youth empowerment, particularly the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979). However, these instruments still need to be domesticated and mainstreamed in sector policies, programmes, plans and budgets to build strong, sustained, inclusive and sustainable economic growth with prosperity for women and youth. It is therefore important to create dynamic, sustainable, innovative and people-centred economies, promoting youth employment and women's economic empowerment in the country.

Empowerment is a process of women taking control over their own lives in pursuit of their own goals, according to their own choices and values, so as to develop self-determination and self-reliance, and to gain recognition and influence in society. It involves raising awareness, building self-confidence, increasing access to resources, and taking action in transforming structures and institutions that sustain gender discrimination and inequality.

According to the Tanzania Population and Housing Census 2012 (TPHC), women in Zanzibar comprise more than 51 per cent of the population, with 31.1 per cent of households headed by females. As has been demonstrated by previous Censuses, and most recently by the Household Budget Survey (HBS) 2015, large household sizes are associated with poverty. Women also have limited access to production resources and less control over the proceeds of their labour, since men tend to carry out most income-generating activities. Moreover, men earn three times more income than women do in both urban and rural areas. Most women work in the informal subsistence economy and face structural challenges, including lack of organisational capacity and limited coverage of social protection and labour legislation.

Women's efforts to increase productivity are additionally hampered by illiteracy, with the TPHC 2012 indicating that the literacy rate for males aged 15 and older is 88.3 per cent, compared to females at 80.7%. Other key constraints include inadequate and inappropriate technology, inadequate extension services, inadequate capital, and poor access to information, compounded by social and cultural factors that continue to result in women being seen as inferior to men. Critically, family requirements impose a heavy workload on women, which their male counterparts do not bear. Thus, women generally work more than 14 hours a day, but nonetheless have a higher incidence of poverty. All these factors will need to be addressed under the umbrella of this Outcome.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 6.1.3 [E3. Increased Access to Justice, Respect for the Rule of Law, Adherence to Basic Human Rights, and Greater Participation in the Democratic Process](#)

*Outcome Statement: Increased access to justice, respect for the rule of law, adherence to basic human rights, and greater participation in the democratic process.*

The central focus of good governance is built on this Outcome. Access to justice by all citizens represents an important way of ensuring that both men and women can be assured of their human and other rights. Moreover, a functioning and fair legal sector is fundamental to democratic systems, an essential prerequisite for other elements of good governance to succeed, and a driver of foreign investment and pro-poor economic growth.

While Zanzibar has a number of very good laws, both civil and criminal, implementation of these laws is hindered by many factors, including limited awareness, limited accessibility, and corruption. This Outcome addresses the challenges facing society, on the one hand, and those facing legal institutions, on the other, so as to increase adherence to the rule of law. In all, the principle of rule of law requires, among other things, equality before the law by all people; this will contribute to a just society.

However, a 2013 assessment of the justice system conducted by the Government highlighted significant weaknesses in the system. The challenges identified included a lack of technical and financial capacity within key justice institutions; the scarcity of quality legal services; and serious constraints faced by citizens, especially women, children and other vulnerable groups, in accessing justice. A 2015 gender review of ZSGRP II also identified limited access to justice for women and children, especially with regard to cases of violence against women and children and gender-based violence.

To address these challenges, the Government has committed to develop and operationalize a comprehensive and sector-wide legal sector reform programme, with the aim of strengthening the rule of law, promoting the protection of human rights, and ensuring access to justice for all citizens, including women, children and people with disabilities.

Reforms under this Outcome are expected to contribute to building the operational and institutional capacity of key justice and governance institutions. Priority interventions for legal sector reform include: establishment of a case flow/case record system and a case database for the judiciary; support for the continued “civilisation” of the prosecution service, along with increased capacity of legal institutions to effectively deal with criminal cases; and development of a comprehensive framework for the delivery of legal aid to all citizens, including women, children, people with disabilities, and members of the most vulnerable groups.

This Outcome thus includes a specific focus on justice for women and children and other vulnerable groups. The programme recognises that while the justice system in Zanzibar will benefit from the wider initiatives under the broad Legal Sector Reform Programme, additional and targeted reforms are required to ensure that the specific rights and needs of women, children and vulnerable groups in contact with the justice system are met.

To achieve this Outcome, the following flagship programme and projects have been designed, complementing the highlighted reforms of justice and governance institutions noted above:

#### Safety and security programme

- Safe Zanzibar project
- Development of court buildings

#### 6.1.4 [E4. Responsible Corporate Governance Ensured](#)

*Outcome Statement: Responsible corporate governance ensured*

Incentives for private sector development must go hand in hand with regulation to make sure that the activities of the private sector will benefit the people and the society. Together with these incentives, also needed are strict enforcement of environmental regulations, improved conditions of employment, including promotion of non-discrimination and

attention to the needs of women and people with disabilities; enforcement of anti-child labour laws and the setting up of mechanisms for tripartite dialogue and labour dispute resolution. Rules, procedures and mechanisms should be clear, transparent, consistent and corruption-free.

It is possible to imagine a situation when it is profitable for an individual firm to exploit people or the environment, break the law, discriminate against a group of people, or in any other way enhance individual profit by free-riding on other people's well-being. Therefore, it is the role of the Government to create a system that will remove incentives towards antisocial or harmful practices, yet preserve the efficiency of the private sector. This can be accomplished by providing a strong legal framework, infrastructure and access to information, among other initiatives.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

#### 6.1.5 E5. Mobilised Resources for Implementation

*Outcome Statement: Resources for implementation of ZSGRP III are mobilised*

Successful implementation of ZSGRP III depends on timely availability and effective utilisation of various resources, including human, financial and physical resources. Of these, the most binding is financial resources. The Government will work on innovative ways of attracting the necessary resource inflows in support of the implementation of ZSGRP III. This will include considering options such as PPPs as a means to provide services to citizens. In all, the Government will be the main custodian of ZSGRP III by bringing together stakeholders, estimating and budgeting for resources from the public sector, and mobilising Development Partners (DPs), the private sector, communities and non-State actors to support ZSGRP III implementation.

At the same time, the Government will focus on availing opportunities for broadening sources of revenue, including diversification of such sources and initiatives to ensure accountability for results among Government expenditures. It also will include strengthening of the financial management system to ensure greater reliability, timely financial resource allocation, and expenditure allocation aligned with planned resources.

This Outcome will be realised by projects that will be drafted during implementation of ZSGRP III, and will be guided by the relevant Key Strategic Actions detailed in Annex 3.

## 6.2 How Does Key Results Area E Relate to Internationally Agreed Goals and Declarations?

Outcomes E1, E3 and E4 relate to SDG 16 (Achieve peaceful and inclusive societies, rule of law, and effective and capable institutions); E1 particularly mentions issues of capable and

efficient institutions, while E3 addresses rule of law. Outcome E2 reflects SDG 5 (Attain gender equality, and empower women and girls everywhere), specifically referring to gender issues of equality and empowerment. Outcome E5, meanwhile, relates to SDG 17 (Strengthen the means of implementation and revitalise the global partnership for sustainable development).

## 7 Means of Implementation

### 7.1 Resource Mobilisation

As indicated above, ZSGRP III is expected to improve the resource mobilisation performance as compared to ZSGRP II. However, achievement of the new Strategy will be challenging because of the lack of predictability of external sources of funding, compounded by the fact that most of the SDGs in Zanzibar will largely have to be locally financed. It is therefore imperative that this Strategy improves considerably in terms of resource mobilisation and utilisation, by developing and implementing innovative strategies to improve domestic revenue collection. These strategies also necessitate the strengthening of capacities and coordination mechanisms among agencies mandated with revenue collection. Critically, they will rely strongly upon sustained financial discipline in public spending, which will avoid unnecessary reallocation of budgeted funds.

Effective aid management also will be important to ensure that the limited resources are used for the greatest benefit. Toward this end, initiatives will include alignment of Overseas Development Assistance (ODA) with ZSGRP III and enhanced coordination between the Government and DPs to avoid duplication and ensure complementarity of DP support. Using PPPs effectively to develop public services is a key potential avenue to deliver services without requiring large initial outlays of public money. ZSGRP III is thus based on prioritised budgeting toward the identified KRAs, for maximum impact with limited resources.

In all, Development Partners will continue to work closely with the RGOZ and key local actors to address overarching economic growth and poverty reduction outcomes. Currently the United Republic of Tanzania is finalising a review of its Development Cooperation Framework (DCF) to include all DPs with the objective of enhancing economic development. In recognising the challenges outlined in the DCF, the Zanzibar Roadmap was developed as a medium-term implementation strategy aimed at reducing significant gaps that constrain development effectiveness. The Roadmap takes the premise that two strategic areas of action are particularly critical going forward: strengthening the efficiency and effectiveness of development aid, while also supporting the development of a dialogue framework that will facilitate the development of synergies and complementarities between all development actors, including civil society organisations (CSOs). In turn, this intends to ensure that all diverse forms of cooperation – not just formal development assistance – have a catalytic effect on development.

## 7.2 Planning at MDA Level

Instead of developing an implementation plan, as in ZSGRP II, the new Strategy instead requires all MDAs to develop their own Action Plans as part of their Ministry Strategic Plans, which must be aligned with ZSGRP III. Guidelines on how to write specific Action Plans will be provided to all MDAs to ensure that all Outcomes are covered and that the format is aligned. The Key Strategic Actions as defined in Annex 3 of this document, along with key targets for each Outcome, will help to guide MDAs in developing their Action Plans.

This process means that relevant experts will lead on how best to achieve the Outcomes and targets as defined in this Strategy. It also allows for more flexibility than a central implementation plan, since conditions and opportunities likely will change over the next five years, such that the optimal path required to fulfil an Outcome also changes.

## 7.3 Planning at Local/Sub-National Level

The Local Government Policy 2012 and LGAs Act No. 7 emphasises local planning through Decentralisation by Devolution (D by D); the new D by D Strategy and Roadmap outline the Government's vision on implementation of decentralized governance in Zanzibar. According to Policy Statement No. 10, the Government will ensure that an effective planning process for LGA is put in place and well-linked with the central Government planning system. This new approach to service delivery requires comprehensive planning at local levels through participatory planning. Further, LGA Act No. 7 gives LGAs the mandate to plan, while Regional Administration Act No. 8 gives Regional Development Committees the mandate to act as advisory bodies. Key areas to be addressed include the review of local government institutional frameworks; preparation of a local revenue collection and utilisation system; strengthening of human resources; consolidation of the supervision of good governance; and public awareness of policy implementation.

In all, the planning process at sub-national level includes:

- i. Regional planning
- ii. District planning
- iii. Shehia (community-based) planning

### 7.3.1 Regional Level

Regional Sector Departments comprise the planning mechanism at Regional level. The Regional Administration Act No. 8 of 2014 establishes a Regional Development Committee as an instrument to consider and recommend to LGAs development plans in the region. The Regional Development Committee will compile and approve district plans from its Region for submission to the Ministry responsible for Regional Administration and Local Governments.

### 7.3.2 Planning at LGA Level

According to the Local Government Act No. 7 of 2014, LGAs are the planning instrument of the Government at the local level. The LGAs (District/City/Municipality/Town Councils) have the responsibility of facilitating the planning process at the District level. The Councils compile priorities of all *Shehias* for incorporation into the District plan. The Regional Development Committee should approve the plan before forwarding it to the relevant Ministry, which is then responsible for considering its inclusion in the central planning process.

### 7.3.3 Ward Level

According to Act No. 7, Ward Councils supervise implementation of development plans of *Shehias* in a particular Ward, in line with central planning priorities.

### 7.3.4 *Shehia* Level

*Shehia* priorities that feed into District plans are facilitated by District functionaries. Each *Shehia* is required to conduct a participatory planning process, with the aim of identifying needs to effectively address *Shehia*/community problems. The planning process is intended to involve all stakeholders, public and non-State actors alike, including CSOs, private sector organisations (PSOs), and others. The priorities of all *Shehias* in the District should be submitted to the District Council for development of the District Plan.

### 7.3.5 Planning Process and Calendar

The President's Office for Regional Administration, Local Government and Special Departments (PORALGSD) will facilitate development of the planning calendar for the LGA planning process, in alignment with the central planning process. The aim is to link local planning with national planning.

### 7.3.6 Financing of a Sub-National Plan

Sub-national plans will have the following sources:

- iv. Own sources, i.e., funds collected by District Councils;
- v. Transfers from the Central level;
- vi. Funds generated through LGA-DP relationships;
- vii. Integrated planning, i.e. integration of the Regional Plan with other programmes, particularly national/central plans, which are planned by sector MDAs. This can further the objective of addressing the needs of community development.

### 7.3.7 Planning Approaches at a Lower Level/Sub- Regional Level

A people-centred planning approach allows for inclusive stakeholder participation. This is theoretically and practically feasible, and it creates conducive environment for both top (central level) and bottom (local level) to work together to address community and national development simultaneously.

## 7.4 Coordination of Implementation

Coordination of ZSGRP III implementation shall be through the ZSGRP III Secretariat, while strategic guidance shall be drawn from the Strategy's Steering Committee. Members of the Steering Committee will include Principal Secretaries from Ministries responsible for Key Results Areas A, B, C, D and E (specifically, KRA A – Agriculture; KRA B – Education; KRA C – Health; KRA D – Environment; and KRA E – Good Governance). The Committee will be chaired by the Principal Secretary responsible for Finance, and the Executive Secretary of the Zanzibar Planning Commission will be the secretary to the Committee.

The ZSGRP III Secretariat is responsible for facilitating the work of the Steering Committee and coordinating activities of the Key Results Areas-Technical Working Groups (KRA-TWGs) of the ZSGRP III M&E Framework. The Budget Department, the Accountant General, MDAs and the Secretariat will work jointly to ensure that MDAs Annual Plans and the Medium Term Expenditure Framework (MTEF) conform to ZSGRP III targets. Key stakeholders for successful implementation of ZSGRP III include:

- viii. Cabinet, Inter-Ministerial Technical Committee (IMTC) and MDAs
- ix. Non-State Actors (NSAs), i.e. citizens, communities, private sector players and Civil Society Organisations (CSOs)
- x. Development Partners (DPs)

## 8 Monitoring and Evaluation

### 8.1 Introduction

Effective monitoring and evaluation of ZSGRP III is crucial in tracking the progress of implementation and attainment of the planned results over a period of time. This will be done through a set of indicators and targets stipulated in the ZSGRP III Monitoring and Evaluation framework. The complete M&E Framework is included in Annex 4 of this document.

Monitoring and evaluation will enable the Government and other stakeholders to determine the results of the Strategy at various levels during implementation, and to take appropriate action if adjustments are necessary. Information on clear arrangements and affordable strategies for the dissemination and utilisation of evidence-based information at all levels will be provided.

The coordination and linkages of various stakeholders in monitoring and evaluation of ZSGRP III will be spearheaded by the Monitoring and Evaluation Department of the Zanzibar Planning Commission. Stakeholders will include MDAs, LGAs and NSAs as well as society in general, including representatives from vulnerable groups such as women, children and people with disabilities. These organizations will be responsible for implementation, monitoring and evaluation of ZSGRP III in line with their objectives, as outlined in their own strategic plans and the national Strategy. The role of each stakeholder is briefly outlined below.

#### 8.1.1 The Cabinet

Under the chairmanship of the President of the Revolutionary Government of Zanzibar, who is also the Chairman of the Revolutionary Council, the Cabinet will receive feedback reports on ZSGRP III implementation. These will be delivered from the IMTC through the Chief Secretary, for appropriate actions and guidance.

#### 8.1.2 The House of Representatives (HoR)

The House of Representatives (HoR) is legally mandated to oversee effectiveness and appropriateness of implementation of ZSGRP III performance. The HoR also will play the following important roles:

- xi. Scrutinise MDA planning and budgeting by considering the alignment of ZSGRP III Key Strategic Actions and strategic projects;
- xii. Monitor Government policies and programmes;
- xiii. Ensure that community (constituency-based) projects and programmes are aligned with ZSGRP III expected results, as well as with its implementation and reporting requirements;

- xiv. Disseminate Government policies, programmes and projects to the community, as well as use the results of M&E to influence Government policies.

#### 8.1.3 Zanzibar Planning Commission

The Zanzibar Planning Commission (ZPC) will play a key role in guiding and coordinating the formulation of development plans and in spearheading their implementation, monitoring and evaluation. In undertaking the overall coordination and M&E of the country's development efforts, the ZPC will have the following roles and responsibilities:

- i. Identify, adopt and approve national development key priority areas; issue directives for their integration in national and sectoral development planning, along with for their realisation and execution; and coordinate those plans;
- ii. Adopt, approve, coordinate, monitor and evaluate implementation of national and sectoral development plans;
- iii. Issue directives in accordance with findings of M&E reports;
- iv. Call for, from any institution, any information, representation or data relating to matters of monitoring and evaluation.

#### 8.1.4 The Inter-Ministerial Technical Committee (IMTC)

The IMTC is entrusted with the responsibility of overseeing implementation of ZSGRP III, serving as an effective route for the flow of information from the Zanzibar Planning Commission Secretariat to the Cabinet. The IMTC will advise the President on the performance of ZSGRP III implementation, policy and programmes, their impacts, and the need for policy reforms, where necessary. Feedback from IMTC to the Zanzibar Planning Commission Secretariat also is expected to strengthen coordination and implementation of ZSGRP III to attain its objectives and targets.

#### 8.1.5 Development Partners (DPs)

DPs are anticipated to provide technical and financial assistance for the ZSGRP III M&E system. The expected technical support will be in the form of staffing of the ZPC to enable it to perform its functions effectively. DPs also will explore and support peer learning by exploiting opportunities arising from South-South and North-South cooperation. Financial support also is expected for the provision of training related to M&E, coordination and planning.

#### 8.1.6 Steering Committee

The Steering Committee, whose composition is noted above, will provide technical advice on implementation of the ZSGRP III. The specific roles of the Committee are:

- i. Promote effective communication and coordination of ZSGRP III implementation;
- ii. Review and ensure quality standards of implementation reports of ZSGRP III before submission to the IMTC;
- iii. Advise on necessary adjustments for ZSGRP III implementation.

### 8.1.7 Zanzibar Planning Commission Secretariat

The Zanzibar Planning Commission Secretariat will play a major role in providing strategic guidance on overall ZSGRP III implementation. It represents the first level of decision making, where technical inputs and guidance will be provided related to issues arising from implementation of ZSGRP III. For effective monitoring and evaluation of ZSGRP III implementation, the Zanzibar Planning Commission Secretariat has a mandate to:

- i. Oversee the implementation of ZSGRP III and its M&E Framework;
- ii. Liaise with higher learning and research institutions on conducting research and capacity strengthening programmes on M&E;
- iii. Provide direction on how to implement the ZSGRP III M&E Framework in order to foster evidence-based decision making through the provision of information to IMTC, complemented by feedback to the M&E Secretariat and the implementation level;
- iv. Spearhead second-level analytical work;
- v. Sort out issues emanating from ZSGRP III implementation that require changes of policy and advise accordingly.

### 8.1.8 M&E Secretariat

The M&E Secretariat is responsible for enhancing linkages and coordination of monitoring and evaluation activities. Therefore, the M&E Secretariat will stimulate the institutionalisation of M&E functions at all levels and provide guidelines to all sectors, districts and non-State actors for the preparation of M&E plans; build their capacity to implement M&E plans through the provision of training, technical assistance and other support; and strengthen M&E coordination at the national level.

In addition, the M&E Secretariat will provide linkages between Zanzibar Planning Commission and all ZSGRP III implementers. Members of the M&E Secretariat will include Directors of Planning, Policy and Research (DPPRs), the Chief Government Statistician, Commissioners from the ZPC, the Association of NGOs (ANGOZA), the Zanzibar National Chamber of Commerce, Industries and Agriculture (ZNCCIA), higher learning and research institutions, and the Commissioner for External Finance. The Commissioner for Monitoring and Evaluation at the Zanzibar Planning Commission will serve as the Chairperson of the Secretariat. Specific roles and responsibilities for the M&E Secretariat include:

- i. Monitor and evaluate implementation of ZSGRP III;
- ii. Establish and strengthen M&E systems and ensure adequate resources for M&E functions are allocated at all levels;
- iii. Coordinate ZSGRP III stakeholders and ensure that information flow between the institutions is smooth;
- iv. Serve as a central point of information for the ZSGRP III monitoring system;
- v. Coordinate regular stakeholder consultations on ZSGRP III M&E thematic workshops/training;

- vi. Coordinate the preparation of ZSGRP III Annual Implementation Reports, Strategic Policy Briefs, and other technical papers as deemed fit;
- vii. Facilitate mid-term and end-of-term evaluation of ZSGRP III;
- viii. Disseminate the progress of ZSGRP III implementation and sharing of lessons learned from ZSGRP III to all stakeholders.

#### 8.1.9 Ministries, Departments and Agencies (MDAs)

The M&E Units under the Departments of Planning, Policy and Research will coordinate the monitoring and evaluation activities of ZSGRP III in their MDAs, as well as the Key Results Areas they contribute toward in the national plan. They will be responsible for production of periodic performance reports (monthly, quarterly, semi-annually and annually) on their performance indicators, and will submit the reports to the M&E Department of the Zanzibar Planning Commission. The MDAs are expected to work closely with OCGS and the M&E Department in conducting sector reviews and other special studies and surveys.

#### 8.1.10 Local Governments Authorities (LGAs)

The Local Government Authorities will coordinate the implementation, monitoring and evaluation of all activities of projects and programmes of the ZSGRP III within their areas of jurisdiction. Through their M&E Units, they will be responsible for performance monitoring of projects and programmes and for submitting periodic reports to the M&E Department through their respective Ministries.

#### 8.1.11 Office of the Chief Government Statistician

The Office of the Chief Government Statistician is responsible for the development and management of official statistics and is the authoritative source and custodian of the official statistics in Zanzibar, according to the Statistical Act No. 9 of 2007. OCGS is the main Government institutional body mandated to oversee data collection, compilation, processing, analysis, reporting and dissemination of all official statistics of economic and social activities of the Government, non-Government institutions, the private sector and communities in general. Information collected comes from a range of sources, including national surveys and systematic compilation of statistics and indicators from all major sources of data (i.e., censuses, sample surveys, routine data systems). As an agency for national official statistics, the OCGS will play a big role in:

- i. Supporting the ZSGRP III monitoring system by taking a leading role in the design of the methodologies, approaches and instruments employed in collecting data at the national, MDA, district and community levels;
- ii. Producing data needed to evaluate the progress of ZSGRP III objectives and targets. These include results from censuses, surveys and studies from institutions of research and higher learning;
- iii. Coordinating and ensuring effective and functional Statistical Units in MDAs;

- iv. Maintaining and regularly updating the Tanzania Social and Economic Database (TSED), the national databank;
- v. Guiding the preparation of Public Service Delivery Assessment surveys at sub-national levels.

#### 8.1.12 Non-State Actors (NSAs)

NSAs comprise the private sector, trade unions and Civil Society Organisations (Faith-Based Organisations and Non-Governmental Organisations). The M&E Department will capture information on implementation of ZSGRP III from NSAs through their respective points of contact.

### 8.2 Links between the ZSGRP III Monitoring Framework and Other Structures

The M&E Department and the Budget Department will work together in the implementation of ZSGRP III to ensure that MDA and LGA output indicators are in line with the Key Results Areas. Performance monitoring and reporting will be carried out against these indicators. Resource allocation also will be guided by the information generated through monitoring and evaluation.

MDA and LGA strategic plans and M&E plans will be aligned to the national Strategy and national M&E Framework. Thus, the planned results at various levels must adhere to the aspirations of the Zanzibar Development Vision 2020 and ZSGRP III. At the same time, the ZSGRP III Monitoring Framework will have Outcome indicators and targets that will be used for monitoring and evaluation of the planned results.

### 8.3 Key Outputs of the ZSGRP III Monitoring System

The following outputs will be produced by the M&E Department from the ZSGRP III M&E system:

- Monthly Implementation Reports for Projects and Programmes for Ceiling Committee Meetings;
- ZSGRP III Annual Implementation Reports;
- ZSGRP III Mid-Term Evaluation Report;
- ZSGRP III End-Term Evaluation Report;
- Policy Briefs;
- Public Expenditure Review Reports.

#### 8.4 Reporting Functions in the ZSGRP III

MDAs and LGAs will prepare reports through their M&E Units and submit them to the M&E Department. In turn, details of the planned outputs of the sectors' annual budgets and work plans will provide basic information for performance monitoring. These reports will be an input to the outputs of the ZSGRP III M&E system. In addition to these reports, which the M&E Department will periodically receive on projects and programmes, the Department will need to conduct sample physical site visits to validate data and information and take necessary remedial site measures as a result of observations.

#### 8.5 Information Dissemination

The dissemination of information on the progress of implementation of ZSGRP III and planned results will be coordinated and spearheaded by the M&E Department at various levels. This will be guided by the ZSGRP III Communication Strategy.

## ANNEX 1: Flagship Programmes, Projects and Initiatives

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
<b>Entry Points</b>							
1	A2: Resilient and growth-enabling infrastructure <sup>13</sup>	Programme on improvement of airports	Construction of Terminal II building	Completion of Terminal II building	Existing	RGoZ/EXIM BANK	MICT
			Rehabilitation and extension of Pemba Airport	Improve infrastructure, including extension of runway and construction of new building	Existing	RGoZ/AfDB	MICT
2		Expansion of ports infrastructure programme	New Port of Mpigaduri, Maruhubi	Construction of multipurpose and container terminal district for ocean-going vessels that can accommodate 1x 50,000 deadweight tonnage (DWT) in a multipurpose berth	Existing	RGoZ	MICT
			Procurement of new vessels (tanker, passenger and cargo)	Purchase one tanker and one passenger and cargo ship	New	RGoZ	MICT

<sup>13</sup> Proposed programmes and projects are well-positioned for a Public-Private Partnership approach. Opportunities for such an approach should be explored further as flagship programme details are finalized.

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
<b>Enabling Infrastructure</b>							
3	A2: Resilient and growth-enabling infrastructure	Programme on road construction	Construction of Bububu–Mahonda–Mkokotoni road	Construction of Bububu-Mahonda-Mkokotoni road (31km) to bituminous standard	Existing	RGoZ/AfDB	MICT
			Construction of Fuoni - Tunguu road	Completion of Fuoni-Tunguu (7.4km) road to bituminous standard	New	RGoZ	MICT
			Construction of Fumba-Airport road	Construction of Fumba-Airport road (6km) to bituminous standards	New	RGoZ	MICT
			Construction of Ole-Kengeja road	Completion of Ole-Kengeja road (35km) in Pemba to bituminous standard	Existing	RGoZ/OFID	MICT
			Construction of Wete-Chake road	Construction Wete-Chake road (22 km) to bituminous standards	Existing	RGoZ/Saudi Fund BADEA	MICT
			Construction of Chake-Mkoani road	Construction of Chake-Mkoani(31km) road to bituminous standard	New	RGoZ	MICT
*			Zanzibar rapid bus transport system	Design of a master plan for development of rapid bus infrastructure	New	RGoZ	MICT
*			Connecting islands to the national grid	Connect electricity to Kokota, Njau and Uvinje Islands	New	RGoZ	MLWEE

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
			Transmission line from 33kv to 66kv	Conduct feasibility study	New	RGoZ	MLWEE
			Project on renewable energy and energy efficiency	Completion of study and implementation of the recommendations	Existing	RGoZ/EU	MLWEE
4		Special Economic Zones	Development of Industrial Parks (Fumba, Micheweni)	Development of Industrial Park Master Plan, landscaping and provision of appropriate infrastructure such as water, electricity and roads	New	RGoZ	MoFP/ZIPA
			Development of Trade and Exhibition Centre	Construction of International Convention and Exhibition Centre at Nyamanzi	New	RGoZ	MTIM
*			Purchase of four landing crafts for small islands	Purchase of four landing crafts for Mkoani, Wete, Mkokotoni and Kizimkazi	New	RGoZ	MITC

\* Initiatives that do not fall under an overarching flagship programme but are nonetheless marked as a flagship initiative because of their relevance and impact for achieving ZSGRP III objectives

#### Real Sectors

5	A3: A competitive tourism and hospitality sector	Multi-sector Tourism Development Programme	Development and renovation of historical buildings and sites	Development and renovation of Kwa-Bikhole, Natural Museum, Mwinyimkuu - Dunga, Mkumbuu - Pemba, House of Wonder, People's Palace and Hamamni Bath	Existing	RGoZ/Oman, WB & Iran	MITCS
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S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
			Ecotourism for botanical gardens and city parks - Masingini, Ngezi, Jozani	Development of botanical garden, trails, sunset tower and resting place	Existing	RGoZ	MANRLF
6	A4: Modernised agriculture sector	Programme on strengthening fisheries	Deep sea fishing	Establishment of fisheries company	Existing	RGoZ	MANRLF
			Project on development of mariculture/aquaculture	Construction of hatchery at Beit el Ras	Existing	RGoZ	MANRLF
7		Agricultural Development programme	Irrigation project	Development of irrigation infrastructure for 1,621 hectares (Cheju, 900ha; Kilombero, 100ha; Kibokwa, 194ha; Kinyasini, 217ha; Chaani, 71ha; Makwararani, 78ha; Mlemele, 61ha)	Existing	RGoZ/SOUTH KOREA	MANRLF
			Community micro-irrigation pilot project - Bumbwisudi NETAFIN	Development of drip irrigation infrastructures and services	New	RGoZ	MANRLF
			Mechanisation of agriculture	Purchase of tractors, fertilizer, seeds and other agricultural supplies	New	RGoZ	MANRLF

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
			Improve livestock infrastructure and small stock keepers project	Construction of modern abattoir at Kisakasaka, 20 biogas plants, quarantine and dips, establishment of five dairy hubs, integration and training, purchase of milk storage facilities, and rehabilitation of paddocks	Existing	RGoZ	MANRLF
8	A5: Modernised manufacturing sector	Programme on improvement of industries	Upgrading of light industries, including salt in Zanzibar	Prepare strategy and guideline for industrial development	New	RGoZ	MTIM
				Development of Association of Zanzibar Salt Processing Organisations (AZASPO) for salt industry in Pemba	New	RGoZ	MTIM
			Exploration of oil and gas	Conduct seismic studies	New	RGoZ	MLWEE
			Strengthening the Zanzibar Bureau of Standards	Construction of new ZBS building at Maruhubi and purchase of equipment for laboratories	Existing	RGoZ	MTIM

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
			Establishment of SMEDA (Small and Medium Enterprise Development Authority)	Establishment of Industrial Development Centre, skills development value addition and packaging for Small and Medium Enterprises (SMEs) and infusion of appropriate technology (including research and development)	New	RGoZ	MTIM
<b>Human Capital</b>							
9	B1: Skills development for increased employability	Human Resources Programme	Strengthening human resources in health, agriculture, engineering, oil and gas	Train health specialists, agriculturists, engineering, and oil and gas specialists	New	RGoZ	MoFP
			Strengthening alternative learning and vocational training	Establishment of new programme for vocational training (including fisheries and agriculture) for Form 2 and 4 leavers to suit the labour market demand	Existing	RGoZ/AfDB	MoEVT
				Construction of JKU Vocational Centre	New	RGoZ	PORALGSD
10	B2: Enhanced entrepreneurial capacity	Youth Employment Initiatives Programme	Promote incubation for entrepreneurs in Zanzibar	Construction and furnishing of new incubation centre in Pemba and purchase of equipment in Unguja	Existing	RGoZ	MLEEYWC

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
<b>Social Investments</b>							
11	C1: Improved access to quality health and sanitation services, safe and clean water, and mitigated disease burden	Health Infrastructure Development Programme	Upgrading primary health care centre to district hospitals and existing district hospitals to regional hospitals	Providing better facilities and professional staffing to conform with standards on health care services for each hospital service level	Existing	RGoZ	MoH
			Development of Binguni Health Complex	Construction of Binguni Referral Hospital and Research Centre	New	RGoZ	MoH
12		Integrated Reproductive and Child Health Programme	Reproductive health, child health, expanded program of immunization and prevention of mother to child transmission of HIV	Prevention and management of unwanted pregnancy, maternal care, child survival services, management of reproductive tract infection and sexually transmitted infections, including HIV	Existing	RGoZ/UNFPA/WHO/GF	MoH
13		Zanzibar Water Supply Programme	Zanzibar well drilling and water supply project	Drilling and development of wells in rural areas	Existing	RGoZ/China/ Ras el Khaimah	MLWEE
			Augmentation of water supply schemes in Zanzibar	Rehabilitation of water infrastructures in urban west district areas, including Mfenesini, Kianga, Tunguu, Fuoni and Fumba, install water meters to all users and re-connect at customer's database	New	RGoZ/India	MLWEE

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
			Water supply and sanitation project	Improve the existing water facilities, construction of school sanitation and hygiene facilities, hygiene and sanitation awareness promotion and capacity building for ZAWA in operational and commercial management	Existing	RGoZ/AfDB	MLWEE
			Urban water distribution facilities improvement project	Rehabilitation of water infrastructures in urban west district areas including Bububu, Kijichi and Kisauni	Existing	RGoZ/JICA	MLWEE
14	C3: Increased access to decent and affordable housing, improved rational land use, and access to energy	Programme on real estate	Construction of housing estates for general public, with low-income focus	Construction of residential housing	New	RGoZ	MICT
			Ng'ambo residential housing project	Construction of residential housing in Ng'ambo area	New	RGoZ	MLWEE
<b>Governance</b>							
15	D1: Improved gender-responsive climate change adaptation and	Climate Change Adaptation Programme	Project on strengthening the management of environment, natural resources and climate change	Planting mangrove in coastal areas and construction of sea dikes	Existing	RGoZ/UNDP	MLWEE

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
	mitigation measures						
16	E1: Governance systems and structures are gender-responsive, accountable, capable, credible, transparent and corruption-free	Construction of Government Office Programme	Ministry of Finance and Planning, Unguja	Construction of new building at Mazizini	New	RGoZ	MoFP
			Ministry of Finance and Planning; Ministry of Labour, Empowerment, Elders, Youth, Women and Children; and President's Office, Constitutional Affairs, Justice, Public Services and Good Governance, Pemba	Completion of new office buildings at Gombani Pemba	Existing	RGoZ	MoFP
			Project on Improvement of Compartments of Special Departments of RGoZ	Construction and rehabilitation of staff quarters and offices for Special Departments of RGoZ	New	RGoZ	PORALGSD
17	E3: Increased access to justice, respect for rule of law, adherence to basic human rights, and greater	Safety and security programme	Safe Zanzibar Project	Establish multimedia radio communication system, videoconferencing, intelligence video surveillance, command centre and monitor centre	New	RGoZ/China	PORALGSD

S/No	Outcomes	Programmes	Projects/Initiatives	Main Interventions	Status	Source of Funding	Lead Implementing Agencies
	participation in the democratic process		Development of court buildings	Construction of High Court, Tunguu	New	RGoZ	POCLAPSGG

## ANNEX 2: Other On-going Programmes and Projects

Outcomes	S/No	Program	S/No	Project	Source of Funding	Implementing Agencies
A1: Conducive business environment to allow private sector investment to thrive responsibly and create decent work for women and men	A	Business Environment Programme	1	Capacity development for trade mainstreaming	RGoZ/UNDP	MTIM
			2	Online business registration project	RGoZ	MTIM
A2: Resilient and growth-enabling infrastructure	B	Programme on road construction	3	Construction of Jendele-Cheju-Kaebona, Kizimbani-Kiboje and Jumbi-Koani roads	RGoZ/BADEA	MoICT
	C	Programme on ICT	4	E-government	RGoZ	POCLAPSGG
A4: Modernised agriculture sector to increase the value and volume of trade	D	Agricultural Development programme	5	Marketing Infrastructure, Value Addition and Rural Finance Support Programme (MIVARF)	RGoZ/IFAD/AGRA/ AfDB	MANRLF
			6	Expanding rice production project	RGoZ/WB	MANRLF
			7	Value Addition of Rice Project (ZANRICE)	RGoZ/Germany	MANRLF
			8	Cloves development strategy	RGoZ	MTIM
	E	Programme on Strengthening Fisheries	9	South West Indian Ocean Fishery Governance and Shared Growth Programme (SWIOFish)	RGoZ/WB	MANRLF
A5: Modernised manufacturing to	F	Program on Improvement	10	Development of industrial	RGoZ	MTIM

Outcomes	S/No	Program	S/No	Project	Source of Funding	Implementing Agencies
increase the value and volume of trade		of Industries		strategy		
			11	KVZ leather and shoes factory development project	RGoZ	PORALGSD
A7: Improved social protection schemes aimed at promoting inclusive economic growth and reducing vulnerability to economic shocks	G	Tanzania Social Action Fund	12	Provision of cash transfers to the poor	RGoZ/WB	SVPO
	H	Property and Business Formalization Programme (MKURABITA)	13	Business and land registration	RGoZ/WB	ZPC
			14	Poverty and Environment Initiative	RGoZ	ZPC
			15	Research Development Project	RGoZ	ZPC
B2: Enhanced entrepreneurial capacity of youth, women, men and people with disabilities for generating meaningful self-employment opportunities	I	Youth Employment Initiatives Programme	16	Supporting smallholders	RGoZ	MLEEYWC
			17	Strengthening alternative learning and vocational training – Phase II	RGoZ/AfDB	MoEVT
C1: Improve access to quality health and sanitation services and safe and clean water, and mitigate burden of communicable (including HIV) and non-communicable diseases	J	UN Integration Programme for HIV/AIDS			RGoZ/UNDP/ UNFPA/ UNICEF	SVPO
	K	Integrated HIV/AIDS, TB and Leprosy Programme			RGoZ/GF/WHO/CHAI/CDC/ DANIDA	MoH
	L	Zanzibar Malaria Control Programme			RGoZ/UNFPA/WHO/PMI/GF	MoH
	M	Health Infrastructure Development Programme	18	Upgrading Mnazi Mmoja Hospital	RGoZ/ORIO/Norway/Spain	MoH

Outcomes	S/No	Program	S/No	Project	Source of Funding	Implementing Agencies
			19	Construction of Chief Government Chemist Laboratory	RGoZ	MoH
			20	Construction KMKM Hospital at Kibweni – Phase II	RGoZ	
	N	Zanzibar Urban Services Programme			RGoZ/WB	PORALGSD
C2: Inclusive and equitable access to quality education and skills training to enhance human capacity for sustaining national development			21	Strengthening Pre-Primary Education	RGoZ/WB	MOFP
			22	Strengthening Primary Education	RGoZ/GPE/UNICEF	MoEVT
			23	Strengthening Basic Education	RGoZ/GPE/SIDA/UNICEF/UNESCO/China	MoEVT
			24	Institutional Cooperation Instrument	RGoZ/BADEA/OPEC/KOREA/WB	MoEVT
C3: Improve access to decent and affordable housing, improved rational land use and access to energy			25	Rural Electrification	RGoZ/FINLAND	MLWEE
			26	Zanzibar Energy Sector Support Project	RGoZ	MLWEE
			27	Capacity Building and Maintenance - ZECO	RGoZ/SIDA	MLWEE
C4: Enhanced prevention of and response to violence against women and children			28	Childhood Protection	NORWAY	MLWEE
			29	Social Protection	RGoZ	MLEEYWC

Outcomes	S/No	Program	S/No	Project	Source of Funding	Implementing Agencies
	O	Gender Programme			RGoZ	MLEEYWC
			30	Gender Equity and Women Empowerment	RGoZ/UNFPA	MLEEYWC
C5: Enhance national capacity to prepare and respond to all types of emergencies (natural and manmade) in a timely and effective manner			31	Strengthening of Rescue and Diving Services	UN Women	MLEEYWC
			32	Disaster Management Project	RGoZ	PORALGSD
			33	Construction of Detoxification Centre	RGoZ/ UNDP	SVPO
			34	Construction of Mao Tse-tung Stadium in Zanzibar		
			35	Development of Core Capacity to Climate Change (ADB-ACCF)	RGoZ/ CHINA	MITCS
			36	Climate Change and Environmental Management	AfDB	MLWEE
D1: Improve adaptation and mitigation measures to protect against threats of climate change			37	Enhancing National Capacity to Climate Change Resilience (LDCF)	DFID-IIED	MLWEE
E1: Governance system and structures are accountable, transparent and corruption-free	P	Zanzibar Public Service Sector Reform			UNDP	MLWEE
E3: Increased access to justice, respect for			38	Juveniles Correctional Facility	RGoZ	POCLAPSGG

Outcomes	S/No	Program	S/No	Project	Source of Funding	Implementing Agencies
rule of law, adherence to basic human rights, and gender participation in the democratic process	Q	Legal Sector Reform Programme			RGoZ	PORALGSD
			39	Strengthening of State House and Lodge	RGoZ/UNDP	POCLAPSGG
			40	Zanzibar Safe Project	RGoZ	POCRG
E4: Responsible corporate governance ensured			41	Institutional Support for Good Governance Programme - Phase III	RGoZ	PORALGSD
			42	Capacity Development for MoICT	RGoZ/AfDB	MOFP
			43	Integrated population issues in reproductive health, gender and poverty reduction	AfDB	MoICT
E5: Mobilised resources for implementation	R	Resource Mobilisation Program	44	Strengthening Aid Management in Zanzibar	RGoZ/UNDP	MoFP
			45	Public Finance Management Reform Programme	PFMRP/ NORWAY	MoFP

## ANNEX 3: Key Strategic Actions (KSAs)

### 3.1 Key Results Area A: Enabling Sustainable and Inclusive Growth

Outcome	Key Strategic Actions
<p>A1: Conducive business environment to allow private sector investment to thrive responsibly and create decent work for women and men</p>	<ul style="list-style-type: none"> <li>a) Develop and implement infrastructure investment strategy</li> <li>b) Establish infrastructure to facilitate access of products from production centre to markets</li> <li>c) Simplify registration procedures</li> <li>d) Review of legal framework that hinders investment growth</li> <li>e) Enhance vocational and technical education</li> <li>f) Support Micro, Small and Medium Enterprises (MSMEs) financially and technically</li> <li>g) Improve one-stop facilitation centre</li> <li>h) Application of technology in tax administration to allow MSMEs to pay their taxes without visiting tax administration premises</li> <li>i) Encourage responsible businesses and investments that provide decent jobs, protect the environment, and adhere to laws</li> <li>j) Identify and develop areas as trans-shipment hubs</li> <li>k) Attract private investment by making it easy and transparent to conduct business in Zanzibar</li> <li>l) Recognise diaspora philanthropic resources as productive capital for the development of Zanzibar</li> <li>m) Advertise potential investments for the diaspora and their networks</li> <li>n) Support establishment of linkages among investment promotion institutions in Tanzania, including Zanzibar, to facilitate Foreign Direct Investment (FDI) inflows</li> <li>o) Identify and develop areas as trans-shipment hubs</li> </ul>
<p>A2: Resilient and growth-enabling infrastructure</p>	<ul style="list-style-type: none"> <li>a) Create links between tourism and other economic sectors</li> <li>b) Expand and improve the existing seaports</li> <li>c) Prepare for potential oil and gas extraction</li> <li>d) Review and implement the transport master plan (including disability issues)</li> </ul>

	<ul style="list-style-type: none"> <li>e) Develop ICT infrastructure to set up common standards and procedures</li> <li>f) Establish ICT community centres at district level</li> <li>g) Promote the use of ICT in productive and service sectors as well as among general public</li> <li>h) Improve ICT human capacity building in Zanzibar</li> <li>i) Establish revenue stream and budget models for ICT development</li> <li>j) Improve airport infrastructure in Unguja and Pemba</li> </ul>
A3: Competitive tourism and hospitality sector that provides sustainable and inclusive benefit to Zanzibaris and capitalises upon the Zanzibar cultural heritage	<ul style="list-style-type: none"> <li>a) Promote development of priority niche markets (ecotourism, conference tourism, diaspora tourism, culinary tourism, agro-tourism, cultural and historical heritage tourism, sport tourism, domestic tourism).</li> <li>b) Strengthen, modernise and upgrade existing tourism and hospitality institutes to meet international standards</li> <li>c) Establish efficient marketing structure to increase visibility of “destination Zanzibar” in the marketplace</li> <li>d) Develop, preserve, conserve and manage Zanzibar natural cultural heritage</li> <li>e) Facilitation and establishment of school of arts and cultural centre in Zanzibar</li> <li>f) Design and implement outreach tourism-related programmes (including provision of soft skills) to enable Zanzibaris to serve tourism sector</li> <li>g) Review the curricula and methods of training to suit the demand side of human resource requirements and integrate entrepreneurship, innovation and creativity in the tourism education system.</li> <li>h) Review the existing legal framework on tourism and hospitality sector</li> <li>i) Introduce tourism and hospitality programmes in higher-level institutions, schools and training centres</li> <li>j) Strengthen links between tourism and other economic sectors (trade, agriculture, manufacturing)</li> <li>k) Use diaspora as goodwill ambassadors for promotion of Zanzibar tourism industry</li> </ul>
A4 : Modernised agriculture sector to increase the value and volume of trade	<ul style="list-style-type: none"> <li>a) Improve agricultural production through irrigation, new technology, environmentally friendly and sustainable means</li> <li>b) Promote agro-processing and value addition, with special focus on producing high-value processed products from crops, livestock, forestry and fisheries</li> <li>c) Attract PPPs/State Enterprises into deep sea fishing, aquaculture and processing for export</li> <li>d) Establish outreach programmes to colleges/universities to support small producers</li> <li>e) Support appropriate research and development (R&amp;D) institutions on crops, livestock, fisheries and forestry</li> <li>f) Strengthen artisanal fisheries through the use of new technologies and appropriate fishing gears</li> <li>g) Advocate for access to credit in agriculture (crop, livestock, forestry and fisheries)</li> <li>h) Review and implement the Clove Development Strategy</li> </ul>

	<ul style="list-style-type: none"> <li>i) Scale up production and value addition of seaweed</li> <li>j) Facilitate establishment of centres, clusters or parks for fruits and vegetables to support enterprises for their access to markets</li> </ul>
A5 : Modernised manufacturing to increase the value and volume of trade	<ul style="list-style-type: none"> <li>a) Support appropriate R&amp;D institutions to deliver improved services to manufacturing enterprises, particularly in agro-industry</li> <li>b) Develop and implement marketing and branding strategy for products to maximise comparative advantages</li> <li>c) Encourage light manufacturing in the country</li> <li>d) Develop local industries, industrial upgrading and modernisation programme</li> </ul>
A6. A vibrant private sector developed	<ul style="list-style-type: none"> <li>a) Develop and implement private sector development policy and strategy</li> <li>b) Review and harmonise investment and labour laws</li> <li>c) Raise community public awareness on employment in private sector</li> <li>d) Improve access to finance to enhance private sector growth</li> <li>e) Encourage the adaption of modern technologies for MSMEs</li> <li>f) Offer attractive, effective and transparent incentives to private sector</li> </ul>
A7: Improved social protection schemes aimed at promoting inclusive economic growth and reducing vulnerability to economic shocks	<ul style="list-style-type: none"> <li>a) Develop and implement social protection programmes that target the income-poor and people engaged in informal sector</li> <li>b) Promote social protection schemes for people with disability, with consideration of disability conditions and number of people with disability in a family</li> <li>c) Establish community health fund to cover lower-income people</li> </ul>

### 3.2 Key Results Area B: Promoting Human Capital Development

Outcome	Suggested Strategic Actions
B1: Increased employability through skills development of youth, women, men and people with disabilities, in both rural and urban areas	<ul style="list-style-type: none"> <li>a) Strengthen programmes for skills acquisition, including apprenticeship, attachment and mentoring programmes for youth, women and people with disabilities</li> <li>b) Design internship programmes for a variety of field studies for young graduates from universities, colleges and vocational training centres to increase their employability</li> </ul>

	<ul style="list-style-type: none"> <li>c) Design educational and training programmes for youth, women and people with disabilities that will enhance and broaden their employment opportunities, including self-employment, and development of their entrepreneurial skills</li> <li>d) Train young people, women, men and people with disabilities with skills to increase employability</li> <li>e) Introduce training programmes in science and technology at vocational training centres for continuing education of youth, women, girls and people with disabilities</li> <li>f) Conduct a national impact assessment of programmes for youth, women and people with disabilities</li> <li>g) Strengthen accessibility of education needs for people with disabilities at all levels</li> <li>h) Develop strategy for training of specific profession cadres based on Zanzibar’s needs</li> <li>i) Strengthen capacity of higher learning institutions to support human capital demand</li> </ul>
<p>B2: Enhanced entrepreneurial capacity of youth, women, men and people with disabilities for generating meaningful self-employment opportunities</p>	<ul style="list-style-type: none"> <li>a) Implement programmes granting youth, women and people with disabilities access to productive resources (information, technology, credit)</li> <li>b) Establish entrepreneurial awareness programmes for youth, women and people with disabilities</li> <li>c) Establish entrepreneurship programmes for youth, women and people with disabilities</li> <li>d) Promote establishment and strengthening of Entrepreneur Clubs at schools, universities/higher learning institutions and wherever appropriate for youth, women and people with disabilities</li> <li>e) Advocate for development and implementation of entrepreneurship development policy for youth, women and people with disabilities</li> <li>f) Advocate and integrate entrepreneurship skills development subject in the curriculum at all levels of education for youth, women and people with disabilities</li> <li>g) Establish a special entrepreneurial fund for facilitation of soft loans to youth, women and people with disabilities</li> <li>h) Introduce entrepreneurial training that includes innovative skills and knowledge according to resources available to youth, women and people with disabilities</li> <li>i) Establish strong linkage with the private sector to absorb local production from entrepreneurial entities of youth, women and people with disabilities</li> </ul>

### 3.3 Key Results Area C: Providing Quality Services for All

Outcome	Key Strategic Actions
C1: Improved access to quality health and sanitation services, safe and clean water, and mitigated burden of communicable (including HIV) and non-communicable diseases	<ul style="list-style-type: none"> <li>a) Train and recruit professional doctors and skilled paramedical staff</li> <li>b) Provide essential medical infrastructure, equipment, drugs, reagents and supplies</li> <li>c) Encourage good practices and healthy lifestyles through community health volunteers in health, nutrition, WASH, sexual and reproductive health (SRH), family planning and positive parenting.</li> <li>d) Support access to and distribution of Reproductive Health and Family Planning facilities</li> <li>e) Promote maternal and child health</li> <li>f) Promote a supportive legal environment for communicable and non-communicable diseases</li> <li>g) Promote and strengthen health information system</li> <li>h) Develop and rehabilitate water infrastructure</li> <li>i) Conserve and protect catchment areas</li> <li>j) Promote water revenue and services</li> <li>k) Invest solar energy in pumping stations</li> <li>l) Promote safe methods of waste management</li> <li>m) Invest in infrastructures to access sanitation and hygiene behaviour and practices at household level</li> </ul>
C2: Inclusive and equitable access to quality education and skills training to enhance human capacity for sustaining national development	<ul style="list-style-type: none"> <li>a) Expand access to quality basic education</li> <li>b) Improve teacher management and performance at all levels of education</li> <li>c) Ensure adequate and child-friendly school infrastructures at all levels, in both urban and rural areas</li> <li>d) Promote the use of ICT in teaching and learning</li> <li>e) Strengthen vocational training and skills development to meet existing labour market demand</li> </ul>
C3: Increased access to decent and affordable housing, improved rational land use, and better access to energy	<ul style="list-style-type: none"> <li>a) Develop and implement National Housing Policy</li> <li>b) Promote PPPs to construct decent and affordable houses</li> <li>c) Implement National Spatial Development Strategy/Framework</li> <li>d) Develop land management and administration system</li> <li>e) Strengthen land registration system</li> <li>f) Improve access to land by low-income households and vulnerable groups</li> </ul>

	<ul style="list-style-type: none"> <li>g) Enhance integration of population and urban planning issues into administrative institutions and budgeting</li> <li>h) Support community awareness programs with regard to population growth and urban planning and settlement</li> <li>i) Review, update and expand the existing infrastructure for electricity power supply</li> <li>j) Enhance loan system on connection of electricity for rural consumers and introduce subsidies for low-income consumers</li> <li>k) Review energy policy and develop legal framework aimed at enhancing energy security</li> <li>l) Develop legal framework and promote investments in renewable energy projects</li> </ul>
C4. Enhanced prevention of and response to violence against women and children	<ul style="list-style-type: none"> <li>a) Review laws and regulations to eliminate all forms of discrimination and impose severe penalties for sexual offenses against women, children and people with disabilities</li> <li>b) Enhance the capacities of communities to prevent and respond to violence against women, children, and people with disabilities</li> <li>c) Enhance the availability and use of data at national and district levels for the prevention of and response to violence against women, children and people with disabilities</li> <li>d) Strengthen the capacity of the social welfare and child protection systems to effectively manage complaints of women and children in need of care and protection</li> <li>e) Strengthen appropriate and long-term psychosocial services for victims</li> <li>f) Establish shelter services for children</li> </ul>
C5: Enhanced national capacity to prepare and respond to all types of emergencies (natural and manmade) in a timely and effective manner	<ul style="list-style-type: none"> <li>a) Develop and implement Zanzibar emergency communication system</li> <li>b) Identify “hot spots” and prepare for risk/ hazard mapping for all disasters and/or emergencies in Zanzibar</li> <li>c) Develop and implement Zanzibar emergency operation and rescue system</li> <li>d) Establish Disaster Risk Reduction database and documentation centre for efficient and effective emergency preparedness and response plans, and disseminate at all levels</li> <li>e) Establish and operate centralized Early Warning System</li> </ul>
C6: Attainment of national and household food security and nutrition for all	<ul style="list-style-type: none"> <li>a) Effectively implement the Food Security and Nutrition Policy</li> <li>b) Establish infrastructure for food reserves at strategic locations across Zanzibar</li> <li>c) Strengthen inter-institutional coordination structures for effective functioning of food security, crop and nutrition monitoring and early warning system</li> <li>d) Implement Agricultural Marketing Policy</li> </ul>

### 3.4 Key Results Area D: Environmental Sustainability and Climate Resilience

Outcome	Key Strategic Actions
D1: Improved adaptation and mitigation measures to protect against threats of climate change	<ul style="list-style-type: none"> <li>a) Develop and implement Zanzibar climate change adaptation and mitigation measures/action plans</li> <li>b) Develop and operate the Zanzibar climate change financing mechanism</li> <li>c) Mobilise resources to implement adaptation and mitigation measures of climate change action plan</li> <li>d) Promote application of climate change mainstreaming and screening guideline to Ministerial plans and programmes</li> </ul>
D2: Marine and terrestrial ecosystems protected and restored with reduce biodiversity loss (sustainable use of marine and terrestrial resources)	<ul style="list-style-type: none"> <li>a) Establish and operate the National Protected Areas Board to deal with marine and terrestrial protected areas</li> <li>b) Review and implement/enforce fisheries and forests legal framework and action plans</li> <li>c) Develop freshwater and marine fish culture for commercial fish species</li> <li>d) Develop and enforce regulations for biodiversity conservation</li> <li>e) Develop and effectively implement Community Forest Management (COFMAS) and participatory forest management schemes to improve communities' access to benefits</li> <li>f) Enhance research and information dissemination on sustainable uses of natural resources and adoption of best management practices on mangrove production and utilisation</li> </ul>
D3. Environmental degradation prevented, with reduced environmental and social risk from economic activities	<ul style="list-style-type: none"> <li>a) Revise/develop and enforce environmental regulations (Environmental Impact Assessment – EIA; Environmental Audit; EIA Expert or Firm; Strategic Environmental Assessment – SEA; non-renewable natural resources), as well as standards, guidelines and tools based on requirements of Environmental Management Act 2015</li> <li>b) Develop and implement Zanzibar Environmental Management and Information System (ZEMIS), database and website</li> <li>c) Develop and implement environmental monitoring mechanism</li> <li>d) Develop and implement environmental awareness and conduct outreach programmes at all levels</li> </ul>

### 3.5 Key Results Area E: Adhering to Good Governance Principles

Outcome	Key Strategic Actions
E1. Governance systems and structures are accountable, transparent and corruption-free	<ul style="list-style-type: none"> <li>a) Adopt leadership ethics codes</li> <li>b) Adoption of the National Strategy on Anti-Corruption</li> <li>c) Improve public awareness of adverse effects of corruption and public participation in reporting corrupt practices</li> <li>d) Standardise capacities and procedures related to detection, investigation and convictions</li> <li>e) Strengthen oversight institutions</li> <li>f) Full operationalization of shehias registers for data quality and accuracy</li> </ul>
E2. Attainment of gender equality and equity, social inclusion and empowerment of women, girls, youth, people with disabilities and people in vulnerable situations	<ul style="list-style-type: none"> <li>a) Establish and support Youth Councils at all levels</li> <li>b) Promote gender equality, social inclusion and women’s empowerment</li> <li>c) Enhance women and youth participation in decision making at all levels, both in public and private circumstances</li> <li>d) Mainstream gender and social inclusion in laws, plans, policies and programmes</li> <li>e) Mitigate substance abuse among people in vulnerable situations</li> <li>f) Promote the use of cultural activities and sports to of people with disabilities</li> <li>g) Enhance effort for preventing and responding to gender-based violence at all levels</li> <li>h) Enhance domestication of international and regional instruments that promote gender equality</li> </ul>
E3. Increased access to justice, respect for rule of law, adherence to basic human rights, and greater participation in the democratic process	<ul style="list-style-type: none"> <li>a) Review national legal framework</li> <li>b) Strengthen the civil and criminal justice system</li> <li>c) Build the capacity of justice institutions and frontline professionals to effectively address violence against women, children and people with disabilities</li> <li>d) Strengthen institutional capacity, including on gender equality of the justice agencies</li> <li>e) Improve case management, enhance justice sector records and information, and build e-justice system</li> <li>f) Build the capacity of judges and magistrates in dealing with cases on corruption, economic crime, drug trafficking and commercial cases</li> <li>g) Strengthen democratic institutions</li> </ul>
E4. Responsible corporate governance ensured	<ul style="list-style-type: none"> <li>a) Strengthen PPPs</li> <li>b) Formulate Corporate Social Responsibility policy</li> <li>c) Ensure swift implementation of Good Governance Policy</li> <li>d) Facilitate establishment of shareholders association to promote accountability in corporations in which they have invested</li> </ul>

	e) Increase awareness creation on issues of corporate governance
E5. Mobilised resources for implementation	<ul style="list-style-type: none"> <li>a) Strengthening of revenue collection system by introducing e-tax system</li> <li>b) Review tax collection system</li> <li>c) Improve tax compliancy in Zanzibar</li> <li>d) Enhance collection of non-tax revenue</li> <li>e) Ensure timely audit of public sector and issuance of audit reports to clients and stakeholders</li> <li>f) Strengthening of internal audit system</li> <li>g) Improve development effectiveness and coordination</li> <li>h) Promote special banking products for diaspora</li> </ul>

## ANNEX 4: Monitoring and Evaluation Framework

### General Terms, Concepts and Definitions

- **Data Sources** – Are the resources used to obtain data for M&E activities?
- **Census** – Complete enumeration of a population or groups at a point in time with respect to well-defined characteristics.
- **Survey** – Investigation about the characteristics of a given population by means of collecting data from a sample of that population and estimating their characteristics through the systematic use of statistical methodology.
- **Routine Data** – Data collected on a continuous basis. Although this data is collected continuously, processing them and reporting on them usually occur only periodically, for instance, aggregated monthly and reported quarterly.

### Theme: Economic Growth and Social Development for the Well-Being of All

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
GDP per capita at current price	Average value addition per person in terms of output of goods and services for a specified period (i.e., one year)	US\$ 817 (2015)	US\$ 1200	Economic Survey	Annually	OCGS
GDP growth rate	The rate of economic growth from one period to another, adjusted for inflation (i.e., expressed in real as opposed to nominal terms)	6.5% (2015)	9%	Economic Survey	Annually	OCGS
Inflation rate	The rate at which the general level of prices for goods and services is rising	5.7% (2015)	5%	Economic Survey	Annually	OCGS

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
	over a period of time					
Proportion of population below the basic needs poverty line.	Proportion of people whose income or expenditure is below the basic needs poverty line; the basic needs poverty line reflects the absolute minimum resources necessary for long-term well-being in terms of consumption goods	30.4% (2014/15)	10.2%	HBS	5 years	OCGS

#### 4.1 Key Results Area A: Enabling Sustainable and Inclusive Growth

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
<b>OUTCOME A1: A conducive business environment to allow private sector investment to thrive responsibly and create decent work for youth, women and men</b>						
Zanzibar's global rank in 'Doing Business'	Relative position taken in the Doing Business Index, that measures countries' ease and simplicity of regulations for businesses as well as strength of property rights	155 (2010)	50	World Bank	2 years	Ministry responsible for trade
Number of incidences of non-compliance to terms and conditions of investment codes and procedures	Number of cases in which investors failed to comply with law and regulations, leading to cancellation of their projects	4.5% (2010)	2%	Routine data	Annually	ZIPA

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
Annual growth rate of private sector investment (assets and liabilities)	Percentage change of private sector investment from one year to the next	20% (2015)	50 %	Private Capital Flow Survey	Annually	ZIPA
<b>OUTCOME A2: Targeted and sufficient public investment to support infrastructure (including ICT), resource extraction and other important growth enablers</b>						
Freight volume by mode of transport	Total volume of load serviced	Freight loaded by air: 42.21 tonnes (2015)	51.5 tonnes	Economic Survey	Annually	OCGS/ Ministry responsible for transport
		Freight offloaded by air: 1,776.13 tonnes (2015)	4,179 tonnes	Economic Survey	Annually	OCG/ Ministry responsible for transport
		Freight loaded by sea: 127,479.7 tonnes (2015)	153,000 tonnes	Economic Survey	Annually	OCGS/Ministry responsible for transport
		Freight offloaded by sea: 744,982.5 tonnes (2015)	888,800 tonnes	Economic Survey	Annually	OCGS/ Ministry responsible for transport
Number of passengers, by mode of transport	Number of passengers who used either ferries or airplanes to come to and leave Zanzibar through official ports (both embarked, i.e. departure,	Passengers embarked by ferries (departure): 1,172,966 (2015)	1,816,002	Economic Survey	Annually	OCGS/Ministry responsible for transport

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
	and disembarked, i.e. arrival)	Passengers disembarked by ferries (arrival): 1,106,272 (2015)	1,426,858	Economic Survey	Annually	OCGS/Ministry responsible for transport
		Passengers embarked by flights(departure): 444,528 (2015)	614,798	Economic Survey	Annually	OCGS/Ministry responsible for transport
		Passengers disembarked by flights (arrival): 449,816 (2015)	642,707	Economic Survey	Annually	OCGS/Ministry responsible for transport
Proportion of rural and urban population who live within 2km of all-season roads	Number of people who live within 2 km of all-season roads, divided by total population	80% (2015/16)	100%	Routine data	Annually	Ministry responsible for infrastructure
Proportion of establishments that used Internet for different purposes (including buying, selling, communication et al.)	Number of establishments that used Internet for different purposes, divided by total establishments with access to electronic devices (mobile phone, desktop, laptop)	2.9% (2016)	15%	Central Register of Establishments Survey	2 years	OCGS
<b>OUTCOME A3:A competitive tourism and hospitality sector that provides sustainable and inclusive benefits to Zanzibaris and capitalises upon Zanzibar's cultural heritage</b>						
Average amount visitor spending per day	Average amount of money spent by a visitor per day	US\$ 362 (2010)	US\$ 406.71	Surveys	Annually	ZCT/OCGS

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
Visitors' intended average length of stay	Number of nights a visitor spent in any type of accommodation	9 nights (2015)	10 nights	Economic Survey	Annually	ZCT/OCGS
Proportion of Zanzibaris engaged in various tourism activities	Number of Zanzibaris engaged in tourism activities, divided by total employed population	4.2% (2014)	5.1 %	Routine data	Annually	ZCT/OCGS
Number of tourists visiting cultural heritage sites	Number of people (local and international) who visited cultural heritage sites	12,000 (2015)	65,000	Routine data	Annually	Stone Town Conservation, Antiquities and Museum
<b>OUTCOME A4 : Modernised production in agriculture sector to increase the volume and value of products</b>						
Growth rate of the agriculture sector	Percentage change in the value of all agricultural goods and services over a period of time	2.7% (2015)	5.0%	Economic Survey	Annually	OCGS/Ministry responsible for agriculture
Contribution of agriculture to GDP	Percentage contribution of the agricultural sector to overall GDP	19.2% (2015)	25%	Economic Survey	Annually	OCGS/Ministry responsible for agriculture
<b>OUTCOME A5 : Modernised production in manufacturing sector to increase the value and volume of trade</b>						
Value of trade in manufacturing products	Quality of products produced in manufacturing, measured by quantity index	152.9 (2015)	180	Economic Survey	Annually	Ministry responsible for trade/ OCGS
Volume of trade in manufacturing products	Gross output of the manufacturing sector	TZS 142.5 million (2012)	TZS 200 million	Census of Industrial production	2 years	Ministry responsible for trade/OCGS
Growth rate of the manufacturing sector	Percentage change in the total output value of manufacturing over a	8.9% (2015)	16%	Economic Survey	Annually	OCGS

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
	period of time					
Contribution of manufacturing to GDP	Percentage contribution of the manufacturing sector to overall GDP	8.0% (2015)	12.5%	Economic Survey	Annually	OCGS
<b>OUTCOME A7: An Improved social protection scheme aimed at promoting inclusive economic growth and reducing vulnerability to economic shocks</b>						
Proportion of vulnerable (poor) households served by social protection schemes, disaggregated by location	Number of poor households served by social protection schemes, divided by total poor households	41.7% (2014/15)	44.2%	Survey	2 years	TASAF

#### 4.2 Key Results Area B: Promoting Human Capital Development

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
<b>Outcome B1: Skills development for increased employability of youth, women, men and people living with disabilities, in both rural and urban areas</b>						
Employment rate (disaggregated by age, education level, occupation type, sex, sector, disability and area)	Percentage of the labour force employed (Labour force = Employed population + unemployed population)	85.7%(2014)	96.0%	Integrated Labour Force Survey; HBS	5 years	OCGS
Percentage of youth aged 15-35 not in education, employment or training	Share of youth aged 15-35 who are neither in formal employment nor in full-time education or training	14.6% (2014)	7.3%	Integrated Labour Force Survey; HBS	5 years	OCGS

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
Percentage of youth aged 15-24 not in education, employment or training (SDG 8)	Share of youth aged 15-24 who are neither in formal employment nor in full-time education or training	14.5% (2014)	7.2%	Integrated Labour Force Survey; HBS	5 years	OCGS
<b>Outcome B2: Enhanced entrepreneurial capacity of youth, women, men and people with disabilities for generating meaningful self-employment opportunities</b>						
Proportion of self-employed who have entrepreneurial capacity (youth, women, men and people with disabilities)	Number of self-employed people who have entrepreneurial capacity, divided by total number of self-employed people			Informal Sector Survey	5 years	Ministry responsible for trade/OCGS

#### 4.3 Key Results Area C: Providing Quality Services for All

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
<b>OUTCOME C1: Improved access to quality health and sanitation services and safe and clean water, and mitigated burden of communicable (including HIV) and non-communicable diseases</b>						
Mortality rate (neonatal, infant, child, maternal)	Neonatal mortality rate is the number of neonatal death (death during the first 28 days of life) per 1,000 live births in a given year	29/1000 live births (2015)	10/1000 live births	TDHS/THIS	5 years	Ministry responsible for health/OCGS
	Infant mortality rate is the number of deaths under one year of age among the live birth in a given	46.4/1000 live births (2015)	23.2/ 1000 live births	TDHS /THIS	5 years	Ministry responsible for health/OCGS

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
	geographical area in a given year per 1,000 live births					
	Child mortality rate is the probability of dying between birth and exactly five years of age expressed per 1,000 live births	67.4/1000 live births(2015)	33.9/1000 live births	TDHS/THIS	5 years	Ministry responsible for health/OCGS
	Maternal mortality rate is number of maternal deaths within 42 days of pregnancy termination due to complications of pregnancy, childbirth, and the puerperium <sup>14</sup> in a specified geographic area divided by total live births for the same geographic area for a specified	307/ 100,000 live births (2012)	153/ 100,000 live births	Routine data	5 years	Ministry responsible for health/OCGS
Prevalence of malnutrition among children under 5 years of age, disaggregated by stunting, wasting and underweight	Number of children under five years of age that are moderately or severely malnourished and leading to stunting, wasting and/or underweight, compared to total number of under-5 children	Stunting: 23.4% (2015)	12%	TDHS/ National Nutrition Survey	5 years	Ministry responsible for health/OCGS
		Wasting: 7.1% (2015)	4%			
		Underweight: 13.8%(2015)	10%			
Proportion of households in which solid waste is	Number of households using appropriate solid waste management			Routine data	Annually	OCGS/Municipalities

<sup>14</sup> Puerperium is the period of about six weeks after childbirth during which the mother's reproductive organs return to their original non-pregnant condition.

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
collected and properly disposed	facilities, compared to total number of households in the population					
Proportion of households using improved toilet facilities	Number of households using improved toilet facilities, compared to total number of households in the population	83.7% (2014/15)	100%	HBS	Annually	OCGS
Proportion of households with access to safe and clean water, disaggregated by area	Number of households with reasonable access to an adequate amount of uncontaminated clean water, compared to total number of households	Total: 92.6% (2014/15)	100%	HBS	Annually	ZAWA/OCGS
		Urban: 98.4% (2014/15)	100%			
		Rural: 88.3% (2014/15)	100%			
<b>OUTCOME C2: Inclusive and equitable access to quality education and skills training to enhance human capacity for sustaining national development</b>						
Literacy rate, by sex	Proportion of the population above 10 years of age who can both read and write, with understanding of a short, simple statement on his/her everyday life	83.7% (2014/15)	95%	HBS	Annually	OCGS/Ministry responsible for education
Pass rate, by level	Percentage of exam takers who are successful in his/her studies at that level	STD 6: 84.5% (2015)	90%	Routine data	Annually	Ministry responsible for education/OCGS
		Form II: 69.6% (2015)	75%	Routine data	Annually	Ministry responsible for education/OCGS
		Form IV:	80%	Routine	Annually	Ministry responsible

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
		75.9% (2015)		data		for education
		Form VI: 97.5% (2015)	99%	Routine data	Annually	Ministry responsible for education
Net attendance rate, disaggregated by level of education and sex	Number of children of official school age who are attending school as a percentage of the total children of the official school-age population	Primary education (2010) Kaskazini Unguja: 80.7% Kusini Unguja: 92.6% Mjini Magharibi: 91.5% Kaskazini Pemba: 77.2% Kusini Pemba: 79.1%	100%	TDHS	Annually	OCGS/Ministry responsible for education
Proportion of schools with access to electricity, computer, basic drinking water, sanitation services and Internet	The number of schools with access to electricity, internet, computers, basic drinking water and sanitation services to the total number of schools	Electricity: (2015) Pre-primary: 67% Primary: 87.8% Secondary: 94.3%	100%	Routine data	Annually	OCGS/Ministry responsible for education
		Computers: (2015) Pre-primary: 0% Primary: 5.2% Secondary: 3.7%	50%			

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
		Basic drinking water: (2015) Pre-primary: 89% Primary: 85% Secondary: 87.6%	100%	Routine data	Annually	OCGS/Ministry responsible for education
Net enrolment rate	Number of children of official school age who are enrolled as a percentage of the total children of the official school-age population	Pre-primary: 27.5% (2016)	50%	Routine data	Annually	OCGS/Ministry responsible for education
		Primary: 85.5% (2016)	100%			
		Secondary (Form 1-IV): 74.4% (2014)	80%			
<b>OUTCOME C3: Increased access to decent and affordable housing, improved rational land use, and access to energy</b>						
Proportion of households living in modern house (walls, roof and floor)	Number of households living in houses with modern walls (stone, cement brick, baked bricks, sun-dried) divided by the total number of households	77.1% (2014/15)	100%	HBS	5 years	OCGS
	Number of households living in houses with modern roofs (iron sheets, tiles, asbestos sheet) divided by the total number of households	85.4% (2014/15)	100%	HBS	5 years	OCGS
	Number of households living in houses with modern floors (concrete,	77.9% (2014/15)	100%	HBS	5 years	OCGS

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
	cement, tiles, timber, vinyl) divided by the total number of households					
Proportion of households connected to electricity, disaggregated by area	Number of households connected to electricity, as a percentage of the total number of households in a particular area	43.9%(2014/15)	53%	HBS and DHS	5 years	ZECO/OCGS
Proportion of household using other energy sources for cooking, disaggregated by area and type	Number of households using energy sources such as gas/biogas, charcoal, kerosene and firewood for cooking, as a percentage of the total number of households in a particular area	Charcoal: 32.7% (2014)	35%	HBS	5 years	Ministry responsible for energy/OCGS
		Firewood: 61.8% (2014)	57%			
		Gas: 5.5% (2014)	8%			
Number of cities and towns with planned land allocation for residential, commercial and social use(spatial development)	Number of cities and towns with planned land allocation for residential, commercial and social use(spatial development)	1 city 3 towns	2 cities 8 towns	Routine data	Annually	Commission of Land (COLA)
<b>C4. Enhanced prevention and response to violence against women and children</b>						
Proportion of violence against women and children cases reported and concluded, by age, sex and disability	Number of violence against women and children cases concluded, as a percentage of total violence cases reported	14.7% (2015)	50%	Routine data	Annually	Ministry responsible for judiciary

Indicator	Indicator definition	Baseline (year)	Target (2020)	Data source	Frequency	Responsible Institution
<b>OUTCOME C5: Enhanced national capacity to prevent and respond to all types of emergencies, natural and manmade, in a timely and effective manner</b>						
Proportion of people rescued from all types of emergencies	Number of people rescued divided by total number of people affected by any emergency, multiplied by 100	Marine accidents: 34% (2015)	60%	Routine data	Annually	Disaster Management Commission
		Floods: 98% (2015)	100%	Routine data	Annually	Disaster Management Commission
		Cholera: 98.4% (2015)	100%	Routine data	Periodically	Disaster Management Commission
Proportion of public and private sector facilities with access to early warning information system	Number of public and private sector facilities with access to early warning system as percentage of total facilities	90% (2015)	100%	Routine data	Periodically	Disaster Management Commission
<b>OUTCOME C6: Attainment of national and household food security and nutrition for all</b>						
Proportion of population below food poverty line	Proportion of people whose income or expenditure is below the food poverty line; the food poverty line reflects the minimum income deemed adequate to provide for the average required food intake	10.8% (2014/15)	7.2%	HBS	5 years	Ministry responsible for nutrition/OCGS
Proportion of households that are food secure	Number of households with sufficient, safe, nutritious food to maintain a healthy and active life, as a percentage of the total number of households in a particular area	51.4% (2014/15)	75%	HBS	5 years	Ministry responsible for nutrition/OCGS

#### 4.4 Key Results Area D: Environmental Sustainability and Climate Resilience

Indicator	Indicator definition	Baseline	Target (2020)	Data source	Frequency	Responsible Institution
<b>OUTCOME D1: Improved gender-responsive climate change adaptation and mitigation measures to protect against threats</b>						
Proportion of households protected against climate change threats	Number of households protected against climate change threats (bleaching of coral reef, sea rising, intrusion of sea water), as a percentage of the total number of households			Routine data	Annually	Environment Department
<b>OUTCOME D2: Marine and terrestrial ecosystems protected and restored with reduced biodiversity loss (sustainable use of marine and terrestrial resources)</b>						
Proportion of fish stock within safe biological units	Number of fish stock within safe biological unit as a percentage of total fish stocks			Survey		Fishery Department
Proportion of terrestrial and marine areas protected	Number of terrestrial and marine areas protected, as a percentage of total protected areas	Terrestrial:16% (2015)	20%	Routine data	Annually	Forestry Department
		Marine: 8.1% (2015)	10%	Routine data	Annually	Marine Department
Afforestation rate	Areas of forest restored, compared to total forest area	640 hectares (2015)	3,200 hectares	Routine data	Annually	Forestry Department
<b>OUTCOME D3:Environmental degradation prevented, with reduced environmental and social risks of economic activities</b>						

Indicator	Indicator definition	Baseline	Target (2020)	Data source	Frequency	Responsible Institution
Proportion of activities with reduced economic, environmental and social risks	Number of activities implemented with mitigation of economic, environmental and social risks as a percentage of a total activities planned			Routine data	Annually	Ministry responsible for environment

#### 4.5 Key Results Area E: Adhering to Good Governance Principles

Indicator	Indicator definition	Baseline	Target (2020)	Data source	Frequency	Responsible Institution
<b>OUTCOME E1: Governance systems and structures are gender-responsive, accountable, capable, credible, transparent and corruption-free</b>						
Corruption Perception Index	Ranking of the country according to the extent to which corruption is believed to exist			Survey	Annually	OCGS/ZAECA
<b>OUTCOME E2: Attainment of gender equality and equity, social inclusion and empowerment of women, girls, youth, people living with disabilities and people in vulnerable situations</b>						
Percentage of women, youth and people with disabilities in public decision-making position	Number of women in key public decision-making positions, compared to the total number of public decision-making positions	Ministers: 20% (2016)	50%	Routine data	Annually	Ministry responsible for women
		Councillors: 14% (2016)	50%			
		Principal Secretaries: 27% (2016)	50%			

Indicator	Indicator definition	Baseline	Target (2020)	Data source	Frequency	Responsible Institution
		Judges: 29% (2016)	50%			
		<i>Shehas</i> : 6% (2015)	50%			
		Directors/managers: 30% (2016)	50%			
		Magistrates: 21% (2016)	50%			
		Members of HoR: 36% (2016)	50%			
	Number of youth in key public decision-making positions, compared to the total number of youth	0%	5%	-	5years	Ministry responsible for youth
	Number of people with disabilities in key public decision-making positions, compared to the total number of people with disabilities	2%	10%	Routine data	5years	Ministry responsible for disabilities
Proportion of women who possess land, houses and other key assets	Number of women who possess land, houses and other key assets (motor vehicles, furniture, electronic equipment, shop), as a percentage of the total population of women	Land: 27.2%	50%	Routine data	Annually	Ministry responsible for land
<b>OUTCOME E3: Increased access to justice, respect for the rule of law, adherence to basic human rights, and greater participation in the democratic process</b>						

Indicator	Indicator definition	Baseline	Target (2020)	Data source	Frequency	Responsible Institution
Percentage of outstanding court cases for two or more years, by type of case	Number of cases in court that have not been concluded for more than two years, as a percentage of total cases in court	43.5% (2014)	5%	Routine data	Annually	Ministry responsible for judiciary
Crime rate	Number of recorded crimes per 100,000 population	8% (2015)	5%	Routine data	2 years	Ministry responsible for judiciary
<b>OUTCOME E4: Responsive corporate governance ensured</b>						
Corporate Governance Index	Ranking of institutions according to their compliance with corporate governance principles (accountability, transparency, responsibility and integrity)			Routine data	Annually	Ministry responsible for trade
<b>OUTCOME E5: Resources for implementation of ZSGRP III mobilised</b>						
Revenue-to-GDP ratio	Ratio of domestic revenue collected compared to Gross Domestic Product	18.1% (2015)	22%	Economic Survey	Annually	Ministry responsible for finance and planning
Proportion of unqualified audit reports	Number of unqualified audit reports, compared to the total number of audit reports	78% (2015)	100%	Routine data	Annually	CAG