

MKUZA II IMPLEMENTATION PLAN

EXECUTIVE SUMMARY

MKUZA II Implementation Plan has been developed by all MDAs and NSAs to implement Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA II), 2010-2015. The plan has prioritized programs and projects for each Cluster and goal with costs on annual basis.

The Implementation Plan for MKUZA II resulted from lessons learned during the implementation of MKUZA I which pointed to a number of gaps that lead to poor implementation and sub optimal achievement. It has been created to ensure that, the developed strategies and plans enhance communication, Public-Private Partnership, monitoring and evaluation and capacity building by strengthening the implementation capacity of Actors (e.g. MDAs, CSOs, LGAs, Private Sector, etc), in strategic areas of interventions, tasks and activities that need to be undertaken for effective delivery of desired development results/targets as enshrined in the Vision and MKUZA II.

Under Cluster I of MKUZA II, the Implementation Plan focused on selectively investing in strategic growth drivers in each growth sector so as to optimize benefits from such interventions, picking those with the highest multiplier effect. Among these is the “value-chain approach” whereby through commodity and service specialization the government in conjunction with private sector will selectively intervene and engage in promoting and facilitating infrastructure and services for mending weak links in the commodity value chain. This will mean hastening existing programs for special economic zone.

The focus in Cluster II is on undertaking further reforms to improve the country’s education and health system to respond to, and address challenges of the 21st century human capital/skills and serving transformational efforts from a rural and agricultural based economy, to a semi-industrialized economy, and to a well managed natural resource base and well governed society.

Cluster III is focusing on the Implementing major reforms like Zanzibar Public Service Reform, Zanzibar Local Government Reform, Zanzibar Legal Sector Reform; Enhancing e-communication; Building effective governance institutions and enhancing the tracking of governance indicators.

Specifically, the programs and their projects are organized under two components. Component one comprises of all on-going projects with secure funding. Component two consists mainly of Flag Ship projects that are divided into three categories, each with more or less distinctive criteria for their ranking.

The Investment Plan has 165 programs and projects in which 88 projects (53.3%) are on-going and under implementation and the remaining 77 project are classified as Flagship Projects I, II, III or ‘Others’. Of these 38 (23%) are under category I (projects at appraisal stage); 14 (8.5%) projects are under category II (projects at preparation stage), 11 (6.7%)

projects are under category III (projects at identification stage) while the remaining 14 (8.5%) projects are classified as 'Others' (project that are at conceptual stage).

In financing perspective, the MKUZA II Investment Plan requires a total investment of US\$2.591 billion. Projects and programs under MKUZA II Cluster I, II and III require a total investment estimated at US\$1.653 billion (63.8%); US\$633 million (24.4%) and US\$305 million (11.8%) respectively. It is also expected that on-going or projects under implementation will absorb US\$899 million or 34.7% of MKUZA II resources. Total Category I projects will require US\$1.371 Billion or 52.9% of total MKUZA II resources. It is worth noting that Category I projects include TAFSIP, Special Economic Zone (SEZ) and Construction of Maruhubi port, which will require US\$934 million, 36% of total MKUZA II resources and 68% of required resources for category I projects.

The RGoZ will continue to mobilize the financial resources internally and externally for implementing the Investment Plan through Conventional/Traditional Sources such as tax collection, non-tax revenue, foreign grants and concessional loans, credit and loan guarantee as well as Non-Conventional Approach including Sovereign Borrowing, Utilization of Diaspora and Regional Arrangement. All these approaches need to be strengthened to maximize revenue collection in order to finance the Plan

The role of Private sector and Public Private Partnership will be improved and enhanced to ensure that their role will shoulder a bigger proportion of the costs, mainly in the productive sectors and in some of the social- economic infrastructure.

To ensure thorough implementation of the Plan, various institutions and bodies will need to monitor the progress timely. Planning Commission is coordinating, monitoring and evaluating the programs/projects; Ministry of Finance for mobilization and management of financial resources and MDAs, Regions and LGAs are interpreting the planning guidelines and supervising implementation of approved projects and activities.

Having the clear ownership of this plan, MKUZA II Implementation Secretariat (MIS) will be established for Administration and supervising; Monitoring and Evaluation to track the implementation of policies, programs and projects.

We all have a role to play. Joint efforts are required to implement MKUZA II Implementation Plan successfully for benefits of all Zanzibaris.



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LIST OF ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
AG	Attorney General Chamber
AIDS	Acquired Immune deficiency Syndrome
AMP	Aid Management Platform
ANC	Antenatal Care
ANGOZA	Association of Non-Governmental Organizations
ASSP	Agricultural Sector Support Project
BAKIZA	Baraza la Kiswahili Zanzibar
BCC	Behaviour Change Communication
BemOC	Basic Emergency Obstetric Care
BEST	Business Envelop Strengthening for Tanzania
BoT	Bank of Tanzania
CAG	Controller and Auditor General
CBMIS	Community Based Management Information System
CBR	Crude Birth Rate
CCM	Chama Cha Mapinduzi
CemOC	Comprehensive Emergency Obstetric Care
CHRAGG	Commission for Human Rights and Good Governance
CMSD	Central Medical Store Department
COSOZA	Copyright Society of Zanzibar
CRPD	Convention on the Rights of People with Disability
CRVS	Civil Registration and Vital Statistics
CSO	Civil Society Organization
CUF	Civic United Front
DACCOM	District AIDS Coordination Committee
DANIDA	Danish International Development Agency
DCs	District Commissioners
DP	Development Partner
DPP	Director of Public Prosecutions
EAC	East Africa Community
EEZ	Exclusive Economic Zone
EHCP	Extended Health Care Plans
EmOC	Emergency Obstetric Care
EPZ	Export Processing Zone
EU	European Union
FBO	Faith-Based Organization
FDA	Food and Drug Authority
FP	Family Planning
CSW	Commercial Sex Workers
GBS	General Budget Support
GBV	Gender Based Violence
GDP	Gross Domestic Product
GER	Gross Enrolment Ratio
HACP	Hazard Analysis and Critical Points
HBS	Household Budget Survey

HIV	Human Immunodeficiency Virus
HLI	Higher Learning Institution
HMT	Health Management Team
HoRs	House of Representatives
IBBSS	Integrated Behavioural and Biological surveillance Survey
ICT	Information and Communication technology
IDU	Intravenous/Injectable Drug Users
IEC	Information, Education and Communication
IFMS	Integrated Financial Management System
IMR	Infant Mortality Rate
IMTC	Inter Ministerial Technical Committee
IP	Implementation Plan
JAST	Joint Assistance Strategy for Tanzania
KIST	Karume Institute of Science and Technology
KMKM	Anti Smuggling Unit –“ <i>Kikosi Maalumu cha Kuzuia Magendo</i> ”
LED	Local Economic Development
LGA	Local Government Authority
LMICS	Low Middle Income Countries
M&E	Monitoring and Evaluation
M&ED	Monitoring and Evaluation Board
MACEMP	Marine and Coastal Environmental Management Project
MARPs	Most At Risk Populations
MCC	Millennium Challenge Cooperation
MDA	Ministry, Department and Agency
MDG	Millennium Development Goals
MEEDS	Malaria Early Epidemic Detection System
MFI	Micro Finance Institutions
MIS	Management Information System
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MKUZA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar
MKUZATC	MKUZA Technical Committee
MKUZA-AIR	MKUZA Annual Implementation Report
MLYWCD	Ministry of Labour, Youth, Women and Children Development
MMH	Mnazi Mmoja Hospital
MMMP	MKUZA Monitoring Master Plan
MOCAGG	Ministry of State (President’s Office) Constitutional Affairs and Good Governance
MOEVT	Ministry of Education and Vocational Training
MOHSW	Ministry of Health and Social Welfare
MOICS	Ministry of Information, Culture and Sports
MORASD	Ministry of State (President Office) Regional Administration and Special Departments
MSD	Medical Stores Department
MSMEs	Micro, Small and Medium Enterprises
MTC	Ministerial Technical Committee

MTEF	Medium Term Expenditure Framework
MVC	Most Vulnerable Children
NACTE	National Council for Technical Education
NBS	National Bureau of Statistics
NCD	Non Communicable Disease
NER	Net Enrolment Ratio
NGO	Non Governmental Organization
NSA	Non State Actor
OCAG	Office of Controller and Auditor General
OCGS	Office of Chief Government Statistician
OVC	Orphans and Vulnerable Children
PADEP	Participatory Agricultural Development and Empowerment Project
PC	Planning Commission
PEP	Post Emergence Prophylaxis
PER	Public Expenditure Review
PHC	Primary Health Centre
PHCC	Primary Health Care Centre
PHCU	Primary Health Care Unit
PLHA	People Living with HIV/AIDS
PMC	Performance Monitoring Committee
POFEDP	President's Office, Finance, Economy and Development Planning
PPP	Public Private Partnership
PSDA	Participatory Service Delivery Assessment
PWD	People with Disabilities
RCH	Reproductive and Child Health
REDD	Reduced Emissions from Deforestation and Degradation
RGOZ	Revolutionary Government of Zanzibar
RISE	Radio Instruction to Strengthen Education
RTAs	Road Traffic Accidents
SADC	Southern Africa Development Community
SEZ	Special Economic Zone
SHACCOM	Shehia AIDS Coordination Committee
SME	Small and Medium Enterprise
STCDA	Stone Town Authority Conservation and Development Authority
STI	Sexual Transmitted Infection
SUZA	State University of Zanzibar
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TASAF	Tanzania Social Action Fund
TB	Tuberculosis
TDHS	Tanzania Demographic Health Survey
TFR	Total Fertility Rate
THMIS	Tanzania Health Management Information System
ToR	Terms of Reference
TRA	Tanzania Revenue Authority
TSED	Tanzania Socio Economic Database
TWG	Technical Working Group

TZS	Tanzanian Shillings
UCE	University College of Education
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
URT	The United Republic of Tanzania
USAID	United States Agency for International Development
USD	United States Dollar
UWZ	Zanzibar Women Association (“Umoja wa Wanawake wa Zanzibar”)
VAT	Value Added Tax
WSSD	World Summit for Social Development
ZU	Zanzibar University
ZAC	Zanzibar AIDS Commission
ZACP	Zanzibar AIDS Control Programme
ZAFELA	Zanzibar Female Lawyers’ Association
ZAMREC	Zanzibar Medical Research Ethics Committee
ZANEMA	Zanzibar Employers Association
ZAPHA+	Zanzibar Association of People Living with HIV and AIDS
ZATUC	Zanzibar Trade Union Congress
ZAWA	Zanzibar Water Authority
ZBAS	Zanzibar Budget Allocation System
ZBC	Zanzibar Business Council
ZDV	Zanzibar Development Vision
ZEC	Zanzibar Electoral Commission
ZECO	Zanzibar Electricity Corporation
ZHDR	Zanzibar Human Development Report
ZIFA	Zanzibar Institute for Financial Administration
ZIPA	Zanzibar Investment Promotion Authority
ZLS	Zanzibar Law Society
ZLSC	Zanzibar Legal Service Centre
ZNCCIA	Zanzibar National Chamber of Commerce, Industries and Agriculture
ZPRP	Zanzibar Poverty Reduction Plan
ZRB	Zanzibar Revenue Board
ZSGRP	Zanzibar Strategy for Growth and Reduction of Poverty
ZSSF	Zanzibar Social Security Fund

CHAPTER I: INTRODUCTION

1.1 Background

1.1.1 The Revolutionary Government of Zanzibar (RGoZ) has consistently aspired to improve the welfare of the people mainly through increasing income, eradicating diseases and fighting ignorance as contained in the Vision 2020 and Millennium Development Goals (MDGs). In 2000, the Government adopted the Zanzibar Development Vision 2020. The Zanzibar Development Vision 2020 is a long term development framework which charts out what Zanzibar aspires to be by the year 2020. The vision, outlines in broad terms, the economic, social and political aspirations of Zanzibar to guide future policies, strategies and plans. Furthermore, the government has committed itself to the pursuance and the attainment of the (MDGs) by the year 2015 in order to improve the wellbeing of the people of Zanzibar.

1.1.2 To achieve the Visions' and MDGs' aspirations, the RGoZ has overtime employed medium term national strategies as instruments for guiding the implementation of the necessary actions for attaining the Vision and the MDGs. Thus, in 2002, the government adopted the Zanzibar Poverty Reduction Plan (ZPRP). This was a three years medium term program that mainly focused on priority sectors including education, health, water, agriculture, rural roads, HIV/AIDS and good governance. The ZPRP was concluded in 2005, upon which the second generation of poverty reduction strategy was developed and adopted in 2007 to run up to 2010. The second generation of poverty reduction strategy in Zanzibar was known as the Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP), or (MKUZA I in its Kiswahili acronym). A third generation of the poverty reduction strategies is MKUZA II. It builds on MKUZA I and the other predecessor strategies and is equally informed by the Vision 2020 and the MDGs.

1.2 Justification for Developing the Implementation Plan for MKUZA II

1.2.1 The lessons learned during the implementation of MKUZA I pointed to a number of gaps, which, unless effectively addressed, will lead to poor implementation and sub optimal achievement of MKUZA II. These lessons included:

- The need to align MKUZA, ZDV 2020 and sector strategic plans (SPs);
- Weak synergies reform programs/projects and weaknesses/coordination in their implementation;

- Lack of development of Investment Plan (for the Growth Strategy and Human Resources), and its related costing and implementation.

1.2.2 The need to formulate the Five-Year Implementation Plan also emanates from the need to speed up realization of broad development goals as stipulated in Vision 2020 and in MKUZA II as its implementing strategy. Though socio-economic indicators have generally improved, some remain behind time line targets of the Vision and MKUZA II. A number of factors explain this:

- In the absence of detailed, coherent guiding plans, long and medium-term priorities and opportunities were sometimes sacrificed in favour of short-term operational needs;
- Misalignment and in some cases failure to articulate a manageable number of top operational priorities led to a thin spread of resources over a wide range of activities, hence dampening implementation effectiveness;
- Identification of projects was done in isolation rather than in comprehensive, complementary and well articulated sequential implementation for completeness and harnessing synergies and;
- Weak monitoring and evaluation framework to check consistency, coherence, outcomes and impact.

1.2.3 Given all these factors, the need for resorting to a five year planning horizon is considered imminent. This calls for the need to develop a more strategic more coordinated implementation plan to effectively and efficiently spearhead achievement of economic development and welfare of the people of Zanzibar.

1.3 Objective: Why Prepare the MKUZA Implementation Plan

1.3.1 The gist of the Zanzibar Development Vision 2020 is that by 2020 Zanzibar should have gone through an unprecedented economic transformation and development to achieve middle income status; characterized by increasing levels of industrialization, competitiveness, quality livelihoods, rule of law; and having in place an educated and pro-learning society. Specifically, the Zanzibar Development Vision (ZDV) 2020 outlines Zanzibar's social, economic and political aspirations with an underlying drive to reaching the middle income country (MIC) status, with a per capita income of USD 995 (a threshold for entry into LMIC) by 2015 and 3,000 (in nominal terms) by year 2020.

1.3.2 The revisited Vision 2020 will be operationalized through two five-year Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA) and their respective five-year implementation plans.

1.4 The Purpose of the Plan

1.4.1 The plan has been developed to implement the ZDV 2020 through its five year MKUZA II. The realization of the Vision's objective is predicated on achieving the following:

- Attaining high and self-sustaining economic growth.
- Transforming the economy from a predominantly rural-based subsistence agricultural to a diversified and semi-industrialized economy with a modern rural sector.
- Promoting sustainable tourism with emphasis on the high end tourism industry
- Having a well developed and effectively utilized human resource and attain full employment by the final year of the Vision.
- Improving the standard of education to meet the challenges of the 21st century.
- Enhance the involvement of private sector and people's participation in the productive socio-economic activities in the nation.
- Provide access to opportunities for women by alleviating the drudgery of labour.
- Create equal opportunities for orphans, the disabled, people living with HIV/AIDS, the sick and other disadvantaged groups.
- Provide guidance on the customs and traditions of Zanzibar so that they can cope with the tide of changes during the development process and to ensure that Zanzibar's customs and traditions are passed on to all future generations.
- Create an enabling environment, through good governance and the rule of law, for ensuring sustenance of peace, political stability and religious tolerance; and
- Enhance the quality of and accessibility to economic infrastructure to cope with the demands of growth and productivity increases in the economy.

1.4.2 In this regard, the purpose of developing MKUZA II implementation plan is to allow the RGoZ and its key stakeholders to have an implementation framework which is practically workable and easy to follow through. The objectives of the implementation plan include to:

- (i) Develop an actionable program/project plan which sequences interventions in a logical manner based on agreed integrated programs/projects and provide strategic guide to key actors (MDAs, LGAs and NSAs) on implementation of these actionable programs/projects arising from MKUZA II outcomes;
- (ii) Develop and cost the Investment Plan based on priority areas as stipulated in MKUZA II and the Growth Strategy;
- (iii) Ensure actionable program/projects plan strengthen the credibility and consistency of MTEFs in accordance with MKUZA II outcomes;
- (iv) Provide guidance on how to scale up MKUZA II and localize Millennium Development Goals and Istanbul Plan of Action initiatives;
- (v) Ensure that the developed strategies and plans enhance communication, Public-Private Partnership, monitoring and evaluation and capacity building by strengthening the implementation capacity of Actors (e.g. MDAs, CSOs, LGAs, Private Sector, etc), in strategic areas of interventions, tasks and activities that need to be undertaken for effective delivery of desired development results/targets as enshrined in MKUZA II and the revised ZDV 2020.

1.5 Scope and Scale of the Implementation Plan

1.5.1 The implementation plan for MKUZA II focuses, among other things, on:

- (i) Developed prioritized actionable program/project in a sequential and logical manner from economic, social and governance sphere so as to realize the targets and goals set out in MKUZA II and revisited ZDV 2020.
- (ii) Detailed investment plan and the annualized costing of the plan with the financing scenario that uses resources as the means rather than the end to unlocking Zanzibar's growth potentials. The Investment Plan and financing plan underpin the ability to grow in a manner that is economically, socially and environmentally sustainable;
- (iii) Developed actionable program/projects plan that will strengthen the credibility and consistency of MTEFs in accordance with MKUZA II outcomes;
- (iv) Scaling up MKUZA II and ZDV 2020 initiatives and localize internationally agreed goals including MDGs and Istanbul Plan of Action;
- (v) What it will take to implement the plan in terms of capacity and stipulating capacity development support needed for key Actors (MDAs, NSAs and LGAs) to implement or address envisaged bottlenecks to be faced in implementing the investment plan (activities, programs and projects).

CHAPTER 2. OVERVIEW OF ZANZIBAR'S SOCIAL-ECONOMIC PERFORMANCE AND STRATEGIC DIRECTIONS

2.1 Performance in Building a Strong and Competitive Economy

2.1.1 Zanzibar has 10 years to 2020 when it is expected to be a middle income country. When Zanzibar is compared with model LMICs today¹, some similarities and gaps have been observed. Zanzibar's GDP growth compares reasonably with many of the LMICs. The major difference, however, lies in the structure of the economies and the main source of growth. The GDP composition in Zanzibar is dominated by services (mainly tourism, import-dominated trade, and transport and communication) and low productivity/subsistence agriculture. The manufacturing sector is still small and not linked to other productive sectors of the economy, particularly agriculture.

2.1.2 The service sector contribution to GDP of about 44 percent in 2010 is not very different from the LMICs. What is strikingly different is the contribution of industry and manufacturing; Zanzibar is far behind the LMICs. The LMICs also have higher levels of electricity consumption at 460 kWh per capita, more than four times what is consumed in Zanzibar, which was 106 kWh per capita in 2009 (computed from data in OCGS, Socio-economic Survey 2009)². Not only is electricity consumption relatively low but its availability is also very unreliable in Zanzibar, given that most of the power generation in Mainland Tanzania is hydro, which is often affected by drought and there is no production of electricity in Zanzibar. This situation provides some clues on what should be done so as to encourage the growth of industry and manufacturing of agricultural produce, thus creating more jobs and income through value addition. Unreliable electricity supply adds to cost of production and this has hampered the competitiveness of the country's goods and services. Another important difference worth noting is the difference in population growth rate, whereby the model LMICs' rate was 1.2 percent lower than Zanzibar's some 16 years before they graduated to middle income status.

2.2 Performance in improving wellbeing and Social Services

2.2.1 The review of ZDV 2020 observed the following progress and main challenges in improving livelihoods:

¹ The comparison should be made very carefully because of lack of data. There is hardly any 2010 data for LMICs discussed here and for Zanzibar the comparison had to rely for both 2009 and 2010 because of missing data for 2010. The intention was to use the latest data available.

² Sourced from HBS

- **Poverty:** Poverty in Zanzibar as a whole and in both urban and rural areas is still a major problem that requires relentless efforts to be reduced or eliminated by 2020. The decline in the basic needs poverty over the period 2004/05-2009/10 is small and this holds for each of the strata and for the Zanzibar as a whole. Apparently, food poverty for the rural areas actually increased from 15.93 percent in 2004/05 to 16.76 percent in 2009.
- **Food Security:** Zanzibar has yet to attain food security in terms of food self-sufficiency, food accessibility and nutrition. The island still depends on food imports as domestic production is based on subsistence farming that heavily relies on rainfall.
- **Education:** The high success in expanding intakes in primary and secondary schools, as well as universities, has created a secondary problem of quality assurance. In terms of achieving Universal Primary education gross enrolment, Zanzibar has surpassed the performance of the sampled LMICs by 5 percent; average primary gross enrolment for Zanzibar is 112.1 percent compared to 107 percent for sampled LMICs. Also Zanzibar is slightly ahead of sampled LMICs on literacy rate: 83.5 percent³ for Zanzibar and 80 percent for sampled LMICs.
- **Health:** Efforts to improve health care quality has been impeded by inadequate health providers and diagnostic equipment and facilities. Hence the progress in reducing maternal and infant mortality has been slower than expected. Nevertheless the gap between Zanzibar and sampled LMICs is now only 11 per 1000 live births (43 per live births for sampled LMICs and 54 per 1000 live births for Zanzibar). Zanzibar also lags behind on under five and maternal mortality rates. The gap for under-five mortality is 22 per 1000 live births and that for maternal mortality rate is 19 per 100,000 live births.
- **Water and sanitation:** Significant progress made in the water service coverage and to a lesser extent in the provision of water since the inception of ZDV 2020. These achievements are more pronounced in urban than in rural areas. Small improvement has been made in sanitation in urban areas and rather insignificant progress in the rural areas. In terms of water service coverage, Zanzibar lags behind by about 15 percent; the gap is much wider on sanitation, estimated at 35 percent of the population not using improved sanitation facilities.

³ This rate for Zanzibar is for 2005; no information on literacy rate for Zanzibar is available after that

- **Population dynamics**

Zanzibar's population is growing at 3.1 per cent per annum, one of the highest population growth rates in the world. Its population structure is dominated by children and the youth and having a high dependency ratio. The implications of this structure is high costs of social services, particularly education, low household savings and hence low investments in direct productive sectors, leave alone the high costs of feeding such a young population.

Hence the overall development and per capita improvements in Zanzibar would also require attainment of demographic transition, mainly through provision of better reproductive health services. This would call for efforts to reduce population growth and improve the quality of the population, in terms of life expectancy, reduced mortality rates and investing in human capital through better health and education services. Raising the minimum level of education of the girl child and increasing economic opportunities are among the long lasting solutions to slowing down population growth, besides family planning education and other birth control measures. Longer stay in schooling delayed entry into family life but also raises self awareness and confidence to make reproductive health decisions. The growth of population will have implications on many facets of planning and economic management besides food security.

Gender Issues: The policy on protection and development of Women, has clearly articulated the need for gender mainstreaming with a strong focus on women advancement. The Zanzibar Constitution has defined the guiding principles, goals, objectives and strategies for gender mainstreaming in government activities.

A number of measures have been taken to promote gender equality; the measures include: women empowerment, formulation of relevant policies and plans, including Gender policy and Gender Action Plan to guide gender mainstreaming strategy. A number of gender related studies have been done to inform decision making and evidence-based advocacy. Capacity of implementers from government and non governmental institutions has been built to enable them perform gender analysis, planning and budgeting for their respective institutions. Gender- Based Violence (G-BV) in the isles is more pronounce among women victims than among men.

Gender parity has been achieved at primary and basic education levels, and the gap in enrolment has been narrowed down, whereas in some cases boy's enrolment falls behind that of girls. Nevertheless, data from some sectors show mixed results on gender equity. In education girls education is being given priority and the number of women in decision making positions is on the increase. However, the achievement in

this area is still small. This problem is serious in rural areas, where families are abandoned and/or neglected by men, thus making their life extremely difficult. Some married women are abandoned for many years with fewer economic opportunities.

- **Environment:** Like many parts of the world, Zanzibar is facing a serious environmental challenge resulting from climate change, which is becoming even more catastrophic. The most affected sectors are agriculture, health, construction, transport, and water, industry and tourism; yet these are the most critical sectors for Zanzibar's roadmap towards attaining a Middle Income level.

2.3 Performance in Good Governance, the Rule of Law and National Unity

2.3.1 Most of Zanzibar's governance indicators are comparable to those prevailing in low middle income countries. Two very critical areas that Zanzibar will have to address is that of improving government effectiveness in facilitating the private sector as an engine of growth and implementing local government reforms that take into account the geographical smallness of the island. There appears to be a lack of understanding on how important they are for most civil servants entrusted to provide strategic facilitation to the private sector and local governments. That should partly explain that despite putting the necessary institutional and legal frameworks at the central level Zanzibar still lags behind in some of the important indicators for facilitating business. There is an urgent need to intervene in ensuring that Zanzibar has the type of leadership cadre sharpened to take the island to a middle income status in the next 10 years.

2.4 Challenges

2.4.1 There is a need to empower and create opportunities for the people to eradicate absolute poverty through developing their full potential, increasing production and household income; improving living conditions through better access to basic physical and social services; and establishing a social security system and other safety nets which protect the poor, disabled, the elderly and other vulnerable groups.

Specific challenges include:

- Balancing economic growth and protecting socio-cultural values of the people of Zanzibar
- Building a strong domestic Private sector capable of transforming the productive sectors of Zanzibar

- Achieving sustainable utilization of natural resources for socio-economic development
- Establishing a prosperous society with an economy that is fully competitive, dynamic, robust and resilient
- Ensuring an economically just society, in which there is a fair and equitable distribution of the wealth of the nation
- Developing a mature democratic society
- Shortage of skills in priority areas like manufacturing and value addition in general
- Mobilization and rationalization of resource allocation.

2.5 The Plan's Strategic Directions

2.5.1 The strategic geographic location of Zanzibar confers comparative advantage on the island, but to exploit this advantage in trade requires the island to possess some strategic product and services with which to engage in trade. In this context, there is need to promote investments in the development of tradable goods and services, by whose virtue the island's location would truly confer comparative advantage in such strategic products, non-traditional exports whose potentials are yet to be exploited, water transportation services for which it can build and maintain comparative and competitive advantages.

2.5.2 An apparent lack of linkages between Trade and Tourism as the growth drivers on one hand, and the supporting sectors, particularly agriculture and manufacturing, on the other should be bridged. To establish the required markets for value added agricultural output, efforts should be directed towards development of productivity in agriculture in order to establish quick supply responses to market demands as these markets begin to warm up to Zanzibar's niche products.

2.5.3 Hence the proposed drivers are trade in non-traditional exports such as seaweed and spices, organic horticultural products, organic staple food crops, as well as tourism services. Growth drivers (Trade and Tourism) mentioned above need to link with agriculture, which at the moment shows an apparent lack of linkages, and more importantly, there are no clear avenues through which agricultural productivity could be enhanced.

2.5.4 Growth in trade lies in promoting value addition, particularly agro-processing; the synergy between the agricultural sector and trade should be enhanced through investing in productivity increase. The institutional environment is indispensable, create the Business Information Centers, establish institutions to enforce quality standards, and develop capacity in trade and market negotiations. Firms should have access to capital to permit

firms to respond quickly to global market conditions as the market warms up to 'niche products' originating from Zanzibar.

2.5.5 For tourism to maximize its poverty reduction potential, policies and regulations should aim at promoting and facilitating partnerships between foreign and domestic investors and tour operators. Key to making tourism more pro-poor lies in consumer awareness, and the ability of the people of Zanzibar to organize themselves at the community level in order to engage effectively in tourism, and to exert pressure on tourism businesses to be socially responsible.

2.5.6 Promote economic empowerment through local private companies: The need to purposefully promote the growth and empowerment of indigenous private companies so that they can actively participate in economic activities on their own or in partnership with foreign investors. Past mistakes in emphasizing on import substitution industries, should be avoided or carefully implemented in few industries that link with other domestic industries and resources.

2.5.7 Ensure that the developed strategies and plans enhance communication, Public-Private Partnership, monitoring and evaluation and capacity building by strengthening the implementation capacity of Actors (e.g. MDAs, CSOs, LGAs, Private Sector, etc), in strategic areas of interventions, tasks and activities that need to be undertaken for effective delivery of desired development results/targets as enshrined in this Vision and MKUZA II.

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

2.5.9 Interventions targeted at reducing inequalities, increasing opportunities, and improving and providing access to resources, employment and income; promoting rural development and measures to improve economic, social and environmental conditions in rural areas of Zanzibar. There is a need to provide social protection for those who cannot support themselves; recognizing the needs and skills of women, developing human resources, improving infrastructure, including communication facilities, and making it more accessible and promoting domestic policies for meeting the basic needs of all people of Zanzibar.

2.5.10 In summary, the plan focuses on inclusive growth, employment creation, as well as competitiveness and export development. Below are more specific plan intervention areas in each cluster. Appendix I summarizes in matrix format, the broad outcomes, goals, objectives and estimated costs for plan projects.

Macroeconomic Stability and Growth

2.5.11 The success of the plan depends on the achievement and continuation of macroeconomic stability and sustaining economic growth. Hence the key macroeconomic interventions that will be critical for attainment of macroeconomic stability include prioritization of public expenditure in favor of drivers of growth (energy, infrastructure, human and skills development, technology, tourism, agriculture); ensuring food security; promoting value addition in key production activities; expanding the revenue base (tax and non tax); utilizing PPP arrangements.

2.5.12 In view of the performance and challenges on the macroeconomic fundamentals identified in the review of performance the following are the macroeconomic targets to be reached by 2015/16.

Box 1: Targets for Macroeconomic Stability

- *Inflation rate reduced from 8.9 % in 2009 and maintained to 5 % by 2015*
- *Gross Domestic savings as a percentage of GDP of 21.6 percent (LMIC benchmark)*
- *Budget deficit reduced from 9.2% of GDP in 2007/08 to 8% of GDP by 2015*
- *Increase domestic revenue collection as percentage of GDP from 17 % in 2010/11 to 22 % in 2015 (based on the current TRA cost of revenue collection) or Revenue growth rate of 8.8 percent annually or 20.7 as a percentage of GDP*
- *Unemployment rate of 4 percent down from 4.4 percent*
- *Population growth rate reduced from 3.1 percent to 2.8 percent by 2015*

Growth and Reduction of Income Poverty

2.5.13 High level of productivity and growth in key economic sectors are paramount factors for a strong and competitive economy. The plan focuses on potential growth drivers because of their overriding importance in terms of comparative and competitive advantages, significant impact on poverty reduction and strong synergies in the development process.

2.5.14 The broad outcome for this cluster is achieved and sustained equitable pro-poor growth. The projects under this cluster are meant to achieve the following goals:

- Create an enabling environment for growth
- Promote sustainable and equitable pro-poor and broad based growth
- Reduce income poverty and attain overall food security
- Create a vibrant private sector for economic growth

Specific Sector targets: In view of the broad outcomes and goals of cluster I, the following are the targets to be achieved by 2015.

Box 2: Targets for achieving sustainable broad based growth and poverty reduction

- *Sustainable GDP growth of 8 percent annually for 5 years*
- *Agricultural GDP growth of 6 percent per annum for 5 years (As per CAADP target)*
- *Manufacturing GDP growth of 10 percent annually*
- *Service sector GDP growth of 7 percent annually*
- *Growth of the tourism sector increased from 6.8% to 12%*
- *Employment in Agriculture 41.2 percent (of total employment)*
- *Employment in Industry 20.5 percent (of total)*
- *Export growth rate of 10 percent annually*
- *Gross Factor Capital Formation 25 percent of GDP*
- *Import growth rate of 10 percent*

Wellbeing and Social services

2.5.15 The broad outcome of this cluster is improved social wellbeing and equitable access to quality social services that include: education; health; water, environment and sanitation; shelter and human settlement; nutrition; safety nets and social protection and; sports and culture. The projects proposed for this cluster are intended to achieve the following goals specified in MKUZA II. These are:

- Ensure equitable access to quality education
- Improved health delivery systems particularly to the most vulnerable groups
- Improved access to water, environmental sanitation and hygiene
- Provide decent and adequate shelter and sustainable human settlement
- Improved nutritional status of children and women, with focus on the most vulnerable groups
- Improved safety nets and social protection for poor and vulnerable groups
- Promote sports, culture and preserve historical and cultural heritage

2.5.16 According to ZDV 2020, Zanzibar envisages to attain wellbeing for its entire population. In particular it wants to attain high quality of life comparable to at least one that is attained by Low Middle income Countries (LMICs). To achieve this level of quality livelihoods, Zanzibar would have to achieve the following

Box 3: Targets for achieving wellbeing

- *Raising life expectancy to 69 years,*
- *Increasing school gross enrolment rate in primary education to 107 percent,*
- *Reducing infant mortality rate to 42 per 1000 live births*
- *Maternal mortality rate of 58 per 100,000 live births*
- *Reducing HIV prevalence to 0.2*
- *Accessing safe water and improved sanitation facilities by 86 percent of the population and*
- *Attaining food self sufficiency.*
- *Reducing environmental degradation and at least sustain the current 0.1 CO2 emission*

Good governance, the rule of law and National Unity

2.5.17 The broad outcome of this cluster is enhanced democratic institutions and processes, rule of law and national unity. The projects developed for this cluster are intended to achieve the following cluster goals:

- Ensure greater citizens participation in democratic governance;
- Strengthen the rule of law, respect for human rights and access to justice and;
- Improve democratic institutions and national unity.

2.5.18 In order to achieve the broad outcomes and goals for good governance and the rule of law, the following are targets to be achieved by 2015.

Box 4: Targets for Good Governance and the Rule of Law

- *Attain desirable moral and cultural uprightness*
- *Ensure strong adherence to and respect of the rule of law*
- *Absence of corruption and other vices*

CHAPTER 3: STRATEGIC INTERVENTIONS AND PROJECTS

3.1 Salient Features of the Plan

3.1.1 The plan streamlines the various Zanzibar development initiatives into a unified and coherent framework that would guide implementation and provide the Government with ample and formal ways of reflecting its development process. The plan distinguishes itself from other strategic initiatives in four major areas, namely, it puts strong emphasis on

- High drive and scaling up of the role and participation of private sector in economic growth, through strengthening business climate for efficient use of factors of production, investing in people and infrastructure development, and sustaining achievements in socioeconomic progress.
- Implementation effectiveness, with detailed actionable programs and activities for carrying out the strategies;
- Growth, while grandfathering gains in social service delivery, and at the same time gradually focusing on human resources in terms of skills development for dynamic labour markets;
- Needs-based planning, which is based on available resources, to embrace opportunity-based planning, which requires thinking beyond the resource constraints;

3.2 Introduction

3.2.1 This chapter presents the strategic interventions and priority areas of the plan based on the socio-economic performance and challenges presented earlier on in chapter 2. In addition, the planning approach is based on a paradigm shift from **needs-based planning**, which is resource based (focusing on resources constraints) to **opportunity based planning**, which requires thinking beyond the resource constrained box towards strategically positioning the country to maximize on every opportunity that presents itself thus making resources the means rather than the end. During the first five-year IP, Zanzibar, being part of Tanzania, will have to compete and benefit from the unfolding opportunities presented by increasingly integrating regional markets taking full advantage of its strategic geographical location that stand to be the regional competitive trade gateway to serve most of the surrounding land-locked countries. Zanzibar is also endowed with unique tourist attraction sites and ability to produce unique agricultural products, particularly spices,

which together with manufacturing/agro processing, are potentially capable of spurring the growth to the desired development path. Further, Zanzibar should start looking at non-conventional ways of revenue collection, as outlined below.

3.3 Prioritized Plan areas

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

Cluster I: Growth and Reduction of Income Poverty

3.3.2 Under this cluster, the Plan has focused on:

- Selectively investing in strategic growth drivers in each growth sector so as to optimize benefits from such interventions, picking those with the highest multiplier effect. Among these is the "value-chain approach" whereby through commodity and service specialization the government in conjunction with private sector will selectively intervene and engage in promoting and facilitating infrastructure and services for mending weak links in the commodity value chain. This will mean hastening existing programs for special economic zones.
- The need to rethink the role of government in owning and managing strategic economic interests in both productive and service sectors.
- Government taking a lead in promoting locally produced goods and services as a means of demonstrating the importance of supporting local industries.

- Using the population's reproductive capacity as a resource for economic development: Evidence from middle income countries reveal an interesting pattern of relationship between fertility rate, population growth, economic growth and per capita income of citizens.
- Economic empowerment through local private companies: The need to purposefully promote the growth and empowerment of indigenous private companies so that they can actively participate in economic activities on their own or in partnership with foreign investors. Past mistakes in emphasizing on import substitution industries, would be avoided or carefully implemented in few industries that link with other domestic industries and resources.
- Taking advantage of Zanzibar's geographical location so as to reap dividends from servicing land-locked countries and other countries within EAC, SADC and COMESA region. This will require a multi-billion investment programme to upgrade existing air and sea ports and build new ones, marine transport systems.

3.3.3 Under this cluster, the project focus is:

- a) Tourism, trade, agriculture, services (particularly ICT), and manufacturing/value addition in its broadest meaning.
 - Within agriculture, Zanzibar has comparative advantage and can develop competitive advantage in products like seaweed and spices, organic horticultural products, staple food crops mainly for domestic market, fish production and livestock products.
 - Development and expansion of Special Economic Zones/EPZ is a priority particularly for exports within EAC and SADC to start with and later to other parts of the world.
- b) Energy, harbours, roads **network**, land development (including land use planning) and Water for irrigation. All such infrastructure are planned as per requirements by the productive assets under (a) above and for projects under cluster II below.

Cluster II: Wellbeing and Social Services

3.3.4 The focus here is on undertaking further reforms to improve the country's education and health system to respond to, and address challenges of the 21st century human capital/skills and serving transformational efforts from a rural and agricultural based

economy, to a semi-industrialized economy, and to a well managed natural resource base and well governed society.

3.3.5 Under this cluster Zanzibar is focusing on

- Provision of quality health, education and water
- Skills development relevant to the planned activities of clusters I, II and III.

Cluster III: Good Governance, the Rule of Law and National Unity

3.3.6 The focus here is on:

- Filling the gaps in governance and leadership, particularly reform the way leaders and public servants act at all levels, such that they operate using result-based management approach.
- Using ICT to enhance e-government as a means to improve the conditions for doing business in Zanzibar.
- Implementing major reforms like Zanzibar Public Service Reform, Zanzibar Local Government Reform, Zanzibar Legal Sector Reform, etc
- Enhancing the tracking of governance indicator.
- Building effective governance institutions.
- Undertaking institutional reforms in the public services by reforming the way bureaucracy operates and making it more responsive and efficient through nurturing, selection, training and retaining able and dedicated civil servants.

3.4 Structure of Prioritization of projects and programs

3.4.1 More specifically, this chapter presents the priority programs and their projects, organized under two components: Component one comprises of all on-going projects with secure funding. All on-going programs/projects remain part of the MKUZA II implementation plan. Component two consists mainly of Flag Ship projects. The Flag Ship projects are divided into three categories, each with more or less distinctive criteria for their ranking.

3.4.2 As seen from the table below, all flagship programs and their respective projects (shown in the attached matrix) under the plan have been designed/selected on the basis of: their potential for achieving Vision 2020 aspirations; or those that are strategic and/or important pre-requisites for the implementation of other programs/projects; readiness of their implementation and financial availability and cost implications. In all three MKUZA

clusters, programs are ranked either category 1, 2 or 3, with category one representing top-most priority followed by 2 and lastly 3 as the least. The attributes of each category are summarized in box 5 below.

Box 5: The Three Categories of Programs and their attributes

The first category consists of programs and projects with the following attributes: feasibility Study is Complete, require less pre requisite from other programs/projects; it is critical for economic growth and employment generation and; have higher chances/potential for being financed. The second category is of those programs and projects with the following main attributes: they are dependent on the completion of programs/Projects from other Sectors and/or feasibility Study is under Pre preparation. Category three are those programs and projects, which are on concept note stage.

Prioritization of Interventions (n.b shortlist of projects here)

CLUSTER I FS PROGRAMMES/PROJECTS (exclude ongoing projects)	Criteria used: Vision 2020; pre requisite; Readiness; Strategic Implementation and Financial Factor
NAME OF PROGRAMME/PROJECT	CATEGORY
Zanzibar Alternative Sources of Energy Research.	1
TAFSIP	1
Irrigation Development Program	1
Fisheries Development Program	1
Integrated Conservation of Coastal Eco-System	2
Maruhubi Hub Port	1
Town Entry Roads	2
Rehabilitation of Ole Kengeja Road	1
Livestock Infrastructure Development.	3
SEZ	1
Construction of International Trade Fair	3
Unguja Rural Roads	2
Tourism Development Programme	1
Rehabilitation of Rural Electrification Network	3
Investment Facilitation Program (ZIPA)	2

CLUSTER II FS PROGRAMMES/PROJECTS (exclude ongoing projects)	
NAME OF PROGRAMME/PROJECT	CATEGORY
Strengthening of Technical Education	3
Construction of the State University of Zanzibar Phase II	2
Upgrading Primary Health Care Centre to District Hospital	1
Construction of Mbuzini Hospital	2
Feasibility Study of Mnazi Mmoja Hospital	2
Decent Housing for All	3
Health Infrastructure Development Program	1
National Spatial Development Program	3
Construction of a Centre for Treatment and Rehabilitation of Drug Abusers and detoxification	3
Construction of Multipurpose Stadium	3
Zanzibar Digital Life Project	1
Strengthening Zanzibar Referral Health Facilities	1
District Health Services Basket Fund	3
Improvement of Water Supply in Zanzibar	1
Improvement of Environmental Management in Zanzibar	2
Baseline Study on Preservation of Substance abuse Linkage to HIV/AIDS	3
Community Based Rehabilitation Program	3

CLUSTER III FS PROGRAMMES/PROJECTS (exclude ongoing projects)	
NAME OF PROGRAMME/PROJECT	CATEGORY
Legal Reform and Harmonization of Laws in Zanzibar	2
Zanzibar Capacity Building Program	2
Modernizing the Zanzibar Government Printing Press	3
Strengthening Voters' Education Program	OTHERS
Strengthening Research & Development in Zanzibar	3
Strengthening Capacity for Disaster Management in Zanzibar	2

3.5 Sequencing of Programs and Projects

3.5.1 Having prioritized the projects and programs as presented in the previous section, their implementation sequencing is ranked. The Investment Plan singles out energy; water and skills development which have been identified by almost every sector as pre-requisites for the implementation of other programs/projects. The absence of such basic

infrastructure is viewed by all stakeholders as a major barrier to development in Zanzibar in general and a potential threat that could derail the implementation of MKUZAII.

3.5.2 In recent years, the Government of Zanzibar adopted a proactive and accelerated approach in the development of key road networks. As a result, the Island now enjoys quality arteries linking major business centers. What remain now is linking major roads to rural areas. It is imperative, however, that the experience and lessons learned from the Roads Sector is replicated. In other words, the Government should adopt a “Fast Tracking Approach” in the implementation of all on-going projects and programs, especially energy and water projects.

3.5.3 Following prioritization of Flag Ship programs/projects into three categories and based on the criteria used to prioritize them, the programs and projects have been ranked and sequenced. Again infrastructure projects energy, water, roads, ports are ranked highest for implementation. The next group of Flag Ship programs and projects with the highest ranking include Special Economic Zones (SEZs), which is crucial not only for increasing production for both domestic markets and for exports, but also to establish synergies among sectors such as agriculture and value addition, tourism and trade. Development and expansion of Special Economic Zones/EPZ is a priority particularly for exports within EAC and SADC to start with and later to other parts of the world. Within agriculture, Zanzibar has comparative advantage and can develop competitive advantage in products like seaweed and spices, organic horticultural products, staple food crops mainly rice for domestic market, fish production and livestock products. Improvement in ICT and health infrastructure is also ranked highest.

3.5.4 The second level ranking stresses again infrastructure, institutional reform, capacity building, environmental management; etc. The third level ranking of programs and projects are found under all three clusters as shown in the table above. Appendix II summarizes Projects briefs, including project title, brief description of activities, expected outputs, priority status and estimated cost.

3.6 Required financing for the Investment Plan

3.6.1 To work towards the realization of MKUZA targets the 165 projects contained in the Investment Plan should be prioritized and implemented. 88 projects (53.3%) of these projects are on-going and under implementation. As show in the following table, the remaining 77 project are classified as Flagship Projects I,II, III or ‘Others’. Of these 38 (23%) are under category I (projects at appraisal stage); 14 (8.5%) projects are under category II

(projects at preparation stage), 11 (6.7%) projects are under category III (projects at identification stage) while the remaining 14 (8.5%) projects are classified as 'Others' (project that are at conceptual stage).

SUMMARY OF PROJECTS BY CLUSTER AND CATEGORY

Cluster	Ongoing Project	Category of Flag Ship Projects				Total	%
		I	II	III	Others		
Cluster I	31	29	3	3	7	73	44.2
Cluster II	35	9	1	5	5	55	33.4
Cluster III	22	-	10	3	2	37	22.4
Total # of Projects	88	38	14	11	14	165	100
%	53.3	23.0	8.5	6.7	8.5	100	

3.6.2 The following table presents a summary of MKUZAII Investment by Cluster, Category and year. The MKUZAII Investment Plan total investment is estimated at US\$2.591 billion. Projects and programs under MKUZA II Cluster I, II and III will require a total investment estimated at US\$1.653 billion (63.8%); US\$633 million (24.4%) and US\$305 million (11.8%) respectively. It is also expected that on-going or projects under implementation will absorb US\$899 million or 34.7% of MKUZAII resources. Total Category I projects will require US\$1.371 Billion or 52.9% of total MKUZAII resources. It is worth noting that Category I projects include TAFSIP, Special Economic Zone SEZ and Construction of Maruhubi port, which will require US\$934 million, 36% of total MKUZAII resources and 68% of required resources for category I projects.

3.6.3 Ongoing projects under cluster I include investment in infrastructure (roads, energy, and airports) and skills development projects with secured⁴ resources amounting to US\$220 million or 13% of the resources under this cluster. The early completion of these projects is considered critical in building the foundation for the implementation of MKUZAII Flagship project. Failure to accelerate and complete the implement of these projects by 2013 could significantly delay the implementation of Flagship project that are heavily dependent on their input.

⁴ These are resources already acquired or identified/committed

SUMMARY MKUZAI INVESTMENT BY CLUSTER, CATEGORY AND YEAR (US\$ 000)						
MKUZAI Cluster/Category	2012	2013	2014	2015	2016	Total
Cluster I On-going projects	159,355.79	99,137.00	58,204.00	28,391.00	5,896.00	350,983.79
Cluster I Category I Projects	50,667.00	366,739.50	274,293.50	257,436.00	205,864.00	1,155,000.00
Cluster I Category II Projects	31,550.00	1,410.00	1,710.00	1,710.00	1,710.00	38,090.00
Cluster I Category III Projects	1,195.70	178.7	97.7	97.7	-	1,569.80
Cluster I Total Others	21,273.13	33,747.90	31,646.07	19,118.07	1,683.07	107,468.24
Total Cluster I	264,041.62	501,213.10	365,951.27	306,752.77	215,153.07	1,653,111.83
Cluster II On-going Projects	156,851.02	109,445.04	51,828.35	37,582.75	37,380.50	393,087.66
Cluster I Category I Projects	58,872.06	91,657.82	45,097.00	10,244.00	10,244.00	216,114.88
Cluster II Category II projects	70.6	70.6	70.6	-	-	211.80
Cluster II Category III Projects	5,124.00	3,272.00	2,805.00	374	-	11,575.00
Cluster II Others	5,717.00	2,354.00	1,973.00	1,433.00	520	11,997.00
Total Cluster II	226,634.68	206,799.46	101,773.95	49,633.75	48,144.50	632,986.34
Cluster III On-going Projects	63,104.73	32,577.84	31,259.13	21,243.05	8,533.42	156,718.17
Cluster III Category II Projects	11,655.79	54,207.47	31,180.65	7,640.65	4,886.90	109,571.46
Cluster III Category III Projects	3,400.00	4,308.00	3,008.00	1,000.00	-	11,716.00
Cluster III Others	1,283.88	7,936.74	8,599.39	9,337.05	-	27,157.06
Total Cluster III	79,444.40	99,030.05	74,047.17	39,220.75	13,420.32	305,162.69
Total MKUZAI	570,120.70	807,042.61	541,772.39	395,607.27	276,717.89	2,591,260.86

3.6.4 The following table shows the distribution of investment by cluster and MKUZA II goals. The proportion of resources allocation follows the same pattern in which resources were allocated to priority intervention recommended in MKUZA II.

SUMMARY MKUZA II INVESTMENT BY CLUSTER, GOAL AND YEAR (US\$ 000)						
MKUZAI Cluster/Category	2012	2013	2014	2015	2016	Total
Cluster I GOAL 1.1	189,803.70	154,281.70	131,128.70	88,368.70	41,760.00	605,342.80
Cluster I GOAL 1.2	29,284.79	229,457.50	141,541.50	129,902.00	113,301.00	643,486.79
Cluster I GOAL 1.3	36,709.13	108,100.90	84,973.07	84,298.07	58,909.07	372,990.24
Cluster I GOAL 1.4	8,244.00	9,373.00	8,308.00	4,184.00	1,183.00	31,292.00
Total Cluster I	264,041.62	501,213.10	365,951.27	306,752.77	215,153.07	1,653,111.83
Cluster II GOAL 2.1	39,198.75	27,393.00	20,153.25	8,708.50	5,500.25	100,953.75
Cluster II GOAL 2.2	47,280.00	31,979.00	32,373.00	36,133.00	37,584.00	185,349.00
Cluster II GOAL 2.3	110,382.06	102,072.64	10,954.00	1,352.00	2,883.00	227,643.70
Cluster II GOAL 2.4	4,574.00	3,174.00	2,472.00	188	-	10,408.00
Cluster II GOAL 2.6	3,565.27	2,208.22	2,390.10	2341.25	2157.25	12,662.09
Cluster II GOAL 2.7	21,634.60	39,972.60	33,431.60	911.00	20.00	95,969.80
Total Cluster II	226,634.68	206,799.46	101,773.95	49,633.75	48,144.50	632,986.34
Cluster III GOAL 3.1	972	3,565.00	2,926.00	1,752.00	-	9,215.00
Cluster III GOAL 3.2	18,171.88	56,105.74	34,653.39	8,864.05	5,111.90	122,906.96
Cluster III GOAL 3.3	60,300.53	39,359.31	36,467.78	28,604.69	8,308.42	173,040.73
Total Cluster III	79,444.41	99,030.05	74,047.17	39,220.74	13,420.32	305,162.69
Total MKUZAI	570,120.71	807,042.61	541,772.39	395,607.26	276,717.89	2,591,260.86

3.7 Financing Sources of the Investment Plan

3.7.1 Conventional/Traditional Sources: All conventional means of financial resource mobilization, such as tax collection, non-tax revenue, foreign grants and concessional loans, credit and loan guarantee need to be strengthened to maximize revenue collection in order to finance the Plan. Below are the steps that will be taken to strengthen domestic resource mobilization;

(a) Tax collection

- (i) Given Zanzibar's large informal sector, there is some scope for increasing tax collection which must be fully used to bolster resources for funding the IP. More innovation will be needed to expand the tax net by bringing in the informal sector and taxing incomes that are not channeled through the payroll.
- (ii) Full utilization of the potential to increase tax to GDP ratio will be one of the main objectives. The target is to increase the current Tax Revenue as Percentage of GDP from around 16/17 percent to 20 percent by 2015.
- (iii) Finally, the management of tax collection processes will be improved in order to ensure that the loopholes for tax evasion are minimized.

(b) Non-Tax revenue

- (i) Rent from Natural resources
 - Beautiful coastline blessed with abundant marine resources and exceptionally attractive beaches.
 - Deep sea fishing and forestry
- (ii) Road Fund: The Road Fund was introduced through a fuel levy for maintaining roads
- (iii) Road License, Goods and Motor vehicle license and Vehicle Inspection Fees

(c) Domestic borrowing:

Borrowed funds are to be used exclusively to finance capital outlays rather than finance recurrent budget. There is need to raise the Gross Domestic Saving as % of GDP from the current 10.6% to 14% by 2015/16. This will imply availability of more domestic resources at Government's disposal.

(d) Foreign Grants and Concessional Loans:

This financing window should continue to be an important source of funds, mainly channeled through a GBS mechanism, to finance development priorities. Further, RGoZ should take advantage of emerging sources of bilateral financing in meeting the growing needs of infrastructure development (energy, roads, harbors). The RGoZ should participate more actively with the AfDB Programme for Infrastructure Development in Africa (PIDA) and similar international initiatives organized by DPs.

(e) Climate Change Financing Mechanism:

Zanzibar has begun provisional work on climate change financing in order to finance the implementation of the climate change adaptation plan and climate disaster mitigation. This will entail partnering with the Union government, international organizations, bilateral agencies as well as initiatives in other small islands. In the short term it will create a platform through which bilateral funding specific to climate change components can flow.

(f) Bolstering Skills Development Financing:

In view of the fact that improved skills benefit all aspects of economic activity, the costs to upscale skills should be shared evenly by all employers. A Skills Development Levy should be imposed on all employers, at a rate of 3 percent of gross emoluments.

The collection of the Levy resources will be made by sector-specific organizations which would, additionally, carry out regular skills and capacity gaps identification in respective sectors and suggest strategies to address them.

3.7.2 Non-Conventional Approach to domestic Revenue Mobilization/Innovative Approaches to revenue collection: Special Infrastructure Facility. Investing in infrastructure projects which will meet strict selection criteria, including:

- (i) Pro- growth and alignment to Cluster 1 of the Zanzibar Strategy for Growth and Reduction of Poverty. Here Energy and roads network should be targets, given their importance to providing pre-requisite infrastructure for productive and social sectors
- (ii) High potential for increasing Zanzibar's capacity for foreign exchange absorption in the future. Here SEZs should be the priority target.

3.7.3 Sovereign Borrowing: For Zanzibar, this window can only be accessed through the Union government. But it could be a very useful source of financing the plan. The last few years have seen Gabon, Ghana, Mauritius, and Seychelles all successfully issue US-dollar denominated sovereign bonds on international markets with maturities of between 5 and 10 years,

3.7.4 Utilization of Diaspora: Zanzibar has a substantial number of people living and working abroad, who could be attracted to invest in the Isles. But strategies and incentives have to be developed in order to target them individually or through joint ventures with domestic or foreign investors, particularly in tourism-related activities. The formation/existence of the Government of National Union has created a more stable Zanzibar that provides an added attraction for the Diaspora to invest back home.

3.7.5 Regional Arrangements: Within the framework of the regional economic integration in the East African Community and Southern African Development Community, member countries will forge effective financing mechanisms for the joint financing of economic infrastructures that will link their economies. For Zanzibar, Marine transport would be ideal.

3.7.6 Roles of the Private Sector and PPP: The current plan mainly comprises of public sector development projects. The Plan, however proposes mechanism to improve private–public linkage by establishing the Private Sector Unit and promoting better coordination and information exchange. As these links are improved and the private sector role is enhanced, it is expected that the private sector will shoulder a bigger proportion of the costs, mainly in the productive sectors and in some of the social-economic infrastructure.

For the time period of MKUZA II the private sector should be encouraged to invest and participate in the implementation of projects from categories I-III, since the ongoing projects already have financing and are being implemented. Should some of these ongoing projects continue into the next MKUZA IP, then the private sector should be considered/encouraged to be involved in projects in which they have comparative advantage. All projects that produce public goods and/or have externalities are not candidates for implementation by the private sector. All productive projects (agriculture, livestock and fisheries, manufacturing, decent housing, tourism and socio-economic infrastructure that significantly promote business opportunities through value addition and value chain) are potential for the private sector and/or PPP. In a similar fashion, CSOs could make a significant contribution in projects with strong social characteristics.

3.8 Promoting Private Public Partnership Arrangement

3.8.1 PPP arrangements provide a better means of sharing benefits and risks associated with infrastructure projects between the public and private sectors. Planned reforms and projects within this initial IP are aimed at improving the business environment and encouraging the private sector to play a bigger role in development financing. Increasing private sector participation in economic activities would reduce demand for public funding; hence allowing government resources to be channeled to more strategic public investments. The Government should devise clear legal, regulatory, and pricing frameworks, as well as comprehensive incentive regimes to encourage increased private sector participation in development financing, implementation and management of PPP projects. The principles that underlie Public-Private Partnership (PPP), such as affordability, cost effectiveness, value for money, transparency and risk management will form part of the way to follow.

3.8.2 In order to create an enabling environment, in particular the rekindling effort to promote an effective PPP framework, the RGoZ should formulate the necessary legal framework to enforce the PPP policy to guide private sector operations as means for increasing private sector involvement in the some of the planned projects. The PPP arrangement should provide better means for sharing the investment costs, benefits, and risks associated with planned projects between the public and private sector. Additionally, the RGoZ will have to establish and then strengthen the PPP unit in the President's Office Finance, Economy and Development Planning (POFEDP). Experiences from other countries show that PPP units have been established and housed in the Treasury, largely because PPP activities deal with fiscal policy issues to guide private sector financing and operations.

CHAPTER 4: INSTITUTIONAL OWNERSHIP OF THE IMPLEMENTATION PLAN:

4.1 Introduction

4.1.1 In the light of the lessons learned during the implementation of the first phase of the Vision, it is imperative that a context appropriate institutional framework that takes charge of the implementation of the Vision and MKUZA II is established; with the necessary and supporting legal instruments. It is therefore proposed that the implementation of the IP and its monitoring and evaluation framework will be entrusted to the following institutions.

- (i) The Planning Commission will, apart from providing strategic thinking and advice to the Government, also play a pivotal role in coordinating, monitoring and evaluating the programme in collaboration with The President's office Finance, Economy and Development Planning (POFEDP)
- (ii) The President's office Finance, Economy and Development Planning (POFEDP) will be responsible on mobilization and management of financial resources for implementation of development projects included in the IP; and
- (iii) MDAs, Regions and LGAs will remain as the change and implementation agents of the IP, interpreting the planning guidelines in relation to their mandates and supervising implementation of approved projects and activities for realization of the objectives and targets of the Plan. These institutions will be responsible to ensure that all stakeholders in all sectors at all levels, private and public, understand and own the aspiration and implementation of the plan.

4.2 MKUZA II Implementation Secretariat (MIS)

As per the Act that established the Planning Commission⁵, the secretariat under its Executive Secretary will remain as the MIS, and will work under the direct guidance of the Minister of State, President's Office Finance, Economy and Development planning. POFEDP will lead on issues relating to finance, implementation and M&E and will report to the Cabinet Committee of Finance and Economy, chaired by the President, whose other members are the first and second Vice Presidents, Minister of POFEDP, Minister of infrastructure, Minister of Education and others.

⁵ The Zanzibar Planning Commission was established under section 125 of the Zanzibar Constitution

The MIS shall be strengthened through capacity building to enable it handle all the technical aspects of implementation, monitoring and evaluation of the Plan. The MIS should be lean but strong and establish linkages with all relevant public and private institutions.

4.3 Monitoring and Evaluation

4.3.1 The successful execution of the Investment Plan would require the establishment of functional and effective monitoring and evaluation (M&E) as well as a Management Information System (MIS) to track the implementation of policies, programs and projects under MKUZA II. The MKUZA II Monitoring Master Plan has been prepared by the support of UNDP's UNDAF programme for Tanzania and Zanzibar 2010-2015. This M&E System is expected to monitor the progress of MKUZA II on two levels:

- (i) The implementation of overall government policies and programmes at MDA, Regional and District levels; and
- (ii) Monitor change in the wellbeing of the communities in terms of income, access to services and change in governance.

4.3.2 The proposed M&E system is expected to be the single most important source of information on progress towards the objectives stated in the MKUZA II Investment Plan. The system is also expected to monitor the implementation of the Zanzibar Development Vision 2020 and internationally agreed development goals, namely MDGs, which have been mainstreamed into MKUZA II.

4.3.3 The M&E Department (M&ED) to be established under the Planning Commission is expected to provide reliable information on the progress and effectiveness of implementation of programs and projects in achieving MKUZA II goals and objectives. The M&ED will develop a mechanism and instruments to collect information from MDAs, private sector and non-governmental organization and measure the efficiency of plan implementation using both quantitative and qualitative data. This is aimed to inform policy makers and planners to enable them take informed timely decisions and introduce corrective measures on plan implementation.

4.3.4 As a result, a fully equipped M&E Department manned with qualified staff should be established prior to the inception of the MKUZA II Investment Plan implementation. Besides developing mechanisms and instruments to collect and assemble information on Plan

implementation, the M&ED will prepare and produce quarterly and annual progress reports on the implementation of the Investment Plan.

4.4 Performance Contracting.

4.4.1 To ensure commitment and timely delivery of results, the RGoZ will introduce institutional “Performance Contracting” program.

4.4.2 Public enterprises and government department’s Performance Contracting (PC) is an instrument aimed to improve and ensure effective and timely delivery of results. PC is essentially an agreement, between the Government “Office of the President” and MDAs, Regions and LGAs, which establishes general goals for the agency, sets targets for measuring performance and provides incentives for achieving these targets.

4.4.3 A Performance Monitoring Committee (PMC) will be established. The main responsibility of the PMC will be to oversee the PC exercise, review and verify the results of the field monitoring, make final recommendation to the President. The PMC will comprise of the Chief Secretary (Chair), Permanent Secretary of Finance; Executive Secretary, ZPC, Chairman of the Zanzibar Chamber of Commerce and Industry, Executive Director of Zanzibar Investment Authority, and Chair of Zanzibar NGO’s Council; etc.

4.4.4 Upon approval of the IP, each MDAs, Regions and LGAs will submit a costed annual plan to ZPC for review and recommendation for approval.

4.4.5 The President’s office Finance, Economy and Development Planning (POFEDP) will then enter into a formal contract with the Minister or Head of the entity concerned.

4.4.6 During the implementation period, ZPC will conduct quarterly Monitoring and Evaluation of the Project/Program and produce at the end of the financial year a report on what has been achieved vis-à-vis the agreed targets to be submitted to The President’s Office Finance, Economy and Development Planning (POFEDP) for its review and recommendation to the Performance Monitoring Committee.

4.4.7 The final result, which will include a full list of the performance of all relevant institutions, will be disseminated through the local media in a forum to be hosted by the President and attended by all stakeholders.

4.4.8 The parent Ministry/Agency of the winning project/program will receive the award of the year for the “Best Performer”; 5-10% supplementary budget; promotion of staff members recognized to have contributed to the institutions performance; scholarships; etc.

CHAPTER 5: IP IMPLEMENTATION GUIDELINES

5.1 Introduction

5.1.1 Lessons learned from the review of MKUZAI implementation included: (i) Weak synergies among programs/projects; lack of coordination in their implementation; and absence of a coherent Investment Plan. The Current IP addresses these issues by prioritizing and sequencing MKUZAI interventions. It also proposes an institutional arrangement viewed necessary to oversee the implementation of MKUZAI. This would, however, require a proactive approach that will bring on board all stakeholders including public, private, local communities, NGOs, and development partners. As a result MKUZAI will require the implementation of comprehensive Information, education, communication (IEC) campaign whose primary objective is to make all Zanzibaris familiar with the goals and objectives of MKUZAI. The Government through the Ministry of Information; regional and district administrations should conduct routine IEC activities to provide with information on MKUZAI implementation to the people of Zanzibar so they can appreciate their role and support its implementation.

5.1.2 To get the message across to grassroots communities, an abridged version of MKUZAI IP should be translated into Kiswahili and widely disseminated to all constituencies in Zanzibar.

5.2 Institutional arrangements for the implementation of MKUZA II Implementation Plan.

5.2.1 To ensure effective implementation of MKUZAI, Planning Commission should initiate the process of establishing the proposed institutions to oversee the execution of the Implementation Plan. These include: MKUZA II Implementation Secretariat (MIS), MKUZAI Implementation Board (MIB), The Monitoring and Evaluation Department (M&ED); and the Performance Monitoring Committee (PMC). These institutional arrangements should be put in place as soon as possible.

5.3 Implementation of IP Programs/Projects

5.3.1 MKUZAI IP comprises of 165 priority projects. 88 projects are under implementation and have secure financing. A further 63 projects are priority flagship projects which will require total resources estimated at US\$1.5 billion. As a result, the Government should adopt a two tier approach on their implementation.

(a) Advancing the implementation of on-going projects with secure financing

5.3.2 Projects under implementation (53.3%) will absorb approximately 35% of the total MKUZAI required resources. These projects are implemented by the same institutions which are expected to also implement priority Flagship projects; once their financing is secured. It is imperative, therefore, to improve the implementation of on-going projects and complete them on time, in order to reduce the burden on the capacity of project implementing agencies (PIAs) and clear space for new projects.

5.3.3 A major impediment in the implementation of on-going projects – particularly infrastructure projects - is primarily in the procurement of goods and services. The preparation of procurement documents is typically the responsibility of the project implementing agencies (PIA) and goes through a protracted and cumbersome process of back and forth communication between the PIAs and DPs which should provide No Objection in every step of the process. The PIAs are however under staffed and lack the necessary skills to prepare such documents. In addition, DPs happen to be very slow in providing the necessary no objection expeditiously. Continuation of this trend could lead to a bottleneck in procurement and become an impediment on the implementation of priority flagship projects.

5.3.4 As a result, it is proposed that the Government call for a high level meeting of all DPs supporting on-going projects to discuss: Status of implementation of their respective projects, identify impediments slowing implementation; and propose remedial measures. The proposed meeting could be conducted through an open forum with a moderator. The primary aim of the meeting would be to discuss and agree on how to accelerate the implementation of on-going projects and programs; particularly those in infrastructure, namely energy, water and roads. As drivers of economic growth, the poor status of energy and water in particular, is holding the economy down and could derail MKUZAI implementation.

5.3.5 The forum should come up with a modality acceptable to both parties (Government and DPs) to effectively accelerate the implementation of on-going projects. This could include coming up with procurement options that would facilitate the process without compromising economy, competition and accountability.

(b) Implementing priority flagship project and programs

5.3.6 Priority Flagship projects I, II and III (38.2%) are expected to absorb approximately 60% of total MKUZAII required resources. In essence the Government should mobilize approximately 1.5 billion in order to implement these flagship projects. Potential sources of financing would include tax collection, non-tax revenue, foreign grants and concessional loans. Credit and loan guarantee need to be strengthened to maximize revenue collection in order to finance the Plan.

5.3.7 It is important to underline that three projects; namely: Tanzania Agriculture and Food Security Investment Plan (TAFSIP), Special Economic Zone, and Construction of new Port at Maruhubi will require approximately US\$934 million which is equivalent to 36% of MKUZAII resources and 68% of the resources required for the implementation of category one Priority Flagship projects.

5.3.8 Following the dissemination of the IP to all stakeholders, the Government should, therefore call for a donor conference with the primary objective of mobilize support for the implementation of MKUZAII Flagship projects/programs.

5.4 Bi-Annual Review of MKUZAII Implementation

5.4.1 There will be half-year oversight implementation meetings to be chaired by the President of the RGoZ, attended by the MKUZA Implementation Secretariat (MIS) and the MKUZA Implementation Board (MIB) as well as representatives of Project and Program Implementation Entities. The purpose of this meeting would be to receive implementation reports from sectoral MDAs and provide appropriate directives where need be.

5.5 MKUZA II Mid Term Review

5.5.1 The Planning Commission should conduct a midterm review on the implementation of MKUZAII. The main objective of this exercise would be to: (a) Verify whether the execution of the MKUZAII projects and programs is in conformity with its goals and objectives; (b) Assess the status and performance of the projects and programs; and to take stock of the outputs of the project and programs and the potential of achieving MKUZAII performance indicators.

5.6 MKUZA II IP Final Evaluation Report.

5.6.1 The Planning Commission will undertake the preparation of MKUZAll IP final evaluation report. The main objective of this exercise will be to: take stock of the MKUZA outputs by program and projects and compare it to those anticipated at inception; assess the operational, institutional, financial and economic performance of the projects/programs, including the outputs as measured against the benchmarks established in the project/program log-frame and the efficacy of project management; assess the effective contribution that the projects/programs has made to achieve MKUZAll targets; identify operational lessons relevant or likely to be relevant for on-going or future operations; etc. Effective monitoring and evaluation throughout the implementation period is therefore critical for the successful completion of the Plan.

CHAPTER 6: IP PROJECT BRIEFS

Cluster I: *Growth and Reduction of Income Poverty*

Broad Outcomes: *Achieved and sustained equitable pro-poor growth*

Goals

1.1 Create an Enabling environment for growth

1.2 Promote sustainable and equitable pro- poor and broad based growth

1.3 Reduce Income Poverty and attain overall food security

1.4 Create a vibrant Private sector for economic growth

I. Agriculture (Crop, Livestock and Fisheries)

a). Situation analysis

Growth of the agricultural sector remains key for broad-based and pro-poor growth in Zanzibar. The sector, the second largest employer and one of the identified drivers for growth, however, is mainly dominated by small-scale subsistence farming and has not enjoyed robust growth as it remains at the mercy of vagaries of weather.

The most critical weakness in agriculture is low productivity of land, labour and other inputs. This is caused mainly by productivity enhancing factors such as inadequate infrastructure, limited finance to obtain productivity-enhancing inputs or capital, limited availability of support services and lack of appropriate technologies forcing the majority to produce only for subsistence and gender insensitive planning. The agricultural related infrastructure is constrained by inadequate and poor state of crop, fisheries, and livestock related infrastructure, namely: small to medium scale irrigation schemes, rural feeder roads, agricultural rural market centres and storage facilities, fish landing sites, slaughter houses and abattoirs.

Furthermore, the capacity to implement the policies and plans that are designed to reduce poverty and food insecurity is low amongst the relevant institutions both at national and district levels. Some of the capacity constraints include inadequate technical expertise, low financial planning and management skills, insufficient financial resources and lack of adequate equipment to manage and control the development process.

As for food **crops sub-sector** the analysis of production performance reveals that production of most of food crops is far below potential levels. Main factors contributing to low production and productivity are: recurring droughts, which have recently increased both in frequency and severity; low use of inputs due to shortage of improved planting material

such as . seeds and inadequate use of fertilizers and pesticides; limited knowledge on improved production technology, weak support services (research, extension and credit); degradation of natural resources; low labour productivity; high post harvest losses; limited small holder's adaptation of improved farming practices; and inadequate capital investments for farm improvements. Given the seasonality of crop production and persistent climate change, investment in expansion of land under irrigated agriculture and water harvesting techniques would be the most reasonable option for stable and higher agricultural productivity. The potential exists to increase both smallholder and large-scale irrigation.

Although the performance of the livestock sub-sector performance in terms of livestock recent trends in production growth rates is encouraging, productivity per head has remained very low. This is attributed to, among others; (a) inadequate provision of animal health and management services such as availability of quality and affordable animal feeds; (b) an outdated and weak regulatory framework; (c) a poor genetic potential of livestock breeds (d) weak linkages between producers and markets; and (e) inadequate number of qualified technical personnel, equipment and lack of research facilities. Despite these constraints, Zanzibar has significant potential for market-led commercialization of the livestock sub-sector, driven by domestic urban demand and the increasing tourist investments.

Fisheries are of great importance to the economy of Zanzibar. In recent years there have been significant increases in fish catch from 20,541 tons in 2001 to 23,582 tons in 2007, being the results of increased Government efforts in conservation of marine and coastal environments. Despite this positive performance, it is well acknowledged that marine resources in both territorial sea and Exclusive Economic Zone (EEZ) are underutilized. As a matter of fact most of fisheries activities are currently undertaken in inshore waters which are unsustainably over exploited. There is a great potential for Zanzibar for off shore fishery in Zanzibar which has remained untapped by domestic fishers.

Seaweed farming is another important activity for social and economic development in Zanzibar. The farming has been confirmed to: support livelihoods of coastal population particularly women; became major foreign currency earning cash crop to supplement cloves and to reduce degradation of marine environment and destruction of coral reef caused by dynamite fishing. However, further expansion of seaweed farming faces a constraint due to the international marketing arrangements that prescribed a quota system that restrict Zanzibar to annual supply of only 7,500 metric tons. The development of seaweed farming and its contribution to the livelihood of women and men can be effectively sustained through addressing the challenges of poor quality and limited availability of varieties with

higher market potentials. Other challenges include limited investment on secondary and tertiary processing of seaweed and inadequate farmers' skills among most of the women farmers in farming and post-harvest handling techniques such as drying.

In general the Zanzibar agriculture sector is faced with a number of key challenges:

- (i) The low domestic production of food in Zanzibar is compounded by higher level of post-harvest losses due to poor handling, inadequate processing and poor storage technology and facilities especially among the predominantly women farmers. The average waste for rice, cassava, vegetable (tomatoes) and fish is 13, 26, 42 and 25 % per year respectively. This rampant scenario applies to other agricultural products with export significance and potentials.
- (ii) There is limited value addition for primary export commodities as well as for other potential export crops such as fruits, spices and perishable commodities (vegetables, livestock products and fish). Seasonality of production and lack of storage facilities render these commodities more vulnerable to large scale losses. The sector is also constrained by inadequate infrastructure, poor quality management, lack of experience in value addition and branding, inadequate creativity and weak entrepreneurial skills. Poor post-harvest and handling technology lead to poor quality of local agricultural product that makes it difficult for smallholder producers in Zanzibar to capitalize on the opportunities provided by the growing local and export markets.
- (iii) Inability to take advantage of the opportunities created by the far-reaching changes in domestic and global markets. The demand for high-value primary and processed products is rapidly increasing, driven by rising incomes, faster urbanization and market segmentation, liberalized trade, foreign investment, and tourism. These developments are expanding both internal and external market opportunities, which are important for fostering agricultural and non-farm growth and for greater employment and rural incomes.
- (iv) Generally low levels of knowledge amongst farmers, fishers and livestock keepers on opportunities either in the internal or the external markets. They mostly tend to be disconnected from the local tourism industry for instance, and are not aware of the changing nature of the food industry opportunities and market segmentation.

b) *Priority Programs and Projects for 2012-2016*

Crop Production

1. *Marketing Infrastructure, Value Addition and Rural Finance (MIVARF)*: Project objectives include to enhance incomes and food security of the target group on a sustainable basis. MIVARF will achieve this through an enhanced access of poor rural households to a broad range of financial services, coupled with the necessary capacity building and linkage to markets.

MIVARF will focus on the following key activities: Establishment and sustainable maintenance of improved marketing infrastructure (construction of five marketing centres with cold room facilities in selected areas); Rehabilitation and equipping of regional Post-Harvest Management Training Centres, (two centres for Zanzibar); Support to institutions and service providers of on-the-job training to farmers and processor groups; A comprehensive need assessment survey to assess the specific needs of different user groups; Development of a post-harvest-management curriculum and training modules; Providing the necessary capacity building to producers and marketing groups; Support to formal and informal financial institutions for the purpose of increasing rural outreach; Improve the legal and policy framework for rural micro finance, and facilitate knowledge management; and support eligible institutions to test new approaches, methods and services in rural areas for the benefit of the target group.

2. *Irrigation Master Plan*: The main objective of this project is to increase the agriculture productivity through construction of the stable irrigational infrastructure. And through the effect of this project, it is also expected to increase farmers' income, to alleviate rural absolute poverty, and to develop the national economy equally.

The Project will have 6 schemes of 2,105ha ; 4 schemes of 1,930ha in Unguja, and 2 schemes of 175ha in Pemba. The main project activities will be the construction of Farm road 93km; land development and consolidation 2105ha; Construction of Irrigation canals 105km; Construction of Drainage canal 88.5km ; Construction of six reservoirs; construction of three collectors.

3. *Agricultural Services Support Programme (ASSP)*: The project objectives is for all smallholder farmers, including the rural poor and women, to have better access to and use of, relevant agricultural knowledge and technologies, which through sustained partnership with service provider, contribute to their household food sufficiency and cash income adequacy and hence their livelihoods.

Key project activities would include: (a) providing skills and knowledge to farmers, (b) production of farmer news letters and leaflets, (c) fencing cassava germ plasma plot at Kizimbani (d) Support to research activities, (e) support farmers' research needs, (f) organize exchange visits for farmer groups within Zanzibar and Mainland (g) support farmers to agricultural shows, (h) conduct facilitators trainings, (i) provision of long and short trainings to Ministry and program staff, (j) construction of dormitory at Kizimbani Agricultural training center, (k) rehabilitation program offices in Unguja and Pemba, (l) rehabilitation of District Agricultural Resource Centres, (m) conduct annual stakeholder workshops in Unguja and Pemba, (n) conduct steering committee meetings, DFT and DMT meetings, Tender board and ASFT meetings.

4. Agricultural Sector Development Programme- Livestock (ASDP-L): The project objective is to a) improve the livelihoods of the poorest agro-pastoralists, b) to strengthen the capacity of livestock communities, both institutionally and technically; c) to enhance the delivery of livestock development services to smallholders; d) to improve marketing infrastructure and marketing systems for livestock products; and e) strengthen national and local government institutions to provide services to the livestock sub-sector.

Its main activities include: (a) provide skills and knowledge to livestock keepers, (b) Procure I-2 NCD vaccine, (c) conduct vaccination on NCD, (d) renovation of livestock services laboratories at Maruhubi and Chakechake, and procure equipments for the two laboratories, (e) rehabilitation of Animal health and production centres in Unguja and Pemba, (f) procurement of AI materials, (g) training and supervision of Community Animal Health Workers, (h) conduct training to private inseminators, (i) facilitate exchange visits for livestock field schools within and outside Zanzibar, (j) Review national policy on livestock, (k) Support monitoring and evaluation activities, (l) organize trainings para-veterinarian supervisors, (m) procurement of field AI kits.

5. Hifadhi ya Misitu ya Asili (HIMA) – Piloting REDD in Zanzibar Community Forest Management.: Project objectives are: To promote a pro-poor gender- equitable approach to community forest management in Zanzibar, including piloting of carbon financing for Reduced Emissions from Deforestation and Degradation (REDD), which provides forest-dependent communities with secure property rights, equitable rewards for providing ecosystem services and other livelihood benefits, and which informs the priorities of Zanzibar in national REDD strategy.

The project is expected to undertake the following activities among others: Undertake review of 17 existing CoFMAs with the objective of making them more sustainable, pro-poor

and gender sensitive; Develop CoFMAs for 12 new sites covering 5,650 Ha of upland and 5,000 Ha of mangrove forests; Support and facilitate selected DFNR and DoE staff (men & women) to attain relevant academic training courses related to CoFM and REDD; Conduct training courses for men and women in DFNR, DoE and selected local Government institutions, including CBOs/NGOs staff to build their core competencies around CoFM and REDD; Strengthen capacity of community based institutions to manage carbon derived financial transactions; Pilot financing phase in advance of external VER payment from buyers by channelling project funds through transfer mechanism in order to last the system and to generate strong community buy-in; Support establishment of wood lots, on farm tree planting, and agro-forestry to reduce leakage; Identify and support sustainable gender income generating activities/micro-enterprises that increase revenue to local forest users (men & women) and have the potential to reduce leakage; Conduct a baseline and end line survey for LPG use and implement pilot project for future scaling-up; and Produce publications (articles, guidelines, papers) to document and disseminate experiences and lessons learnt within Zanzibar and to a wider international audience.

Tanzania Agriculture and Food Security Investment Plan (TAFSIP)

Program Objectives: To rationalise allocation of resources to achieve six per cent agricultural GDP growth, consistent with national objectives to reduce rural poverty and improve household food and nutrition security. Transformation of agricultural sector into a modern, commercial, highly productive and profitable sector which utilises natural resources in a sustainable manner is important. Structurally and in accordance with its scope, TAFSIP is more than agricultural development strategy or programme. It is a sector wide approach to coordinate and harmonise the resources needed to accelerate implementation of existing initiatives and to launch new initiatives which address national, regional and sectoral development priorities. The plan is designed to encompass twenty two (22) projects which are shown below with details in the Matrix. The projects under the TAFSIP programme are spread in different goals.

6. *Cloves Development Project*: The project objective is to increase the productivity of Clove and competitiveness of the product in the world market and income of by 60% by 2015. Enhance linkage and cooperation with industries and other supporting sectors; Increase access to international markets by exploiting the comparative geographical advantage of Zanzibar and its indigenous knowledge system and spices. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

7. Irrigation Development, Sustainable Water Resources and Land Use Management:

Appropriate use of natural resources that include land, water and forest would enhance productivity and profitability in the agricultural sector as well as conserve the environment. Although Zanzibar is endowed with 8251 hectares potential area irrigation on rice and horticultural crops, only about 700 hectares have been utilized.

The programme aimed at development of additional 2000 hectares over a period of four years. In view of fragility of islands against potential impacts of climate change, it is necessary that good management and utilization of land, water resources and forest cover for sustainable agriculture is observed. Two projects are shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

8. Agricultural Productivity and Commercialization: TAFSIP will focus on the main food

and export crops through increased use of improved farm inputs including better seed, fertilisers, irrigation, extension services and continued research on priority crops. Priorities for food crops in Zanzibar are rice, root and tuber and horticulture (including vegetable and fruits). Priority export crops include coconut, cloves and other spices. This programme will perform an equal role in improving livestock production, agro-forestry and fisheries development.

Furthermore the programme will build on the achievements of programme (Agricultural production and productivity) by helping farmers to graduate from subsistence farming to semi-subsistence/semi-commercial status, practicing farming as a business. This recognises that food security is a necessary condition for escaping poverty, but it is not sufficient – household cash incomes must also increase from their currently very low levels. Smallholder farmers have to begin producing for the market and be supported to forge linkages with commercial input and output supply chains in order to connect with a growing agro-industrial sector and expanding food demand from urban consumers. One project is shown in the matrix under goal 1.3 'reduce income poverty and attain overall food security'

9. Rural Infrastructure, Market Access and Trade: Developing rural infrastructure is

recognized as critical in promoting economic growth especially in rural areas. There are many benefits of having rural roads, marketing infrastructure, storage facilities at household and national levels, telecommunication networks and electricity. These types of infrastructure benefit individuals and households by creating employment opportunities through development of agro-industries as well as facilitating transportation of inputs and outputs and access to social services.

Marketing of the agricultural products requires efficient and well regulated marketing systems. In order to meet the agricultural sector's vision of a transformed subsistence into market – based economy, there is need to seize the opportunities in domestic, regional and international markets for agricultural products (crops, livestock, fishery and agro-forestry). Reducing marketing costs and trade barriers would be a strong contributor to allowing farmers and traders to harness the opportunities of expanded markets.

Cooperatives provide a model for pooling resources of people of limited means to achieve commonly identified development needs. The objective of TAFSIP will be to establish and strengthen the long term capacity-building required to create effective market-oriented cooperatives that are strong to respond to market opportunities. However, the capacity of the agricultural marketing related cooperatives to enable them to fully participate in the market is still low. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

10. Private Sector Development: Private sector is the engine of the growth and it is expected to play a great role in stimulating increased investments in agricultural production, processing, marketing and overall commercialization of the sector. However, the private sector in Zanzibar is still nascent with limited capacity to drive growth of the agricultural sector. Among the factors limiting the performance of the private sector in agriculture include but not limited to: inadequate capacity to discharge the anticipated roles (commercial-based); limited long-term financing at affordable interest rate; inadequate capacity of institutions supporting the private sector and low human resource capacity. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

11. Food and Nutrition Security: Zanzibar produces a number of food crops. However, the production fluctuates between years of surplus in good season and years of deficit in poor rainfall season. Even in times when food availability is deemed satisfactory, food access is still a challenge to rural households that produce less than 30% of their annual requirements due to among other things rudimentary production tools, agricultural technologies and climate change.

This programme will focus on strengthening social protection systems at all level but particular focus will be for the most vulnerable households by improving their food and nutrition security and asset creation while promoting human capital development through education. One project is shown in the matrix under goal 1.3 'reduce income poverty and attain overall food security'.

12. Disaster Management, Climate Change Mitigation and Adaptation: Disasters mainly driven by climate shocks are major factors affecting food and nutrition security in Zanzibar. Effects of climate change are evident through (i) increases in extreme weather variability events such as droughts (drought is the most frequent natural disaster, especially in central and northern areas), coupled with poor distribution of rainfall affecting water sources, production of food and other crops and land resources as soil moisture and nutrients are depleted. While it is evident that the frequency of climatic shocks and their impact on vulnerable population are increasing, the preparedness and ability to respond and mitigate the possible consequences of a probable event is still low. There is need for adequate level of preparedness in order to manage risks and mitigate their impacts on vulnerable households. Mechanisms for dealing with food emergencies or with market failure are inadequate. Furthermore institutional integration for early warning and response to disasters is weak. This requires a robust disaster management system to prevent and overcome the impacts of disasters. Three projects are shown under goal 3.2, “Strengthening the Rule of law, Respect for Human Rights and Access to Justice’.

13. Policy and Institutional Reforms and Support: The challenges are first to enhance government capacity and second to strengthen the capacity of other players such as farmer organisations and private sector. TAFSIP therefore includes capacity building as one of the key strategic objectives. Improved access to support services is one of the keys to sector development. Priority areas for investment include extension, research, training and financial services. These services play pivotal role in linking farmers to new technologies, information and knowledge that are central in enhancing agricultural growth. One projects is shown in the matrix under goal 1.3 ‘reduce income poverty and attain overall food security’

14. Coastal Forest Project: The projet opbective is aimed to improve spatial coverage and management effectiveness of the Coastal Forest PA sub system is expanded and strengthened in Tanzania (including Zanzibar) One activity Shown in the Matrix under Goal 1.2 ‘Promote Sustainable and equitable pro-poor and broad-based growth’

15. Egyptian – Zanzibar Joint Farm: The overall goal of the Joint Farm is to contribute towards poverty reduction and employment creation, thus improving the livelihood of small holder farmers. One project is shown in the matrix under goal 1.3 ‘reduce income poverty and attain overall food security’

Livestock and Fisheries

1. Smallholder Livestock Development project: The project objectives is to improve incomes and livelihoods of livestock smallholder farmers through adoption of best

techniques of livestock keeping. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

The project will undertake the following activities: Increase genetic potential of local breeds of cattle, sheep, goats and poultry; rehabilitation of AI centre and its infrastructures; capacity building of technical staff; Initiation of Goat (sheep) in-trust scheme; Training of poultry farmers; Procurement of transport facilities and modern poultry production kits

The expected outcomes of the project would include: Improved genetic make-up of cattle and poultry through adoption of A.I. services and use of better breeding cockerels; Increased production in terms of milk, beef and eggs; Increased income by the farmers; AI service delivery improved; Good stat and e and functional animal production and health centres in the districts; Animal health and production workers delivering better services to farmers; Increased management knowledge to farmers One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

2. Promotion of Mariculture Activities in Zanzibar: The project objective is to improve fish and seaweed production in Zanzibar by stimulating fish and seaweed farming in small and large scale enterprises through supply at low cost of fingerlings, feeds, other farming inputs and on-going support of an active, applied and adaptive research program.

The project will undertake the following activities: Conduct feasibility studies on potential areas for aquaculture; Establish demonstration ponds and cages; Capacity building to communities and staff in mariculture; Establish Mariculture Research Centre; Integrate aquaculture and development of ecotourism; Improve production of fish and seaweed; Establish market linkages between farmers and traders; Measure and manage fish stocks; Support farmers associations and farmers groups; Conduct research on fish and seaweed; Establish data base for mariculture activities; Establish hatchery for production of fingerlings; Develop sea cucumber farming; Collaborate with national, regional and international actors/ institutions

The projects expected outcomes would include: Potential areas for aquaculture identified; Mariculture research centre established; Hatchery for production of fingerlings established; Research on fish and seaweed done; Sea cucumber farming developed; Farmers associations and farmers groups supported; and Increased knowledge by Communities and staff. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

3. Promotion of Deep Sea Fishing in Zanzibar: The project's main objective is to promote deep sea fishing in Zanzibar by stimulating fish production through medium and large scale investment in order to promote employment and trade that ultimately increase economic growth.

Project activities would include Promoting Public- Private Partnership to increase investments in deep sea fishing; Construction of fiber boats, processing plants, jets; Introduction of credit scheme to support fishermen; Marketing of fish and fish products. Its expected outcome would include: Increased fish catch from the deep sea; introduced modern equipment of fishing in deep seas; Increased income by local fishermen; and Marine research conducted to stimulate the industry. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

4. Livestock infrastructure development project: The project objective is to improve the livestock infrastructures and facilities in order to increase level of production and productivity of livestock and livestock products and help smallholders increase their income. The main project activities will be the construction of modern slaughtering houses around municipalities, town council and each district; Construction and rehabilitation of animal dips; Facilitate animal quarantines infrastructures and facilities (Kisakasaka and Pemba); Construction and rehabilitation of laboratories and veterinary clinics; Pasture development to smallholders and government farms; and Establishment of a veterinary library, conference room and provision of furniture and equipment. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'.

5. The Integrated Conservation and Development of Marine and Coastal Ecosystems [ICDMCE]: The project objective is to i) integrate conservation and development venture into livelihood of coastal communities especially marine and coastal resources conservators. ii) To develop marine ecotourism by initiating new ideas and promoting existing ones such as dolphins, whales, game fishing, canoeing, snorkeling and bird-watching. iii) To undergo research on different matters related to marine, livelihood and socio-economy.

During the implementation of the project the following activities will be undertaken: Conduct mass awareness on the communities about the programme and how it is going to benefit the communities; Develop marine eco-tourisms for dolphin, whales, game fishing, canoeing, snorkeling and bird-watching; Conduct research on matters related to marine, livelihood

and socio-economy; Help to conserve marine environment and endangered animals for future generation; Promote artisanal fishermen infishing and marketing while sustaining utilization of the coastal and marine resources; Make policy reforms and implementation of activities that will have positive impact on the quality of life of populations in coastal areas, and on the integrity of the off-shore resource base; and Establish effective fishing methods and regulatory framework, participatory planning and the creation of an enabling environment for integrated coastal and marine resources management and private investment at a coastal area as stipulated in fisheries Act and Millenium Developmen Goals.

The expected project outcomes would include: Improved deep sea fishing industry; Sustained marine conservation areas; Fisheries and marine sub projects towards coastal village funds established; Community capacity building in deep sea and near shore fishing methods and sustainable gears enhanced; Village Fund to support coastal communities established; Enhanced and diversified livelihood activities; National monitoring and evaluation system established; and Established marine conservation unit in Zanzibar One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

6. *The Marine and Coastal Environment Management Project – MACEMP*: The project main objective is: To strengthen the sustainable management and use of the Exclusive Economic Zone, territorial seas, and coastal resources resulting in enhanced revenue collection, reduced threats to the environment, better livelihoods for participating coastal communities, and improved institutional arrangements. Project activities include: Create a Coastal Village Fund to support coastal communities; Build capacity of coastal communities through awareness creation and training; Enhance and diversify livelihood activities and promote participation of women at all levels; Set up a "regional office" to support districts in the technical preparation of GIS-based Spatial Planning systems (staff such as a land planner, two surveyors, and one GIS specialist would be "de-concentrated" from Dar-es-Salaam to this regional technical support centre; Capacity building and operational expenses to the TCMP and Ministry of Lands for providing requisite guidance to PO-RALG and districts to integrate ICM and spatial planning concepts within current District Development Planning process and Establish marine conservation unit in Zanzibar. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

7. *Construction of new Livestock & Fisheries Research Centre*: The objectives of the project are: To improve fish and seaweed production in Zanzibar by stimulating fish and seaweed farming in small and large scale enterprises through supply at low cost of

fingerlings, feeds, other farming inputs and on-going support of an active, applied and adaptive research program and to provide an enabling environment for conducting livestock research and To strengthen Pangani and Chamanangwe dairy farms for provision of in-calf heifers and increased production and productivity. Its main activities include establishment of a livestock research centres and equip it with proper facilities; Training of staff to increase their knowledge and skills; Construction of staff houses for the Centre and farms; and Improvement of Pangani and Chamanangwe dairy farms (farm structures, water, electricity, paddocks)

The projects expected outcome would include: Enhanced environment for conducting livestock and fisheries research created; more staff trained to provide better services for livestock research; and Publish of livestock research undertaken and its findings disseminated. One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

8. Livestock Disease Control Program: The main objective of the project is to prevent the introduction of pandemic influenza in Zanzibar; Improve preparedness for the occurrence of pandemic influenza; To control and eradicate trans-boundary diseases from Zanzibar; To also prevent the occurrence of new cases of rabies in dogs and humans within Zanzibar through controlling the minimum number of stray dogs One project is shown in the Matrix under Goal 1.2 'Promote Sustainable and equitable pro-poor and broad-based growth'

II. Trade and Manufacturing

a) Situation Analysis

Trade

Trade has also been identified as one of the three drivers of growth (others being tourism and agriculture), in recognition of the geographical advantage that favours Zanzibar as a regional trade centre. However, over the recent years Zanzibar has been running large current account deficit mostly on account of rapid growth of the import bill. Zanzibar export performance has shown some improvement in recent years, the export value has increased from US\$ 15.9 million in 2006 to US\$ 16 million in 2008. Despite steady and respectable growth, the sector has performed below expectations; the full potential of the country's capacity to export is yet to be exploited. Zanzibar's exporters are particularly weak in their

knowledge and penetration of international markets, branding and packaging. This is compounded by: (i) poor service provision in these specific areas by the trade supporting institutions; (ii) weak capacity for the sector organizations and exporter's market skills; (iii) Lack of credit facilities

To address these issues the Zanzibar Export Development Strategy (ZEDS) has been developed recently with the vision of making Zanzibar to become a vibrant export-led economy that leads to growth and social wellbeing. In addition, the Revolutionary Government of Zanzibar (RGoZ) intends to make the whole of Zanzibar a Special Economic Zone within the East African Community Region to take advantage of its strategic geographic position as well as existing opportunity to accommodate ocean going vessels. The initiative is in tandem with the Zanzibar's Growth Strategy and is intended to be initiated in the coming MKUZA. The idea is expected to promote rapid economic growth by using fiscal and regulatory regime to attract large volumes of trade, foreign investment and technology.

Manufacturing Sector/SMSs

The manufacturing sector in Zanzibar is dominated by the SMEs. In spite of this, manufacturing has the potential for being a key driver of growth, given the vast demand for manufactured goods. Total manufactured exports in the year ending June 2008 were US\$ 3.9 million. Manufacturing, however, has tended to under-perform and currently accounts for only 4 % of GDP, which is a decline from 5.9 % in 2003. The vast majority of Zanzibar's manufactured goods exports were in textiles and garments. Wood products also played an important role, and coconut oil, arts and handicrafts and products from agro processing Plants such as spices, also formed an important part of manufactured goods exports.

Zanzibar's manufacturing firms face major challenges in gaining access to the necessary financial resources required to invest in new, higher quality productive capacity. Zanzibar's manufacturing sector is characterized by limitations in four main areas: (i) Weak manufacturing/industrial entrepreneurship culture; (ii) High cost of utilities; (iii) Poor quality goods and packaging; and (iv) Low supply capacity

However, for SMEs to flourish, a considerable effort will be required to create a more conducive environment with supportive legislation and affirmative action towards better access to credit, markets and business development services. As a result, the Government will work hand in hand with UNIDO and other Development partners to provide adequate capacity of implementing an SME Development Policy which is already in place. Special attention will be paid to the food processing industry, sustain value chain program,

encourage Small and Medium Enterprises and provide training in documentation and trade procedures particularly for SMEs and informal sector in general. Product quality will be improved, proper and efficient quality assurance and standardization measures will be introduced particularly in SMEs. Establish quality control institution, strengthen the capacity of consumer protection bureau, provide support to improving products design and quality and improvement program of quality management, environment and consumer protection, which are planned for the year 2010-2012, will invariably contribute towards increasing industrial competitiveness and exports.

b) Priority Programs and Projects for 2012-2016

1. Creating conducive environment for industries, SMEs and related: Specifically the project aims at encouraging trends of SMEs development in terms of production, market aspect, credit facilitation, employment creation and improving quality of product development and human resource development as well as value addition.

Project activities include: Preparation of Industrial Development Policy, Action Plan and Strategy; Preparation of Value Chain and SMEs Action plan and Strategy; Assisting in construction of fish drying facility at Bwekunduni North A Unguja; Assist in construction and operationalization of Chwaka Citrus Processing facility at Chwaka, Central District Unguja; Training on production, value addition, quality control, marketing, entrepreneurship and packaging; Establishment of mini trade fairs and Sunday markets; and introduction of three trade related laws. Its main outcome would be competitive SMEs established.

2. Reform of business licensing regime: The project objective is to simplify and streamline business start-up and exit requirement and procedures so as to reduce compliance costs for the businesses and administrative costs for government agencies, so that the greater share of investment resources and management time can be spent on core business functions and incentives are provided for greater formalization of enterprises in Zanzibar.

Its main activities would include: conducting diagnostic analysis of business licensing constrains in Zanzibar; conduct in depth research into 3 priority sectors, including estimating the administrative compliance burden for businesses and administrative cost burden to the public sector at both central and local levels, related to compliance with, administration and enforcement of, sector specific licensing/permitting; Proposing international and regional best practice solutions to business licensing reform; preparing in close consultation with stakeholders, a background paper for a policy on business licensing reform in Zanzibar..

3. *Business Environment Strengthening for Tanzania (BEST)*: The project objective is to lower the cost of investing in, establishing and operating business in Tanzania by eliminating policy legal, regulatory and institutional constraints that inhibit a growing and competitive private sector; and Conduct needs assessment for technical and financial requirement in fiscal unit and identification of them. Key project activities would include: To review domestic tax regime (ZRB and municipal taxation); to facilitate harmonization and rationalization of taxes; to enable small businesses implement paper record keeping; staff development and training.

4. *Construction of International Trade Fair Ground and Exhibition Centre*: The main objective of the project is to: promote trade through organization of trade fairs and exhibition to strengthen the marketing position of Zanzibar in the region; Sharing information on methodology and techniques of production, marketing of goods and services used by international community; Inform the general public about existing opportunities, productive capacities, future trends and innovation in key sectors; create linkages between trade and key economic sectors such as tourism, communication, infrastructure, education, health and agriculture; and promote both domestic and international trade.

The key project activity is to build the Fair Grounds at Dimani. Other activities will include promotion of Zanzibar products for export and maintaining sustainable markets for the products. Establish enterprise start-ups and build capacity for enterprises in modern and competitive system of management and operations.

Expected project outcomes would include: Access to commerce, support services and business information facilitated; Export market share of Zanzibar products increased; business flow within and outside the region (EAC) smoothed; Zanzibar SMEs competence and their delivery system of services enhanced; Use of MIS and ICT network significantly increased; Internationally recognized standards, measurements and conformity assessment solutions that meets customer needs provided; and Zanzibar products globally publicized.

5. *Startup Technology and Business Incubator*: The main objective of this project is to accelerate the successful development of entrepreneurial companies through an array of business support resources and services and to support government efforts in coordinating and management of youth empowerment program and enhancing self employment initiatives and business development.

The specific activities of this project are: Starting 2 Business Incubation Centers in Zanzibar in the area of ICT & Tourism, Agribusiness Incubator to boost private sector development and increased participation of young individuals graduating from colleges and higher

institutions of learning who cannot find jobs; Providing entrepreneurs with a platform for them to harness technology to develop their ideas beyond the conceptual stage, and allow them to make a positive change in the way people think, live and work in Zanzibar; Introduce innovative technologies to participants; help participants develop their ideas into businesses and help them access financing; nurture SMEs and mature them into full fledged businesses; provide ongoing mentorship throughout the startup phase of the businesses; guide entrepreneurs in utilizing available local resources for them to create self and national economy engaging opportunities; and create income or wealth generating opportunities through entrepreneurship and innovation training.

6. Public Private Partnership Unit: Project objectives is to establish Public Private Partnership (PPP) Unit in the department of economic management so as to promote private sector for economic growth

The main purpose of the project is to provide forums for informed debate on related issues, seek to accomplish better understanding of the nature of relationships between governmental and nongovernmental organizations, and introduce conceptual frameworks for understanding such relationships. PPP Unit will also aim in bridging the information gap between the public and private sector organizations, analyzing their capacities and opportunities, and suggesting mechanisms for improving the relationships between the government , private sector and other non state actors.

To achieve the above mentioned objectives the Unit will adopt the following strategic interventions: (i) Building the capacity of private sectors on business management skills; (ii) Promoting access to technology; (iii) Creating business opportunities for private sector, and promoting access to market; (iv) Facilitating access to credits; and Accessing the contribution of private sector to the economy.

In addition, the unit will support the following activities: (i) Conduct survey on status of public Private Partnaship in Zanzibar, including identification of all public and private institutions, identifying a link between public and private sectors; (ii) Establish a database system to capture all public and private institutions; (iii) procure goods such as computers and other accessories, funitures; recruit staff; and (iv) conducting seminars and workshops so as to improve private sector performance.

7. Implementation of SEZ Development Strategy: The project objective is to increase export earnings; create more employment opportunities; stimulate efficient use of domestic resources; and creating multiplier effect on the overall economy. The main project activity is the preparation of Zanzibar SEZ Development strategy and the establishment of SEZ.

Its expected outcomes include: new investments of US\$ 415 million in projects attracted; inclusive growth paradigm to include Zanzibar farmers, fishermen and SMEs created; Creates output of US\$ 130 million per annum; 58,900 new jobs created; existing sectors of cloves, seaweed, banana revitalized; value addition to agricultural products, bio-fuel, duty free and trade improved; balanced growth in Unguja and Pemba fostered.

III. Infrastructure (Land, Air and Sea Transport; Communication and Energy)

a) Situation Analysis

Infrastructure as identified in MKUZA II constitutes transport infrastructure which incorporates roads, airports and sea port, communication infrastructure which includes ICT infrastructure and telecommunications infrastructure, and energy infrastructure incorporating the electric facilities and other energy related facilities.

Road Transport: Recently, the RGoZ has approved the use and implementation of Zanzibar Transport Master Plan which in its contents provides strategies to implement transport policy and to replace older, outdated transport plans, most importantly the 1982 Town and Road Infrastructure plans. It provides responses to current and projected needs for road, airport and maritime transport. It presents means to improve safety with improved, transport regulation and policy development and to improve public transport, parking, development of private sector investments and services and improved Government institutional basis appropriate to carry through the Plan.

However, the Zanzibar Transport Master plan emphasizes on the need for immediate reconstruction/rehabilitation of Zanzibar town entry roads due to the fact that existing roads do not meet the increased road demand of increased road users. The increased road users have serious impact on increased road traffic resulting in increased road accident rate.

Maritime Transport: With the current developments in Tourism and trade activities in Zanzibar, Malindi port will not be adequate to ensure satisfactory cargo movements over the long-term. The economic future of Zanzibar requires the rapid development of a new port which is able to provide efficient long-term cargo services for Zanzibar and East Africa at large. The new container HUB port will be built at Maruhubi area. The scale of work needed that can serve not only Zanzibar but the East and Central Africa market, the investment required, the short time available and the need for improved management require the RGoZ to form a Public Private Partnership PPP with a Private Port Operator.

Moreover, the ports in Pemba need to be improved and additional facilities provided to serve Pemba as one of international port of entry.

Air Transport: Recently Zanzibar international airport run way has been rehabilitated and extended to meet the international standards. However, it requires substantial and urgent upgrading of facilities for both aircraft and passengers to double throughput to 1.1 million passengers by 2015 and then grow again to accommodate approximately 2 million passengers by 2025. New facilities which need to be upgraded or constructed include a new passenger terminal, existing terminal, new taxiways, and additional aircraft parking apron, improved car parking and bus facilities plus new navigation and security equipment.

Road Transport: Zanzibar road network has about 1,150 km of which 427 km are paved roads and the remaining is either gravelled or earth roads. The transport Master plan entails the road network which indicates that most of Economic roads in Zanzibar are either on construction or have finished construction. Current efforts are aimed to upgrade and construct remaining road network (723 km) to bitumen standards and at the same time to continue maintenance works of paved and unpaved roads. However, the rest is devoted to Zanzibar town entry roads which need expansion and reconstruction. Future plans in road sector include projects to be implemented from 2009 to 2015 such as: (i) Road Maintenance; (ii) Integrated Urban Roads (town entry roads) Improvement; (iii) Basic access roads improvement; and (iv) Institutional reform and Capacity Building.

Communication infrastructure: Communication sector is governed under the laws of the Government of United Republic of Tanzania; however, the infrastructure provision is implemented independently in Zanzibar. Zanzibar Government is so far in preparation to implement communications infrastructure projects to accede to a direct advantage of cheaper, reliable and very effective communications access in Zanzibar. Timely implementation of these project may hasten the Zanzibar economic development particularly tourist industry. For Zanzibar to timely cope with this situation, several projects need urgent implementation: (i) Submarine cable that will connect Unguja with Dar es Salaam; and (ii) Construct ICT infrastructure backbone within Zanzibar (Unguja and Pemba).

Energy infrastructure: Energy sector comprises of electricity, fossil fuels, biomass, new and renewable energy. Currently, Zanzibar electric power is fully dependent on a single submarine electric cable connecting Zanzibar with Mainland Tanzania on the part of Unguja Island. This cable has been in place since 1980 and it has a specified life time of 30 years. The cable has a load capacity of 45 MW which is just within the current consumption level of 44 MW but far below the projected growth of demand which is expected to require 50 MW extra supply.

Presently, Zanzibar has no back-up power supply to cater for outage which may occur from Mainland Tanzania. The Government of Zanzibar seriously urges the MCC to accelerate the project of laying down new Electric submarine cable with a capacity of about 100 MW as agreed. Affordable alternative sources of energy such as solar, wind, wave, tidal and gas should also be pursued with extra efforts.

b) *Priority Programs and Projects for 2012-2016*

Roads

1. *Upgrading of 3 Rural Roads in Unguja:* The main objective of the project is to upgrade rural roads linking the major villages with the main network to bituminous standard. (Koani – Jumbi 6.3 km, Kizimbani – Kiboje 7.2 km, Jendele – Cheju – Kaebona 11.7 km) to bituminous standard.
2. *Pemba 2 Roads:* The main objective of the project is to rehabilitate Pemba 2 roads (Wete – Gando 15.1 km & Wete – Konde 14.9 km) to bituminous standard.
3. *Rehabilitation of Chake -Wete Road:* The principal objective of the project is to rehabilitate Chake-Wete Road 24Km
4. *Upgrading of North Pemba Rural Roads:* The primary objective of the project is to rehabilitate to bitumen standard the following roads (Kipangani – Kangagani 2.7 km, Chwale – Likoni 1.9 km, Mzambarau Karim – Finya – Mapofu 8.7 km, Mzambarau Takao – Pandani – Finya 7.9 km, and Bahanasa – Daya – Makombeni - Mtambwe 13.8 km).
5. *Unguja Rural Roads:* The project aims to conduct a feasibility Study detailed engineering design and preparation of tender documents for Matemwe- Muyuni 6.5Km, Kichwele-Pangeni 4Km, Njianne-Umbuji-Uroa 11Km, Jozani-Charawe-Ukongoroni-Bwejuu 15Km, Fuoni-Kombeni 6.7Km, and Mkwajuni-Nungwi 5.5Km
6. *Feasibility study for Construction of Zanzibar Main Roads:* The project objective is to undertake Preliminary Design, Detail Engineering and Preparation of Tender Documents for the following Zanzibar town Entrance Roads. (Malindi – Mnazimmoja 1.2 km, Welezo – Amani – Kariakoo 3.8 km, Bububu – Mtoni – Kinazini – Malindi – 11.2 km, Bububu – Mahonda – Mkokotoni – 31 km, Tunguu – Magomeni – Mkunazini 16.2 km, Mtoni – K/Samaki 8.5 km)

7. Rehabilitation of Ole Kengeja Road: The project objective is to rehabilitate Ole Kengeja Road (24Km).
8. Feasibility study for Zanzibar town Entry Roads: The project objective is to conduct feasibility study for Zanzibar town Entry Roads
9. Maintenance of Urban feeder roads in West District: The project objective is to increase social service of transport network by making the road accessible at all weather condition and to facilitate economic opportunities by simplify a chain of supply and marketing. Key project activities include grading of feeder roads, building and constructing drainage systems. Its expected outcome include access to markets, basic social services enhanced.
10. Rehabilitation of Chake -Wete Road: The objective of the project is to Rehabilitate Chake-Wete Road 24Km.
11. Rehabilitation of Town Entry Roads: The objective of the project is to rehabilitate Town Entry roads (Malindi Port-Kinazini-Mtoni-Bububu 11.275km,Creek road-Mkunazini-Mnazi Mmoja 1.289km,Mkunazini-Kariakoo-Fuoni-Tunguu 16.334km,Kariakoo-Ng'ambu-Amani-Welezo2.914km,Mtoni-Amani-Kiembesamaki 8.539km,Airport-K.Samaki-Kilimani-Mnazi Mmoja 6.636km and Bububu-Mahonda-Kinyasini-Mkokotoni 30.965km) to bituminous standard.
12. Upgrading of Mgagadu-Kiwani road: The objective of the project is to upgrade to bituminous standard Mgagadu-Kiwani road 7km.
13. Upgrading of Mkanyageni-Kangani road: The objective of the project is to upgrade to bituminous standard Mkanyageni-Kangani road 6.5km
14. Upgrading of Fumba ring road: The objective of the project is to upgrade to bituminous standard Fumba ring road 10.4 km.
15. Upgrading of Pale-Kiongele road: The objective of the project is to upgrade to bituminous standard Pale-Kiongele road 11km.

Air Transport

1. Extension of Taxiway & Apron at A.A.Karume International Airport: The objective of the project is to extend Taxiway and aircraft parking apron to the required PCN.
2. Construction of new Terminal Building A.A. Karume International: The objective of the project is construct a new passenger terminal building and associated facilities such as aircraft parking apron and car parking. The proposed project will construct and equip a new international passenger terminal. The spillover effects include an increase of employment opportunities, domestic revenues and also contribute to the inflow of foreign currency. Besides creating employment opportunities, increasing domestic revenue and enhancing the image of the Island, The expected outcome of the project would include growth of passengers to reach 660,000 by the year 2010, 960,000 in the year 2015 and 1,250,000 in the year 2020.
3. Rehabilitation of Pemba Airport: The objective of the project is to rehabilitate passenger terminal building and associated facilities at Pemba Airport.

Sea Transport

1. Construction of new Port at Maruhubi: To construct new port (hub port) that will greatly enhance the handling capacity of Zanzibar port as a transit hub port and promote the development of Zanzibar economy.
2. Sustainability of Modern slipway: Project objectives is to strengthen the capacity of Marine service, in order to maintain the transport security. The project intends to increase the efficiency of service in terms of having modern slip way to offer services through the whole Zanzibar in this case the ant Smuggling Unit plan to provide maintenance services to different kind of marine transport.

Activities to be undertaken during the implementation of the project would include: Site location to complete removal of the existing infrastructure and cradle at the site, to construct a technical repair shop and offices, to construct and Mount a repair shop and machines and to procure the modern equipment of divers. Its expected outcome would include: marine disasters avoided; Marin transport facilitated in terms of passenger number and load; Cost of maintenance and servicing reduced; skills and knowledge of staff raised and Revenue collected by Government boosted.

Energy

1. *Energy Sector Management and Petroleum Exploration Support Project:* The Project focuses on increasing awareness and coordination of energy issues and activities in Zanzibar through institutional strengthening of Department of Energy and Minerals. Project activities will include: establishing the energy Act, preparation of oil and gas national policy, formulation of legal frame work. Establishment of energy efficiency Master Plan and preparation of energy statistics data base its expected outcomes includes establishment of an organ that regulate energy uses; Increased know how, efficiency and effectiveness of the department of energy and availability of reliable energy database.

2. *Zanzibar Second Interconnector Power Cable (Ubungo – Mtoni) Mcc Project:* Main project objective is to increase power capacity in Unguja Island from 45MW to 145MW by the year 2013. Key project activities will include: Design and manufacture of submarine cable; Upgrading the existing Mtoni and Ubungo Substations; Construction of new Mtoni Power Station to accommodate new 132kV line; construction of new 132kV overhead lines from Ubungo to Ras Kiromoni on mainland side and from Ras Fumba to Mtoni on Zanzibar side; and Site clearance to pave the way for the construction of new (132kV) overhead lines from Ubungo to Ras Kiromoni and Fumba to Mtoni respectively.

Expected project outcomes would include: Increased productivity and economic activities; Increased Investment in Tourism, Manufacturing and Value Addition; improved living standard and increase revenue and enhanced maintenance and sustainability of power production.

3. *Reinforcement Of Power Distribution In Zanzibar - JICA Project:* The objective of the project is to provide quality supply of electricity in Zanzibar. Its main activity is to upgrade and expand the substations and distribution network. These would include:

- i) Expansion of 33Kv Mtoni Substation
- ii) Installation of 33/11kV Substation at Welezo
- iii) Installation of 33/11kV Substation at Mwanyanya
- iv) Installation of 33kV distribution line from Mtoni to Tunguu.
- v) Installation of 33kV distribution line from Mtoni to Mahonda
- vi) Replacement of 33kV Distribution line from Mtoni to Fumba

The projects expected outcomes would include reduce technical losses to the system **and** improve quality of supply i.e. low voltages, frequent outages etc.

4. Rehabilitation of Rural Electrification Network and Enhancement of Operations and Maintenance in ZECO Project: The main objective of the project is to maintain and rehabilitate parts of the grid to ensure sustainability of the electricity distribution network.. Project activities would include: rehabilitation of Power Distribution in PBA; Maintenance of REP Phase I, II & III; Electrification of Kisiwa Panza Island; and Zanzibar Power Distribution Master Plan). Its expected outcomes would include Improve economic and social development in sustainable way in Zanzibar through increase access to affordable, reliable and sustainable electricity services.

5. Zanzibar Alternative Source of Energy Research In Zanzibar: The objective of the project is to ensure energy Security in Zanzibar by 2015. With increasing population and growing economy activities particularly investment in the tourism sector the country has outstanding deficit of energy of about 20MW which is presently supplement by diesel generator which is not only expensive to operate but non-environmental friendly. There is a need to conduct thorough studies to understand the potentiality of the major renewable indigenous energy sources in Zanzibar.

The study's results will have direct benefits that can contribute greatly to the advancement of the energy sector, finding proper solution to issues, improve the efficiency and effectiveness of service delivery related energy Sectors.

IV. Tourism

a) Situation Analysis

The economy of Zanzibar is heavily dependent on Tourism. Other sources that significantly contribute to the economy include agriculture, fishing and remittance from Zanzibaris abroad. Tourism as a proportion of gross domestic product (GDP) was 14% in 2002 and has grown to 40% by 2012. According to The 2009 Zanzibar Human Development Report, however, tourism, which is one of the drivers of growth in Zanzibar, has not generated as much employment as would be required. The Integrated Labor Force Survey of 2006 (ILFS) identified that tourism employs 17.2% of the labor force. 95% of these employees are migrants from neighboring countries and overseas. In 2006 the sector accounted for direct employment of an estimated 8,000 people and another 38,000 people indirectly. The majority of those who are employed in the sector are youth aged between 17 and 35 years.

This implies that people from outside Zanzibar that are taking advantage of the employment opportunities in the tourism industry while it is the local community that bears the full brunt of the environmental and cultural costs of tourism. Further, the report shows that tourism

has a very weak linkage with the rest of the economy, thus limiting the potential multiplier effect in terms of employment and income creation.

In Zanzibar there is generally low level of knowledge of farmers on opportunities either in the internal or the external markets. Farmers, fishers and livestock keepers tend to be disconnected from the local tourism industry for instance, and are not aware of the changing nature of the food industry opportunities and market segmentation.

The rapid transformation of Zanzibar's coast as a result of tourism development remains one of the most critical issues concerning the coastal zone management. Widespread development seen on Unguja's East Coast, in areas such as Kiwengwa, are changing the face of Zanzibar. Pemba Island is largely in good shape, but is in a critical phase to determine how it will limit tourism development to few specific areas, as outlined in Zanzibar's Tourism Zoning Plan. The maintenance of mangrove stands is also of importance, as they are critical for protection against coastal erosion and as crucial breeding grounds for fish, crustaceans and molluscs. They provide a valuable ecosystem function that extends to coral reefs and overall fisheries. Coastal erosion that is evidenced by increasing tourism activities offshore and coral reef damage, if left unchecked, will negatively impact tourism, fisheries and Zanzibar's biodiversity.

There have also been increasingly rapid pace of developments of tourism in many rural areas of Zanzibar. Its flourishing increases affect the infrastructure of water as they are not expanded to cope with the higher tourism demand. Water demand for tourist resorts and hotel use, as per the country's recommendations, ranges from 70 litres/bed/day for a low class hotel to 400 litres/bed/day for a high class hotel. To date, ground water remains the main source of fresh water for the tourism resorts and hotels in Zanzibar. Although this resource is readily available in Zanzibar but its distribution is not equitable. As almost all the tourism resorts and hotels are located in the coastal areas and due to inequitable distribution of this resource most of these tourist resorts and hotels are experiencing water shortages. There have been some conflict cases in water uses between the hoteliers and domestic consumers.

The recent intensification of tourism industry is again pushing the population of rural and other areas to urban areas resulting in unplanned areas (informal settlements), that lacks basic services.

MKUZA II addresses these issues by emphasizing the improvement of the quality of the workforce in key growth sectors, which include tourism. Further, MKUZA II targets to increase the share of local horticulture products such as vegetables in the local tourism

market to ensure the spread of the benefit to the largest section of the population through linkage; Improve and diversify tourism products; deepening tourism development; strengthen linkage of tourism sector with other sectors; promote up-market tourism and economic diversification in the tourism sector; and improve tourism marketing abroad and in the domestic market is also part of the MKUZA II Stratgy.

b) *Priority Programs and Projects for 2012-2016*

1. Waste management control program in tourism zones: The proposed project objective is to make the zanzibar destination clean and attractive to visitors.
2. Creation of linkages in tourism indusy and formation of strategic alliance between local producers and hotels: The project aims to reduce importation of tourism related goods and to increase the income of local producers.
3. Review of tourism Master Plan and Implementation of recommendation of the reviewed policy: The project aims at incorporating policy changes in tourism industry and to be updated according to global tourism trends.
4. Establishment of Tourism Satellite Account: The main project objective is to analyze in detail all aspects of demand for goods and services associated with tourism within the economy and observe the operational interface with the supply of such goods and service.
5. Tourism Promotion and Marketing Program: The project aims at attracting high quality tourists and hence high spenders with the objective of reducing both the volume of tourists and seaonality of tourism.
6. Tourism Product Development and Diversification program: The project's objective is to divesify tourism attractions so as to increase the number of tourists as well as their visit's duration.
7. Construction of new Zanzibar Institute of Tourism Development: The project objective is to establish a modern Tourism Institute with highest quality training program and meets international tourism hospitality standards. The main project Activities include: (i) Construction of an extension building for the Zanzibar Institute of Tourism Development (ZIToD) - 4 floors; (ii) Supply of furniture for the ZIToD Extension; (iii) Supply of Catering Equipment for the Institute; (iv) Upgrade teaching standards and develop technical & pedagogical skills program for ZIToD teachers; (v) Train 10 focal persons in key ministries on tourism knowledge & develop learning materials & guidelines for training delivery; and (vi)

Strengthen the capacity of tourism bodies to conduct in-service training & business development.

Its expected outcomes would include: (i) Increased number qualified indigenous staff in hotel and tourism hospitality; (ii) enhanced Zanzibar tourism standards to a first class in tourism hospitality; (iii) Increased the number of indigenous professionals occupying higher positions (technical and managerial).

V. Multi- Sector

a. Other Interventions

1. In line with MKUZAll targets of increasing the annual rate of economic growth from 6.7 % in 2009 to 10% by 2015, the Government will also embark on projects aimed at strengthening ZIPA through provision of resources to build new structures in Pemba; build a new fiber optic cable. Both these interventions are expected to boost business on the islands. It will also support: (i) the economic empowerment of women and youth and other economically active groups through the creation of employment, creating enabling environment for savings and credit cooperatives as well establishment of community and women banks; and (ii) improving land use and environmental management.

b) Priority Programs and Projects for 2012-2016

1. Construction of 3 Go downs – Amani: The project is intended to construct three industrial sheds by 2012 to include 8000 sqm. At least 80% of the construction shed to be leased out.

2. Construction Of Investment Building-Pemba –(ZIPA Tower): The proposed project aims at the construction of a permanent and modern office befitting the status of ZIPA as a committed Investment Promotion Authority. It will provide office space to potential private sector entrepreneurs in order attract investment and generate funds; promote/improve the status of Chakechake town as central business district and to increase the availability of office space in Pemba this will consequently attract more investments.

3. Master Plan – FUMBA: The main objective of this project is to prepare comprehensive land use plan of Fumba Free Zone area for social and economic uses

4. E-government: The main objective of the project is to build a modern fiber optic structure throughout the island. This is expected to enhance connectivity and

communication with the island and with the rest of the world; reduce the cost of doing business and enhance and facilitate linkages between businesses which will open new marketing windows.

5. Improve socio-economic status of Women in Zanzibar: The project objective is to promote socio economic status of women in Zanzibar; improve access to micro credit facilities of women entrepreneur; and enhance and increase women participation in policy and decision making processes.

The project has four main components i.e, Establishment of Zanzibar Woman Bank. Women Participation in Policy and decision making Processes, promote entrepreneurship skills and Strengthening of family wellbeing. Its expected outcome will include: socio economic status and overall wellbeing of women and enhanced and women participation in policy and decision making increased.

6. Youth Development Program targeting socio economic aspects: To enhance entrepreneurial knowledge and skills among youth; To coordinate the implementation of the National life skill framework and Monitor Life Skills Programmes to out of school youth at District Level; To reduce the overall unemployment rate among youth (men and women), by creating greater job opportunities and improved skills and knowledge suitable to labor market; To promote the accessibility of micro credit to youth; To strengthen Youth Department to enhance multisectoral coordination response on addressing youth issues; To advocate and enhance youth participation in policy and decision making processes.

7. Zanzibar Community Economic Empowerment Project: The objectives of the project is to address the unemployment/underemployment challenge and ensure the attainment of the targets set in MKUZA, Zanzibar Employment Policy and Jobs Programme for Zanzibar.

This proposed program will focus on the following key components: Establishment of a special fund for economic empowerment (Micro-financing facility); Establishment of business centers to accommodate micro-entrepreneurs; and Demand-driven skills development programs for promoting self-employment and productivity; and Promoting entrepreneurship culture among young women and men in Zanzibar by observing and making use of surrounding resources. The project will undertake the following activities: provide micro-credit to micro entrepreneurs; empower youth and women to start business for self employment; construct two business incubators to accommodate micro entrepreneurs; construct 20 Skills Development Centres; build capacity of domestic manufacturers for market access and development of domestic and export markets; enhance SMEs productivity through skills transfer and technological diffusion; undertake

research that would help to explore potential areas for SMEs investment; pick pilot group from two isles (Unguja and Pemba) for sublimating Ministry on mainstreaming entrepreneurship activities/programs in different zones (as a role model); and conduct training for young women and men according to their environment and opportunities available. Its expected outcome includes improved quality of life that is characterised by decent incomes.

8. Employment Promotion Programme: To promote decent work and reduce the unemployment for youth both men and women. The project proposed to have the following activities: collection and dissemination of employment and labor market data including informal sector; organize women in the informal economy and enhance their capacity for greater effectiveness; provide favorable conditions for locals to access and maintain jobs in private sector by providing them education; Establish an efficient and effective PPP co-ordination mechanisms; etc. The expected outcome of the project will be: availed information concerning employment opportunities in the labor market, increased employment opportunities for Zanzibaris; improved human capacity and decent work. Enhance labor laws enforcement.

9. SACCOS Capacity Enhancement Project: The project objective is to enhance the operational capacity of 50 SACCOS Banks to effective delivery of financial service to members by 2015. This project will implement the following activities: conduct training needs assessment, develop training programs and organize training sessions to SACCOS leaders, SACCOS staff and general member and leaders of SACCOS Cooperative Union (ZASCU); Organize cooperative forums in all districts; promote and foster networking; support establishment of standard SACCO's front offices; etc. The expected outcome of the project will be established effective and people oriented SACCO's movement in Zanzibar.

10. Sustainable Management of Lands and Environment II (SMOLE II): The objective of the project is to achieve the medium operational capacity level in sustainable land and environmental management.

11. Eradication of Indian House Crow: The objective of the project is to eradicate all Indian House Crow through application of poison and traps, and chicks and eggs collection. Project activities include: Preparation (construction) of traps, Collection of eggs and chicks; Raise community awareness; Training of Shehia on the use of traps and poisons.

12. Promotion of environmental education programs – Zanzibar: To promote communities' understanding on the environment as an integrated system, and to develop

attitudes and skills which are conducive to achieve ecologically sustainable management for the betterment of their livelihoods.

13. *Strengthening Environment and Climate Change Project*: The project objective is to strengthen environmental mitigation measures and climate change adaptations responses at all levels Implement National Adaptation Programme of Action (NAPA). Its main activity will be to develop strategy for implementing environmental policy; enforce environmental legislation; Integrate and operationalize the principles of sustainable environment into sector policies and programs; promote community-based environmental conservation programme, among others. Its expected outcomes would include: Initiated and implemented impact mitigation programs; established and/or strengthened disaster preparedness and disaster management; strengthened the alert and early warning systems.

14. *Renovation of Special Departments Quality Tailoring Industry*: The main objective of the project is to establish Special Departments for Tailoring Industry for the purposes of facilitating the production of military uniforms to cater for needs of all Special Departments of SMZ.

Cluster II	<i>Wellbeing and Social Services</i>
Broad Outcomes:	<i>Improved social well being and Equitable Access to Quality Social Services</i>
Goals	<p><i>2.1 Ensure Gender Responsive and Equitable Access to Quality Education</i></p> <p><i>2.2 Improved Health Delivery Systems Particularly to Most Vulnerable Groups</i></p> <p><i>2.3 Improved Access to Water, Environmental Sanitation and Hygiene</i></p> <p><i>2.4 Provide Decent and Adequate Shelter and sustainable Human Settlement</i></p> <p><i>2.5 Improved Nutritional Status of Children and Women, With Focus on the Most Vulnerable Groups</i></p> <p><i>2.6 Improved Safety Nets and Social Protection for Poor and Vulnerable Groups</i></p> <p><i>2.7 Promote Sports, Culture and Preserve Historical, Cultural and Natural Heritage</i></p>

IV. Education and skills development

a) Situation Analysis

The number of pre primary schools has increased from 235 in 2008 to 261 in 2009 and the number of primary schools has increased from 277 in 2008 290 in 2009. The net enrolment ratio (NER) increased from 75.7% in 2006 to 81.4% in 2010. At secondary level, MOEVT data reveals that: (a) overall the Gross Enrolment and Net Enrolment Ratios disaggregated by gender has been significantly improving in spite fluctuating trend over the period 2006-2009; and (b) Girls have more access to secondary education compared to boys. These improvements are in line with project goal of improving access to and reducing gender inequality in enrolment in secondary education.

Since 2007 there has been a steady annual increase in the number of schools that are providing inclusive education, from 46 schools to 86 schools in 2009. Similarly, the number of pupils enrolled has increased from 3,509 in 2007 to 3,883 in 2009. Measures were also undertaken to popularize and encourage students to take science and mathematics include: in-service training of teachers through Teacher Advancement Programms and promoting use of ICT for education.

In terms of Non-formal education which is comprised of Alternative Learning, Literacy Program, Continuing Education, Skills Learning and Women Programme. Alternative

Education is primarily focused on the 12-14 and 15-19 age groups. Whereas, in the 12-14 age group the aim is to mainstream them into primary education, for the 15-19 age group, the aim is provision of skills training such as cookery, tailoring, carpentry, computer training in addition to primary education. The new Rahaleo Alternative Learning Centre, inaugurated late 2006, is an attractive choice for learners who have either dropped out from primary school or never enrolled at any primary school at all. The centre offers primary education based on a three-year condensed curriculum. Certificates are awarded after passing the primary school examination. In 2008/09, there were 6,840 (5,701 females and 1,139 males) adult learners.

Since 2009, the Government is operating two new VET Skills Development Centres, one in Unguja (Mkokotoni) and another in Pemba (Vitongoji). Three additional vocational training centres will be constructed in the remaining three regions of Zanzibar. Tertiary Education is expanding and University population is growing. Total number of enrolled students for the three universities (SUZA, the College of Education, Zanzibar University) is 2,847 students in 2008. However, in 2009 the number increased to 3,155 students, an increase of 11%.

The quality of education has to go with the kind of knowledge, skills, capacities and value that the education system offers and to what extent that these skills are useful to individuals, the community at large and are responsive to labor market needs. To achieve the desired quality of education there is a need of regular analysis of the curriculum, examination, available sources of learning materials, pedagogical skills, language of instruction, and the learning environment. Key determinants of quality among others are the proportion of students who passed Form II Basic Examination as well as Form IV and VI National Examinations and proportion trained to untrained teachers.

Government efforts were also directed towards increasing the number and quality of teachers. As a result the number of teachers has increased from 10,485 in 2008 to 10,727 in 2009. The number of trained teachers also increased from 9,422 in 2008 to 9,788 while the number of untrained teachers is currently below 1000 (939). This shows that the overall sector has adequate number of trained teachers; however there is a shortage of teachers in some subjects particularly in science and mathematics, as well as a shortage of graduate teachers for secondary Schools.

Even though the number of schools has increased in both urban and rural areas, equitable access to education has yet to be achieved. Disparities in enrolment across districts are still wide and the number of children with barriers to learning and development enrolled at basic education levels is very low. The number of students, particularly girls, attaining higher education is lower compared to the total population of girls attending basic education. This

is due to a number of factors: low access to higher education, early marriages, dropouts, harassment, and an inadequate gender sensitive policy environment.

While most of the Government interventions in the sector addressed the question of access by significantly expanding school facilities across the island, the issue of quality remains a major concern. For instance, though the Zanzibar Education Policy (2006) states that English should remain the language of instruction at Secondary Schools, no serious effort was made to address this impediment. Re-introduction of systematic English proficiency programs such as the use of class-readers and library readers as it was done in the past might be among the solutions to address this concern. There would also be a need to improve the quality of teachers, improve the teaching environment and increase availability of and accessibility to textbooks and other necessary educational materials.

b) Priority Programs and Projects for 2012-2016

1. Alternative Learning and Skills Development II: The project objective is to improve access to quality Education and providing skills and knowledge to the out of school youths; and to enhance self employment opportunity to the youth and other vulnerable groups and reduce poverty. Its activities include: Construction of the 4 alternative centres and 3 skills and development centres; Rehabilitation and equipping of Karume Institute of Technology and Rehabilitation and equipping of Maruhubi Tourism Institute. Its expected outcomes would include Improved access to quality education and training for out-of-school children, youth and adults particularly women.

2. Strengthening of Pre-primary Education: The project objective is to ensure equitable access to quality pre-school education for all children at the age of four and five years. Project activity includes: Preparing early childhood development policy; Providing training to pre-school teachers on new curriculum and pedagogy; Purchasing of teaching and learning materials; Providing training to the 1,000 pre level teachers through radio programme.

Project expected outcomes would include number of children at this level of education increased; Improved reading and writing skills of children at primary level; Primary level education improved; and developed special policy for early childhood care and education development.

3. Strengthening of primary Education: The objective of the project is: To improve access to quality and equity to Primary education; To provide training to pre and in service teachers through distance learning programme; and To provide school with furniture, text books and teaching and Learning Materials. Its main activities include:

Completion of construction of classrooms; Providing training to Primary school teachers on ICT, Science and English language; Rehabilitation of schools; Provision of furniture for Primary Schools and Providing training to 500 teachers grade IIIA, through distance learning. Its expected outcomes would include students enjoying suitable learning environment in our schools and the number of qualified teachers especially in science subjects increased.

4. *Strengthening of Compulsory education:* The objective of the project is to ensure equitable access to quality education at all levels; provide basic education to all children from Pre Primary to secondary level; and to expand school infrastructure to keep pace with prospective enrolment growth of children in Secondary education level.

During its implementation the project will undertake the following activities: Completion of construction of 16 secondary schools; Construction of the new secondary schools at Kiembe Samaki, Kwamtipura, Mpendae, Kibuteni and Mkanyageni; Completion of the Construction of the Campus of Benjamin William Mkapa Teacher Training College at Mchangamdogo; Distributing of text books and other teaching and learning materials; Purchasing of furniture for our schools; and Rehabilitation of six secondary schools.

Its expected outcomes of the project: Conducive learning environment to the children created; Quality of education improved by distributing enough text books and other teaching and learning materials.

5. *Strengthening of Technical education:* The main objective of the project is to enhance entrepreneurial knowledge and skills among youth including those with barriers to learning and development; Reform vocational training programme to meet labour market demand and standardize skills requirement by trades to ensure employment of trained professionals.

Project activities would include equipping Karume Institute of Science and Technology (KIST) and Kengeja Technical Secondary school with modern technical equipment, furniture and text books and to expand the infrastructures of KIST and that of Kengeja Technical secondary school. Its expected outcome would include increased number of students going tertiary education especially in science and mathematics and technical fields; produced qualified and skills labor that could fill in gaps in the labor market.

6. *Improving of Library Services:* The project objective is to improve access to quality education; and promote reading culture to the people of Zanzibar. Its main activities will include construction and equipping of the main Library in Pemba; Supply adequate books to

school libraries; and establishing districts libraries for the community use. Its expected outcome would include increased number of people using libraries; Improve access to quality education; provided teachers and students a reliable source for references; enhanced reading culture to the people of Zanzibar.

7. Construction of the State University of Zanzibar (SUZA) phase II. The objective of the project is to develop human resource required for the socio-economic development in Zanzibar and to reduce the problem of depending on foreign expatriates. Project activities include: Constructing lecture theatres with 2,000 seats; Constructing School for Agriculture and Constructing students' hostels. Its expected outcomes include: the number Zanzibaris graduating increased, more qualified Science teachers obtained; and SUZA attracting foreign students.

8. Construction of the Islamic College Pemba: The project objective is to improve Islamic teaching. The project will rehabilitate classrooms; improve college environment, construction of examination hall. Its Expected outcomes will include enhanced quality of Islamic education.

9. Construction of Classroom/theatre Hall: The project aims to improve learning environment at the institute. To expand lecturer's offices and theatre halls

10. Construction of Hostel (ZIFA): The project objective is to improve learning environment at the institute. To expand and establish accommodation and sport facilities for students.

V. Health and Social Welfare

a) Situation Analysis

In the past decade, there has been epidemiological transition in morbidity and mortality in Zanzibar. Admissions to hospitals due to malaria, which was the leading cause of morbidity and mortality, have recently declined (below 1% since 2007). Analysis of the top ten reasons given by patients who attended a health facility in 2009, also show that there has also been a transition from communicable to non communicable diseases,

In both islands, the Government has expanded prevention testing, care and treatment services and monitoring disease trends in risk-prone and general populations through production and distribution of HIV prevention, IEC/ BCC materials and PEP. Available

evidence on MARPs in Zanzibar shows high levels of HIV among all three risk sub-groups (IDU, MSM, and CSW) in comparison to the general population of Zanzibar.

Among the most common human diseases in Zanzibar, four of them, namely, Lymphatic filariasis, Urinary Schistosomiasis (*Schistosoma haematobium*), Soil-transmitted helminthiasis (STH) and Trachoma, have not received adequate attention from the Government and society at large. In recognition of the increasing health problems from such Neglected Tropical Diseases (NTD) in 2008 the Ministry of Health and Social welfare established the Neglected Tropical Diseases Control Programme and developed a three-year strategic plan for the control and elimination of NTDs. Strategies implemented during 2006-2009 focused on reducing the number of new cases of these diseases; the strategies included mass drug administration and community sensitization. As a result, the proportion of people suffering from acute Filariasis fell to less than 1% and the proportion of school children suffering from schistosomiasis/bilharzias declined to less than 50%.

Available evidence shows that non-communicable diseases and injuries contribute more than half of all new cases reported at hospitals and more than half of all hospital admissions. Dental cases, injuries, hypertension and diabetes contribute the highest number of non-communicable death problems reported at hospitals. Injuries are a major cause of morbidity in Zanzibar accounting for over 35,000 new cases reported at primary care facilities. Road Traffic Accidents (RTAs) is also recognized by MOHSW as a serious public health problem.

In terms of prevention, the Government established the Integrated Disease Surveillance program in 2007 to monitor global epidemics. In an attempt to reduce the occurrence of diarrhoea and vector-borne diseases, the government is also reviewing public health laws and interventions in preventive, surveillance and control. The Environmental Health unit, in collaboration with District Health Management Teams, have implemented sanitation and hygiene educational awareness for local communities.

With respect to service delivery infrastructure for the provision of health care services, there are 133 Primary Health Care Units, 3 Primary Health Care Centres (PHCC,) and District Hospitals, all located in Pemba, and one referral hospital located in Unguja. District hospitals, mainly with 80 to 120 beds, provide second-line referral services, including basic surgery. A total of 34 centres have been identified as potential Primary Health Care Unit Plus (PHCU+) and expected to provide additional health services such as maternal, dental, and laboratory service. In addition to providing outpatient care, the PHCC or *Cottage Hospitals* also provide in-patient care, with the capacity of 30 beds right now, and selected laboratory and X-ray diagnostic procedures; these health facilities possess adequate staff profile. At the

community level community health volunteers attached to the health facilities as well as vertical, disease-specific programmes, provide a range of services that predominantly promote health knowledge & prevention and palliative care at the village and household levels. All households in Zanzibar are located within 10 km of a health care facility and 95% of them are located within a 5 km walking distance. The Essential Health Care Package, developed during MKUZA I, has identified the basic health services to be available at each level of the health system.

Private sector providers of health services consist of those who provide for profit and those who do so for non-profit; the latter group is mainly composed of faith-based institutions. The Ministry of Health has appointed a trained resource person to coordinate the public and the private providers of health services and this coordinator is guided by the Terms of reference that focus on building synergies between and among these institutions.

According to the 2004/05 Tanzania Demographic and Health Survey (TDHS) the crude birth rate (CBR) in Zanzibar was 38.1 births per 1,000 people. The total fertility rate (TFR) has declined from 5.3 children per woman in 2004 (TDHS 2004/5) to 4.9 children per woman in 2007 (THMIS 2007/8). Life expectancy at birth has increased from 53 years in 2003, to 60 years in 2008. Zanzibar has shown successful achievement in regards to MKUZA I goals on reducing infant and under-five mortality rates; whereas the IMR has dropped from 61/1000 live-births in 2004/05, to 54/1000 in 2007/08, the under-five mortality rate dropped to 79 per 1,000 live-births in 2007/08 down from 101/1000 live-births in 2004/05. Validated information on population based maternal mortality rate is not available. However, institutional records on registered maternal mortality rate (proxy indicator) show that maternal mortality rate is at 279 per 100,000 live births (2009), a decrease from 377 deaths per 100,000 in 1998 (UNICEF). Zanzibar has surpassed the UN minimum requirement (4) by having 6 Comprehensive Emergency Obstetric Care (CEmOC) facilities two of which are private and 5 basic Emergency Obstetric Care (EmOC) facilities.

Improvements of physical infrastructure such as roads, expanded accommodation for critical health staff and provision of essential equipment and supplies, have contributed to increased accessibility to reproductive health services. The number of health facilities providing delivery services as a result of these interventions has increased from 10 to 25 on the two islands. As a result, the proportion of children who have completed their immunization schedule before their first birthday has dramatically increased from 65.6% in 2006 to 89.1% in 2008. It was also found in 2009 that Zanzibar immunization programmes provide protection from six highly infectious diseases to over 92% of children below age one. Vitamin A supplementation, one of the most cost effective health strategies, is provided to 78% of children aged 9 months, as per the roadmap.

The establishment of the College of Health Sciences- as a training centre for health professionals will significantly contribute in producing skilled health professional staff

including midwives and would provide upgraded training to health staff from both Pemba and Unguja.

In spite of these achievements the health sector in Zanzibar is still faced with a number of daunting challenges. These include among others: (i) Poor maintenance of health equipment which affects smooth delivery of health services in all public health facilities; (ii) Monopoly of supply of drugs by the Medical Stores Department (MSD) in Dar-es-Salaam; a situation which does not guarantee competitive prices or procurement of quality medicine; (iii) Inadequate Human resources, low productivity and low capacity in terms of skills and knowledge are major constraints to improving the health sector; (iv) lack of synergies and collaboration in the provision of health services; (v) Gaps and inaccuracies in the health data that limit a systematic and comprehensive monitoring of diseases; and (vi) prevailing community beliefs and cultural practices related to pregnancy and childbirth, including reproductive health adds to the challenges in providing comprehensive reproductive health care services.

b) *Priority Programs and Projects for 2012-2016*

1. *Integrated Reproductive and Child Health Program*: Specifically, this project aims to: strengthen maternal and child health and to reduce the number of deaths in labour; reduce maternal mortality; increase coverage of births attended by skilled attendants; increase contraceptive prevalence; reduce infant mortality; reduce under 5 mortality; reduce neonatal mortality; and reduce HIV prevalence among pregnant women.

The activities of the project mainly focus on: Advocacy and Resource Mobilization; Health System Strengthening and Capacity Development; Community Mobilization; Promotion of Reproductive and Child Health Behavior Change; Demand creation; Service delivery; Fostering partnership and coordination.

2. *Integrated HIV, TB and Leprosy Program*: The objective of the project is to ensure HIV infections are reduced in Zanzibar.

3. *Zanzibar Medical School*: To provide training for medical doctors within Zanzibar. This aims to increase the number of medical doctors in Zanzibar as well as to reduce training costs incurred by sending medical doctors abroad to be trained.

4. *Zanzibar Malaria Control Program*: To reduce morbidity and mortality due to malaria in the population of Zanzibar up to a level that it is no longer a public health threat,

especially in the most vulnerable groups such as children under five, pregnant women and the poor.

5. Health Promotion Project: The objective of the project is to improve health education and promotion for the Zanzibar population.
6. Neglected Tropical Diseases Project: The main purpose of the project is to eliminate Neglected Tropical Diseases (NTD) in Zanzibar.
7. Zanzibar National Blood Transfusion: The main purpose of the project is to increase the accessibility and utilisation of safe blood and safe blood products.
8. Construction of KMKM cottage hospital: The main objective of the proposed project is to upgrade the KMKM health centre to a fully fledged hospital.
9. Comprehensive Eye Care Project: The main objective of the proposed project is to establish a fully equipped Eye clinic in Zanzibar.
10. Strengthening of New medical Store Department: The objective of the project is to improve storage facility for medicine and medical equipment.
11. Upgrading of Primary Health Care Centers and District Hospitals: The project objective is to improve access of the population to secondary and tertiary health service and facilities in Zanzibar
12. Expansion of Mnazi Moja Referral Hospital: The project aims to achieve improved health delivery systems, particularly to the most vulnerable groups in society.

The proposed project has two main components one of which is the ORIO project of enhancement of Mnazi Moja Referral Hospital and 10-15 maternal delivery posts. The second primary component is the implementation of the Strategic Plan for Mnazi Moja Hospital. The objectives of the ORIO component of the project include rehabilitation of mother and child services, operating theatres as well as the central sterilization department of Mnazi Moja Hospital. Furthermore, the projects seek to improve the quality of medical services. The objectives of the Strategic Plan are as follows: Improve the organization and management of MMH; Improve the quality of evidence-based clinical and social services by December 2022; Improve the standards of MMH to enable it to be a teaching institution to medical and allied health personnel by July 2016; Decrease the shortage of skilled human resources by at least one half across all levels of MMH departments by July 2016; Develop

and maintain physical facilities, equipment, plant infrastructure and environmental management services by December 2022; Increase research for evidence-based clinical practice and policies by 2016; Increase efficiency by using advanced information and telecommunication technology; Improve and maintain good working relationships with partners and the community by December 2016; and Increase the availability and sustainability of funding of MMH through internal and external sources.

The primary expected outcome of this project is the provision of improved health care services and facilities for Zanzibar society.

13. Construction of Chief Government Chemist Laboratory: The objective of the project is to improve analytical, forensic and diagnostic services and reference standards.

14. Construction of 2 District Hospitals in Central and West: The objective of the project is to improve access to adequate and quality of primary health care services

15. Improving District Health Services (Basket Fund): The objective of the project is to strengthen primary health care services at the district level

VI. Water and Sanitation

a) Situation analysis

Zanzibar is endowed with plenty of water resources, which include groundwater, surface water, rain water, sea water, etc. Although there is a considerable potential for surface water, groundwater is the primary source of water in Zanzibar. Based on the hydrologic cycle, the macroscopic water balance revealed that the Zanzibar Island (Unguja) has an annual ground water potential of 307mm³ and 70mm³ of surface water, where as Pemba Island has about 43mm³ of ground water and 717Mm³ of surface water potential. The ground water quality in both Unguja and Pemba has in general been very good. Although there is a differing levels of chemical contents from place to place due to varying aquifer chemical contents, but the overall assessment has demonstrated that ground water quality complies with international and regional standards.

The total annual acceptable yield of the ground water resource zones for Unguja is about 293mm³/a. The acceptable yield is about 50% of the total recharge. As for Pemba the estimated acceptable yields for various water resource zones is 46 Millions m³/a, which is about 38% of the annual recharge. This demonstrates that in both islands, current situation

of ground water reserves is favourable but every care is to be taken to ensure that the existing favourable situation is sustained.

Given the Specific consumption of Domestic Urban as 100 l/cd (Urban Master Plan), Domestic rural = 50 l/cd (Rural Master Plan), Hotels = 200 l/bd (based on the country's recommendation of 70 litres/bed/day for a low class hotel to 400 litres/bed/day for a high class hotel), Commercial = 1,500 l/Inst/d (ZAWA estimates), Public use which include schools, hospitals, industries, mosques, cinemas, etc. = 25% of domestic (Rural Master Plan) and Agricultural = 25% of domestic (Rural Master Plan) as well as the water production figures be based on capacities of installed pumps and unaccounted for water of about averages of 35% (ZAWA estimates). To a greater extent water supply in Zanzibar has been short of the existing demand. This is particularly so in North Pemba and South Pemba where water deficit has persisted throughout the period 2005 – 2009.

Water sector reports show that up to 2008/09, service coverage in urban and rural areas was approximately 80% and 60% respectively. According to Zanzibar Water policy people are considered to have been covered by the service if at least they can fetch water within a distance of 250m and 150m from their premises for rural and urban areas respectively. ZAWA recommends a minimum of 65 liters (overall) of clean and safe water a day for every citizen while special consideration to be given for those who are too poor to pay. By 2008 the highest coverage was obtained in Kaskazini Unguja (96.5%) and the lowest in Kaskazini Pemba (68.7).

Reform in the sector resulted in the establishment of the semi-autonomous Zanzibar Water Authority (ZAWA) in 2006 with policies, laws and regulations that will enable it manage its activities in an effective and efficient manner. The main role of ZAWA is to “Enhance equity of access, distribution and sustainable cost effective supply of clean water to households in rural and urban areas for household, institutional and industrial use”.

The water sector in Zanzibar is faced with a number of challenges. These include:

(i) *Service coverage/supply in urban areas:* Approximately 35 - 40% of the population in Zanzibar lives in urban areas, however, the conditions of the schemes and service standards are still unsatisfactory to meet the existing demand categories mainly due to: distribution interruptions from unstable electrical power supplies, old and worn out infrastructure and poor maintenance, and water losses that result in degradation of the surrounding environment within the vicinity of existing pipes.

(ii) *Rural Water Supply:* Nearly half (40%) of the rural population are yet to be served. As a result, women and children bear the burden of spend many hours collecting water every day and attending to the sick members of the community who fall sick due to consumption of contaminated water. This increase social and economic cost associated to loss of time for other productive activities and deepens gender inequalities in employment and education perpetuating extreme poverty.

(iii) *Water for Tourism:* The increasingly rapid pace of developments of tourism in many rural areas is affecting the water infrastructure as they are not expanded to cope with the higher tourism demand. As a result, there have been conflict cases in water uses between the hoteliers and domestic consumers.

(iv) *Use of A.C pipes:* About 40% of the existing pipelines used in Zanzibar are A.C pipes which exposes unaware consumers to cancer. The use of A.C pipes reduces the internal diameter of the pipe which reduces the flow of water distribution and causes leakages. The maintenance of A.C pipes is very difficult since the production of A.C pipes and fittings has been stopped in the global market. Therefore, repair works of A.C pipes is a great burden to the Government.

b) *Priority Programs and Projects for 2012-2016*

1. *Zanzibar Rural Water Supply Projects:* The main project objective is to improve access to clean and safe water increased from 60% in 2010 to 75% in 2015 in Rural Zanzibar. Project activities will include: drilling of wells, constructing pipeline; extension of power line to the well; construction of pump and control houses, construction of tanks and fencing. Its expected outcome will be improved social and economic well being of the rural communities.

2. *Rehabilitation and Improvement of Zanzibar Urbans Water Supply:* The project objective is to improve access to clean and safe water increased from 80% in 2010 to 95% in 2015 in urban areas. Its main activities would include: Constructing of fence at the wells and tank sites; Extension of power lines to the wells and tanks sites; Rehabilitation and innovation of water networks and pump and generator houses. Its expected outcome will include improved accessibility of clean and safe in urban areas from 80% to 95% by 2015.

3. *Rehabilitation and Improvement of Water Infrustructures and Financial Sustainability in ZAWA):* The project aims to improve water infrastructures in Urban West region and improve financial Sustainability in ZAWA..

4. Improvement of Water Supply Network in Zanzibar: Rehabilitation and improvement of the water supply services in zanzibar.
5. Improvement of Zanzibar Water Supply System and Financial Sustainability: To provide safe, clean and adequate water supplies to all water users of rural areas in order to fulfill the needs of the expanding economic activities and increasing population.
6. Enhancement of Water Supply Management Phase II: The main objective of the project is to improve ZAWA water supply services in pilot area.
7. Zanzibar water supply and sanitation project: The project objective is to supply clean, safe and adequate water to all customers so as to improve health and well being of the targeted population. Its main activities will include: Constructing of fence at the wells and tank sites; Extension of power lines to the wells and tanks sites; Rehabilitation and innovation of water networks and pump and generator houses. Its expected outcome would be improved social and economic well being of the people

VII. Housing and human settlement

a) Situation analysis

Access to adequate and affordable habitat is essential to a person's physical, psychological, social and economic well-being. The percentage of people, however, who do not have access to decent shelter in Zanzibar is very high and if appropriate action is not taken this percentage will increase dramatically in the near future. The development objective toward human settlement sector is to “facilitate people to obtain affordable and decent shelter, improve dwellings and neighbourhoods and to raise the living standard of the people.” This will be achieved through “rationalization of responsibilities among actors in human settlement development and the control of rural-urban migration through establishment of adequate and planned rural settlements, provision of basic services and sustainable development.”.

The government has been implementing various measures to address weaknesses in the provision of sustainable human settlement. It has developed a policy on housing and urban development. The policy aims at addressing challenges and shortcomings in human settlement. It is also aimed at providing guidance on provision of better, affordable and sustainable settlements to communities. The land use plans for local and national level are under review. It has also developed comprehensive action plan for involving the Private sector, Non Governmental Organizations and Communities in providing human settlements.

The government has also taken measures to improve institutional coordination. These interventions have led to improved management of urban and rural settlements. In order to ensure decent and affordable housing and sustainable human settlement the government has established a credit facility, this has resulted into increased number of women and men with decent shelter. It has also conducted education campaign on the use of sanitary facilities to ensure environmental cleanness and sustainability. The government also continued with the construction of major housing projects, rehabilitation and construction of government houses and also continued to provide oversight to ensure fair play in housing for social and economic operations.

The main concern on land is the scarcity of land resource and inefficient land management system. Inactive land registration activities do also imply that officially security of land tenure in the two islands is a big problem. The human settlement planning and development in Zanzibar is facing a number of challenges, among them are the following:

Growth of Informal (unplanned) Settlements due to the inadequacy of shelter delivery system and low capacity of the institutions responsible to deliver planned/serviced plots. This is primarily attributed to weak institutional linkages and coordination and limited administrative and technical capacity to enforce the various statutes, limited number of trained professionals in land use planning and technical and managerial responsibilities. The alarming rate of which these settlements are growing (especially on high value agricultural land) and the high population density is a matter of great concern. Physical and social infrastructure (basic services) such as storm water drains, safe water supply, roads, waste disposal, schools, health centres etc. in these settlements are either missing or is in very poor condition. The recent intensification of tourism industry is again pushing the population of rural and other areas to urban areas resulting in unplanned areas (informal settlements), that lacks basic services.

b) Priority Programs and Projects for 2012-2016

1. National Spatial Development Strategies: Ensure balanced land-use distribution for social and economic activities.

The project will finance a study on “Development of National Land Economic Strategy” to produce strategies to improve land governance in three aspect; Spatial Development Strategy, Land Registration and Land Information System. The study’s results will have direct social, economic and business commercial benefits that will impact on the socio-economic wellbeing of the people of Zanzibar. The project will involve the following activities: Formulation of National Spatial development strategy; Enhance adjudication and

registration of all land; improve land information system; Facilitate e-governance; and Enhance land taxation. The expected outcome of the project would include: a national spatial strategy developed; Zanzibar land registration registry established; a functioning Zanzibar land information system established.

2. Redevelopment Of Unplanned Neighbourhoods In Zanzibar Town: The main objective of the project is to develop planning guidelines facilitating provision of multi-story housing and landscaping enabling quality living environment in urban area by 2016.

This project will initiate a pilot scheme to test all aspects of multi-story housing in term of management, building regulations, planning guidelines, financial set-up and construction model as a model for the provision of affordable housing in Zanzibar.

The project covers eight neighborhoods of the earlier urbanized areas specified in the 1982 Master plan of Zanzibar town. The project will be implemented in three phases. Firstly, the exercise will concentrate on small part of Kisiwandui area as a pilot. This pilot work aims to provide guidelines, which will be replicated in all project areas. The second phase will concerns four neighborhoods, namely Kikwajuni, Mwembetanga, Mwembeladu and Mwembe Shauri. In the third phase, the three neighborhoods of earlier urbanized areas, namely: Makadara; Kwahani; Mwembe Makumbi will be improved.

The project will involve following activities: Conduct thorough research of the proposed improved neighborhoods; Formalization of the neighborhood to determine the public and private ownership; Preparation of the base maps of the areas, Propose the upgrading plan; Presentation of the proposed plan to the community and stakeholders for discussion; Dissemination of the approved plan.

Expected outcomes would include better planned and environmentally improved neighborhood, facilitated provision of affordable houses; Enhanced services in urban areas; reduced land conflict and improved sustainable uses of land.

3. Decent Housing: The objective of the projects is through PPP, promote investing on the housing sector to increase and ensure provision of decent shelter and affordable housing.

The project activities will involve studying the demand of housing (social house and Commercial house). The expected outcome of the project would include provision of affordable housing in town and rural areas and implemented the condominium act, developed urban areas; promoted sustainable uses of land and improved environment

4. Construction of Development houses at Mpapa: The main objective of the project is to increase access to adequate and affordable housing by 50% for the community particularly the poor by the year 2015. The main project activities are the completion of Mpapa House.

VIII Social safety nets and social protection

a) Situation analysis

There are various disadvantaged and vulnerable groups in the society, each with their own special needs: orphans and vulnerable children (OVC), drug and substance abusers, survivors of rape and other forms of gender based violence, the disabled, elderly without reliable caretakers, survivors of other forms of human rights violation and those generally suffering from various forms of poverty. Access of these groups to basic social services including welfare support is not adequate. These disadvantaged and vulnerable groups are currently targeted by different government departments. However, improvements are needed not least because social welfare services are largely confined to urban areas; leaving rural populations deprived of such services.

Social welfare is another area where the Government through the MOHSW in collaboration with different partners and programs such as TASAF, Clinton Foundation, FHI, Sight Savers, UNICEF, Tunajali, FHI and Global Fund has paid great attention to attend the problems of different disadvantaged groups. With support from Government and the above mentioned development partners the Strategic Plan on Substance Abuse Mainstreaming HIV and AIDS (2007-2011) was implemented: Drop-in centre for substance abusers was established, Drug Control Act (2003) was revised submitted to RGoZ for adoption. Ministry of Health and Social Welfare has reviewed and enacted various health laws to govern the provision of public health services. Medical Research Ethics Committee (ZAMREC) has been established to oversee ethics in medical and related researches in the country. Social welfare policy and statute has been developed to safe guard the rights of children.

Key challenges facing the sub-sector include: (i) Absence of a clear policy for older people, (ii) weak coordination of multiple community strategies implemented by various national health programs and multiple activities undertaken by various actors; (iii) uneven availability of services which leads to uneven distribution of health and social related facilities among the population – urban versus rural and among vulnerable groups, particularly the older people; and (iv) Lack of access and high cost of health care due to user fees.

b) *Priority Programs and Projects for 2012-2016*

1. Tanzania Social Action Fund (TASAF III): TASAF The project objective is to empower communities to access opportunities so that they can request, implement and monitor sub projects that contribute to improved livelihoods linked to MDGs indicator target in the MKUZA II. Key project activities include provision resources for capacity building to enable communities to come up with priority projects address their needs; build community capacity in preparing sub-project, managing financial resources; procuring goods and services and monitoring sub-project implementation. The expected outcome of the project would be sustained community livelihoods and wellbeing.

2. Strengthening Gender mainstreaming and GBV prevention and response: The project objective is to promote gender equality, equity and empowering women in Zanzibar.

3. Young Child Survival Protection and Development: The project objectives is to improve women and children status by implementing CRC and CEDAW; and Strengthen the national legal policy and regulatory framework for youth and children right and support national monitoring on the implementation of child vital commitments.

The Child Survival Protection And Coordination Unit which is situated at the POFEDP is mandated to oversee the operation of the entire program. The unit is responsible for undertaking, monitoring, evaluation and coordinating the program. All these activities are done in accordance with a well prepared and approved work plan enacted by all implementing sectors. Ministries and other implementing partners monitoring and evaluation are conducted with the purpose of tracking and assessing the implementation status of activities. Also it is envisaged that during this exercise, the responsible parties will be able to share experience and lay down concrete strategies, which may contribute to solve problems, which encountered during implementation. Another objective is to see whether planned activities will lead or contribute to improving the well being of children and women in Zanzibar. On the other hand this exercise is intending to be a pathfinder in understanding the official inventory for the vulnerable children across the island of Zanzibar.

4. Mainstreaming Disability into the Development Agenda: The project objectives is to improve people with disability access to basic rights and social services especially in health, education, employment, microfinance & public information. The main project activity is to conduct a disability assessment survey and establish registration of People with Disabilities in Zanzibar. It will also promote the creation of awareness on the importance of having structures that are disabled friendly – with elevators. Its expected outcome will be inclusive

society created if all people have the rights to participate in various forums and promoted the participation of people with disability in development agenda.

The expected outcome of this project will include: Gender responsive national and sector policies, programs, budget and monitoring and evaluation which effectively address needs and concerns of women, men and other groups in the society developed; legal framework and mechanisms to address GBV developed and instituted; and Government fulfillment of its International treaty obligations advanced.

5. Community Based Rehabilitation Programme: The project objective is that early detection, rehabilitation and referral of PwDs to appropriate services strengthened. Project activities include Advertise posts and interview for CBR coordinator and field supervisors in Unguja and Pemba; Conduct meetings with Districts / Shehias authorities for selection of volunteers in Unguja and Mkoani Pemba; Conduct awareness seminars on CBR for government in North B and Mkoani District; Establish and strengthen parents committee to support the CBR activities in their respective Shehias; Conduct awareness raising seminars on early detection of disability and CBR concept for health workers in North B and Mkoani District. Its expected outcomes would include reduced level of disability.

6. Social Protection for Vulnerable Groups: The objective of the project is to improve the national social protection system and services for the elderly, MVC , PWD and other vulnerable groups in Zanzibar. Ensure access and quality of Care and Protection services for poor and Vulnerable Children, Women, Youth And the Elderly.

7. Elderly Protection: The objective of the project is to uplift the living standards of the older people in Zanzibar and to enhance social status of the old people living in elderly homes.

8. Enhancing community capacity for HIV and AIDS response (ECHAR): The objective of the project is to strengthen community capacity to prevent the spread of HIV infection and to care for HIV infected and affected people in Zanzibar

9. Construction of Treatment and Rehabilitation Centre for Drug Abuse: The project objective is the establishment and Construction of well equipped drug Treatment and Rehabilitation Centre within Central District of Zanzibar Island that can accommodate people who found using narcotic drug or psychotropic substance after completing six months in educational centre. Key project activities include: Conduct awareness program to the family of affected people; Construction of well equipped rehabilitation centre. Project

expected outcomes would include reduced number of drug users and empowered ex drug users with appropriate life skills.

10. Fighting Child Labour in Zanzibar: The project objective is to contribute to the elimination of the worst forms of child labour in Zanzibar

11. Construction of Drama and Music Studio: The project objective is to have modern recording studio that musicians and local dramatists can gain access to.

12. Construction of multi-purpose stadium: The project objective is to provide a venue to promote sports enhance business and trade linkages as well as promote social and family recreation activities.

13. Msingini/Kichungwani Wastewater Management Project: The project objective is to provide a safe and accessible storm water drainage system for Msingini and Kichungwani communities in Pemba; and to empower the local communities to incorporate environmental norms in their daily activities through public awareness and participation. Project activities include:-Developing the construction plans/design; Construction of open channel; Construction of sewerage system; Construction of intermediate/communal chambers; Construction of anaerobic ponds; Construction of wetland; and promoting and advocating for new regulations and by-laws for District Authorities.

14. Zanzibar Urban Services Project (ZUSP): The project objectives is to improve access to urban services in Zanzibar and conserve the physical cultural heritage at one public location within the stone town.

The project will have three components. Component i will strengthen institutional capacity of the Zanzibar municipal council (ZMC) and develop infrastructure such as surface water drainage systems, solid waste collection and transportation, street lights and a sea wall including a promenade within the world heritage city location of the stone town. Component 2 will support the town councils of Chake Chake, Mkoani and Wete on Pemba island by strengthening their institutional capacity and through the identification and implementation of simple and small investment. Component 3 will support project management.

15. Rehabilitation and Conservation of Monuments: The purpose of the project is to demarcate, rehabilitate and conserve historical sites and buildings.

16. Prevention of Substance abuse linkage to HIV and AIDS: The main aim of the project is to reduce by 50% the proportion of substance users and Injecting drug users (IDUs) who abstain from illicit drug use or harm in order to minimize the chances of HIV/STI and TB acquisition or transmission among drug users. Establish the current status related to the situation of Substance Abuse in Zanzibar.

17. Community Based Rehabilitation Programme: The objective of the project is to strengthen early detection, rehabilitation and referral of PwDs to appropriate services in Zanzibar.

18. Strengthening Religious-based Ways of Resources Transfer: The objective of the project is to establish a sustainable Zakkat Management System; Design and implement a project to create sustainable Waqf Property (Cash Waqf), and establish Zanzibar Islamic cultural Centre.

19. Documentation and Preservation of Historical Heritage for Zanzibar National leaders: To facilitate the documentation of the national leaders' heritage in form of materials, photographs and objects, and fascinating the construction and operation of the Museum or learning centre for the preservation of those heritages.

20. Digitization of Zanzibar Archives: The objective of the project is to digitize archival records and make them easily accessible permanently through electronic forms for the benefits of both users and the public.

21. Waste collection and disposals in West District: The main purpose of the project is to ensure west disposal handling in West District.

Cluster III:	<i>Good Governance and National Unity</i>
Broad Outcomes	<i>Enhanced Democratic Institutions and Processes, Rule of Law, and National Unity</i>
Goals	<i>3.1 Ensure Greater Citizens Participation in Democratic Governance</i> <i>3.2 Strengthen the Rule of Law Respect for Human Rights and Access to Justice</i> <i>3.3 Improve Democratic Institutions and National Unity</i>

Institution Building

a) Situation analysis

The government has decided to share governance, development and service delivery functions with other actors. The implementation of the plan and its monitoring and evaluation framework should, therefore, be entrusted to dedicated institution, which will be responsible to ensure that all stakeholders in all sectors at all levels, private and public, understand and own the aspiration of the vision.

The development and implementation of the IP should be supported by the following institutional framework: The Planning Commission will, apart from providing strategic thinking and advice to the Government, should also play a pivotal role in coordinating, monitoring and evaluating the programme and in collaboration with the President's office Finance, Economy and Development Planning (POFEDP) will advise on mobilization and management of financial resources for implementation of development projects: (i) The POFEDP will continue to mobilize financial resources and ensure optimal allocation in attending to identified priority areas of the Plan; and (ii) MDAs, Regions and LGAs will remain to be the change and implementation agents of the Programme, interpreting the planning guidelines in respect of their mandates and supervising implementation of approved projects and activities for realization of the objectives and targets of the Plan. Clear distribution of roles and responsibilities between the ministries and the LGAs can be ensured through implementation of the major reforms that are aimed at operationalizing the notion of sharing responsibilities.

During the preparation of the IP, a number of anomalies were observed. These include: (i) lack of accurate and timely sector or project level data and serious information gaps; (ii) weak capacity to prepare, design and implement projects which resulted most of the institutions demanding external support and capacity building support; (iii) Absence of effective monitoring and evaluation framework at sector and MDA levels; (iv) misalignment

between central and local development planning; (v) overlap of function between MDAs and absence of clear roles and responsibilities.

One of the major concerns of MKUZAII is broad-based participation in the development planning process by all stakeholders and at all levels, cutting through sex, gender, race, creed, etc. This can be achieved through, among ways, the presence and functioning of strong and active central and local governments. However, it has been observed that development process have been taking place in the absence of a coherent and well coordinated institutional framework to guide the new policy paradigm. Capacity of implementers from government and non governmental institutions to enable them to perform gender analysis, planning and budgeting for their respective institutions is found very weak. For instance, most MDAs would require additional external support in order to implement the proposed projects.

Grass root participation is pertinent in realization of equitable socio-economic development, which in turn is dependent on existence of effective and efficient local government institutions. It is also understood that Decentralization has its legal base in the Constitution of Zanzibar supported by legislation. Notwithstanding, currently, local government institutions are weak and ineffective due lack of the skilled human capital and institutional framework. Presently, plans and project preparation, implementation, monitoring and evaluation at local level are managed from the center with limited community participation. Community participation in budget formulation, implementation, monitoring and evaluation as well as participation in implementation of MKUZA related activities is still inadequate. Under the current setting, much of the resources allocated to regions, to some extent, are intended for administrative overhead purposes. Thus, development planning at the local level is hardly happening.

Many of the NGO's and Private Sector microfinance Institutions are urban based, have limited human and financial resource base. On the other side, most of women groups and individual lenders possess inadequate knowledge and technical capacity to create and manage more sustainable and independent organizations.

Although it is recognized in the Zanzibar Growth Strategy that Private Sector is an engine for development, the institutional set up still leaves a lot to be desired. The private sector, however, is still nascent and fragmented, which is a cause of great concern. The Zanzibar National Chamber of Commerce, Industry and Agriculture (ZNCCIA) and the Zanzibar Business Council are at an infancy stage. On the other hand, the framework defining the role and scope of partnership between the state and non state actors is not yet in place. A favorable legal and regulatory environment is very important to facilitate operations of both

public and private sector activities. Although there is degree of participation of CSOs in national dialogue, there are no well structured mechanisms which accommodate them; more so, capacity of CSOs to actively organize and engage in policy dialogue and articulate issues of policy concern is low.

A number of huddles that affect wider participation of men and women entrepreneurs in economic activities include existence of multi-Trade Licensing Agencies, multiplicity of taxes and institutions, inadequate business support services, most notably for Micro, Small and Medium Enterprises (MSMEs), poor infrastructure and lax enforcement of Fair Trade and Consumer Protection Act of 1995. In addition, private business is poorly regulated and legislations that guide business like Trade Licensing Act of 1983 and Company Legislation are outdated. Currently commercial cases are dealt with in the normal courts, which are under-funded, allegedly corrupt with limited capacity.

It is imperative, therefore, that the Government develop strategies and plans to build capacity of institutions both state and non state actors to ensure effective delivery of desired development results/targets as enshrined in MKUZA II and the revised ZDV 2020.

In the long-run, competitive advantage will need to be developed in the product or service to maintain comparative advantage but for this to happen appropriate investments in capacity building in human capital in all sectors supporting enhanced effectiveness and efficiency of service delivery and pro-poor economic growth should precede.

There is need, therefore, for a holistic and thorough assessment of the institutional infrastructure in Zanzibar in order to determine their suitability, adequacy and viability to meet citizenry expectation and in advancing their political, social and economic wellbeing.

b) Priority Programs and Projects for 2012-2016

Policy and Legal and Institutional Reforms

1. Public Financial Management Reform Programme: Strengthening capacity building in public financial management system by improving standard financial reporting, internal audit function and public debt management.

2. Local Government Reform: The Program objective is to improve citizens' participation in democratic governance and ensure service delivery. The following activities would be undertaken during the implementation of the project: (i) Completion of LGAs

Policy, (ii) amendment of 3 Acts of LGAs and Regional Administrations, (iii) to develop LGAs bylaws (iv) harmonization of sectoral policies and (v) capacity building for LGA.

3. Public Service Reform Program: To achieve enhanced levels of efficiency and effectiveness in the delivery of public goods and service. To strengthen the capacity and capability of Zanzibar public service institutions, including structures, systems, processes and human resources with a view to improving the delivery of public services to the citizens.

4. Legal Sector Reform Programme: The project objectives are: (i) Improve national legal sector framework, skills and knowledge of personnel and ensure highest standards of service delivery and management of the legal sector institutions (ii) Strengthen the existing Islamic Institutions; (iii) Strengthen registration and administration of Civil, Business and Property, including Industrial Property and Copyright; and (iv) Enhance coordination of Non Governmental Institutions; and (v) Harmonization of Zanzibar laws and ensure their enforcement.

Activities to be implemented under this project include Development and implementation of a comprehensive Legal Sector Reform Program Strategy, Develop and implement activities to enhance institutional and operational capacity of the justice sector institutions and institute systems for Strengthening legal aid mechanisms for justice accessible to the people especially the most vulnerable groups, harmonize Zanzibar laws, by conducting an extensive review and remove conflicting clauses or acts and introduce guidelines on their enforcement and roles and responsibilities of various institutions; and undertake awareness campaigns on legal matters, develop legal sector policy (including public safety) and undertake program Implementation, Monitoring, Evaluation and Coordination. Procurement of equipments (cars to be used for the program coordination, establishment of the reform office and staffing) shall also be among project activities.

An expected outcome of the Legal sector Reform Strategy is efficient, effective and harmonized, accountable legal sector, which ensures access to justice by all

Strengthen Compliance of Laws: Project has the following objectives: promote understanding of the legal system by the people and enhance compliance; strengthen the contemporary orientation to alternative dispute resolution mechanisms; cause the revision of laws that contradict with one another. The project will involve the following activities: Conduct research to identify the Laws that receives minimum levels of compliance and the reasons behind such kind of situation; Empowerment seminar, workshops and related activities that will increase MDA's ability to enforce laws; Training and study visits by key law enforcers from MDAs to build their technical capacity; Involve all MDA's to design and

implement program of change to the public on importance of compliance to the laws under their jurisdiction; and Monitoring and evaluation of the results of these interventions. Project expected outcomes would include: Increased enforcement of laws by MDAs; Improved understanding of the Legal System by MDA's Officials as well as the public; and Increased people's trust into their legal system

Enhance the Review and Harmonization of Laws. Project has the following objectives: ensure that all Zanzibar Laws are consolidated to remove the already repealed/revised sections of the existing system and enhance the review of Laws and make them up to date and corresponds to the contemporary social, political and economic situation. The project will involve the following activities: conduct a series of research activities on the legislations that requires review; undertake stakeholders meetings and workshops to discuss and validate the review results and recommendations; Work with MDA's in collaboration with the Attorney General's Chambers to create new bills to be tabled to the House of Representative; conduct experience sharing meetings and seminars within and outside the country to share experience with other Law Review Commissions in the world; comeup with suitable modalities to communicate and make the public participate in the review work through the use of ICT and the Media; and Coordination, monitoring and evaluation of the project. Expected project outcomes would include: Zanzibar Laws made favourable to contemporary social economic and political realities; An easy reference by users like MDAs, Members of the House of Representatives, Case stakeholders established.

5. Health Sector Reform Project: The primary objective of the project is to formulate and review guidelines and strategies required for implementation of health sector reforms; Bring forward and lead the reform process in the health sector in Zanzibar; Facilitate the decentralization of health service delivery; Formulate and review strategies and guidelines required for the implementation of health sector reform; and Ensure partners' alignment to be in support of overall strategies and policies.

Key project activities will include: Conduct two-day Zanzibar Annual Joint Health Sector Review meeting; Preparation and compilation of MTEF and POA for the Ministry; Establish Health Sector Reform Secretariat (HSRS) and Technical Working Group (TWG) meetings. The project expects outcome is the provision of improved quality health care services to all Zanzibaris.

6. Institutional Reform of Transport Sector: The objective of the project is to conduct institutional reform in the transport Sector (Road, air and maritime transport).

7. The Cooperative Reform Project: To create enabling environment for development of autonomous, transparent, viable and demand driven cooperatives. Key project activities would include: Development of Zanzibar Cooperative Development strategy; Promote cooperative clusters to maintain agro-processing; amalgamate and facilitate formation of sector based Cooperative Unions and reform of the cooperative Apex organization; and identify existing potentials in supporting small scale manufacturing and industrial cooperatives. Program expected outcomes would include established vibrant cooperative movement that meet member needs and enhanced economic participation and employment opportunities to cooperative members.

8. Strengthen Zanzibar ID Department: Project objectives is to enhance and improve the quality of IDs and reduce the cost of issuing ID for both the Government and customers by reducing time to produce the IDs. Main project activities include the purchase and installation of to of the line computerized system and training of staff.

9. Valuation of Government Assets: Toward the implementation of the accrual financial management reporting, as part of the accountability provisions set out in the financial management reforms requirements the projects aims at recording, valuing and reporting assets controlled by all government departments. The main project activity is to conduct professional survey which will lead to-(identification, codification, valuation and preparation of assets registers) on government assets and maintain the records in electronic and hardcopy asset registers in order to include government assets in financial reporting with its values toward implementation of IPSAS/IFRS standards,

10. Construction of modern Mass media Institute: The project objective is to increase public access to and use of information. Main project activities include availability of experts of digital equipment; Review of Information policy; provide professional lecture of media college and improve the quality of news papers.

11. Strengthening of Statistics: The project aims at improving routine data collection, compilation, analysis and dissemination in order to provide quality and timely socio-economic statistics for planning, policy formulation, administration and decision making. Its main activity will be to strengthen the Office of Government Statistician (OGS) by strengthening its human resource capacity; providing the necessary equipment for data management, processing, development and dissemination.

12. Institutional Development Support for the Corporation of Government newspapers Zanzibar: To equip the Corporation of government newspapers with printing machine

13. Zanzibar Digital Life Project (Multiplex Operator): Zanzibar community easily assess and access to the digital information systems.

14. Evidence Based Planning & Monitoring. The project objective is to establish and institutionalize a poverty monitoring and evaluation system for poverty reduction and MDGs in Zanzibar. Its main activity will include: (i) Capacity support for key government and non-government institutions responsible for national level monitoring and evaluation; (ii) establishment of a national database system for facilitating a platform for planning, monitoring and evaluation purposes; (iii) Ensuring the availability of timely and accurate data under demand from internal and external sources; (iv) Improving accountability of individuals, departments and ministries for the outcomes of projects; and (v) Providing a means for tracking the progress of projects and their efficiency and effectiveness in the long term.

15. National Man Power Survey: Project objectives: to collect and update statistics of man power to be used in suitable strategies planning for human capital development of the country.

The national man power survey is a project implemented in all members states of East Africa Community (EAC) aiming to capture manpower information helpful in suitable strategic, planning for human capital development of each country. The survey will cover six module during its implementation including employment employee, informal sector, unemployment registration, education and training as well as Diaspora module. Main project activities include: (i) Designing survey methodologies; (ii) Establishment/ business registration; (iii) Training for the main survey; **(iv)** Sensitization; and conduct of survey data collection, processing, analyses, report writing and dissemination.

16. Enhancing of communications capacity of the President of Zanzibar's Office: The objective of the project is to enhance communication capacity of the President of Zanzibar's Office.

17. Civil Registration and Vital Statistics: The main purpose of the project is reform and improve the civil registration and vital statistics in Zanzibar.

Human Rights and Democratic Institutions

18. Construction of New Training Center for Offenders: The project objective is to provide a better service to Trainees, Remands, Detainees and Officials through many programs that will enable them change their behavior when they go back to the community. The main

project activity will be to establish a new training center at Hanyegwa Mchana for the purposes of building the capacity and skills of offenders so they can return to their communities as more productive citizens. The expected project outcome will be: better and socially responsible citizens created.

19. *Institutional Support for Good Governance*: The Project objectives is to strengthening economic policy management and enhance budget credibility and transparency. Its main activities will include building human resources capacity and procurement of goods and services for different government institutions.

20. *Construction and Rehabilitation of State House and Lodges*: The project objective is to rehabilitate, maintain and improve the existing State House and lodges.

21. *Construction of Government Offices*: The project aims to create conducive working environment for effective and efficient delivery of supportive public services; ensure all department of MDAs are accommodated within the same building for greater coordination and efficient delivery of services. Key project activities would include allocation of plot (sites) for construction, preparation of architectural designs; preparation of tender documents and oversight of construction activities.

22. *Policy Support for Zanzibar*: Project objective is to develop capabilities of key national institutions in designing pro-poor policies, strategies and programs with long-term perspectives. The project will focus on: long-term development perspective and development planning; knowledge generation and in-depth analysis for pro-poor growth; and pro-poor dialogue, advocacy and evidence-based information use; and integration of environmental sustainability in national development policies, strategies, budgets and monitoring systems

Zanzibar Capacity Building Program

23. *Legislatures support Project (LSP)*: The objective of the project is to support the ongoing capacity development program for members and staff of HoR in order to enhance the development activities and resources mobilization of the House of Representatives.

Key project activities will include educating members of the House of Representative, elected and appointed Members on their roles and constitutional responsibility; sensitize and informed them on the National Framework on Good governance, Vision 2020, MKUZA II. These activities will involve several activities such as seminars and trainings for the members and their staff. Upon completion of project activities. the House will play its

constitutional roles more effectively, Members increased outreach to citizens to better represent their interests and they will have enough capacity to undertake gender analysis of potential Legislation.

24. Enhancing Democracy, Good Governance and Human Right through Capacity building: The objective of the project is to enhance understanding of the value and uses of Human Rights for deepening democracy, securing good governance in a society and nation and foster pro-poor development.

25. Comprehensive Capacity Building Programme for Government Institutions: The objective of the project is to build and strengthen the capacity of government institutions.

26. Construction of the Institute of Public Administration: The objective of the project is to strengthen the capacity of public institutions in the financial management and administration of public finances and assets.

27. Human Resource Development Policy: The main purpose of the project is to develop Human Resource Development Policy and Strategy for Guiding Sustainable Socio-Economic Development of the Country basing on quantity manpower

Strengthening Disaster Management Capacity in Zanzibar

28. Development of Disaster Management Institutional Framework: The main objective of the project is to strengthen institutional and coordination capacity of disaster management actors to be able to perform their roles efficiently and effectively.

29. Enhancing Disaster Response Capacity: The objective of the project is to develop and implement Disaster Management Strategy. Its main activities will include: Review and harmonize disaster related laws and policies; Create mechanism to support families affected by disasters; Improve infrastructure and capacity to deal with disasters and strengthen emergency preparedness systems; Build capacity of institutions and individuals in terms of equipment and necessary skills

30. Enhancing the Fire and Rescue Services in Zanzibar: Project objectives is to improve capacity building of fire rescue as well as improving the efficiency to tackle disasters and hazards and To reduce the cost incurred by the Government concerning un expected accidents. The project intends to increase the efficiency of fire rescue services in accidents, hazards and disasters in Zanzibar.

The project is going to cover the following activities, capacity building, purchase of fire tracks , boats, ambulances other equipments and gears and construction of fire station to the municipal where the facilities are not exist to keep service closer to the people. The project expected outcome would include reduced human and property loss.

31. Strengthening Early Warning System: The project objective is to develop an early warning system that will provide adequate and timely information on potential disasters.

32. Enhancing Disaster Management knowledge in the community: The objective of the project is to develop and implement Disaster Management Strategy that will empower community members, especially women and children to prevent and respond to hazards and disasters.

Data and Information Management.

33. Modernizing the Zanzibar Government Printing Press: The project objective is to improve public publication and printing quality. The project objectives will be achieved through the implementation of the following main activities; acquisition and installation of modern equipments and training of staff through long and short courses. Its activities will also include production of Official Gazette, Legal Notices, government Policy, Government Constitution, Government Bills and Act for Houses of Representatives etc.

The expected outcome of this project are; freedom of information and media freedom promoted, availability of alternative outlets for providing alternative means of communication availed; resource poor people and those with special information needs (deaf and blind people) catered for.

34. Strengthening Research and Development In Zanzibar: The project objectives is to improve and strengthening socio-economic research capabilities in Zanzibar. Its main activities will include: (i) strengthening the directorates of Policy Research and Planning; (ii) establishing a “Zanzibar Institute for Research and Policy Analysis (ZAIRPA), as independent institute; (iii) Improve research coordination mechanisms in Zanzibar; and (iv) establish national research fund. The project expected outcome would include: research results widely disseminated to all sectors of the society; results base development agenda promoted; and Government policies plans and decision making process informed by research findings and recommendations.

35. Zanzibar Non-State Actors Support Programme (ZANSASP):The main purpose of the project is to strengthen democratization and good governance through support to civil

society initiatives on accountability, participatory development and policy advocacy in Zanzibar.

36. Strengthening of Occupational Safety and Health Inspection System: The main purpose of the project is to strengthening of occupational safety and health inspection system at the workplace in Zanzibar

37. Anti-Corruption Initiatives in Zanzibar: The project objective is to support the development of a legal and institutional framework for anti-corruption on the isles of Zanzibar.

Decent work for young women and men promoted by 2015	Skills Development Program	Alternative Learning and Skills Development II.	To enhance self employment opportunity for youth and other vulnerable groups.	RGoZ/ADB	MoEVT	24,198.00	5,963.00	8,109.00	7,125.00	3,001.00	1.4.1
Transform smallholder agriculture and increase growth of Agricultural Sector from 4.4% in 2009 to 10% by 2015	Agricultural Development Program	Marketing Infrastructure, Value Addition and Rural Finance (MIVARF)	To enhance incomes and food security of the target group on a sustainable basis	IFAD/ADB/AGRA	MANR & PRIVATE SECTOR	10,000.00	1,200.00	2,500.00	2,500.00	2,500.00	1.3.2
		Irrigation MP	To increase the agriculture productivity through constructing of the stable irrigation infrastructure	Exim Bank Korea	MANR & PRIVATE SECTOR	49,900.00	2,100.00	18,600.00	15,600.00	13,600.00	1.2.5
		Agricultural Services Support Programme (ASSP)	To improve access to and use of, relevant agricultural knowledge and technologies, through sustained partnership with service provider, in order to contribute to household food sufficiency and cash income adequacy and hence their livelihoods.	IFAD/RGoZ	MANR	397.00	397.00				1.2.2
		Agricultural Sector Development Programme- Livestock (ASDP-L)	To improve the livelihoods of the poorest agropastoralists and strengthen the capacity of livestock communities, both institutionally and technically.	IFAD/RGoZ	MANR	696.00	696.00				1.2.6
		Hifadhi ya Misitu ya Asili (HIMA) – Piloting REDD in Zanzibar Community Forest Management.	To promote a pro-poor gender- equitable approach to community forest management in Zanzibar.	Finland	MANR	194.00	73.00	58.00	34.00	29.00	1.2.8
		Livestock infrastructure development project	To increase level of production and productivity of livestock and livestock products in order to increase smallholders income.	RGoZ DONOR	Ministry of Livestock and Fisheries and Private Sector	7,765.00	865.00	1,800.00	3,300.00	1,300.00	1.2.6
		Livestock Disease Control Programme	To prevent the introduction of pandemic influenza in Zanzibar; control and eradicate trans-boundary diseases from Zanzibar; and also prevent the occurrence of new cases of rabies in dogs and humans within Zanzibar.	RGoZ DONOR	Ministry of Livestock and Fisheries and Private Sector	2,406.00	206.00	600.00	900.00	500.00	1.2.6
		Coastal Forest Project	To expand and strengthen spatial coverage and management effectiveness of the Coastal Forest PA sub system in Zanzibar.	UNDAP	MANR	860.00	245.00	230.00	225.00	160.00	1.2.8
		Egyptian – Zanzibar Joint Farm	To strengthen agricultural development in Zanzibar.	RGoZ	JKU	1,464.00	439.00	367.00	293.00	219.00	1.3.2
		The Marine and Coastal Environment Management Project – MACEMP	To strengthen the sustainable management and use of the Exclusive Economic Zone, territorial seas, and coastal resources.	RGoZ DONOR	Ministry of Livestock and Fisheries; Department of Veterinary Services & PRIVATE SECTOR	162.50	162.50				1.2.8
		Cloves Development Strategy	To increase the productivity of Clove and competitiveness of the product in the world market and enhance linkage and cooperation with industries and other supporting sectors.	GRoZ	ZSITC ZACPO & PRIVATE SECTOR	12,290.00	2,660.00	3,800.00	1,900.00	1,900.00	1.2.2
					Agricultural Development Program TOTAL	86,134.50	9,043.50	27,955.00	24,752.00	20,298.00	4,086.00
Conducive Environment for Growth of Private Sector Investment Attained by 2015	Private Sector Promotion Program	Creating conducive environment for industries, SMEs and related	To promote SMEs development in terms of production, marketing, credit facilitation, employment creation and quality of product development and human resource development as well as value addition .	RGoZ WB/UNDP	MINISTRY OF TRADE & PRIVATE SECTOR	3,000.00	600.00	700.00	500.00	900.00	1.1.10
		Reform of business licensing regime	To simplify and streamline business start-up and exit requirement and procedures to reduce costs of doing businesses and facilitate establishment of enterprises in Zanzibar.	RGoZ WB/UNDP	MINISTRY OF TRADE & PRIVATE SECTOR (ZNCCLIA)	921.00	321.00	200.00	150.00	140.00	1.1.10
		Business Environment Strengthening for Tanzania (BEST)	To lower the cost of investing in, establishing and operating business in Zanzibar by eliminating policy legal, regulatory and institutional constraints that inhibit a growing and competitive private sector.	RGoZ	POFEDP & PRIVATE SECTOR (ZNCCLIA)	965.00	193.00	193.00	193.00	193.00	1.1.10
					Private Sector Promotion Program TOTAL	4,886.00	1,114.00	1,093.00	843.00	1,233.00	603.00
	Investment Facilitation Program	Construction of 3 Go downs -Amani	To provide industrial sheds with adequate storage capacity for public and private use.	PPP	POFEDP & PRIVATE SECTOR	2,508.00	1,249.00	1,259.00			1.1.10

Master Plan - FUMBA	RGoZ	POEDP & PRIVATE SECTOR	404.00	404.00	1.1.10
To prepare a comprehensive land use plan of Fumba Free Zone area for social and economic uses.		Investment Facilitation Program TOTAL	2,912.00	1,259.00	
Land use planning promoted	RGoZ, GOF	LAND, HOUSING, WATER & ENERGY	2,552.00	1,276.00	1.1.7
Vibrant Private Sector developed by 2015	RGoZ	MINISTRY OF TRADE & PRIVATE SECTOR	5,915.00	1,183.00	1.1.3
Adequate, sustainable, high quality, efficient and cost effective ICT provided by 2015	CHINA	POEDP and Private Sector	20,000.00	20,000.00	1.1.12
Growth of the tourism sector increase from 6.8% in 2008 to 10% in 2015	RGoZ	FVPO	94.00	25.00	1.1.3
	RGoZ	ZCT	8,263.29	2,676.00	1.2.9
			350,983.79	99,137.00	5,896.00
Cluster I Total On-going projects					
Priority Flagship Projects - Category I					
Energy security ensured by 2015	Zanzibar Alternative Source Of Energy Research Project	RGoZ and EU	150.00	150.00	1.1.8
	Rehabilitation of Rural Electrification Network and Enhancement of Operation and Maintenance in ZECO	GoRZ and NORAD	14,000.00	9,800.00	1.1.8
			14,150.00	9,950.00	560.00
Phase I of New Maruhubi port with free port and dry dock facilities completed	Construction of new Port at Maruhubi	GOZ, OF CHINA	150,000.00	45,000.00	1.1.5
Export to GDP ratio increased from 4% in 2009 to 10% by 2015	Implementation of SEZ Development Strategy	RGoZ DONOR & PRIVATE SECTOR	415,000.00	166,000.00	1.2.10
Urban and Rural Roads Improved by 2015	Feasibility study for Zanzibar town Entry Roads	RGoZ	1,200.00	1,200.00	1.1.4
	Rehabilitation of Town Entry Roads	RGoZ	128,780.00	40,000.00	1.1.4
	Upgrading of Mgasadu-Kiwani road	RGoZ	1,875.00	187.50	1.1.4
	Upgrading of Mkyangeni-Kangani road	RGoZ	1,220.00	62.50	1.1.4

in 2009 to 5% by 2015	Promotion of Deep Sea Fishing in Zanzibar	To promote deep sea fishing.	Donor and Government of Zanzibar	Ministry of Livestock and Fisheries, ZANCCIA AND PRIVATE SECTOR	23,323.00	3,323.00	6,000.00	8,000.00	4,000.00	2,000.00	1.2.7
	The Integrated Conservation and Development of Marine and Coastal Ecosystems [ICDMCE].	To integrate conservation and development venture into livelihood of coastal communities especially marine and coastal resources conservators.	RGoZ DONOR	Ministry of Livestock and Fisheries, Department of Fisheries Development ZATI	2,499.00	299.00	600.00	1,000.00	400.00	200.00	1.2.8
				Fisheries Development Program TOTAL	28,714.00	3,914.00	7,100.00	10,200.00	5,000.00	2,500.00	
Livestock productivity and products quality improved	Construction of new Livestock & Fisheries Research Centre	To improve livestock and fisheries research.	RGoZ DONOR	Ministry of Livestock and Fisheries	1,194.00	144.00	300.00	400.00	250.00	100.00	1.2.7
	Smallholder Livestock Development project	To improve incomes and livelihoods of livestock smallholder farmers through adoption of best techniques of livestock keeping	RGoZ DONOR	Ministry of Livestock and Fisheries and Private Sector	11,206.00	206.00	8,000.00	2,000.00	700.00	300.00	1.2.6
				Livestock Infrastructure Development Program TOTAL	12,400.00	350.00	8,300.00	2,400.00	950.00	400.00	
	Cluster I Total Category I				1,155,000.00	50,667.00	366,739.50	274,293.50	257,436.00	205,864.00	
				Priority Flagship Projects - Category II							
	Strengthening Environment and Climate Change Project	To strengthen environmental mitigation measures and climate change adaptation responses at all levels to implement the National Adaptation Programme of Action (NAPA).	UNDP	IFVPO	28,000.00	28,000.00					1.1.11
	Promotion of environmental education programs - Zanzibar	To promote communities' understanding on the environment as an integrated system, and to develop attitudes and skills which are conducive to achieve ecologically sustainable management for the betterment of their livelihoods.	RGoZ	IFVPO	4,465.00	2,425.00	285.00	585.00	585.00	585.00	1.1.12
	Construction Of Investment Building- Pemba -(ZIPA Tower)	To increase the availability of office space in Pemba to consequently promote and attract additional investment to the Island.	PPP	POFEDP and Private Sector	5,625.00	1,125.00	1,125.00	1,125.00	1,125.00	1,125.00	1.1.10
	Cluster I Total Category II				38,090.00	31,550.00	1,410.00	1,710.00	1,710.00	1,710.00	
				Priority Flagship Projects - Category III							
Vibrant Private Sector developed by 2015	Public private Partnership Unit	To avail forums for informed debate, seek to accomplish better understanding of the nature of relationships between governmental and nongovernmental organizations, bridging the information gap, identify opportunities, and mechanisms for improving the relationships between stakeholders.	RGoZ	POFEDP ZNCCIA, PRIVATE SECTOR	182.00	101.00	81.00				1.4.1
	Startup Technology and Business Incubator	To accelerate the successful development of entrepreneurship through an array of business support resources and services and to support government efforts in coordinating and management of youth empowerment program and enhancing self employment initiatives and business development.	RGoZ	POFEDP ZNCCIA, PRIVATE SECTOR	997.00	997.00					1.4.1
	Renovation of Special Departments Quality Tailoring Industry.	To establish Special Departments for Tailoring Industry for the purposes of facilitating the production of military uniforms to cater for needs of all Special Departments of SMZ.	RGoZ	STATE HOUSE AND PRIVATE SECTOR	390.80	97.70	97.70	97.70	97.70	97.70	1.1.2
	Cluster I Total Category III				1,569.80	1,195.70	178.70	97.70	97.70	-	

OTHERS (Reserve)											
Participation of women in policy and decision making increased from 30% to 50% by 2015	Economic Empowerment Program	Improve Socio-economic Status of Women Youth Development Project targeting socio economic aspects	RGoZ& DP	SOCIAL WELFARE AND CSO'S	3,196.24	0.13	3,195.90	0.07	0.07	1.3.1	
		To improve access of women entrepreneurs to microfinance by establishing a women's bank. To enhance entrepreneurial knowledge and skills among youth; coordinate and monitor the implementation of the National life skill framework at District Level; reduce the overall unemployment rate among youth; To promote the accessibility of micro credit to youth; and to advocate and enhance youth participation in policy and decision making processes.	RGoZ DONOR	SOCIAL WELFARE AND CSO'S	468.00	119.00	119.00	111.00	119.00	1.3.5	
	Zanzibar Community Economic Empowerment Project	To address the unemployment/underemployment challenge and ensure the attainment of the targets set in MKUZA, Zanzibar Employment Policy and Jobs Programme for Zanzibar.	not available	MLEC AND CSO'S	82,500.00	16,500.00	24,750.00	16,500.00	16,500.00	1.3.1	
	Employment Promotion Project	To promote decent work and reduce the unemployment for youth both men and women	DONOR	PRIVATE SECTOR	1,760.00	528.00	704.00	528.00		1.3.1	
	SACCOS Enhancement Project	To enhance the operational capacity of 50 SACCOS Banks to effectively deliver financial service to its members.	Not available	MLEC ZNCCIA, CSO'S	2,255.00	676.00	564.00	451.00		1.3.1	
				Economic Empowerment Program TOTAL	90,179.24	17,823.13	29,332.90	25,953.07	17,070.07	0.07	
Urban and Rural Roads Improved by 2015	Zanzibar Roads Development Program	Maintenance of Urban feeder roads in West District	RGoZ	DRLGA	516.00		208.00	83.00	225.00	1.1.4	
	Marine Transport Program	Sustainability of Modern slipway	RGoZ	KMKM AND PRIVATE SECTOR	16,773.00	3,450.00	4,207.00	5,610.00	1,823.00	1.1.5	
				Cluster I Total Other (Reserve Projects)	107,468.24	21,273.13	33,747.90	31,646.07	19,118.07	1,683.07	
				Cluster I Grand Total	1,653,111.83	264,041.62	501,213.10	365,951.27	306,752.77	215,153.07	
Cluster II	Wellbeing and Social Services										
Broad Outcomes	Improved social well being and Equitable Access to Quality Social Services										
Goals	2.1 Ensure Gender Responsive and Equitable Access to Quality Education										
	2.2 Improved Health Delivery Systems Particularly to Most Vulnerable Groups										
	2.3 Improved Access to Water, Environmental Sanitation and Hygiene										
	2.4 Provide Decent and Adequate Shelter and Sustainable Human Settlement										
	2.5 Improved Nutritional Status of Children and Women, With Focus on the Most Vulnerable Groups										
	2.6 Improved Safety Nets and Social Protection for Poor and Vulnerable Groups										
	2.7 Promote Sports, Culture and Preserve Historical, Cultural and Natural Heritage										
MKUZA Cluster & Goal	Program	Project	Objective	Source of Funding	Implementing Agency	Total Budget in 000's US\$	Indicative Budget (In000's US\$)				
Improve access to clean and safe water in rural and urban areas by 2015	Water Supply Network Program	Rehabilitation And Improvement Of Zanzibar Urban Water Supply	To increase access to adequate and safe water in Urban areas.	RGoZ	ZAWA	21,184.12	2012	2013	2014	2015	2016
		Zanzibar Water Supply and Sanitation Project.	To improve access to adequate and safe water and sanitation in Zanzibar.	ADB,GoZ & UN-HABITAT	ZAWA	53,968.70	15,000.00	6,184.12			
							30,000.00	23,968.70			

	Zanzibar Rural Water Supply Projects	To improve access to adequate and safe water in rural areas.	RGoZ	ZAWA	20,000.00	22,000.00	1,114.00	1,352.00	2,058.00	2.3.1
			Water Supply Network Program TOTAL							
	Strengthening of Pre-primary Education	To ensure equitable access to quality pre-school education for all children at the age of four years.	RGoZ & UNICEF	MoEVT	65,000.00	52,152.82	1,114.00	1,352.00	2,058.00	
	Strengthening of primary Education	To improve provision of Primary education	RGoZ, CHINA, SID A, USAID & UNICEF	MoEVT	3,125.00	3,187.00	3,281.00	3,312.00	3,375.00	2.1.3
	Strengthening of Compulsory education	To expand school infrastructure to keep pace with prospective enrolment growth of children in Secondary education level.	RGoZ, WB & BADEA	MoEVT	28,300.00	22,469.00	15,031.00	3,381.00	—	2.1.4
	Construction of Classroom/theatre Hall	To improve learning environment at the institute by expanding its facilities.	RGoZ	POFEDP	4,117.00					2.1.12
	Construction of Hostel (ZIEA)	To improve living environment at the institute by establish accommodation and sport facilities for students.	RGoZ	POFEDP	2,062.00					2.1.12
	Improving of Library Services	To promote reading culture to the people of Zanzibar.	RGoZ	MoEVT	94.00	125.00	144.00	188.00	250.00	2.1.7
	Construction of the Islamic College Pemba	To improve the learning environment of the College.	RGoZ	MoEVT	32.00	36.00	40.00	46.00	—	2.1.12
	Strengthening of Technical education	To improve provision of technical education in Zanzibar.	RGoZ	MoEVT	250.00	282.00	313.00	344.00	375.00	2.1.11
	Construction of the State University of Zanzibar (suza) phase I	To develop required human resource capital for the socio-economic development in Zanzibar.	RGoZ, BADEA	MoEVT	1,125.00	1,169.00	1,188.00	1,218.75	1,219.00	2.1.12
			Education Development Program TOTAL							
	Integrated Reproductive and Child Health Programme	To strengthen maternal and child health and to reduce the number of deaths in labor	RGoZ/UNICEF/WH O/GAVI	HEALTH	701.00	575.00	789.00	688.00	689.00	2.2.3
	Integrated HIV, TB and Leprosy Program	To ensure HIV infections are reduced in Zanzibar	PEPFAR/CDC/ICA	HEALTH	2,262.00	2,221.00	2,212.00	2,231.00	2,255.00	2.2.14
	Zanzibar Medical School	To provide training for medical doctors within Zanzibar in order to increase the number of medical doctors in Zanzibar and reduce training costs incurred by sending medical doctors abroad to be trained.	RGoZ	HEALTH AND PRIVATE SECTOR	143.00	143.00	167.00	153.00	153.00	2.2.17
	Zanzibar Malaria Control Project	To reduce morbidity and mortality due to malaria in the population of Zanzibar up to a level that it is no longer a public health threat, especially in the most vulnerable groups such as children under five, pregnant women and the poor.	RGoZ	HEALTH	5,358.00	4,830.00	4,644.00	4,377.00	4,377.00	2.2.12
	Health Promotion Project	To improve health education and promotion for the Zanzibar population.	RGoZ/ DANIDA	HEALTH	430.00	430.00	430.00	430.00	430.00	2.2.1
	Neglected Tropical Diseases Project	To eliminate Neglected Tropical Diseases (NTD) in Zanzibar	Donor (SCORE, WHO)	HEALTH	96.00	96.00	96.00	96.00	96.00	2.2.15
	Zanzibar National Blood Transfusion hospital	To increase the accessibility and utilization of safe blood and safe blood products in Zanzibar.	RGoZ	HEALTH	426.00	426.00	426.00	426.00	2,129.00	2.2.1
	Comprehensive Eye Care Project	To upgrade the KMKM health centre to a hospital with all the necessary facilities.	RGoZ	KMKM	406.00	285.00	122.00			2.2.1
	Strengthening of New medical Store Department	To establish a fully equipped Eye clinic	RGoZ	HEALTH AND PRIVATE SECTOR	30,374.00	4,744.00	6,584.00	13,901.00	13,901.00	2.2.1
	Upgrading of Primary Health Care Centers and District Hospitals	To improve storage facility for medicine and medical equipment	RGoZ	HEALTH	1,200.00	1,200.00				2.2.1
		To improve access of the population to secondary and tertiary health service and facilities in Zanzibar.	RGoZ	HEALTH	94.00	2,859.00	2,811.00	2,764.00	2,717.00	2.2.1
			Health Services & Infrastructure Development Program TOTAL							
	Strengthening Gender mainstreaming and GBV prevention and response.	To promote gender equality, equity and empowering women in Zanzibar.	RGoZ/EU/UNFPA	SOCIAL WELFARE CSOS	1,816.25	363.25	363.25	363.25	363.25	2.6.1
	Policy framework for supporting Social Protection developed									

and endorsed by 2015.	Young Child Survival Protection and Development	To improve women and children status by implementing CRC and CEDAW.	RGoZ UNICEF	POFEDP, MSWY/WCD, MoHSW CSO'S	411.00	65.00	82.00	88.00	88.00	88.00	2.6.1
	Social Protection for Vulnerable Groups	To improve the national social protection system and services for the elderly, MVC, PWD and other vulnerable groups in Zanzibar.	RGoZ UNICEF ILO	SOCIAL WELFARE CSO'S	735.00	69.00	41.00	225.00	194.00	206.00	2.6.1
	Elderly Protection	To improve the living standards of the elderly people in Zanzibar To enhance social status of the old people living in elderly homes	RGoZ	SOCIAL WELFARE AND CSO'S	391.00	94.00	103.00	100.00	94.00		2.6.2
	TASAF III	To improve the access of grassroots communities to basic social services.	WORLD BANK & RGoZ	VP2 AND CSO'S	5,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	2.6.1
				Social Empowerment Program TOTAL	8,353.25	1,591.25	1,589.25	1,776.25	1,739.25	1,657.25	
	HIV and AIDS	To strengthen community capacity to prevent the spread of HIV infection and to care for HIV infected and affected people in Zanzibar	RGoZ	FVPO ABC CSO'S	512.00	256.00	50.00	100.00	75.00	31.00	2.2.7
	Prevention of Substance Abuse Program	To improve care and treatment of drug addicts in Zanzibar	RGoZ	FVPO & CSO'S	2,810.00	562.00	562.00	562.00	562.00	562.00	2.2.18
	Increased and ensured access to affordable housing	To increase access to adequate and affordable housing for the people of Zanzibar particularly the poor and most vulnerable.	RGoZ	LAND, HOUSING, WATER & ENERGY	432.00	197.00	235.00				2.4.1
	Cultural heritage and sport for social development	To contribute to the elimination of worst forms of child labor in Zanzibar	EU SAVE THE CHILDREN	LABOUR & CSO'S	259.83	231.02	16.97	11.85			2.6.1
	Increase the proportion of households with access to basic sanitation from 83% in 2009 to 90% by 2015; All schools	To promote local art and encourage local artists	RGoZ	INFORMATION, CULTURE, TOURISM & SPORT AND PRIVATE SECTOR	770.00	70.00	500.00	120.00	80.00		2.7.2
		Provide a safe and accessible storm water drainage system for Msingini and Kichungwani communities in Pemba.	RGoZ	FVPO	45.00	20.00	20.00	5.00			2.3.6
		To improve provision of basic social services to urban centers in Zanzibar.	WORLD BANK	POFEDP	27,882.00	8,235.00	9,117.00	9,705.00		825.00	2.3.6
				Sanitation and Waste Management TOTAL	27,927.00	8,255.00	9,137.00	9,710.00		825.00	
				Cluster II Total On-going Projects	393,087.65	156,851.02	109,445.04	51,828.35	37,582.75	37,380.50	
				Priority Flagship Projects - Category I							
	Water Supply Network Program	To improve water infrastructures in Urban West region and improve financial Sustainability in ZAWA.	ADB	ZAWA	21,124.00	21,000.00	124.00				2.3.1
	Water Supply Network Program	To rehabilitate and improve water supply services in Zanzibar.	CHINA - sinohyro	ZAWA	47,838.24	15,294.12	32,544.12				2.3.1
	Water Supply Network Program	To provide safe, clean and adequate water supplies to all water users of rural areas in order to fulfill the needs of the expanding economic activities and increasing population.	CHINA Embassy	ZAWA	882.35	176.47	705.88				2.3.1
	Water Supply Network Program	To improve ZAWA water supply services in pilot area.	JICA	ZAWA	7,235.29	176.47	7,058.82				2.3.1
				Water Supply Network Program TOTAL	77,079.88	36,647.06	40,432.82				
	Health Services and Infrastructure Development Program	To upgrade Mnazi Mmoja Hospital to a Referral Hospital	RGoZ ORIO	HEALTH	8,559.00	2,853.00	2,853.00	2,853.00			2.2.1

Key Core Reforms implemented by 2015	Program	Project	Objectives	Source of Funding	Implementing Agency	Indicative Budget (In US\$)						2016
						2012	2013	2014	2015	2016		
Documentation and Preservation of Historical Heritage for Zanzibar National leaders	Unknown	To facilitate the documentation of the national leaders' heritage in the form of materials, photographs and objects, and facilitate the construction and operationalization of the Museum or learning centre for the preservation of those heritages.	VP2, SCO'S AND PRIVATE SECTOR	6,600.00	3,300.00	1,300.00	1,200.00	800.00	20.00	2.7.1		
											VP2, SCO'S AND PRIVATE SECTOR	
											VP2, SCO'S AND PRIVATE SECTOR	
Digitization of Zanzibar Archives	RGoZ Donor	To digitize archival records and make them easily accessible permanently through electronic forms for the benefits of both users and the public.	POPSGG	388.00	194.00	102.00	41.00	31.00	20.00	2.7.1		
Waste collection and disposals in West District	RGoZ	To ensure west disposal handling in West District	DRLGA PRIVATE SECTOR	960.00	480.00	350.00	130.00	1,433.00	520.00	2.3.8		
Cluster II Total Others (Reserve)				11,997.00	5,717.00	2,354.00	1,973.00	1,433.00	520.00			
Cluster II Grand Total				632,986.34	226,634.68	206,799.46	101,773.95	49,633.75	48,144.50			
Cluster III												
Good Governance and National Unity												
Improved social well being and Equitable Access to Quality Social Services												
3.1 Ensure Greater Citizens Participation in Democratic Governance												
3.2 Strengthen the Rule of Law Respect for Human Rights and Access to Justice												
3.3 Improve Democratic Institutions and National Unity												
On-going Programs and Projects												
MKUZA Cluster & Goal	Program	Project	Objectives	Source of Funding	Implementing Agency	Total Budget						
Key Core Reforms implemented by 2015	Institutional Reform Program	Public Financial Management Reform Programme	To enhance Aid Management Capacity in Zanzibar.	UNDP	POFEDP	805.00	385	180	120	120	2016	3.3.5
		Public Service Reform Program	To achieve enhanced levels of efficiency and effectiveness in the delivery of public goods and service to the citizens.	RGoZ Donor	POPSGG TRADE UNIONS	18,318.40	3,520.66	6,156.58	4,535.67	4,105.49		3.3.5
		Local Government Reform	To improve citizens participation in democratic governance and ensure service delivery	RGoZ & Donor	DRLGA	3,710.00	292.00	1,240.00	1,426.00	752.00		3.1.1
		Legal Sector Reform Programme	To improve national legal sector framework, skills and knowledge of personnel and ensure highest standards of service delivery and management of the legal sector institutions as well as harmonization of laws in Zanzibar.	DPs	MOJCA, Judiciary, DPP, AGC, LRC & Others	14,000.00	5,000.00	3,000.00	3,000.00	2,000.00	1,000.00	3.2.1
		Health Sector Reform Project	To enhance the review and harmonization of Zanzibar Laws.	DPs	MoJCA, LRC, AGC, MDAs	6,000.00	2,000.00	1,000.00	1,000.00	1,000.00		
		Health Sector Reform Project	To strengthen compliance of Laws	DPs	MoJCA, LRC, AGC, MDAs	2,500.00	1,500.00	500.00	500.00			
		Health Sector Reform Project	To formulate and review guidelines and strategies required for implementation of health sector reforms.	RGoZ DANIDA,	HEALTH	720.00	206.00	167.00	86.00	142.00	119.00	3.3.5
		Institutional Reform of Transport Sector	To conduct institutional reform in the transport Sector (Road, air and maritime transport).	AIDB	INFRASTRUCTURE & COMMS PRIVATE SECTOR	6,142.00	2,000.00	1,500.00	2,000.00	500.00	142.00	3.3.5
		The Cooperative Reform Project	To create enabling environment for development of autonomous, transparent, viable and demand driven cooperatives.	RGoZ	MILEC, CSO'S PRIVATE SECTOR	116.44	34.93	29.11	29.11	23.29		3.3.5
		Institutional Reform Program TOTAL				52,311.84						2,261.00
Zanzibar Identity Card	Strengthen Zanzibar ID Department	To improve service delivery to all citizens. Well equipped offices	RGoZ	OZID	932.00	466.00	186.00	280.00		3.2.2		
Valuation of Government Assets	Reliable identity cards	To value all government assets and establish asset register.	RGoZ	POFEDP	2,443.00	235.00	91.50	411.00	882.00	3.3.4		
Public access to and use of information increased by 2015	Data and information Management Program	Construction of modern Mass media Institute	To improve the availability of information to all citizens.	MICTS	8,837.00	3,332.00	1,950.00	2,740.00	815.00	3.3.7		

APPENDIX II: MKUZA II INVESTMENT PLAN BY GOAL, PROGRAM AND PROJECTS

Operational Target	Project name	Source of Funding	Implementing Agency	FINANCIAL REQUIREMENT		Total Budget	Indicative Budget (In US\$) 000						Project Status
				RGoZ	DONOR		2012	2013	2014	2015	2016		
CLUSTER I: GROWTH AND REDUCTION OF INCOME POVERTY													
GOAL I.1: CREATE AN ENABLING ENVIRONMENT FOR GROWTH													
1.1.2 Governance on Financial Management improved by 2015	1.1.2 Renovation of Special Departments Quality Tailoring Industry.	RGoZ	STATE HOUSE	684		390.80	97.70	97.70	97.70	97.70	97.70	97.70	PRIORITY FLAGSHIP - CATEGORY III
1.1.3 Adequate, sustainable, high quality, efficient and cost effective ICT provided by 2015	1.1.3 e-government	CHINA	POEDP		20,000	20,000.00							ONGOING
1.1.4 Urban and rural roads improved by 2015	1.1.4 Upgrading of 3 Rural Roads in Unguja.	GOZ/BAD EA	INFRASTRUCTURE & COMMS (PPP)	2,000	8,000	10,000.00	3,000.00	4,000.00					ONGOING
	1.1.4 Pemba 3 Roads	GOZ/BAD EA/SAUDI FUND	INFRASTRUCTURE & COMMS (PPP)	3,776	9,427	13,203.00	10,100.00	3,103.00					ONGOING
	1.1.4 Rehabilitation of Chake - Wete Road	RGoZ and BADEA	INFRASTRUCTURE & COMMS (PPP)	2,375	12,000	14,375.00	6,250.00	8,125.00					ONGOING
	1.1.4 Upgrading of North Pemba Rural Roads	MCC	INFRASTRUCTURE & COMMS (PPP)		29,366	29,366.00	14,983.00	14,383.00					ONGOING
	1.1.4 Unguja Rural Roads	AIDB	INFRASTRUCTURE & COMMS (PPP)		1,200	1,200.00	400.00	800.00					ONGOING
	1.1.4 Feasibility study for Zanzibar town Entry Roads	RGoZ	INFRASTRUCTURE & COMMS	700		1,200.00	1,200.00						PRIORITY FLAGSHIP - CATEGORY I
	1.1.4 Rehabilitation of Town Entry Roads	RGoZ	INFRASTRUCTURE & COMMS		128,780	128,780.00	-	40,000.00	30,000.00	28,780.00			PRIORITY FLAGSHIP - CATEGORY I
	1.1.4 Upgrading of Migagadu-Kiwani road	RGoZ	INFRASTRUCTURE & COMMS	1,875		1,875.00	187.50	187.50	500.00	500.00			PRIORITY FLAGSHIP - CATEGORY I
	1.1.4 Upgrading of Mkanyagani-Kangani road	RGoZ	INFRASTRUCTURE & COMMS	1,220		1,220.00	62.50	157.50	300.00	400.00			PRIORITY FLAGSHIP - CATEGORY I
	1.1.4 Upgrading of Fumba ring road.	RGoZ	INFRASTRUCTURE & COMMS	12,000		12,000.00	-	2,000.00	3,000.00	4,000.00			PRIORITY FLAGSHIP - CATEGORY I
	1.1.4 Upgrading of Pale-Kiongele road	RGoZ	INFRASTRUCTURE & COMMS	1,875		1,875.00	375.00	500.00	500.00	500.00			PRIORITY FLAGSHIP - CATEGORY I
	1.1.4 Maintenance of Urban feeder roads in West District	RGoZ	DRLGA	516		516.00		208.00	83.00	225.00			OTHER PROJECTS

1.1.5 Upgrade Zanzibar Ports	1.1.5 Construction of new Port at Maruhubi	GOZ, OF CHINA	INFRAStructure & COMMS & PRIVATE SECTOR	150,000	150,000.00		45,000.00	60,000.00	45,000.00		PRIORITY FLAGSHIP - CATEGORY I
	1.1.5 Sustainability of Modern slipway Extension of Taxiway & Apron at A.A.Karume International Airport	RGoZ	INFRAStructure & COMMS & PRIVATE SECTOR	16,773	16,773.00	3,450.00	4,207.00	5,610.00	1,823.00	1,683.00	OTHER PROJECTS
	1.1.6 Construction of new Terminal Building A.A. Karume International	GOZ./IDA	INFRAStructure & COMMS & PRIVATE SECTOR	1,300	54,250.00	12,000.00	25,250.00	17,000.00			ONGOING
	1.1.6 Construction of new Terminal Building A.A. Karume International	GOZ./CHINA EXIM BANK	INFRAStructure & COMMS & PRIVATE SECTOR	1,700	70,400.00	70,400.00					ONGOING
	1.1.6 To rehabilitation of Pemba Airport	RGoZ	INFRAStructure & COMMS	600	12,000.00		400.00	5,600.00	3,000.00	3,000.00	PRIORITY FLAGSHIP - CATEGORY I
	1.1.7 Sustainable management of Lands and Environment II (SMOLE II)	RGoZ, GOF	LAND, HOUSING, WATER & ENERGY	383	2,552.00	1,276.00	1,276.00				ONGOING
	1.1.8 Reinforcement Of Power Distribution In Zanzibar Project	RGoZ/JICA	ZECO	235	235.00	235.00					ONGOING
	1.1.8 Energy Sector Management and Petroleum Explorations Support Project.	RGoZ Donor	LAND, HOUSING, WATER & ENERGY	300	3,000.00	1,500.00	900.00	600.00			ONGOING
	1.1.8 Zanzibar Alternative Source Of Energy Research Project	RGoZ and EU	ZECO/Department of Energy	100	150.00	150.00					PRIORITY FLAGSHIP - CATEGORY I
	1.1.8 Rehabilitation of Rural Electrification Network and Enhancement of Operation and Maintenance in ZECO	GoZ and NORAD	ZECO	980	14,000.00	9,800.00	1,400.00	1,260.00	980.00	560.00	PRIORITY FLAGSHIP - CATEGORY I
	1.1.10 Creating conducive environment for industries, SMEs and related	RGoZ/ WB/UNDP	MINISTRY OF TRADE & PRIVATE SECTOR	150	3,000.00	600.00	700.00	500.00	900.00	300.00	ONGOING
	1.1.10 Reform of business licensing regime	RGoZ/ WB/UNDP	MINISTRY OF TRADE & PRIVATE SECTOR (ZNCCLIA)	46	921.00	321.00	200.00	150.00	140.00	110.00	ONGOING

1.2.6	Livestock Disease Control Programme	RGoZ DONOR	Ministry of Livestock and Fisheries: Department of Livestock Development	168.42	2,238	2,406.00	206.00	600.00	900.00	500.00	200.00	ONGOING
1.2.6	Smallholder Livestock Development project	RGoZ DONOR	Ministry of Livestock and Fisheries/PPP	784	10,422	11,206.00	206.00	8,000.00	2,000.00	700.00	300.00	PRIORITY FLAGSHIP - CATEGORY I
1.2.7	Promotion of Mari culture Activities in Zanzibar	RGoZ DONOR	Ministry of Livestock and Fisheries: Department of Marine Products ZANCCIA	202.44	2,689.56	2,892.00	292.00	500.00	1,200.00	600.00	300.00	PRIORITY FLAGSHIP - CATEGORY I
1.2.7	Promotion of Deep Sea Fishing in Zanzibar	Donor and Government of Zanzibar	Ministry of Livestock and Fisheries: Department of Fisheries Development ZANCCIA	1,632.61	21,690.39	23,323.00	3,323.00	6,000.00	8,000.00	4,000.00	2,000.00	PRIORITY FLAGSHIP - CATEGORY I
1.2.7	Construction of new Livestock & Fisheries Research Centre	RGoZ DONOR	Ministry of Livestock and Fisheries/PPP	83.58	1,194	1,194.00	144.00	300.00	400.00	250.00	100.00	PRIORITY FLAGSHIP - CATEGORY I
1.2.8	Hifadhi ya Misitu ya Asili (HIMA) – Piloting REDD in Zanzibar Community Forest Management.	Finland	MANR		194	194.00	73.00	58.00	34.00	29.00		ONGOING
1.2.8	Coastal Forest Project	UNDAP	MANR		860	860.00	245.00	230.00	225.00	160.00		ONGOING
1.2.8	The Marine and Coastal Environment Management Project – MACEMP	RGoZ DONOR	Ministry of Livestock and Fisheries: Department of Veterinary Services & PRIVATE SECTOR	11.38	151.13	162.50	162.50					ONGOING
1.2.8	The Integrated Conservation and Development of Marine and Coastal Ecosystems [ICDMCE].	RGoZ DONOR	Ministry of Livestock and Fisheries: Department of Fisheries Development ZATI	174.93	2,324.07	2,499.00	299.00	600.00	1,000.00	400.00	200.00	PRIORITY FLAGSHIP - CATEGORY I
1.2.9	Construction of new Zanzibar Institute of Tourism Development	RGoZ	ZCT	8263		8,263.29	235.29	2,676.00	2,676.00	2,676.00		ONGOING
1.2.9	Waste management control program in tourism zones	RGoZ	ZCT&ENVIRONMEN T ZATI	4000		4,000.00	2,000.00	1,500.00	500.00			PRIORITY FLAGSHIP - CATEGORY I
1.2.7	Production growth rate of fish and other marine products increased from 2.4% in 2009 to 5% by 2015											
1.2.8	Conservation management and sustainable utilization of forests and marine resources strengthened by 2015											
1.2.9	Growth of the tourism sector increased from 6.8% in 2008 to 10% in 2015											

1.2.9	Creation of linkages in tourism industry and formation of strategic alliance between local producers and hotels	RGoZ	ZCT, TRADE ZATI	70		70.00	20.00	25.00	25.00	25.00		PRIORITY FLAGSHIP - CATEGORY 1
1.2.9	Review of tourism Master Plan and Implementation of recommendation of the reviewed policy	RGoZ	ZCT ZATI	180		180.00	65.00	53.50	13.50	3.00	45.00	PRIORITY FLAGSHIP - CATEGORY 1
1.2.9	Establishment of Tourism Satellite Account	RGoZ	OCCS,ZCT ZATI	200		200.00	70.00	100.00	30.00			PRIORITY FLAGSHIP - CATEGORY 1
1.2.9	Tourism Promotion and Marketing Program	RGoZ	ZCT ZATI	1,292		1,292.00	257.00	249.00	236.00	175.00	375.00	PRIORITY FLAGSHIP - CATEGORY 1
1.2.9	Tourism Product Development and Diversification program	RGoZ	ZCT ZATI	1,111		1,111.00	470.00	271.00	160.00	144.00	66.00	PRIORITY FLAGSHIP - CATEGORY 1
1.2.10	Export to GDP ratio increased from 4% in 2009 to 10% by 2015	RGoZ & PRIVATE SECTOR	TRADE ZANCIA ZEXA	29,050	385.950	415,000.00		166,000.00	83,000.00	83,000.00	83,000.00	PRIORITY FLAGSHIP - CATEGORY 1
	SUB TOTAL 1.2					643,486.79	29,284.79	229,457.50	141,541.50	129,902.00	113,301.00	
GOAL 1.3: REDUCE INCOME POVERTY AND ATTAIN OVERALL FOOD SECURITY												
1.3.1	Improve Socio-economic Status of Women	RGoZ & DP	SOCIAL WELFARE	479.44	2.717	3,196.24	0.13	3,195.90	0.07	0.07	0.07	OTHER PROJECTS
1.3.1	Zanzibar Community Economic Empowerment Project	not available	MLEC	82,500		82,500.00	16,500.00	24,750.00	24,750.00	16,500.00		OTHER PROJECTS
1.3.1	Employment Promotion Project	DONOR	MLEC PRIVATE SECTOR	123.20	1,636.80	1,760.00	528.00	704.00	528.00			OTHER PROJECTS
1.3.1	SACCOS Enhancement Project	Not available	MLEC ZANCIA	2,255		2,255.00	676.00	564.00	564.00	451.00		OTHER PROJECTS
1.3.2	Marketing Infrastructure, Value Addition and Rural Finance (MIVARF)	IFAD/AIDB /AGRA	MANR & PRIVATE SECTOR	700	9.300	10,000.00	1,200.00	2,500.00	2,500.00	2,500.00	1,300.00	ONGOING
1.3.2	Egyptian – Zanzibar Joint Farm	RGoZ	JKU	1,464		1,464.00	439.00	367.00	293.00	219.00	146.00	ONGOING
1.3.1	Reduced population below basic needs poverty line from 49% in 2005 to 25% in 2015											
1.3.2	Reduced population below food poverty line from 13% in 2005 to 7% by 2015											

1.3.2	Production and Commercialization	RGoZ and DPG	MoA	9,743	129,438	139,181.00	2,344.00	26,431.00	33,166.00	35,377.00	41,863.00	PRIORITY FLAGSHIP - CATEGORY I
1.3.2	Food and Nutrition Security	RGoZ and DPG	MoA	2,019	26,829	28,848.00	3,683.00	7,058.00	6,932.00	6,106.00	5,069.00	PRIORITY FLAGSHIP - CATEGORY I
1.3.2	Disaster Management and CC Mitigation	RGoZ and DPG	MoA	859.60	11,420	12,280.00	1,851.00	2,414.00	3,596.00	2,197.00	2,222.00	PRIORITY FLAGSHIP - CATEGORY I
1.3.3	Capacity to plan and implement food security and nutrition intervention strengthened by 2015	RGoZ and DPG	MoA	6,372.66	84,665	91,038.00	9,369.00	39,998.00	12,533.00	20,829.00	8,309.00	PRIORITY FLAGSHIP - CATEGORY I
1.3.5	Decent work for young women and men promoted by 2015	RGoZ DONOR	SOCIAL WELFARE	32.76	433.24	468.00	119.00	119.00	111.00	119.00		OTHER PROJECTS
SUB-TOTAL 1.3						372,990.24	36,709.13	108,100.90	84,973.07	84,298.07	58,909.07	
GOAL 1.4: CREATE A VIBRANT PRIVATE SECTOR FOR ECONOMIC GROWTH												
1.4.1	Alternative Learning and Skills Development II	RGoZ/ADB	MoEVT	1,693.86	22,504.14	24,198.00	5,963.00	8,109.00	7,125.00	3,001.00		ONGOING
1.4.1	Construction of international trade fair ground and exhibition centre	RGoZ	MINISTRY OF TRADE & PRIVATE SECTOR	5,915		5,915.00	1,183.00	1,183.00	1,183.00	1,183.00	1,183.00	ONGOING
1.4.1	Public private Partnership Unit	RGoZ	POFEDP ZNCCIA	182		182.00	101.00	81.00				PRIORITY FLAGSHIP - CATEGORY III
1.4.1	Startup Technology and Business Incubator	RGoZ	POFEDP ZNCCIA	997		997.00	997.00					PRIORITY FLAGSHIP - CATEGORY III
SUB-TOTAL 1.4						31,292.00	8,244.00	9,373.00	8,308.00	4,184.00	1,183.00	
TOTAL CLUSTER I						1,653,111.83	264,041.62	501,213.10	365,951.27	306,752.77	215,153.07	
CLUSTER II :WELL BEING AND SOCIAL SERVICES												
GOAL 2.1: ENSURE GENDER RESPONSIVE AND EQUITABLE ACCESS TO QUALITY EDUCATION												
2.1.2	Increased net enrollment rate for pre-school from 20.1% in 2010 to 50% by 2015	RGoZ & UNICEF	MoEVT	87.5	787.5	875.00	93.75	125.00	156.25	218.75	281.25	ONGOING
2.1.3	Increased net-enrollment rate from 81.5% in 2010 to 95% by 2015	RGoZ,CHI N.A.SIDA.U SAID&UNI CEF	MoEVT	1,628	14652	16,280.00	3,125.00	3,187.00	3,281.00	3,312.00	3,375.00	ONGOING
2.1.4	Increased net enrollment rate from 38.2% in 2010 to 60% by 2015	RGoZ, WB&BADE A	MoEVT	6,918	62262.9	69,181.00	28,300.00	22,469.00	15,031.00	3,381.00	—	ONGOING

2.1.7	Improving of Library Services	RCoZ	MoEVT	801.00	-	801.00	801.00	125.00	144.00	188.00	250.00	ONGOING
2.1.11	Strengthening of Technical education	RCoZ	MoEVT	1,564.00		1,564.00	282.00	313.00	344.00	375.00	375.00	ONGOING
2.1.12	Construction of Classroom/theatre Hall	RCoZ	POFEDP	4117		4117.00						ONGOING
2.1.12	Construction of Hostel (ZIFA)	RCoZ	POFEDP	2062		2062.00						ONGOING
2.1.12	Construction of the Islamic College Pemba	RCoZ	MoEVT	154		154.00	36.00	40.00	46.00	—	—	ONGOING
2.1.12	Construction of the State University of Zanzibar.(suza) phase I.	RCoZ,BAD EA	MoEVT	591.98		591.98	1,169.00	1,188.00	1,218.75	1,219.00	1,219.00	ONGOING
	SUB TOTAL 2.1						27,393.00	20,153.25	8,708.50	5,500.25		
GOAL 2.2 IMPROVED HEALTH DELIVERY SYSTEMS PARTICULARLY TO THE MOST VULNERABLE GROUPS												
2.2.1	Health Promotion Project	RCoZ/DANIDA	HEALTH	215.0	1,935.0	215.0	430.00	430.00	430.00	430.00	430.00	ONGOING
2.2.1	Zanzibar National Blood Transfusion	RCoZ CDC	HEALTH	383.3	3,449.7	383.3	426.00	426.00	426.00	426.00	2,129.00	ONGOING
2.2.1	Construction of KMKM cottage hospital	RCoZ	KMKM	81.3	731.7	81.3	406.00	285.00	122.00			ONGOING
2.2.1	Comprehensive Eye Care Project	RCoZ	HEALTH	6,950.4	62,553.6	6,950.4	4,744.00	6,584.00	13,901.00	13,901.00	13,901.00	ONGOING
2.2.1	Strengthening of New medical Store Department	RCoZ	HEALTH	240.0	2,160.0	240.0	1,200.00	1,200.00				ONGOING
2.2.1	Upgrading of Primary Health Care Centers and District Hospitals	RCoZ	HEALTH	1,124.5	10,120.5	1,124.5	94.00	2,859.00	2,811.00	2,764.00	2,717.00	ONGOING
2.2.1	Expansion of Mnazi Moja Referral Hospital	RCoZ ORIO	HEALTH	855.9	7,703.1	855.9	2,853.00	2,853.00	2,853.00			PRIORITY FLAGSHIP - CATEGORY I

2.2.1	Construction of Chief Government Chemist Laboratory	RGoZ	HEALTH	25.6	230.4	256.00	128.00	128.00	128.00						PRIORITY FLAGSHIP - CATEGORY I
2.2.1	Construction of 2 District Hospitals in Central and West	Unsecured	HEALTH	3,600.0	32,400.0	36,000.00	9,000.00	9,000.00	9,000.00						PRIORITY FLAGSHIP - CATEGORY I
2.2.1	Improving District Health Services (Basket Fund)	RGoZ/DAN IDA/UNICEF	HEALTH	622.0	5,598.0	6,220.00	1,244.00	1,244.00	1,244.00						PRIORITY FLAGSHIP - CATEGORY I
2.2.3	Integrated Reproductive and Child Health Programme	RGoZ/UNICEF/WHO/GAVI UNFPA	HEALTH	344.2	3,097.8	3,442.00	701.00	701.00	789.00						ONGOING
2.2.7	Enhancing community capacity for HIV and AIDS response (ECHAR)	RGoZ	FVPO ABCZ NGOS	51.2	460.8	512.00	256.00	50.00	100.00						ONGOING
2.2.12	Zanzibar Malaria Control Project	RGoZ PMI/UNICEF/GF/WHO/RTI/CHAI/UNIVERSITY OF CALIFONIA	HEALTH	2,358.6	21,227.4	23,586.00	5,358.00	4,830.00	4,644.00						ONGOING
2.2.14	Integrated HIV, TB and Leprosy Program	RGoZ/GLR A PEPFAR/DC/ICAP/C HAI/UNJOINT AND CLER/6	HEALTH ABCZ	11,181.0		11,181.00	2,262.00	2,221.00	2,212.00						ONGOING
2.2.15	Strategic Plan for neglected tropical diseases implemented by 2015	Donor (SCORE, WHO)	HEALTH	480		480.00	96.00	96.00	96.00						ONGOING
2.2.17	Proportion of skilled health personnel providing quality EHCP services with particular focus on primary level increased from 52.6 % in 2009 to 60% by 2015	RGoZ	HEALTH	759		759.00	143.00	143.00	167.00						ONGOING
2.2.18	Awareness, knowledge and rehabilitation services to substance abusers increased by 2015	RGoZ	FVPO	2,810		2,810.00	562.00	562.00	562.00						ONGOING

people with disabilities and elders by 2015	2.6.2	Mainstreaming Disability into the Development Agenda.	RCGoZ	FVPO NGOS	612 0	306.00	102.00	102.00	102.00	OTHER PROJECTS
SUB TOTAL 2.6					12,662.0	3,565.27	2,208.22	2,390.10	2,341.25	2,157.25
GOAL 2.7: PROMOTE SPORTS, CULTURE AND PRESERVE HISTORICAL, CULTURAL AND NATURAL HERITAGE										
2.7.1 Conservation and sustenance of both cultural and historical heritage sites increased by 2015	2.7.1	Rehabilitation and Conservation of Monuments	RCGoZ	INFORMATION, CULTURE, TOURISM & SPORT	212	70.60	70.60	70.60	70.60	PRIORITY FLAGSHIP - CATEGORY II
2.7.1 Documentation and Preservation of Historical Heritage for Zanzibar National leaders	2.7.1		Unknown	VP2		3,300.00	1,300.00	1,200.00	800.00	OTHER PROJECTS
2.7.2 Cultural heritage and sports for social development promoted	2.7.2	Digitization of Zanzibar Archives	RCGoZ Donor	POPSGG	38.80	194.00	102.00	41.00	31.00	OTHER PROJECTS
2.7.2 Cultural heritage and sports for social development promoted	2.7.2	Construction of Drama and Music Studio	RCGoZ	INFORMATION, CULTURE, TOURISM & SPORT	770	70.00	500.00	120.00	80.00	ONGOING
2.7.3 Sports clubs and cultural groups at all levels promoted by 2015	2.7.3	Construction of multi-purpose stadium	RCGoZ	INFORMATION, CULTURE, TOURISM & SPORT	88,000	18,000.00	38,000.00	32,000.00		
SUB TOTAL 2.7					95,969.80	21,634.60	39,972.60	33,431.60	911.00	20.00
TOTAL CLUSTER 2					632,986.34	226,634.68	206,799.46	101,773.95	49,633.75	48,144.50

CLUSTER III: GOOD GOVERNANCE AND NATIONAL UNITY

GOAL 3.1: ENSURE GREATER CITIZENS PARTICIPATION IN DEMOCRATIC GOVERNANCE										
3.1.1 The institutional and functional aspects of Local Government Authorities established by 2015	3.1.1	Local Government Reform	RCGoZ & Donor	DRLGA		292.00	1,240.00	1,426.00	752.00	ONGOING
3.1.2 Comprehensive Planning and Monitoring System established and Functional at both National and District level by 2015	3.1.2	Evidence Based Planning and Monitoring and Evaluation	RCGoZUND P	POFEDP		680.00	325.00	500.00		ONGOING
3.1.6 Public Private Policy engagement promoted by 2015	3.1.6	Zanzibar Non-State Actors Support Programme(ZANSASP)	RCGoZ	MOICA NGOS			2,000.00	1,000.00	1,000.00	PRIORITY FLAGSHIP - CATEGORY III
SUB TOTAL 3.1						972.00	3,565.00	2,926.00	1,752.00	
GOAL 3.2: STRENGTHEN THE RULE OF LAW, RESPECT FOR HUMAN RIGHTS AND ACCESS TO JUSTICE										
3.2.1 Legal Sector Reform Program implemented by 2015	3.2.1	Legal Sector Reform Programme (component I)	DFs	MOICA, Judiciary, DPP, AGC, LRC & Others		5,000.00	3,000.00	3,000.00	2,000.00	1,000.00 ONGOING

	3.2.1	Legal Sector Reform Programme (II)	DPs	MoJCA, LRC, AGC, MDAs							1,000.00	1,000.00	1,000.00	1,000.00	ONGOING
	3.2.1	Legal Sector Reform Programme(III)	DPs	MoJCA, LRC, AGC, MDAs							500.00	500.00	500.00	500.00	ONGOING
	3.2.1	Construction of New Training Center for Offenders	RGoZ	ZITCO							1,146.00	764.00	685.00	685.00	ONGOING
3.2.2 Peace and tranquility in Zanzibar enhanced by 2015	3.2.2	Strengthen Zanzibar ID Department	RGoZ	OZID							280.00			-	ONGOING
3.2.3 Service delivery and oversight improved by 2015	3.2.3	Human Resource Development Policy	RGoZ	POFEDP							23,529.00				PRIORITY FLAGSHIP - CATEGORY II
	3.2.3	Occupational Safety and Health Inspection System	RGoZ	MLEC PRIVATE SECTOR							349.39	262.05			OTHER PROJECTS
	3.2.7	Development of Disaster Management Institutional Framework	RGoZ UN	VP2							325.00	325.00		220.00	PRIORITY FLAGSHIP - CATEGORY II
3.2.7 Preparedness and response to disasters guaranteed by 2015.	3.2.7	Enhancing Disaster Response Capacity	RGoZ	VP2							1,500.00	950.00		800.00	PRIORITY FLAGSHIP - CATEGORY II
	3.2.7	Enhancing the Fire and Rescue Services in Zanzibar	RGoZ	FRU (ZIMAMOTO)							3,274.00	1,563.00		106.90	PRIORITY FLAGSHIP - CATEGORY II
	3.2.7	Strengthening Early Warning System	RGoZ	VP2							500.00	1,000.00		500.00	PRIORITY FLAGSHIP - CATEGORY II
	3.2.7	Enhancing Disaster Management knowledge in the community	RGoZ	VP2							1,200.00	1,000.00		800.00	PRIORITY FLAGSHIP - CATEGORY II
SUB TOTAL 3.2											34,653.39	8,864.05		5,111.90	
GOAL 3.3 : IMPROVE DEMOCRATIC INSTITUTIONS AND NATIONAL UNITY															
3.3.1 Democratic institutions and processes strengthened by 2015	3.3.1	Institutional Support for Good Governance (II)		RGoZ AFD							1,824.00	1,824.00	1,824.00	1,824.00	ONGOING
	3.3.1	Construction and Rehabilitation of State House and Lodges	RGoZ	STATE HOUSE							971.88	728.91		485.94	ONGOING
	3.3.1	Construction of Government Offices	RGoZ	POFEDP							3,500.00	2,900.00		225.00	ONGOING
	3.3.1	Policy Support for Zanzibar	UNDAP	POFEDP							295.00	220.00		220.00	ONGOING
	3.3.1	Legislatures support Project (LSP)	RGoZ UNDP	VP2							460.00	460.00		460.00	PRIORITY FLAGSHIP - CATEGORY II

3.3.1	Enhancing Democracy, Good Governance and Human Right through Capacity building	RGoZ	POPSGG							225.00	225.00	460.00	PRIORITY FLAGSHIP - CATEGORY II
3.3.1	Comprehensive Capacity Building Programme for Government Institutions	RGoZ UNDAP	POPSGG							2,000.00	2,000.00	2,000.00	PRIORITY FLAGSHIP - CATEGORY II
3.3.1	Construction of the Institute of Public Administration	RGoZ	POPSGG							117.65	117.65		PRIORITY FLAGSHIP - CATEGORY II
3.3.4	Valuation of Government Assets	RGoZ	POFEDP							411.00	882.00		ONGOING
3.3.5	Public Financial Management Reform Programme	UNDP	POFEDP							120	120		ONGOING
3.3.5	Public Service Reform Program	RGoZ Donor	POPSGG TRADE UNIONS							4,555.67	4,105.49		ONGOING
3.3.5	Health Sector Reform Project	RGoZ DANIDA,	HEALTH							86.00	142.00	119.00	ONGOING
3.3.5	Institutional Reform of Transport Sector	AIDB	INFRASTRUCTURE & COMMS PRIVATE SECTOR							2,000.00	500.00	142.00	ONGOING
3.3.5	The Cooperative Reform Project	RGoZ	MLEC PRIVATE SECTOR							29.11	23.29		ONGOING
3.3.6	To support the development of a legal and institutional framework for anti-corruption on the isles of Zanzibar	RGoZ Donor	POPSGG							8,250.00	9,075.00	-	OTHER PROJECTS
3.3.7	Construction of modern Mass media Institute		MICTS							2,740.00	815.00		ONGOING
3.3.7	Strengthening of Statistics	POFEDP	OCGS							4,949.00	3,629.00	2,475.00	ONGOING
3.3.7	Institutional Development Support for the Corporation of Government newspapers Zanzibar	RGoZ	INFORMATION, CULTURE, TOURISM & SPORT							782.41	782.41		ONGOING

3.3.4 Leadership and commitment to governance strengthened at all levels by 2015

3.3.5 Key Core Reforms implemented by 2015

3.3.6 Enhanced equity and fairness in society

3.3.7 Public access to and use of information increased by 2015

