



ZANZIBAR PLANNING COMMISSION

EVALUATION OF THE ZANZIBAR STRATEGY FOR GROWTH AND REDUCTION OF POVERTY (ZSGRP) III (MKUZA III)



Abeid Aman Karume International Airport (AAKIA)



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LIST OF ABBREVIATIONS

BOT	Bank of Tanzania
CPS	Corporate Property Solution Limited
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
HBS	Household Budget Survey
HoR	House of Representatives
KMKM	Kikosi Maalum cha Kuzuia Magendo
KRAs	Key Results Areas
LMIC	Low Middle-Income Country
M&E	Monitoring and Evaluation
MKUZA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar
MLEEWC	Ministry of Labour, Empowerment, Elders, Women and Children
NBS	National Bureau of Statistics
OCGS	Office of the Chief Government Statistician
RGoZ	Revolutionary Government of Zanzibar
SDGs	Sustainable Development Goals
TASAF	Tanzania Social Action Funds
TZS	Tanzanian Shillings
UNDP	United National Development Programme
USD	United States Dollar
ZCT	Zanzibar Commission for Tourism
ZPC	Zanzibar Planning Commission
ZSGRP	Zanzibar Strategy for Growth and Reduction of Poverty
ZSSF	Zanzibar Social Security Funds
ZURA	Zanzibar Utility and Regulatory Authority

PREFACE

The Revolutionary Government of Zanzibar has already started preparation on the generation of the next Five – Year Medium Term Development Strategy (2021 - 2025) in order to guide the implementation of the newly formulated Zanzibar Vision 2050 and continue directing resource allocation to achieve the Government's goal of promoting sustainable development and improving the welfare of the people of Zanzibar.

This evaluation of the Five-Year Medium Term Development Strategy, Zanzibar Strategy for Growth and Reduction of Poverty, Phase Three (ZSGRP III) reports outlines progress made in the implementation of its all five Key Results Areas (KRAs) namely, Enabling Sustainable and Inclusive Growth, Promoting Human Capital Development, Providing Quality Services for All, Attaining Environmental Sustainability and Climate, and Adhering to Good Governance Principles.

It also provides an assessment of the achievements of the major theme of the Five-Year Medium-Term Development Strategy (ZSGRP III), which was to promote 'Economic Growth and Social Development for the Well-Being of All'. The evaluation directed its focus on achievements and non-achievements for the Five-Year Medium-Term Development Strategy (ZSGRP III), outcomes for each KRAs, and challenges and draws key messages to stimulate debate and policy thinking and further inform the forthcoming Five-Year Development Strategy 2021-2025.

The evaluation used the indicators' baselines and targets from the ZSGRP III Monitoring and Evaluation Framework and compared them with the current status in order to gauge progress. By doing so, the evaluation also provides a solid ground for baseline of the next Five-Year Development Strategy 2021-2025.

The evaluation was done by going through various documents, to find the current status, as well as consultation with different stakeholders who inform the document. A separate survey was done to seek the views of the citizen on the achievements, challenges and what to be given consideration in the preparation of other national strategies.

It is my hope that readers of this report will find it useful and will assist in their contribution to the policy development for the nation. I also hope

that, given the progress reported in this evaluation report, the reader will be in position to ask the question: What did I contribute? How can I contribute more to the development of Zanzibar?



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ACKNOWLEDGEMENT

The evaluation of the Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP III) report is a result of intensive deskwork and consultations with several stakeholders, namely, the Directors for Planning, Policy, and Research from different ministries, Senior Officers from Local Government Authorities, Regional Administrative Secretaries (RAS), Senior Officials from Government Corporations, Agencies and Authorities both from RGoZ and other selected public institutions. The Zanzibar Planning Commission would like to express its sincere gratitude to those who have made this work possible and to complete in time.

I would like to express the deepest appreciation to Ms. Mashavu Khamis Omar, the Commissioner for Monitoring and Evaluation at the Zanzibar Planning Commission who has continually and persuasively conveyed a spirit of teamwork with regard to this work. I am also gratefully acknowledging Dr Masoud Rashid Mohamed, Senior lecturer at Zanzibar University who was the Consultant for this work. My sincere thanks go the following: Dr Said Seif Mzee, Managing Director of the Zanzibar State Trading Corporation - the Chairman of the technical committee of the Evaluation of ZSGRP III; Mr. Kimwaga Muhidin Ali, SDGs Coordination Specialist representing UNDP and M&E Advisor – Member; Ms. Mhaza Gharib Juma, Director of Planning, Policy and Research at the Ministry of Labour, Empowerment, Elders, Women and Children – Member; Ms. Jamila Abbas Seif, Principal Monitoring & Evaluation Officer at ZPC – Member; Ms. Maryam Dhahir Khamis, Principal Planning Officer at ZPC – Member; Ms. Shufaa Khamis Abdallah, Monitoring & Evaluation Officer at ZPC – Member; Ms. Fatma Mcha Khamis, Monitoring & Evaluation Officer at ZPC – Member; Mr. Idrisa Hamza Kuwa, Monitoring & Evaluation Officer at ZPC – Member; Mr. Hassan Rashid Shaaban, Monitoring & Evaluation Officer at ZPC – Member; Mr. Hamid Abdalla Haji, Monitoring & Evaluation Officer at ZPC – Member; Mr. Ali Juma Hamad, Monitoring & Evaluation Officer at ZPC – Member; Mr. Addi Juma Faki, Principal Planning Officer at ZPC, Pemba – Member; Mr. Nassir Tahir Ali, Planning Officer at Department of Environment – Member; Ms. Moza Ramadhan Omar, Statistician at the Office of the Chief Government Statistician – Member; and Mr. Bakari Khamis Kondo, Statistician at the Office of the Chief Government Statistician – Member.

With much respect, Zanzibar Planning Commission would also wish to express its heartfelt appreciation for the contribution and cooperation received particularly from all members of technical committee and chairpersons of all working groups created during the work sessions for their cooperation, support and information they collected. Without them, this report could not be produced.

Furthermore, I appreciatively acknowledge the technical and financial support from the United Nations Development Programme (UNDP), United Nations Resident Coordinator's Office (UNRCO) and other UN Agencies.



**(MWITA M. MWITA)
EXECUTIVE SECRETARY
ZANZIBAR PLANNING COMMISSION**

EXECUTIVE SUMMARY

The Revolutionary Government of Zanzibar (RGoZ) has formulated the Zanzibar Strategy for Growth and Reduction of Poverty III (ZSGRP III), a five-year Medium-Term Development Strategy that outlined the country's ambitions to develop economically and socially over the period of 2016 - 2020. This strategy carried the theme of 'Economic Growth and Social Development for the Well-Being of All' and a mission of 'Achieving Social and Economic Prosperity to Reach Middle-Income Status'. To achieve both the theme and mission, the Government identified five Key Results Areas (KRAs) that formed the pillars for the ZSGRP III implementation. These areas are "A" on Enabling Sustainable and Inclusive Growth in Key Sectors; "B" on Promoting Human Capital Development; "C" on Providing Quality Services for All; "D" on Attaining Environmental Sustainability and Climate Resilience; and "E" on Adhering to Good Governance Principles. In addition, each KRA was further refined by a set of outcomes and clearly defined targets along with key strategic actions and interventions. This document reports the findings of the evaluation of ZSGRP III, which takes stock of the achievements and challenges of its implementation and looks ahead to inform the formulation of another Five- Year Medium- Term Development Strategy, 2021-2025.

Methodologically, the evaluation involved utilization of both qualitative and quantitative approaches by which both primary and secondary data were gathered. The primary data were collected using survey and secondary data were gathered from various secondary sources such Government reports and official statistics from the Office of Chief Government Statistician (OCGS).

The evaluation revealed that the per capital GDP has increased to the level that enabled Zanzibar to reach the Low Middle-Income Country (LMIC) status. This is evidenced by consistent positive trends of the Zanzibar economy over the five-year period of the ZSGRP III implementation. The annual headline inflation rates have been declining over the entire period of the ZSGRP III implementation where the highest rate was 6.7 percent in 2016 and which has continuously dropped to 2.7 in 2019. Hence the target of reducing it to 5 percent has been achieved by more than 185 percent.

The percentage of people living below basic needs poverty line has declined from 30.4 percent in 2015 to 25.7 percent in 2020. Although the target was not achieved, there is some improvement towards the target. The evaluation indicates that poverty rate in rural areas remains to be a major problem that requires relentless efforts and needs to be addressed more seriously in the next Med-term Development Strategy 2021 – 2025.

KRA 'A': Enabling Sustainable and Inclusive Growth; the findings indicate that the agricultural sector made development in various areas where the percentage share of the agricultural, forestry and fishing sector to the GDP has reached 21.2 percent in 2019 compared with 21.9 percent recorded in 2016. Similarly, the transport sector (both marine and air transport) and tourism sector have expanded significantly over the entire period of ZSGRP III implementation whereby number of passengers (both from seaport and airport) increased from 3,183,344 in 2015 to 3,925,118 in 2019. However, the challenge that remains is the small amount of tourist spending per day at US\$ 263.

KRA 'B': Promoting Human Capital Development; the employability of Zanzibar youth as well as enhancing the entrepreneurial capacity has been increased. Number of students enrolled in Government vocational Training Centres increased from 443 in 2016 to 1,591 in 2020.

KRA 'C': Providing Quality Services for All; reported important achievements have been reported in terms of improvement of access to quality health and sanitation services. Regarding inclusive and equitable access to quality education and skills training, literacy rate increased from 83.7 percent in 2014/15 to 87.4 percent in 2019/20. Pass rates for Form IV reduced from 73.8 percent in 2016 to 67.8 percent in 2019 while that of Form VI increased from 92.3 percent in 2016 to 96.9 percent in 2019.

Households living in houses with modern wall, roofs and floors increased to 82.3 percent, 91.3 percent and 82.3 percent respectively | 2019/20. Number of houses connected to electricity increased from 44.2 percent in 2014/15 to 55.4 percent in 2019/20.

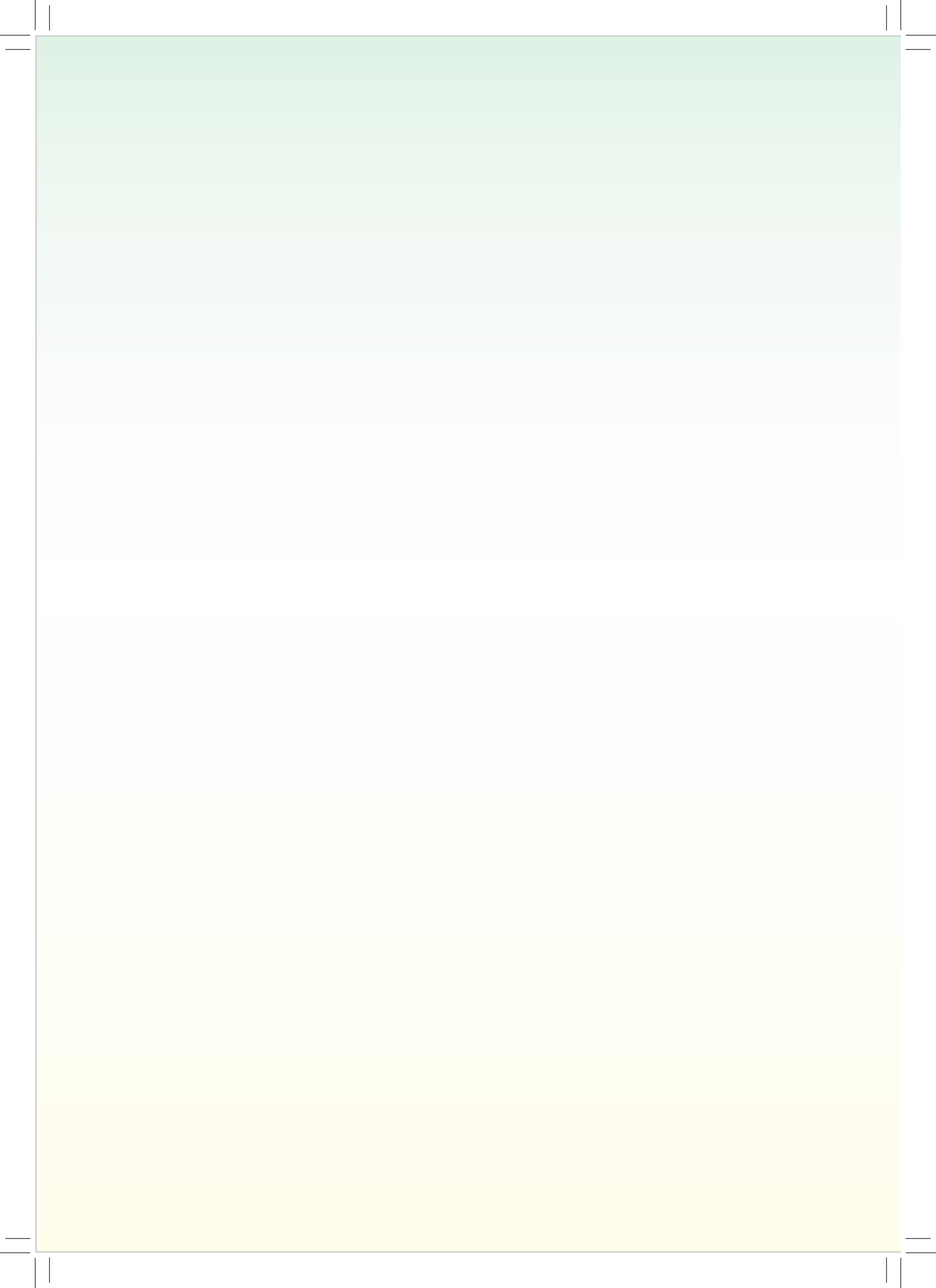
KRA 'D': Environmental Sustainability and Climate Resilience; resulted in significant improvement in gender-responsive climate change adaptation and mitigation as well as improved protection and restoration of marine and terrestrial ecosystems. The biodiversity loss has also been substantially

reduced. The construction of 50 metres seawalls and 420 metres groyne walls at different areas of Unguja and Pemba. 237 hectares of mangrove planted to protect land from sea erosion due to sea level rise.

KRA 'E': Adhering to Good Governance Principles; significant progress has been reported. Various indicators of gender inequality especially in leadership have shown improvement. The capacity of justice institutions and frontline professionals has been enhanced to effectively address the issues of violence against women, children and people with disabilities. This was done along with improvements in the areas of access to justice, respect for the rule of law, adherence to basic human rights, and greater participation in the democratic process.

Peoples' Views on the Implementation of ZSGRP III; about 81.8 percent said there was an improvement in different services as follows. 21.3 percent: improvement in road infrastructure; 17.9 percent: improvement in education services and increased number of schools; 17.0 percent: availability of safe and clean water; 14.5 percent improvement of health services and increased number of health services; and 11.1 percent improvement in electricity services.

In conclusion, the Revolutionary Government of Zanzibar has done much in the implementation of the ZSGRP III to achieve the intended targets. One of the successes of ZSGRP III implementation was the increase of the per capita income to the level that qualified Zanzibar to cross the threshold of the low middle income country status and thus successfully achieve the mission of ZSGRP III as well as one of the main targets of the Vision 2020.



CHAPTER ONE INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction

The Revolutionary Government of Zanzibar (RGoZ) has been implementing the five-year Zanzibar Strategy for Growth and Reduction of Poverty - ZSGRP III, 2016-2020 commonly referred to as MKUZA III. The objective of ZSGRP III was to initiate and guide structural reform that would shift Zanzibar's economy from a traditional agrarian economy towards industrial and services activities on a sustained basis.

The theme of ZSGRP III was in line with the Zanzibar Vision 2020 and stated as "Economic Growth and Social Development for the Well-Being of All". This theme is translated into a clear mission statement aimed at "Achieving Social and Economic Prosperity to Reach Middle-Income Status". This statement is supported by five KRAs, namely, KRA (A) Enabling Sustainable and Inclusive Growth; KRA (B) Promoting Human Capital Development; KRA (C) Providing Quality Services for All; KRA (D) Attaining Environmental Sustainability and Climate Resilience, and KRA (E) Adhering to Good Governance Principles, which are further specified in defined outcomes. Finally, a set of flagship projects and the M&E framework with a clear set of indicators facilitated appropriate measurement of the impact of ZSGRP III.

The evaluation of the implementation of ZSGRP III (2016 – 2020) addresses and identifies achievements, challenges and emerging issues observed during the five years of strategy's implementation and gathers the lessons learned over the years to inform the upcoming strategy.

The Revolutionary Government of Zanzibar in its Zanzibar Vision 2020 committed itself to achieving middle-income status by 2020 and meet significant improvements in the quality of life and the well-being of the people of Zanzibar. These targets have been mainstreamed in its medium-term development strategy commonly known as Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP III), 2016–2020. A comprehensive M&E framework has been developed to track the implementation of ZSGRP III. The framework reports on output and outcome to measure performance of ZSGRP III. It also shows the institutional framework of ZSGRP III implementers.

1.2 Justification

Since ZSGRP III, 2016 – 2020 has come to an end, the evaluation of its implementation is needed to address achievements, identify issues that emerged and challenges during the five years of strategy's implementation and to gather the lessons learned over the years so as to inform all stakeholders and decision-makers in the RGoZ under the planned strategic interventions. The results will be used for the formulation of upcoming Medium-Term Development Strategy – 2021-2025.

1.3 General and Specific Objectives

1.3.1. General Objective

The general objective of this evaluation is to assess the implementation of the Zanzibar Strategy for Growth and Reduction of Poverty III.

1.3.2. Specific Objectives

- (i) To assess performance of the implementation of the Zanzibar Strategy for Growth and Reduction of Poverty III.
- (ii) To assess the results achieved during the implementation of the Zanzibar Strategy for Growth and Reduction of Poverty III.
- (iii) To collect views and provide feedback on the implementation of the Zanzibar Strategy for Growth and Reduction of Poverty III.
- (iv) To inform the formulation of the Zanzibar Mid-term Development Strategy 2021-2025.

1.4 Methodology

The assessment was carried out in five phases:- phase one involved the development of the inception report and review of the tools and validation of information presented; phase two included the review of secondary data, collection of primary data as well as data processing (data entry, cleaning and analysis); phase three covered report writing; phase four covered the validation of final evaluation report and phase five involved the presentation and final submission of the report.

The evaluation used both qualitative and quantitative approaches to capture primary and secondary data that would adequately support rigorous analysis for the ZSGRP III. The secondary data have been collected through desk review including the review of ZSGRP III, sectoral policies, work plans, annual reports and ZSGRP III M&E framework Guideline. The primary data have been collected using consultative workshops,

consultations with various key informants and MKUZA III Peoples' View Survey 2020¹ which involved ZSGRP III beneficiaries. The final ZSGRP III evaluation report has been produced through interpretation of information from both primary and secondary data.

1.5 Scope of Work

The evaluation of ZSGRP III from 2016 to 2020 covered the implementation of ZSGRP III based on KRAs, programs, projects, key strategic actions and M&E framework which involved various stakeholders.

1.6 Organization of the Report

The report is structured and presented in three chapters and annex. Chapter one presents the introduction and methodology, Chapter two presents the findings of evaluation and discussion, and Chapter three presents conclusion, lesson learned and recommendations.

¹The detailed survey report is available

CHAPTER TWO FINDINGS OF THE EVALUATION

This chapter presents the findings of the evaluation based on the analysis of secondary and primary data. The findings have been presented based on KRAs as illustrated in ZSGRP III.

2.1. Findings of Evaluation Based on Secondary Data

This section presents the summary of the findings from the overall theme of ZSGRP III, each KRA, flagship and ongoing programs/projects, key strategic actions, and M&E framework. The areas mentioned have been examined based on an analysis of the secondary data. Furthermore, findings identified key achievements, challenges and lessons learned during the implementation of ZSGRP III in order to inform the formulation of the next Medium-Term Development Strategy 2021-2025.

2.1.1 Findings of ZSGRP III Overall Theme

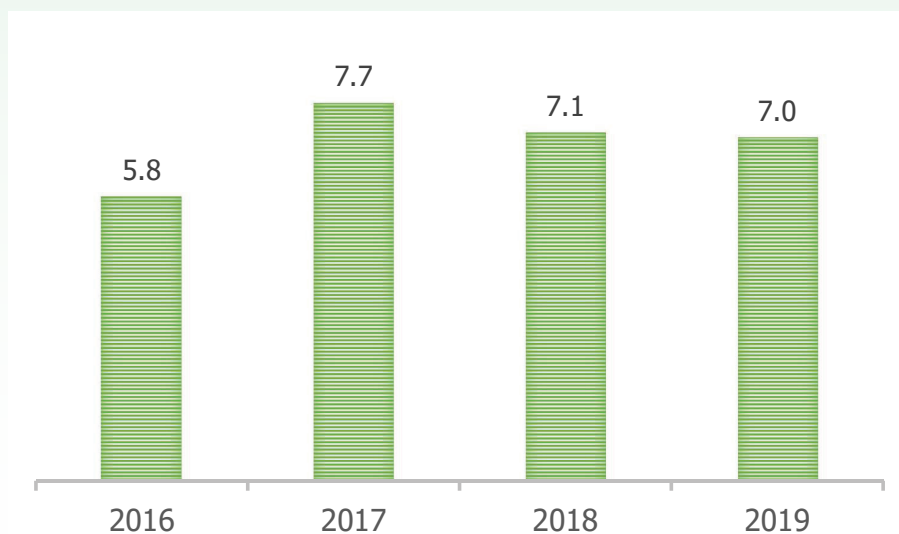
The main theme of ZSGRP III was “Economic Growth and Social Development for the Well-Being of All”. Under this theme, four indicators were developed to evaluate the performance of ZSGRP III. These are GDP per capita at current prices, GDP growth rate, inflation rate and proportion of population below the basic needs poverty line.

GDP per Capita: This is universally accepted as a major indicator of economic wellbeing. The RGoZ aimed at increasing the per capita GDP to USD 1, 200 by the year 2020 from USD 817 in 2015. In 2019², Zanzibar recorded the per capita GDP of USD 1,114 and achieved the intended target by 92 percent. This per capita GDP enabled Zanzibar to qualify for Low Middle-Income Country (LMIC) status and successfully achieve one of the main targets of the Vision 2020.

GDP Growth Rate: The RGoZ had targeted to increase the GDP growth rate to 9 percent in 2020. The findings indicate that GDP growth rate ranged between 5.8 and 7.7 percent from 2016 to 2019. In 2019, the GDP growth rate of Zanzibar was 7.0 percent which is below target as shown in figure 2.1 below.

² 2019 Zanzibar Statistical Abstract, 2020, OCGS

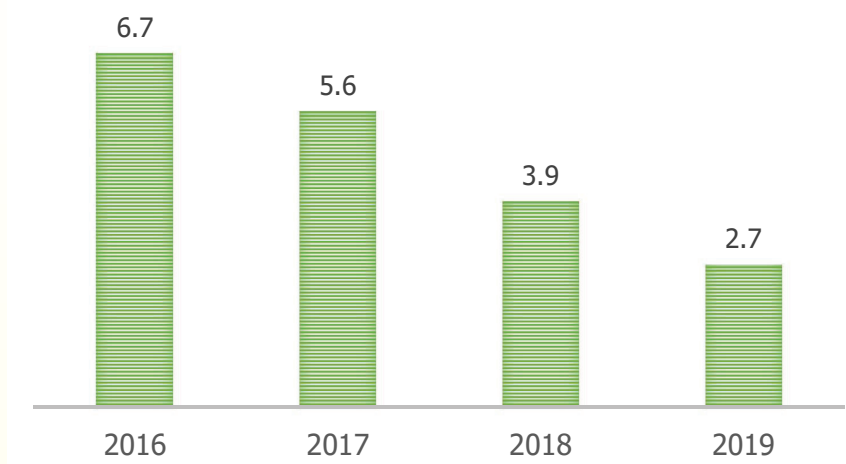
Figure 2.1: The GDP Growth Rates (%) at Constant Price, Zanzibar, 2016 -2019



Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

Annual Headline Inflation Rate: The annual headline inflation rates have been declining for the entire period of the ZSGRP III implementation. The highest rate was 6.7 percent which was recorded in 2016 and constantly dropped to 2.7 in 2019. Hence the target of reducing to 5 percent has been achieved by more than 185 percent as shown in figure 2.2 below.

Figure 2.2: Annual Inflation Rate, 2016-2019



Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

Reduction of Poverty: The ZSGRP III target was to reduce basic needs poverty from 30.4 percent in 2015 to 10.2 percent in 2020. According to 2019/20 Household Budget Survey, the percentage of people living below basic needs poverty line has declined from 30.4 percent in 2015 to 25.7 percent in 2020 as shown in table 2.1. Although the target was not achieved, there is some improvement towards achieving the target. Furthermore, the information further indicates that the poverty rate in rural areas remains to be a major problem that requires relentless efforts. Therefore, the upcoming Medium-Term Development Strategy needs to address this problem more seriously.

Table 2.1: Zanzibar Poverty Indicators, 2014/15 and 2019/20

Poverty indicators	Baseline (2014/15)	Target (2020)	Status (2019/20)
Proportion of population living below the national basic need poverty line	30.4	10.2	25.7
Proportion of population living below the national food poverty line	10.8	7.2	9.3
National basic needs poverty line (per adult per month)	TZS 53,377		TZS 66,313
National food poverty line (per adult per month)	TZS 38,071		TZS 47,541

Source: 2019/20 Household Budget Survey, 2020, OCGS

2.1.2 Findings Based on KRAs

KRA 'A': Enabling Sustainable and Inclusive Growth: The purpose of this key results area was to create an enabling environment for sustainable and inclusive growth of the Zanzibar economy. It places emphasis on agriculture, industry and the service sectors that enabled Zanzibar to achieve its long-term goal of Vision 2020 of becoming “a prosperous middle-income nation by 2020”.

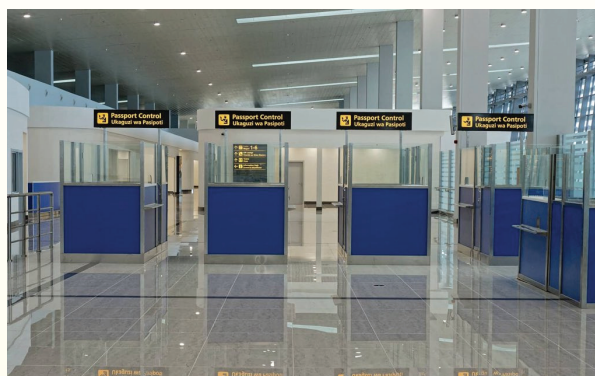
ZSGRP III focused on improving competitiveness of the services sector, particularly across the value chain of the tourism and hospitality sector; modernization of the agricultural sector to increase productivity (mainly crops, livestock, fisheries and forestry); and to enhance productivity in the industrial sector for sustainable and inclusive growth.

Furthermore, to realize the intended results in this area, seven specific outcome areas including Conducive Business Environment; Resilient and Growth-Enabling Infrastructure; A Competitive Tourism and Hospitality Sector; A Modernized Agriculture Sector; Modernized Manufacturing Sector; A Vibrant Private Sector Developed; and Improved Social Protection Schemes have been set up and evaluated.

Conducive Business Environment: Efforts have been made to strengthen the Conducive Business Environment by implementing programs, projects and initiatives as indicated in ZSGRP III. These allowed the private sector and investment to thrive responsibly and create satisfactory employment for youth, women, and men. The establishment of online business registration reduced the time for business registration from 28 days in 2010 to 10 days in 2020. The outcome of these programs was the uplifting of the position of Zanzibar in global rank in 'Doing Business' from 155 in 2010 to 101 in 2020.

Resilient and Growth-Enabling Infrastructure: The government has implemented various ZSGRP III initiatives aimed at strengthening the infrastructure to facilitate easy access of services like transport, health, education, public utilities etc. Paved roads infrastructure increased from 701.4 km in 2016 to 794.4 km in 2019 thereby facilitating easy access of products to the markets. This includes construction, upgrading and rehabilitation of various roads including Bububu-Mahonda-Mkokotoni road (34 km), Fuoni-Kombeni road (8.6 km) and Ole-Kengeja road (35 km) to bituminous standard, to mention few. This increased the proportion of the rural and urban population who live within 2 km of an all-season road from 80 per cent in 2014/15 to 100 per cent in 2019/20³.

The construction of Terminal III passenger building and the extension of the apron at Abeid Aman Karume International Airport has been successfully completed reducing flight and passenger traffic as well as increasing the number of passengers handled. Maintenance and extension of Pemba Airport included the improvement of the airport infrastructure such

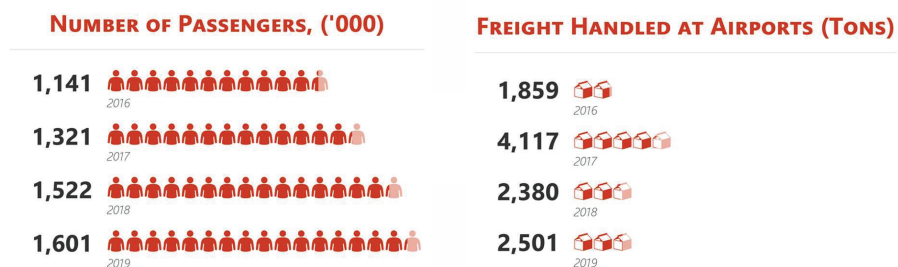


³ Source: 2019/20 Household Budget Survey, 2020, OCGS

as the extension of the runway and renovation of terminal building all of which have been completed.

The number of embarking passengers has increased from 522,257 in 2016 to 693,519 in 2019 which is beyond the target of 614,798 passengers. Disembarking passengers also increased significantly from 522,257 in 2016 to 693,519 in 2019, exceeding the planned target of 642,707 passengers as shown in figure 2.3 below. The amount of freight cargo loaded has increased extensively from 95.34 tonnes in 2016 to 120 tonnes in 2019. Similarly, the freight offloaded by air has increased from 1,764 tonnes in 2016 to 2,381 tonnes in 2019.

Figure 2.3: Passengers and Cargo Handled at Zanzibar Airports; 2016 - 2019



Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

Regarding sea transport, the RGoZ has purchased one tanker, MT. Mkombozi II which has eased transportation of fuel from Tanzania Mainland to Unguja and Pemba islands. Information presented below indicates that the freight handled at the seaport has reached 390,889 tonnes in 2019 thereby surpassing the ZSGRP III target of 153,000 tonnes. Likewise, the number of passengers handled at seaport has increased from 2,461,000 passengers recorded in 2016 to 2,505,808 in 2019. This performance is beyond the planned ZSGRP III target of 1,816,002 passengers. Other indicators were as shown in table 2.2 below.

Figure 2.4: Passengers and Cargo Handled at Zanzibar Seaport, 2016- 2019

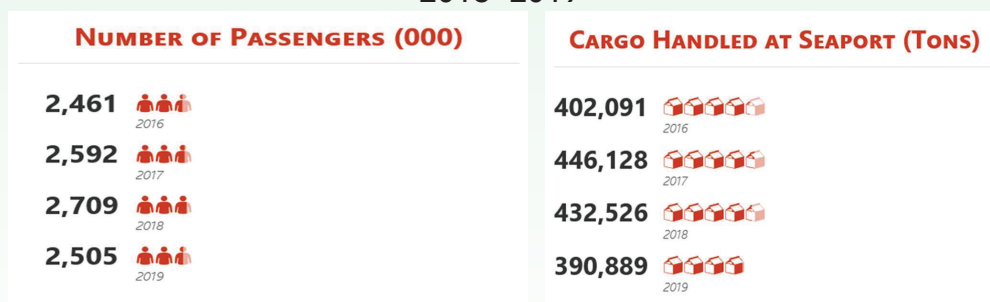


Table 2.2: Traffic Handled at Zanzibar Seaports, 2016- 2019

Description	Unit	2016	2017	2018	2019
Trip (Enter / exit)	Number	7,227	8,641	9,662	9,712
Container	Tues.	76,787	73,351	81,146	82,637
Foreign ships	Number	120	174	120	124

Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

Apart from the above, the RGoZ has improved ICT infrastructure such as through E-Government. This included increasing the coverage of fibre in health (digital or e-health) resulting in the ability of Zanzibar to undertake e-operation and online treatment, increasing the data set to carry e-health, improving the cable capacity to carry more data, establishing the Zanzibar Universal pension system that has been connected with ZPCIA, the establishment of a hotel tax management collection system and digitalized the Zanzibar mapping through the use of drones.

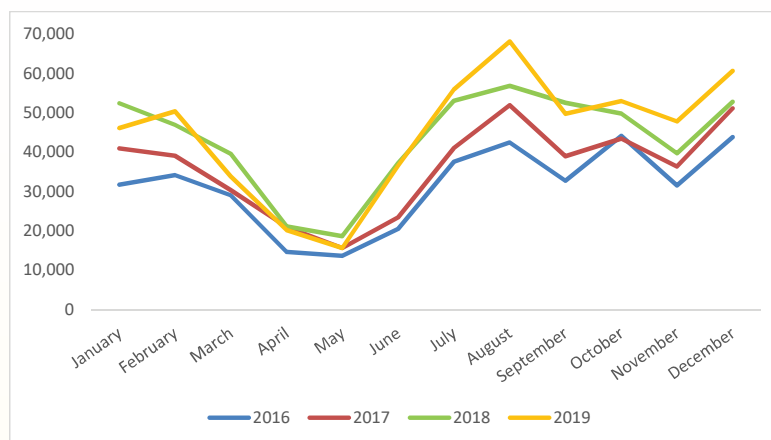
A Competitive Tourism and Hospitality Sector: Zanzibar has identified the tourism industry as one of the key economic drivers. Through the implementation of ZSGRP III, the RGoZ has made the tourism and hospitality sector competitive enough to inclusively provide the benefits to Zanzibaris and capitalize on the cultural heritage of Zanzibar. This achievement has been substantiated by the presence of a well-designed and implemented flagship programs and projects. The implemented flagship projects include sites development and renovation of historical buildings sites such as Kwa Bikhole, Palace of Mwinyimkuu Dunga, Mkamandume, Fukuchani, etc.; and the promotion of ecotourism related to botanical gardens and city parks (Masingini, Ngezi, and Jozani).

The percentage share of accommodation and food service to the GDP is 20.2 percent⁴. The number of visitors increased by 43.1 percent from 376,242 recorded in 2016 to 538,264 in 2019 beyond the target of 500,000 visitors. The tourist arrivals in Zanzibar follows the cyclic movement



with least arrival in May and maximum in August as illustrated in the figure 2.5 below. The number of hotels/guest houses increased from 452 in 2016 to 608 in 2019. The average amount visitor's spending per day has increased from US\$ 102⁵ in 2016 to US\$ 263⁶ in 2018. The target was to increase the average amount of visitor' spending to US\$ 406.71 in 2020. Visitor's average length of stay of 7 nights in 2018 remained unchanged compared to that of 2016. Thus, the formulation of the next Medium-Term Development Strategy should address this challenge more seriously.

Figure 2.5: Number of International Visitors Arrival by Month, 2016 - 2019



Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

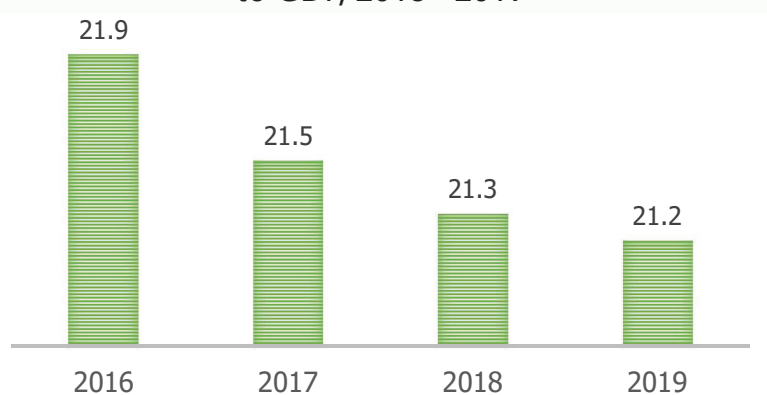
⁴Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

⁵Source: The 2016 International Visitors' Exit Survey, 2017, NBS and BoT

⁶Source: The International Visitors' Exit Survey, 2018, 2018, OCGS and ZCT

A Modernized Agricultural Sector: The agricultural sector has made development in various areas where the percentage share of the agricultural, forestry and fishing sector to the GDP has reached 21.2 percent⁷ in 2019 compared with 21.9 percent recorded in 2016 as shown in figure 2.6 below. The sector grows at 2.6 percent in 2019 compared to the growth of 3.8 percent in 2016 while the growth of sub-sectors in 2019 was as follows: crops -5.8 percent; livestock 17.0 percent; forestry 3.8 percent and fishing 3.3 percent⁸.

Figure 2.6: Contribution of Agriculture forestry and fishing Sector to GDP, 2016 - 2019



Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

The Revolutionary Government of Zanzibar in collaboration with the World Bank and the EXIM Bank of Korea have invested about US\$ 70 million to develop irrigation infrastructure from 810 hectares in 2019 to 2,457 hectares in 2024 at Cheju, Kilombero, Kinyasini, Chaani and Kibokwa in Unguja and Mlemele and Makwararani in Pemba. This is expected to increase annual paddy production to 80,000 tonnes in 2024. A total of 20 tractors have been purchased and another 10 tractors have been received as support from Libya.

Another attribute to promoting sustainable agriculture is livestock keeping as well as forest and wood resources reserves. According to the 2016/17 Annual Agriculture Sample Survey, Zanzibar had 175,314 cattle, 107,993 goats, 517 sheep, 2,068,910 chicken and 102,066 ducks as of 1st October 2017. To enhance research and development, the RGoZ established the Zanzibar Livestock Research Institute and established eleven (11) animal health centres, one for each district. This has contributed to the improvement of animal health care services across the country.

⁷2019 Zanzibar Statistical Abstract, 2020, OCGS

⁸Ibid

Production of honey as a by-product of forests was another area for economic growth at the national level as well as at the household level and for the human wellbeing. The volume of honey has increased over the last four years by 204.6 per cent from 2,993 litres in 2016 to 9,116 litres in 2019 while the average price per litre increased from TZS 23,500 in 2016 to TZS 25,000 in 2019. The production of wax has increased from 525 kg in 2016 to 1638 kg in 2019 while the average price per kg has increased from TZS 18,000 in 2016 to TZS 20,000 in 2019.



The fishing sector has been advancing with the construction of a hatchery at Beit el Ras which produces about 9,000⁹ sea cucumber, 11,600¹⁰ milk fish fingerlings and 143¹¹ crab lets for distributing to pilot fish farming. The Fisheries Company, Zanzibar Fishing Corporation established in 2017 which procured two fishing

vessels and a refrigerated truck with a capacity to store 10 tons in 2019. The fish catches increased to 36,728 tonnes in 2019 from 33,892¹² tonnes in 2016. Also, a refrigerated truck with capacity to store 10 tonnes has been procured.

Modernized Manufacturing Sector: the RGoZ has identified four areas as Industrial parks for the development of industries and enhance processing of agricultural goods. The areas are Nungwi, Dunga and Nyamanzi for Unguja and Chamanagwe for Pemba. Chamanangwe area already demarcated for small, light and heavy industries including fixing all necessary infrastructure (water, electricity, road etc).

The percentage share of the manufacturing sector to the GDP reached 6.8 in 2019 compared to 7.1 recorded in 2016. There was an increase in the value of manufacturing sector from TZS 195.1 billion in 2016 to TZS 281.9 billion in 2019. Similarly, the growth rate of manufacturing industry has increased dramatically over and above the target of 16 percent. It has increased from 8.0 percent in 2016 to 20.5 percent in 2019¹³.

⁹Ufuatiliaji wa Mpango wa Maendeleo wa Mwaka 2018/19

¹⁰Ibid

¹¹Ibid

¹²2019 Zanzibar Statistical Abstract, 2020, OCGS

¹³Ibid

The Vibrant Private Sector: This is paramount for inclusive growth and sustainable development. The RGoZ has improved the business environment to leverage and harness the power and innovation of the private sector. In particular, the Government has stressed on promoting industrialization by creating the necessary conditions, putting in place the right framework and incentives for the private sector to build industrial capabilities, and enhancing economic growth through collaborative action and effective state-business relations.

Social Protection Schemes: The RGoZ has established a social protection mechanism to improve social protection services aimed at promoting inclusive economic growth and reducing vulnerabilities to economic shocks. Those interventions and their key strategic actions include the provision of cash transfers to the poor via TASAF program.

TASAF beneficiaries have started and managed to improve their economic activities through the implementation of public works programs. The evaluation has found that the number of vulnerable households served by social protection through unconditional schemes were 32,572 while 58,615 households benefited through conditional schemes in 2018/19.

Regarding the Universal Pension program was established in 2016, the RGoZ enacted the Elders Persons Affairs Act 2 of 2020 to secure the sustainability of the program as well as establishing the Management Information System. The system will enhance the access, availability, and facilitate the provision of payment and control fraud. The number of elders aged 70 and above who have benefited from the program has increased from 18,389 in 2016 to 27,907 in 2019.



Key Results Area B: Promoting Human Capital Development: The Revolutionary Government of Zanzibar has established a human capital development system in order to meet the socioeconomic and governance needs of the country. This is a gender responsive approach to human capital development that has reduced gender gaps in knowledge, skills development and competitiveness between women and men and has been emphasized during the implementation of ZSGRP III.

One of the outcomes of this system is the Skills Development for Increased Employability where the RGoZ has successfully increased the employability of youth, women, men and people with disabilities, in both rural and urban areas. Employability involves skills, understanding and personal attributes that make graduates more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community, and the economy.

The RGoZ has enhanced the provision of vocational and technical education with the construction of two Vocational Training Centres, namely, Makunduchi in Kusini Unguja region and Daya in Kaskazini Pemba region. These efforts have met the government's objectives of having vocational centres in each region. Along with these,



the JKU Vocational Centre started construction of two storey building to increase number of enrolment as well as number of specialisations. The centres support the creation of employment in Zanzibar through entrepreneurship and apprenticeship skills. The number enrolled in the Government Vocational Training Centres has increased to 1,591 in 2020 from 443 recorded in 2016.

According to the 2019 Zanzibar Statistical Abstract, the total employees in all sectors (i.e., Government, Parastatals and Private) increased by 15.7 percent from 54,302 in 2015/16 to 62,804 in 2018/2019. The total wage bill in 2018/2019 was TZS 538,277 million, of which TZS 405,766 million of total wage bill was used for payment of salaries and TZS 20,751 million for free ration.

It has also been found that in the year 2018/2019, the number of employees in the Government sector was 32,315 (female 17,753 and male 14,562). Parastatals employed 6,480 persons (female 2,085 and 4,395 males). The Transportation and storage industry had the highest number of employees 1,982 compared with other industries. The Private Sector in 2018/2019 accounted for 24,009 employees, of whom 16,031 were males. Accommodation and food services industry had the highest number of employees 12,387¹⁴.

¹⁴ 2019 Zanzibar Statistical Abstract, 2020, OCGS

The RGoZ has managed to create a total of 13,196 employment opportunities for youth outside and inside the country over the years from 2015/16 to 2019/2020 (8,553 and 4,643 inside and outside employment respectively).

Table 2.3: Number of Registered Private Employees (Within and Outside Zanzibar), 2015/16 – 2019/2020

Year	Within Zanzibar			Outside Tanzania			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2015/2016	1,787	723	2,510	255	307	562	2,042	1,030	3,072
2016/2017	979	570	1,549	328	710	1,038	1,307	1,280	2,587
2017/2018	1,001	1,279	2,280	409	692	1,101	1,410	1,971	3,381
2018/2019	987	568	1,555	230	803	1,033	1,217	1,371	2,588
2019/2020	421	238	659	83	826	909	504	1,064	1,568
Total	5,175	3,378	8,553	1,305	3,338	4,643	6,480	6,716	13,196

Source: Evaluation of Zanzibar Vision 2020, 2020, ZPC

Additionally, a total of 21,444 young entrepreneurs were empowered by granting them interest-free loans from 2015/16 to 2019/20. The funds were through the Empowerment Fund to entice them to engage themselves in self-employment and employ other youth in different sectors including agriculture, livestock and sewing.

Table 2.4: Economic Empowerment Fund Beneficiaries by Sex, 2015/16 -2019/20

Year	Males	Females	Total
2015/16	4,285	4,951	9,236
2016/17	1,542	1,944	3,486
2017/18	746	861	1,607
2018/19	859	1,164	2,023
2019/20	2,395	2,697	5,092

Source: MLEEWB Budget Speeches, 2016 - 2020

A total of 1,668 youths was provided with six-months vocational training courses and then offered agricultural inputs, livestock and fishing gear, tailoring equipment, carpentry tools, welding tools and material for sewing after training. Likewise, a total of 300 youth received special job training through a special program to equip them with employability skills needed in the tourism and hospitality sector.

During the same period of ZSGRP III implementation, the entrepreneurial incubator at Mbweni, Unguja produced a total of 1,069 (253 males and 816 females) entrepreneurs. These graduates successfully managed to establish their own businesses and companies.

Key Results Area C: Providing Quality Services for All: there is an improved access to quality service for most of the sub sectors involved in this key results area. The service sector emphasizes on health and sanitation services, safe and clean water, quality education, access to decent and affordable housing, prevention, and response to violence against women and children, emergencies, and food security and nutrition for all.

Health, Sanitation Services, Safe and Clean Water:

Health: Several key interventions have been made on improving the health sector. Hospitals were upgraded including Mnazi-Mmoja which became referral hospital and officially recognised as among the teaching hospitals in East African Community. The upgrading included the construction of new buildings, establishment of new health department/section like neurology, cancer etc. and procurement of health equipment



including CT scan machines, MRI machine, DNA tests etc. Abdullah Mzee upgraded to regional hospital after major renovation with support from the Government of the Peoples' Republic of China. Kivunge, Makunduchi and Micheweni upgraded from cottage to district hospitals, while 15 PHCUs became PHC+ with additional services including working 24 hours and provide more services including delivery services. The RGoZ funded construction of the KMKM Hospital at Kibweni, while the private hospitals have increased from one hospital (Al-Rahma) to four hospitals including

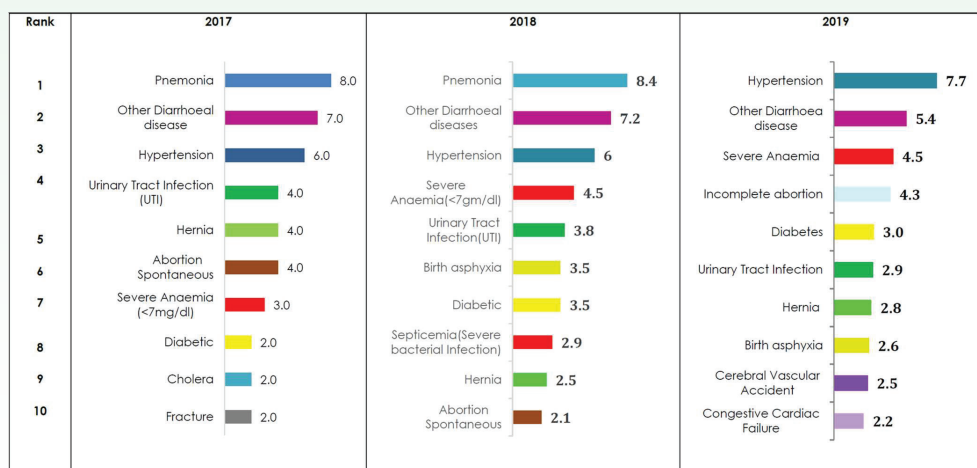


Takashtah Global Hospital, Mina Hospital, and Tawakkal Hospital. In 2019, the RGoZ with assistance from UNFPA procured a boat ambulance which will provide services for the people living in islets in Pemba (Fundu, Kisiwa Panza, and others). Other health supporting infrastructure including construction of Chief Government Chemist Laboratory Agency with the state-of-the-art equipment and construction of medical stores with large capacities completed in Unguja and Pemba.

There has been a significant progress in reducing the number of childhood diseases thereby reducing child mortality rates, combating malaria, HIV and AIDS, and addressing non-communicable diseases among others. This progress must be consolidated and sustained. However, in some areas, progress has been slow and greater efforts are required. Similarly, emphasis should be on strengthening the health service delivery system with service delivery geared towards improving the quality of health of mothers and children; addressing commonly prevalent illnesses which are major causes of deaths as well as addressing the issue of quality of human resource in health sector.

The Non-Communicable diseases have become major public health problems globally, and they are emerging problems in Zanzibar as well. The figure 2.7 below shows the distribution of top ten (10) causes of hospital admission in Zanzibar, 2017 – 2019. The figure show that proportion of admitted with non-communicable diseases have been increased over time, diabetic was rank number 8 in 2017, number 7 in 2018 and number 5 in 2019. While hypertension was number 3 in 2017 and 2018 and number one in 2019.

Figure 2.7: Distribution of Top Ten Causes of Hospital Admission in Zanzibar, All Ages, 2017 to 2019



Source: Zanzibar Annual Health Bulletin 2019, MoH

Safe and Clean Water: The proportion of households using a protected water source for drinking in the dry seasons has increased from 90.5 per cent in 2014/15 to 91.5 percent in 2019/20, while the proportion of households within 1 kilometre of a drinking water source in the dry season has also increased from 96.9 per cent in 2014/15 to 98.8 per cent in 2019/20.

Sanitation: Significant progress has been made with respect to sanitation where the proportion of households using an improved sanitation facility (flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit) reached 87.6 per cent in 2019/20 compared to 83.7 per cent in 2014/15. Relatively, greater improvement in sanitation has been made in urban areas compared to rural areas.

Table 2.5: Selected indicators for Water and Sanitation in Zanzibar, 2019/20

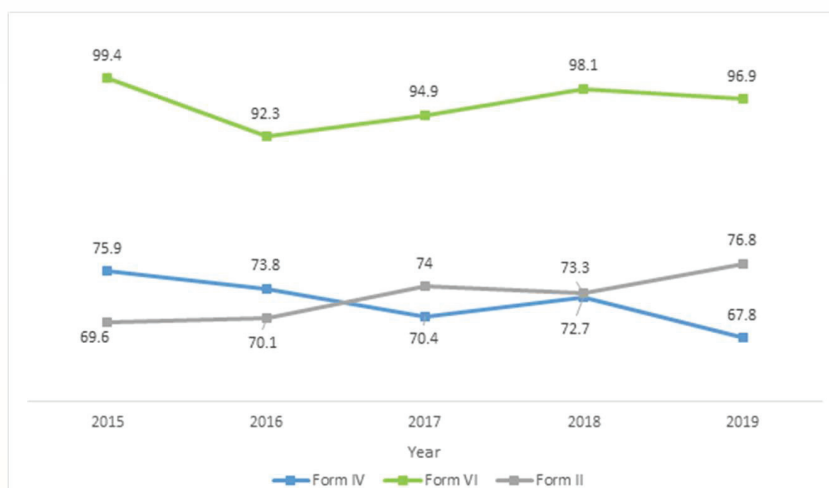
Indicator	Rural	Urban	Zanzibar
Proportion of households using protected water source for drinking in dry seasons	88.3	95.9	91.5
Proportion of households within 1 kilometre of drinking water source in dry season	98.0	99.8	98.8
Proportion of population using latrine	78.9	99.3	87.6

Source: 2019/20 Household Budget Survey, 2020, OCGS

Inclusive and Equitable Access to Quality Education, Skills and Training: There has been an improvement in the education system over the five-year period. The literacy rate for the population aged 5 years and above has reached 87.4 percent in 2019/20 compared to 83.7 percent in 2014/15.

The pass rate of Standard VI candidates has increased from 84.5 percent in 2014/15 to 97.5¹⁵ percent in 2019/20. Also, the pass rate for Form II exam has significantly increased from 69.6 percent in 2014/15 to 76.8 percent in 2019/20. It is worth noting that the pass rate for Form II candidates has exceeded the ZSGRP III target 75 percent. However, the pass rates of Form IV candidates have slightly reduced from 75.9 percent in 2014/15 to 67.8 percent in 2019/20.

Figure 2.8: Form II, Form IV, and Form VI Pass Rates, 2014/15 – 2019/20



Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

Regarding the availability of school facilities, there was an improvement in access to electricity, computer and basic drinking water facilities as shown in table 2.6 below.

¹⁵Ministry of Education, Budget Speech (2019/20)

Table 2.6: Accessibility of Services in Schools, 2014/15 and 2019/20

Indicator	Level	2014/15 (%)	2019/20 (%)
The proportion of schools with access to electricity	Pre-primary	67	80.2
	Primary	87.8	92.7
	Secondary	94.3	97.3
The proportion of schools with access to the proportion of schools with access to computer for pedagogical use.	Pre-primary	0	0
	Primary	5.2	42
	Secondary	20.7	65.5
The proportion of schools with access to the proportion of schools with access to basic drinking water	Pre-primary	89	89.3
	Primary	85	92
	Secondary	87.6	95.7

Source: Ministry of Education, Budget Speech (2019/20)

Access to Decent and Affordable Housing: The RGoZ has been implementing several development programs and projects to provide an adequate and sustainable habitat as well as ensuring that cities and urban areas are inclusive, safe, resilient and sustainable with a view to improving the condition of human settlement. The construction of modern storeyed housing has been taking place in various parts of Zanzibar. This includes nine blocks with 14 houses each at ZSSF Mbweni Housing Estate and three blocks with 76 houses at Kwahani Mji Mpya. Similarly, Bakhresa Group of Company has 600 units under construction at Fumba area and CPS Company has constructed 1,500 units at Nyamanzi area which are under the Fumba Free Economic Zone. The construction of 31 houses at Bumbwini Dundua has been completed and handed to the community as compensation for the construction of Mangapwani port. The installation of streetlights with a total length of 31.93 km in the prioritized areas namely Abeid Aman Karume International Airport – Mnazimmoja, Mwanakwerekwe – Kiembesamaki and Chake chake, Mkoani and Wete road has been completed¹⁶.



¹⁶ Source: Evaluation of Zanzibar Vision 2020, ZPC

According to 2019/20 ZHBS, the proportion of households living in houses with modern walls increased from 77.1 percent in 2014/2015 to 82.7 percent in 2019/2020 while the proportion of households living in houses with modern roofs has also increased from 85.4 percent in 2015 to 91.3 percent in 2019/2020. Meanwhile, the proportion of households living in houses with modern floors has increased from 77.6 percent in 2014/2015 to 82.3 percent in 2019/2020. Despite good performance in this area, the envisaged target has not been achieved. (Table 2.7).

Table 2.7: Proportion of Households with Modern Housing, Zanzibar, 2014/2015 and 2019/20

Indicators	2014/15 (%)	2019/20 (%)
Proportion of households living in modern walls (stone, cement brick, baked bricks, sun-dried)	77.1	82.3
Proportion of households living in modern roofs (iron sheets, tiles, asbestos sheet)	85.4	91.3
Proportion of households living in modern floors (concrete, cement, tiles, timber, vinyl)	77.9	82.7
Proportion of households using improved toilet facilities	83.7	87.5

Sources: 2019/20 Household Budget Survey, 2020, OCGS

Electricity is a common source of energy for lighting in Zanzibar. The quantity of electricity distribution increased from 326,607 MWh in 2016 to 422,100 MWh in 2019. The results from the HBS 2019/20 show that 55.3 percent of households use electricity as the main source of energy for lighting, with more households in the urban areas (86.3 percent) compared to the rural households (32.8 percent). The proportion of households using charcoal for cooking increased from 32.7 percent in 2014/15 to 33 percent in 2019/2020 while the proportion of households using firewood as energy sources for cooking declined from 61.8 percent in 2014/15 to 54.7 in 2019/20 and the proportion of households using gas as an energy source for cooking has increased from 5.5 percent in 2014/15 to 7.1 percent in 2019/20.

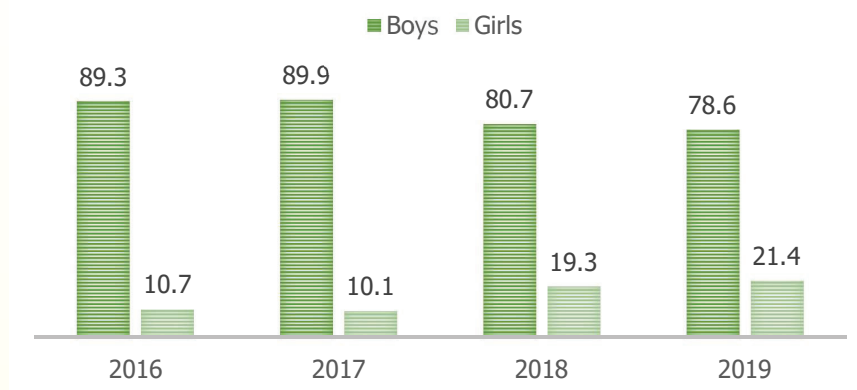
Table 2.8: Sources of Energy, Zanzibar, 2014/15 and 2019/20

Indicators	2014/15(%)	2019/2020 (%)
The proportion of household using other energy sources for cooking, disaggregated by type	Charcoal: 32.7	33
	Firewood: 61.8	54.7
	Gas: 5.5	7.1
The proportion of households using electricity for lighting	44.2	55.3

Sources: 2019/20 Household Budget Survey, 2020, OCGS

Prevention and Response to Violence against Women and Children: The RGoZ developed and operationalized the Zanzibar’s National Action Plan to end violence against women and children. Awareness of the public has been strengthening resulting in the reduction of violence against women and children incidences by 44 per cent from 2,447 cases in 2016/2017 to 1,369 cases in 2019. Various laws related to ending violence against women and children have been reviewed including the Evidence Act 6/2016 which among other things allows child evidence as well as admissibly of electronic evidence. The Kadhi’s Court Act 9/2017 contains provisions on the division matrimonial assets and allows advocates to appear before the court. The Criminal Procedure Act 7/2018 section 151 (1) has provisions that do not allow for the provision of bail for any person accused of GBV related cases as well as the increasing of sentences that the courts may pass and an increase in imprisonment time as follows, at Regional Courts from 7 to 14 years and for High Court from 30 years to life imprisonment. The Penal Act 6/2018 increased punishment to morally related offences such as rape, sodomy, and indecent assault. A new law, Legal Aid Act 13/2018 was enacted containing specific provision of legal aid to indigent/ rural people who cannot afford legal fees. Also, Children Act No 6 of 2011 was enacted with a view to safeguard children rights and wellbeing in Zanzibar. Despite of all these efforts, girl child is more prone to violence than a boy child as shown in the figure 2.9 below.

Figure 2.9: Distribution of Reported Cases of Violence Against Children by Sex, 2016-2019



Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

The number of children cared in orphanage homes increased from 187 children in 2016 to 230 in 2019 while number of old people cared by Government remained almost the same for the past five years as shown in the table 2.9 below.

Table 2.9: Number of Children and Old People in Care by Sex; 2016-2019

Type of Centre	Sex	2016	2017	2018	2019
Children	Boy	110	90	140	151
	Girl	77	132	81	79
	Total	187	222	221	230
Old People	Male	68	69	69	71
	Female	57	57	58	55
	Total	125	126	127	126

Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

Enhanced National Capacity to Prevents and Respond to All Types of Emergencies: In enhancing the national capacity to prevent and respond to emergencies, two rescue boats have been procured and three rescue centres with modern facilities at Kibweni, Nungwi, and Mkoani have been constructed under the custody of KMKM. Likewise, a total of 60 houses (30 Nungwi, Unguja and 30 Tumbe, Pemba) for victims of emergencies have been constructed. Over the five-year period, a total of 200 rescue missions from different accidents were conducted in various areas.

Disaster Management Commission made efforts to enable the Local Government Authorities to adopt local disaster risk reduction strategies. They are in line with the Sendai Framework for Disaster Risk Reduction. Proportion of Local Government Authorities that adopt that strategy increased from 65 percent in 2015 to 100 percent in 2020.

Food Security and Nutrition for All: The proportion of households which are food secure in Zanzibar declined from 51.4 per cent in 2014/15 to 48.5 per cent in 2019/20. The proportion of households which are food secure in the rural areas was 41.0 percent whereas for urban areas it was 58.9 percent in 2019/20. This implies that Zanzibar has yet to attain food security in terms of food self-sufficiency, food accessibility and nutrition.

Key Results Area D: Attaining Environmental Sustainability and Climate Resilience; The RGoZ has recognized the importance of the link that exist between sustainable development and the process of economic, social, and environmental fields, to ensure sustainable protection of ecosystems and natural resources.

Improved Gender-Responsive Climate Change Adaptation and Mitigation Measures: Initiatives that have been taken in response to the impact of climate change included the construction of seawalls with a total length of 50 meters and groyne walls of the total length of 420 meters. Similarly, a total of 237

hectares of mangroves were planted to protect the land from erosion due to sea level rise and ensure resilience and continued protection of coastal assets, settlements, and community livelihoods. Likewise, several dykes of more than 1.8 kilometres have been constructed in coastal areas to minimize the impact of saltwater intrusion into



farmlands. The construction of storm water drainage systems with a total length of 20.7 km by Zanzibar Urban Services Programme has been completed in various places and has managed to reduce the effects of flooding to the general community in Mjini Magharibi. In addition, 312m of Mizingani sea wall and promenade has been constructed to protect the coastline from beach erosion.

Marine and terrestrial ecosystems protected and restored with reduced biodiversity loss (sustainable use of marine and terrestrial resources):-

There are 57 effective Community Forest Management programs established in Zanzibar in response to support the government's participatory forest management schemes to improve communities' access to benefits and enhance low carbon development. Based on research on mangrove vegetation done in 2015, about 16,487 hectares of mangroves were protected.

Environmental degradation prevented, with reduced environmental and social risk from economic activities: Environmental assessment for development projects were conducted in which 76 EIA certificates were issued, 76 environmental audits were conducted, 75 environmental reports were produced, and 55 direct clearances were approved. Environmental monitoring was conducted on 309 hotels and 145 environmentally affected areas due to sand and murram excavation and several waste disposals sites. These interventions prevented environmental degradation, with reduced environmental and social risks of economic activities. Capacity building on climate change adaptation and mitigation for 511 people from government and non-government institutions was enhanced. An Automatic Weather Station (AWS) was purchased to strengthen the availability of weather information.

The realization of this outcome was mainly based on implementation of various projects along with respective key strategic action. Hence, marine and terrestrial ecosystems were protected and restored with reduced biodiversity loss.

Generally, the use of plastic bags has been minimized to a great extent. A total of 345 operations on plastic bags were conducted, 3 tons of plastic bags were confiscated and disposed, and 537 people were arrested and fined from 2016 to 2019. In addition to that, 717 tons of unfit products have been disposed of and iron scrapers were given permits for exporting 10,380 tons of scrap iron to Mainland Tanzania for recycling. This has reduced the amount of waste disposed in our environment.

Key Results Area E: Adhering to Good Governance Principles: Good governance and accountability are fundamental prerequisites for sustained economic development and poverty reduction in Zanzibar. This KRAs has five outcome areas namely governance system and structures that are accountable, transparent and corruption-free; increased access to justice, respect for rule of law, adherence to basic human rights, gender participation in the democratic process, institutional support for good governance program, responsive corporate governance ensured and resource for implementation of ZSGRP III mobilized.

Governance system and structures are accountable, transparent and corruption- free: The RGoZ has constructed a number of office building including Government Offices at Gombani, Pemba; Office of the Chief Government Statistician at Mazizini in Unguja, ZURA building at Maisara, renovation and extension of Mwanakwerekwe District Court, High Court building in Tunguu, the Second Vice President's house at Pagali in Pemba and Special Departments' camps to mention a few.



To ensure accountable, transparent, and corruption-free governance system, the Zanzibar Public Leaders Ethics Commission was established along with the strengthening of Zanzibar Anti-corruption and Economic Crimes Authority and various other legal institutions. Moreover, the civil and criminal justice system, Criminal legislation, Criminal Procedure Act No7/2004, Penal Act No 6/2004 and Evidence Decree Cap 5 were also reviewed.

Attainment of gender equality and equity, social inclusion and empowerment of women, girls, youth, people with disabilities and people in vulnerable situations: The implementation of ZSGRP III involved the development of National Gender Mainstreaming Guidelines, Economic Empowerment Policy 2019, Gender Policy 2016, People With Disability Policy 2018, Economic Empowerment Policy 2019, Occupational Safety and Health Policy 2017, Elders Act 2020 and mainstreaming of gender issues in various sectoral policies. Likewise, the capacity of justice institutions and frontline professionals has been built to effectively address violence against women, children, and people with disabilities. These resulted in an improvement of gender equality and equity in Zanzibar.

The proportion of seats held by women in the national parliament and local governments has significantly increased. The percentage of woman ministers has increased from 20 percent in 2015 to 37 percent in 2019.

Furthermore, the percentage of women members in the House of Representatives (HoR) has remained the same in the period of five years.

Table 2.10: Selected Gender Indicators (Percent)

Indicators	Baseline (2015)	Target	Status (2019)
Percentage of Woman Ministers	20	50	37
Percentage of Women Ward Councillors	14	50	31
Percentage of Women Principal Secretaries	27	50	30
Percentage of Women Judges	29	50	38
Percentage of Women Shehas	6	50	13
Percentage of Women Directors/Managers	30	50	24
Percentage of Women Court Magistrates	21	50	25
Percentage of Women Members of HoR	36	50	36

Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS.

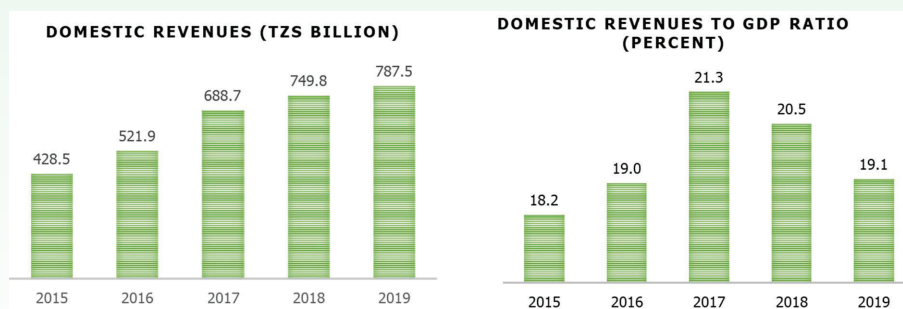
The proportion of households with at least one household member having a bank account has increased from 17.8 per cent in 2014/15 HBS to 27.7 per cent in 2019/20. At the same time, the proportion of rural households with at least one member having a bank account has increased from 10.2 per cent in 2014/15 to 15.9 per cent in 2019/20.

The data from HBS 2019/20 indicates that the Gini coefficient of Zanzibar has remained at 0.31 over the five-year period from 2014/2015 to 2019/2020. However, the inequality between the urban and rural population persists.

Mobilized resources for implementation: In order to mobilize revenue collection the RGoZ has embarked on strengthening the revenue collection system by introducing the e-tax system; reviewing the tax collection system; improving tax compliancy; enhancing the collection of non-tax revenue; ensuring timely audit of public sectors and issuance of audit reports to clients and stakeholders; strengthening of internal audit system and promoting special banking products for Diaspora.

The implementation of the above interventions has resulted in the increase of revenue-to-GDP ratio from 18.1 percent in 2015 to 22 percent in 2020. There is also an increase in the collection of domestic revenue from TZS 428.5 billion in 2015 to TZS 787.5 billion.

Figure 2.10: Domestic Revenue to GDP Ratio and Domestic Revenue, 2015 - 2019

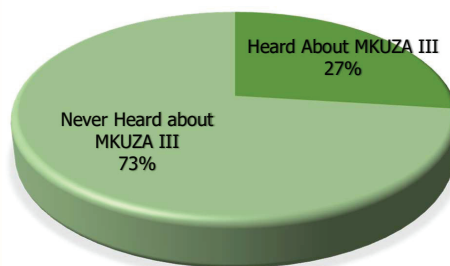


Source: 2019 Zanzibar Statistical Abstract, 2020, OCGS

2.2 Findings of the Evaluation from Primary Data¹⁷

This section presents the findings of the survey conducted to collect peoples' view on implementation of ZSGRP III. The results revealed that 27 percent of the population heard about ZSGRP III out of whom 36.8 percent of population came to know of ZSGRP III through the radio while 22 percent and 15.2 percent have come to know about it via seminars and newsletters, respectively.

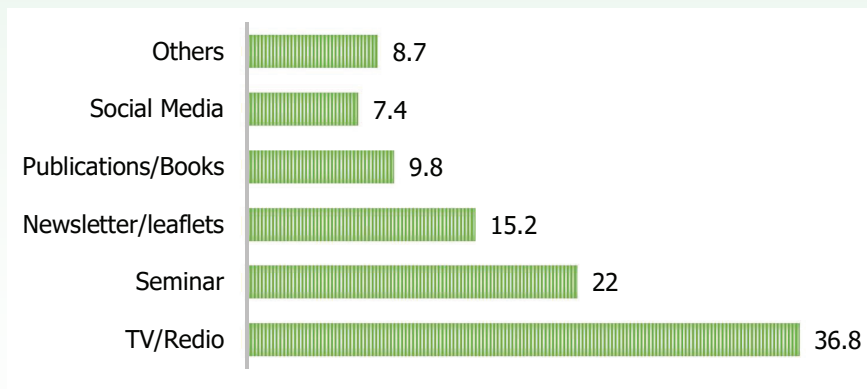
Figure 2.11: Percentage Distribution of Population who heard about ZSGRP III



Source: MKUZA III Survey Report, 2020, ZPC

¹⁷ Separate detailed report is available

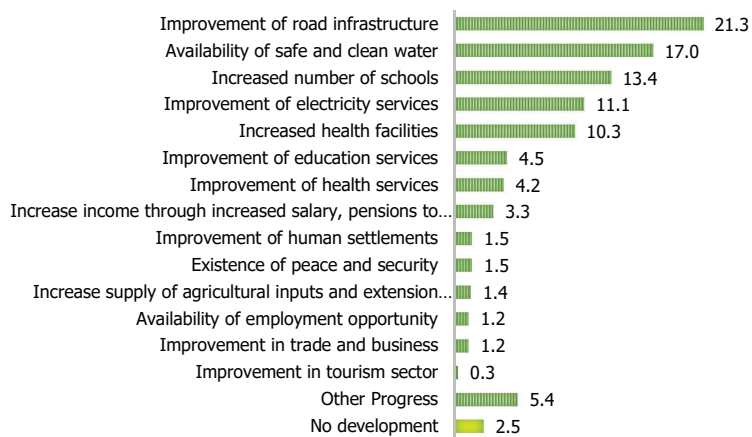
Figure 2.12: Distribution of the Sources Used to Know ZSGRP III, Percent



Source: MKUZA III Survey Report, 2020, ZPC

The finding further indicates that respondents acknowledged that during the past five years, significant development has been made in different areas. 21.3 percent in the improvement and construction of road infrastructure; 17.0 percent in the supply of safe and clean water; 13.4 percent in the construction of modern primary and secondary schools; 11.1 percent in the supply of electricity; 10.3 percent in the increase in health facilities; 4.5 percent in improvement of educational services; 4.2 percent in health services and 3.3 percent increase in salaries and overall household income as summarized in figure 2.13 below.

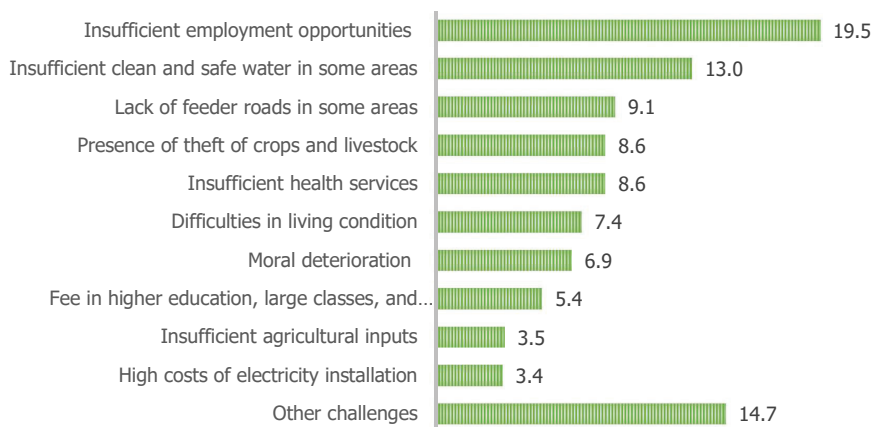
Figure 2.13: Distribution of the Progress Made 2016 to 2020, Percent



Source: MKUZA III Survey Report, 2020, ZPC

Despite tremendous progress made by the Government in the period of five years, the society still faces challenges in terms of socio-economic development. The results from the MKUZA III Survey show that 19.5 percent of the responses indicated that “there is insufficient employment opportunities in the country”. Although the Government has greatly improved the availability of clean and safe water services in almost all areas in Zanzibar, there is still insufficient availability of the services in some areas. The results further show that 13 percent of the responses mentioned “insufficient availability of clean and safe water in some areas” and this is also among the major challenges facing the community. Other performances are as shown in the figure 2.14 below.

Figure 2.14: Percentage Distribution of Challenges that Still Exists, 2020



Source: MKUZA III Survey Report, 2020, ZPC

CHAPTER THREE CONCLUSION AND RECOMMENDATIONS

3.1 Conclusions

The Revolutionary Government of Zanzibar has done much in the implementation of ZSGRP III to achieve the intended targets. During the period of ZSGRP III implementation, Zanzibar succeeded in increasing the per capita income to the threshold of the Low Middle-Income Country status and thus, successfully achieved the mission of ZSGRP III as well as one of the main targets of Vision 2020.

Zanzibar's economy has been showing positive trends over the entire period of ZSGRP III implementation although the target of achieving the growth rate of 9 percent by 2020 has not been achieved. The rate of inflation in 2019 was 2.7 percent, below the ZSGRP III target of 5 percent. The implementation of ZSGRP III has reduced the poverty rate to 25 percent resulting in progress in terms of poverty reduction but leaving it remaining to be a challenge that requires more focused strategies. The evaluation found that out 47 flagship projects and initiatives, 14 (30 percent) have been completed while 23 (49 percent) projects and initiatives are on-going. Ten (21 percent) projects and initiatives had not been implemented at all. There were other 45 programmes and projects, of which, 20 of them completed, 19 were still on-going and six not started at all. There were 65 indicators in ZSGRP III of which 34 (52 percent) indicators had baseline, targets and current data; 24 (37 percent) indicators had baseline and target but no current data and 7 (11 percent) indicators had no baseline, target and current data, they were not reported throughout implementation time. Thus, the monitoring and evaluation framework for the next Medium-Term Development Strategy should make sure that all indicators are provided with well-defined baseline data and targets.

About 81.8 percent said there was an improvement in different services as follows. 21.3 percent: improvement in road infrastructure; 17.9 percent: improvement in education services and increased number of schools; 17.0 percent: availability of safe and clean water; 14.5 percent improvement of health services and increased number of health services; and 11.1 percent improvement in electricity services.

3.2 Lessons Learned from Implementation of ZSGRP III

The following are the lessons learned from implementation of ZSGRP III: -

- i. Poverty reduction is still a problem. It needs a more inclusive and comprehensive approach to deal with it. Rural households are more prone to poverty compared to urban households.
- ii. The RGoZ' s capability to maintain its positive trends of the Zanzibar economy over the five-year period of the ZSGRP III implementation, as well as the decline of the annual headline inflation rates over the entire period of the ZSGRP III implementation have led to the increased per capital GDP, which enabled Zanzibar to reach the low middle-income country (LMIC) status.
- iii. Multi-sectoral partnerships, sustainable capacity strengthening programmes and timely disbursement of resources, and presence of a well-designed and implemented flagship programs and projects including renovation of historical buildings sites such as Kwa Bikhole, the Natural Museum, Mwinyimkuu, Mkamandume, Fukuchani, Natural Swim etc.; have led to successfully identify the tourism industry as one of the key economic drivers, capitalize on the cultural heritage and therefore achieve the main targets of the Vision 2020.
- iv. Promoting Human Capital Development in Zanzibar, conducive business environment, the establishment of online business registration and implementing programs, projects and initiatives as indicated in ZSGRP III have resulted in the uplifting of the position of Zanzibar in global rank in 'Doing Business' from 155 in 2010 to 101 in 2020, as well as significantly increased of the employability of Zanzibar youth as well as enhancing their entrepreneurial capacity and therefore sustainable economic growth.
- v. The strategic implementation of the infrastructure strengthening programmes in urban and rural areas of Unguja and Pemba have facilitated easy access of products to the markets, as well as access of services like transport, health, education, public utilities etc., in Unguja and Pemba.
- vi. The SDGs principle of 'not leaving no one behind' has been practised in Zanzibar, where the improvement of access and use of quality health and sanitation services in urban and rural areas of Unguja and Pemba have led to a decline in infant, neonatal, child and maternal mortality rates.
- vii. The establishment of a social protection mechanism via TASAF program and the Elders Persons Affairs Act 2 of 2020 on Universal

Pension program, have facilitated the social protection services provision that aimed at promoting inclusive economic growth and reducing vulnerabilities to economic shocks to elderly people and the vulnerable (poor) households in Unguja and Pemba.

- viii. The application of Environmental Sustainability and Climate Resilience techniques in Unguja and Pemba has resulted in significant improvement in gender-responsive climate change adaptation and mitigation as well as improved protection and restoration of marine and terrestrial ecosystems. These initiatives have resulted in substantially reduced biodiversity.
- ix. The rehabilitation and extension of Pemba Airport included the improvement of the airport infrastructure such as the extension of the runway and renovation of terminal building, and the construction of Terminal III passenger building and the extension of the apron at Abeid Aman Karume International Airport have resulted in the reduction of flight and passenger traffic as well as increasing the number of passengers and cargo handled, and therefore increased revenue collection.

3.3 Recommendations

The Evaluation of the ZSGRP III recommends the following based on the findings of the report:

- i. The new Medium-Term Development Strategy, 2021-2025 should develop more focused strategies on poverty reduction to ensure sustainability of Middle-income economy.
- ii. Efforts and strategies should be made to raise the average tourist's spending per night, the average tourist's spending per night is still low.
- iii. The ZPC and other Medium-Term Development Strategy should make sure that the communication strategy developed and is well implemented to make sure that the MTDS is known to the community.
- iv. The Government needs to design rigorous strategies to revive the slowing down of the industrial sector in Zanzibar to increase its share to the GDP.
- v. The Government should continue to support the transformation of the agricultural sector to enhance more productivity and increase its linkages with industrial and tourism sectors. This the sector employs a good number of people in Zanzibar.

- vi. Impressive performance is reported in terms of provision of and access to education services. The challenge now is the quality of education provided. Thus, the new MTDS should focus on improving the quality of education, including increase pass rate to both public and private schools.
- vii. The Government should continue with strategies of building stronger entrepreneurial capacity to promote the trade, blue economy, and industrial sector.
- viii. The Government should complete the implementation of unfinished flagship projects and start the implementation of the unimplemented projects.
- ix. The Monitoring and Evaluation Framework for the new Medium-term Development Strategy, 2021-2025 should be developed and implemented by all stakeholders including providing data for identified indicators.

ANNEX I: ZSGRP III Monitoring and Evaluation Framework Results

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
THEME: ECONOMIC GROWTH AND SOCIAL DEVELOPMENT FOR THE WELLBEING OF ALL				
GDP per capita at the current price	US\$ 817 (2015)	US\$ 1,200	US\$ 1,114 (2019)	The target has not been achieved; however, Zanzibar has crossed the LMIC threshold income of USD 1,035.
GDP growth rate	6.5 (2015)	9	7 (2019)	The target has not been achieved; however, growth rate has increased from 6.5 in 2015 to 7 in 2020
Inflation rate	5.7 (2015)	5	2.7 (2019)	The target has been achieved, and the inflation rate has been reduced from 5.7 in 2015 to 2.7 in 2020
The proportion of the population below the basic need's poverty line.	30.4 (2014/15)	10.2	25.7 (2019/20)	Even though, the target of 10.2 has not been achieved, but the proportion of the population below the basic need's poverty line has reduced from 30.4 2014/15 to 25.7 2019/20.
KEY RESULT AREA A: ENABLING SUSTAINABLE AND INCLUSIVE GROWTH				

¹⁸ According to Guideline for M&E Framework

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
OUTCOME A1: A conducive business environment to allow private sector investment to thrive responsibly and create decent work for youth, women, and men				
Zanzibar's global rank in 'Doing Business'	155 (2010)	50	101	The target has not been achieved, however the Zanzibar's global rank in 'Doing Business' has improved from 155 in 2010 to 101 in 2020
Number of incidences of non-compliance to terms and conditions of investment codes and procedures	4.5 (2010)	2		
The annual growth rate of private sector investment (assets and liabilities)	20 (2015)	50		
OUTCOME A2: Targeted and enough public investment to support infrastructure (including ICT), resource extraction and other important growth enablers				
Freight volume by mode of transport	Freight loaded by air: 42.21 tonnes (2015)	51.5 tonnes	120 tonnes (2019)	
	Freight offloaded by air: 1,776.13 tonnes (2015)	4,179 tonnes	2,381 tonnes (2019)	
	Freight handled at seaport: 370,738 tonnes (2015)	153,000 tonnes	390,889 tons (2019)	
Number of passengers, by mode of transport	Passengers handled at seaport: 2,289,000 (2015)	1,816,002	2,505,808 (2019)	
	Passengers embarked by flights (departure): 444,528 (2015)	614,798	693,519 (2019)	

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
	Passengers disembarked by flights (arrival): 449,816 (2015)	642,707	725,791 (2019)	
The proportion of the rural and urban population who live within 2 km of all-season roads	80 (2015/16)	100	100 (2019/20)	
The proportion of establishments that used the Internet for different purposes (including buying, selling, communication etc.)	2.9 (2016)	15		Data not available, Central Register of Establishment Survey not yet done
OUTCOME A3: A competitive tourism and hospitality sector that provides sustainable and inclusive benefits to Zanzibaris and capitalizes upon Zanzibar's cultural heritage				
The average amount of visitor spending per day	US\$ 362 (2010)	US\$ 406.71	US\$ 263 per day (2018)	The target has not yet been achieved, even though substantial progress has been documented
Visitors' intended average length of stay	9 nights (2015)	10 nights	7 nights (2019)	
The proportion of Zanzibaris engaged in various tourism activities	4.2 (2014)	5.1		Data are not available because the denominator of this indicator depends on Integrated Labour Force Survey 2021.
Number of tourists visiting cultural heritage sites	12,000 (2015)	65,000		
OUTCOME A4: Modernized production in the agriculture sector to increase the volume and value of products				
The growth rate of the agriculture sector	2.7 (2015)	5.0	2.6 (2019)	The growth rate of the agriculture sector has declined to 2.6 percent,

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
Contribution of agriculture to GDP	19.2 (2015)	25	21.2 (2019)	and therefore the target was not achieved The contribution of agriculture to GDP has increased however the target was not achieved.
OUTCOME A5: Modernized production in the manufacturing sector to increase the value and volume of trade				
Value of manufacturing products	TZS 152.9 billion (2015)	TZS 180 billion	TZS 281.9 billion (2019)	
Volume of manufacturing products	TZS 142.5 billion (2012)	TZS 200 billion		Census of Industrial production not done yet
The growth rate of the manufacturing sector	8.9 (2015)	16	20.5 (2019)	
Contribution of manufacturing to GDP	8.0(2015)	12.5	6.8 (2019)	
OUTCOME A7: An Improved social protection scheme aimed at promoting inclusive economic growth and reducing vulnerability to economic shocks				
The proportion of vulnerable (poor) households served by social protection schemes, disaggregated by location	41.7 (2014/15)	44.2		
KEY RESULT AREA B: PROMOTING HUMAN CAPITAL DEVELOPMENT				
Outcome B1: Skills development for increased employability of youth, women, men and people living with disabilities, in both rural and urban areas				
Employment rate (disaggregated by age, education level, occupation type, sex, sector, disability, and area)	85.7 (2014)	96.0		2020/21 Integrated Labour Force Survey is in progress
Percentage of youth aged 15-35 not in education, employment, or training	14.6 (2014)	7.3		

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
Percentage of youth aged 15-24 not in education, employment, or training	14.5 (2014)	7.2		
Outcome B2: Enhanced entrepreneurial capacity of youth, women, men and people with disabilities for generating meaningful self-employment opportunities				
The proportion of self - employed who have the entrepreneurial capacity (youth, women, men, and people with disabilities)				This Indicator has not been reported for the last five years of implementation of ZSGRP III
KEY RESULT AREA C: PROVIDING QUALITY SERVICES FOR ALL				
OUTCOME C1: Improved access to quality health and sanitation services and safe and clean water, and mitigated burden of communicable (including HIV) and non-communicable diseases				
Mortality rates				
	Neonatal mortality rate 29/1000 live births (2015)	10/1000 live births		Data depend on the Tanzania Demographic and Health Survey which is in preparatory stage.
	Infant mortality rate 46.4/1000 live births (2015)	23.2/ 1000 live births		
	Child mortality rate 67.4/1000 live births (2015)	33.9/1000 livebirths		
	Maternal mortality ratio 307/ 100,000 live births (Census, 2012)	153 /100,000 live births		
Prevalence of malnutrition among children under 5 years of age, disaggregated by stunting, wasting and underweight	Stunting: 23.4 (2015)	12		Data depend on the Tanzania demographic and Health Survey which is in preparatory stage.
	Wasting: 7.1 (2015)	4		
	Underweight: 13.8 (2015)	10		

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
The proportion of households in which solid waste is collected and properly disposed				This Indicator has not been reported for the last five years of implementation of ZSGRP III
The proportion of households using improved toilet facilities	83.7 (2014/15)	100	87.5 (2019/20)	The planned target has been not reached, however, the proportion of households using improved toilet facilities has increased from 83.7 to 87.5
The proportion of households with access to safe and clean water, disaggregated by area.	Total: 92.6 (2014/15)	100	Total: 91.5 (2019/20)	The status for this indicator was obtained from the indicator "Proportion of households using protected water source for drinking in dry seasons" (HBS 2019/20)
	Urban: 98.4 (2014/15)	100	Urban: 95.9 (2019/20)	
	Rural: 88.3 (2014/15)	100	Rural: 88.3 (2019/20)	
The proportion of households within 1 kilometre of drinking water source in the dry season	96.9 (2014/15)	100	98.8 (2019/20)	
OUTCOME C2: Inclusive and equitable access to quality education and skills training to enhance human capacity for sustainable national development				
Literacy rate, by sex	83.7 (2014/15)	95	87.4 (2019/20)	The form II, IV and VI' passing rates have slightly fluctuated. This trend could be attributed by the total number of students registered for
Pass rate, by level	STD 6: 84.5 (2015)	90.0	STD 6: 96.9 (2019)	
	Form II: 69.6	75.0	76.3	
	(64.2 Male; 74.0 Female) (2015)		(68.0 Male; 84.1 Female) (2019)	
	Form IV: 75.9	80.0	96.9	
	(76.5 Male; 75.4 Female)		(72.8 Male; 64.6 Female)	

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
	(2015) Form VI: 97.5 (96.1 Male; 99 Female) (2015)	99.0	(2019) 96.9 (2019) (97.4 Male; 96.3 Female) (2019)	and passed the examinations in a particular year
Net attendance rate, disaggregated by level of education and sex	Primary education (2010) Kaskazini Unguja: 80.7 Kusini Unguja: 92.6 Mjini Magharibi: 91.5 Kaskazini Pemba: 77.2 Kusini Pemba: 79.1	100		The Zanzibar Statistical Education abstract 2019/20 is at the analysis stage.
The proportion of schools with access to electricity, computer, basic drinking water, sanitation services and Internet	Electricity: (2015) Pre-primary: 67 Primary: 87.8 Secondary: 94.3 Computers: (2015) Pre-primary: 0 Primary: 5.2 Secondary: 3.7	100	Electricity: (2019) Pre-primary: 80.2 Primary: 92.7 Secondary: 97.3 Computers: (2019) Pre-primary: 0 Primary: 42 Secondary: 65.5	
	Basic drinking water: (2015) Pre-primary: 89 Primary: 85 Secondary: 87.6	100	Basic drinking water: (2019) Pre-primary: 89.3 Primary: 92.7 Secondary: 95.7	
Net enrolment rate	Pre-primary: 27.6 (2016) Primary: 85.5 (2016) Secondary: 74.4 (2014)	50.0 100 80.0	51.1 (2020) 89.3 (2018) 79.5 (2020)	
OUTCOME C3: Increased access to decent and affordable housing, improved rational land use, and access to energy				
The proportion of households living in a modern wall (stone,	77.1 (2014/15)	100	82.3 (2019/20)	

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
cement brick, baked bricks, sun-dried)				
Proportion of households living in houses with modern roofs (iron sheets, tiles, asbestos sheet)	85.4 (2014/15)	100	91.3 (2019/20)	.
Proportion of households living in houses with modern floors (concrete, cement, tiles, timber, vinyl)	7.6 (2014/15)	100	82.3 (2019/20)	
The proportion of households connected to electricity,	44.2 (2014/15)	53	55.4 (2019/20)	
The proportion of household using energy sources for cooking, disaggregated by area and type	Charcoal & Firewood:			Zanzibar must work hard to attain universal access to affordable, reliable and modern energy
	Total: 94.5% (2014/15)	92	Total 86.5% (2019/20)	/renewable energy
	Rural: 97.7% (2014/15)		Rural 93.9% (2019/20)	services; and expand
	Urban: 90.4% (2014/15)		Urban 78.6% (2019/20)	infrastructure and upgrade
	Gas:			technology for supplying
	Total 5.5% (2014/15)	8	Total 7.7% (2019/20)	modern and sustainable
	Rural 2.3% (2014/15)		Rural 2.4% (2019/20)	energy services.
	Urban 9.6% (2014/15)		Urban 14.5% (2019/20)	Urban upgrading scheme
Number of cities and towns with planned land allocation for residential, commercial, and social use (spatial development)	1 city 3 towns	2 cities 8 towns	1 city 3 towns	not started yet
OUTCOME C4. Enhanced prevention and response to violence against women and children				
The proportion of violence against women and children cases reported and concluded, by age, sex and disability	14.7 (2014/15)	50		DHS was not yet done, therefore there is no update on this indicator

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
OUTCOME C5: Enhanced national capacity to prevent and respond to all types of emergencies, natural and manmade, in a timely and effective manner				
The proportion of people rescued from all types of emergencies	Marine accidents: 34 (2015)	60	Marine accidents: 60 (2020)	
	Floods: 98 (2015)	100	Floods: 98	
	Cholera: 98.4 (2015)	100	Cholera: 98.4	
The proportion of public and private sector facilities with access to early warning information system	90 (2015)	100		Disaster Management Commission continue with survey for 2020.
OUTCOME C6: Attainment of national and household food security and nutrition for all				
The proportion of the population below the food poverty line	10.8 (2014/15)	7.2	9.3 (2019/20)	
The proportion of households that are food secure	51.4 (2014/15)	75	48.5 (2019/20)	
KEY RESULT AREA D: ATTAINING ENVIRONMENTAL SUSTAINABILITY AND CLIMATE RESILIENCE				
OUTCOME D1: Improved gender-responsive climate change adaptation and mitigation measures to protect against threats				
The proportion of households protected against climate change threats				This Indicator has not been reported for the last five years of implementation of ZSGRP III
OUTCOME D2: Marine and terrestrial ecosystems protected and restored with reduced biodiversity loss (sustainable use of marine and terrestrial resources)				
The proportion of fish stock within safe biological units				
The number of fish catches	34.1 tons (2015)		36.7 tons (2019)	This is used as proxy to the indicator on the proportion of fish stock within safe biological units

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
The proportion of terrestrial and marine areas protected	Marine: 8.1 (2015)	10	Marine: 8.1 (2020)	No new protected area established
Afforestation rate	640 hectares (2015)	3200 hectares	640 hectares (2020)	No new area established
OUTCOME D3: Environmental degradation prevented, with reduced environmental and social risks of economic activities				
The proportion of activities with reduced economic, environmental, and social risks				This Indicator has not been reported for the last five years of implementation of ZSGRP III
KEY RESULT AREA E: ADHERING TO GOOD GOVERNANCE PRINCIPLES				
OUTCOME E1: Governance systems and structures are gender-responsive, accountable, capable, credible, transparent, and corruption-free				
Corruption Perception Index				This Indicator has not been reported for the last five years of implementation of ZSGRP III
OUTCOME E2: Attainment of gender equality and equity, social inclusion and empowerment of women, girls, youth, people living with disabilities and people in vulnerable situations				
Proportion of women in a public decision-making position	Ministers: 20 (2016)	50	29 (2019)	
	Councillors: 14(2016)	50	31 (2019)	
	Principal Secretaries: 27 (2016)	50	28 (2019)	
	Judges: 29 (2016)	50	38 (2019)	
	Shehas: 6 (2015)	50	13 (2019)	
	Directors/managers: 30 (2016)	50	24 (2019)	
	Court Magistrates: 21 (2016)	50	25 (2019)	
	Members of HoR: 36 (2016)	50	36 (2019)	

Indicators	Baseline ¹⁸	Target 2020	Status	Remarks
Proportion of youths in key public decision-making positions	0%	5%		
Proportion of people with disabilities in key public decision-making positions,	2%	10%		
The proportion of women who possess land, houses and other key assets	Land: 27.2	50		
OUTCOME E3: Increased access to justice, respect for the rule of law, adherence to basic human rights, and greater participation in the democratic process				
Percentage of outstanding court cases for two or more years, by type of case	43.5 (2014)	5		
Crime rate (per 1,000 population)	8 (2015)	5	5 (2019)	
OUTCOME E4: Responsive corporate governance ensured				
Corporate Governance Index				This Indicator has not been reported for the last five years of implementation of ZSGRP III
OUTCOME E5: Resources for implementation of ZSGRP III mobilized				
Revenue-to-GDP ratio	18.3 (2015)	25	19.1 (2019)	Despite of the significant progress in increasing the collection of domestic revenue the ZSGRP III target in this area is yet to be achieved
The proportion of unqualified audit reports	78 (2015)	100	100 (2019)	

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