

**INTEGRATED INNOVATIONS FOR SUSTAINABLE DEVELOPMENT: EMPOWERING
VULNERABLE COMMUNITIES IN KASKAZINI PEMBA AND KASKAZINI UNGUJA
ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2025**

<p>Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: <i>Integrated Innovations for Sustainable Development: Empowering Vulnerable Communities in Kaskazini Pemba and Kaskazini Unguja, Zanzibar</i> • MPTF Office Project Reference Number:³ 00141003 	<p>Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p>United Republic of Tanzania – Zanzibar</p> <hr/> <p><i>Priority area/ strategic results</i></p> <p>People: Ending Violence Against Women and Children (VAWC); Human Capital Strengthening, including Health, Nutrition, Water, Sanitation and Hygiene (WASH), and Education</p> <p>Prosperity: Food Systems Transformation, including Agriculture, Livelihoods, Value Addition and Economic Empowerment</p> <p>Planet: Climate Change Adaptation and Resilience, including Natural Resource Management and Sustainable Energy Solutions</p> <p>Enabling Environment: Governance, Local Systems Strengthening, Coordination, and Resource Mobilization</p>
<p>Participating Organization(s)</p> <p>FAO, ILO, IOM, UNCDF, UNDP, UNEP, UNESCO, UNFPA, UNICEF, UNIDO, UN Women and WHO</p>	<p>Implementing Partners</p> <ul style="list-style-type: none"> • Revolutionary Government of Zanzibar, Zanzibar Planning Commission, relevant line ministries, regional and district authorities, producer groups, cooperatives, community structures and civil society partners
<p>Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: USD 8,400,000</p> <p>of which MPTF contribution:</p> <ul style="list-style-type: none"> • FAO – USD 596,700; ILO – USD 393,700; IOM – USD 100,000; UNCDF – USD 435,200; UNDP – USD 373,400; UNEP – USD 279,700; UNFPA – USD 134,200; UNICEF – 	<p>Programme Duration</p> <p>November 2024 – June 2027</p>

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page the [MPTF Office GATEWAY](#)

USD 406,200; UNIDO – USD 296,700; UN Women – USD 357,200; WHO – USD 100,000
Programme Assessment/Review/Mid-Term Eval.
Assessment/Review - if applicable <i>please attach</i>
<input checked="" type="checkbox"/> No <input type="checkbox"/>

Report Submitted By
<ul style="list-style-type: none"> ○ Name: Dorothy Temu-Usiri ○ Title: UN Area Coordinator Zanzibar ○ Participating Organization (Lead): UNRCO ○ Email address: dorothy.temu-usiri@undp.org

Executive Summary

In 2025, the Zanzibar Joint Programme (ZJP) demonstrated the value of an integrated, area-based approach to addressing overlapping drivers of poverty, gender inequality and vulnerability in Kaskazini Unguja and Kaskazini Pemba. Supported by the Royal Norwegian Embassy through the Tanzania SDG Acceleration Fund, the programme combined work on livelihoods, protection and climate resilience in the same geographies and through the same local systems, showing how more joined-up support can produce more coherent and mutually reinforcing results than siloed interventions.

Over the course of the year, the programme contributed to three important shifts. **First**, it strengthened local systems — from district child protection planning and referral mechanisms to local climate governance, land-use planning and frontline service delivery — helping move key institutions toward more coordinated, practical and community-linked responses. **Second**, it helped build stronger pathways from subsistence activity to more resilient and market-oriented livelihoods, especially for women and youth, reaching 629 farmers — the majority of them women — across priority value chains through a combination of production support, enterprise development, post-harvest improvements, value addition and market readiness. **Third**, it showed that climate adaptation is most effective when linked to the everyday realities of communities, including natural resource management, water access, nutrition, health and local livelihood opportunities — directly benefiting more than 22,000 people through climate-resilient water infrastructure and 2,500 students and staff through clean cooking interventions in four schools.

A distinctive feature of the programme in 2025 was the extent to which different interventions reinforced one another. Economic empowerment support under the food systems and protection pillars contributed not only to stronger livelihoods, but also to reduced vulnerability and greater participation of women in community and economic life — with 53,676 community members reached through prevention and norm-change efforts across four districts and two sub-districts. Climate-related interventions were linked not only to environmental protection, but also to practical resilience in livelihoods and basic services. Across the programme, results were strongest where technical support was combined with local ownership, institutional follow-up, and practical investments that communities could use and sustain.

The programme also demonstrated catalytic value beyond its direct results. Building on the foundation created under the ZJP, the UN and the Government secured an additional USD 1.8 million from the UN Joint SDG Fund for a dedicated programme to unlock financing and scale the seaweed value chain. This suggests that the ZJP is not only delivering results on the ground, but is also helping create a platform for follow-on investment in areas already identified as strategic.

Implementation in 2025 also confirmed important lessons. Progress was uneven where procurement delays, variable local capacity, incomplete documentation and funding gaps affected delivery. The programme nonetheless made credible early progress in showing that integrated, Government-led support can strengthen local systems, expand economic opportunity and build resilience in ways that are more connected, more locally grounded and more likely to endure.

I) Purpose

The Zanzibar Joint Programme (ZJP), *Integrated Innovations for Sustainable Development: Empowering Vulnerable Communities in Kaskazini Unguja and Kaskazini Pemba*, is a multi-agency, area-based initiative implemented in partnership with the Revolutionary Government of Zanzibar and coordinated by the United Nations Resident Coordinator's Office through the Tanzania SDG Acceleration Fund. The programme responds to overlapping challenges in northern Zanzibar, including poverty, gender inequality, weak access to services, climate vulnerability and limited livelihood opportunities, by combining interventions across food systems transformation, climate adaptation and resilience, ending violence against women and children, and human capital strengthening.

Over its duration, the programme is intended to contribute to three outcomes of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022–2027. First, it seeks to improve inclusive and integrated access to basic services and protection, especially for the most vulnerable. Second, it aims to strengthen sustainable productivity, incomes and access to productive resources for poor households working in MSMEs and small-scale agriculture, with a particular focus on women and youth. Third, it seeks to promote more inclusive and gender-responsive natural resource management, climate resilience, disaster risk reduction and use of sustainable energy solutions. Through these outcomes, the programme aims to demonstrate how integrated, locally anchored support can address multiple dimensions of vulnerability at the same time while strengthening local systems and creating more durable development pathways.

The programme operates under the oversight of a Joint Programme Steering Committee (JPSC), co-chaired by the UN Resident Coordinator and the Executive Secretary of the Zanzibar Planning Commission. The JPSC brings together the Heads of all participating UN organisations alongside senior government counterparts and development partners, ensuring that strategic decisions reflect both the full breadth of the UN's collective engagement and the Government's highest development priorities. This arrangement provides a shared forum for reviewing progress, addressing implementation challenges and guiding adjustments to programme strategy, while embedding accountability at the level of agency leadership. Below the Steering Committee, day-to-day coordination is managed through the UN Resident Coordinator's Office in close collaboration with participating UN organisations and government counterparts and implementing partners, ensuring that the programme's integrated, area-based approach is reflected in joint planning, implementation and reporting across all thematic pillars.

II) Assessment of Programme Results

i) Narrative reporting on results:

Outcomes

Outcome 1: More inclusive and integrated access to services and protection

During the reporting period, protection systems in Kaskazini Unguja and Kaskazini Pemba became more coordinated and better equipped to identify and respond to violence, trafficking and child labour. Four District Child Protection Plans established a shared accountability framework across social welfare, health, police, justice and education, while more than 200 frontline actors were trained and 53,676 community members reached through prevention efforts. The programme also reduced economic vulnerability as a driver of protection risk — through vocational training and economic group strengthening that expanded agency and self-reliance for more than 2,000 women and girls.

Outcome 2: Stronger and more sustainable livelihoods for poor households, especially women and youth

The programme contributed to a measurable shift in the productive and commercial capacity of women and youth in priority value chains. Across seaweed, banana and sea cucumber, 629 farmers — the majority of them women — strengthened skills in production, enterprise management and market readiness, supported by 16 tonnes of new post-harvest storage capacity and improved food safety systems. The emerging result is a stronger pathway from subsistence activity to more structured, commercially viable production — one that the programme has already helped leverage into a dedicated USD 29 million seaweed financing initiative.

Outcome 3: Stronger climate resilience and gender-responsive management of natural resources

The programme contributed to more inclusive and climate-responsive local systems by connecting governance, livelihoods and service delivery in ways that treat climate adaptation as part of everyday development rather than a separate technical agenda. Government officers, community leaders and producer groups strengthened capacities for climate adaptation planning, land-use governance and climate-health action, while practical investments in clean cooking, water infrastructure and nutrition reached more than 22,000 people directly. These efforts are beginning to build the institutional and community foundations needed for longer-term resilience in low-lying coastal areas most exposed to climate risk.

Outputs

Food systems transformation

The food systems pillar combined support to production, enterprise development, value addition and market readiness in ways that began to address some of the structural constraints limiting the participation of women and youth in priority value chains. Across seaweed, sea cucumber and banana value chains, the programme strengthened both farmer-level skills and the wider systems needed to translate production gains into more reliable incomes and stronger market participation. A total of 158 seaweed and sea cucumber farmers (111 women and 47 men) were trained in Integrated Multi-Trophic Aquaculture (an approach that promotes the combined farming of complementary aquatic species to improve productivity and diversify livelihoods), while

471 farmers (288 women and 183 men) strengthened their skills in climate-smart agriculture and commercial banana production.

Within this broader effort, banana farming became an important entry point for demonstrating what a more commercially viable and climate-smart production model could look like in practice. Seventeen demonstration plots were established and are being managed by community groups, many of them women-led. These plots serve as practical learning spaces where farmers can observe improved spacing, planting material and farm management practices that are intended to raise productivity, strengthen resilience and make banana production more commercially viable than under more traditional approaches. In addition to the demo plots, 240 households — 120 in Unguja and 120 in Pemba — were also trained on this approach, with the next step focused on providing planting material so that uptake can begin more widely beyond the demonstration sites.

To make the model more practical for women and youth, the approach also promotes intercropping bananas with faster-turnover crops such as leafy vegetables and cassava, allowing groups and households to generate shorter-term returns while waiting for banana production to mature. These efforts are also helping shift perceptions of banana farming from a subsistence activity to a stronger business opportunity. This is particularly significant in Zanzibar, where banana is a key staple in the local diet and a substantial share of supply is still imported from mainland Tanzania, pointing to clear domestic market potential.

At the same time, 52 participants, including 42 extension officers, strengthened their capacities in safe pesticide handling and Integrated Pest Management, helping improve the quality of extension support available to farming communities and reinforcing more climate-smart and sustainable production practices. Together, these efforts are helping the Government and the programme implement a model that could be scaled up to strengthen domestic food production, expand income opportunities and make climate-smart agriculture more attractive to women and young people.

Recognizing that higher productivity alone will not generate sustainable gains unless producer groups were also able to operate more effectively as businesses, the programme strengthened the organizational and commercial foundations needed for longer-term enterprise growth. Across Unguja and Pemba, farmer groups and cooperatives received tailored support through the Start and Improve Your Business (SIYB) approach, helping them strengthen governance, business planning, record-keeping, costing, pricing, branding, value addition and formalisation. The trainings targeted the same groups that were receiving support on the production/value-addition area of the pillar adapting to the different capacities and needs of participating groups. This is reinforced through follow-up support to ensure participants have all the support they need to actually apply what they had learned in practice.

The programme also worked with the Vocational Training Authority (VTA) to make the SIYB approach more sustainable by equipping certified trainers to deliver entrepreneurship training more systematically through VTA centres. The VTA in Pemba has committed to making the course compulsory for all students, helping ensure that graduates leave not only with technical skills, but also with the entrepreneurial knowledge needed to turn those skills into viable livelihoods and businesses. Together, these efforts are beginning to shift both existing producer groups and young people with technical skills away from informal, survival-based activity towards more structured enterprise models that can plan growth, manage risk, engage buyers more confidently and build the credibility needed to access finance and other forms of support. For young people, this also helps

position entrepreneurship and self-employment as practical alternatives to waiting for formal job opportunities.

As part of its wider support to priority value chains, the programme complemented capacity development with practical investments to address weak post-harvest handling and limited compliance with quality requirements in the seaweed value chain — a major constraint on product quality, value addition and market access. Modern seaweed storage facilities and solar drying units were constructed for groups in Unguja and Pemba, creating 16 tonnes of storage capacity and directly benefiting 57 farmers, 90 per cent of them women. These investments improved moisture control and product quality and helped position supported groups to access higher-value markets, including the Zanzibar Seaweed Company (ZASCO). Their significance lies not only in the infrastructure itself, but in how they connect with broader efforts on cooperative strengthening, enterprise development and market access: farmers are better able to produce, store, manage and sell in ways that improve both product value and organizational readiness.

This was reinforced by supporting food safety and enterprise upgrading. The programme developed a food safety and quality assurance framework tailored to seaweed micro, small and medium-sized enterprises and undertook diagnostics at 14 enterprise sites to identify technology upgrading needs. Through practical enterprise improvement workshops and on-site coaching, seaweed processors and producer groups strengthened workflow organization, hygiene practices and readiness for Good Manufacturing Practice compliance. These interventions further help move the value chain beyond raw production by laying the groundwork for more consistent processing, stronger product quality and eventual access to more formal and competitive markets.

To help ensure that women and youth could participate more fully in these emerging opportunities, work under this pillar also invested in the wider enabling capacities required for inclusion and enterprise growth. A total of 789 beneficiaries, including 474 women, strengthened skills in digital literacy, digital finance, climate-smart technologies, legal rights and business development. In addition, 15 youth- and women-led start-ups received catalytic support packages that reduced labour burdens and improved access to tools, finance and extension support. Across supported producer organizations, women's leadership expanded, with 13 additional women assuming leadership positions. These efforts to expand women's participation and leadership in productive and market-oriented activities were complemented by activities in the Ending VAWC pillar of the Joint Programme to address care-related constraints that often limit women's ability to participate fully in livelihoods and enterprise opportunities.

The food systems pillar also helped create a platform for broader resource mobilization and stronger alignment around the seaweed value chain. The programme's support to production, value addition, cooperative strengthening and market readiness in the sector helped position the UN and the Government to secure an additional USD 1.8 million from the UN Joint SDG Fund for a complementary Joint Programme on *Transforming Seaweed Farming through Integrated Financial Solutions*. This new programme, launched in August 2025, focuses on unlocking access to finance, strengthening cooperative and market readiness, and supporting the longer-term scale-up of Zanzibar's seaweed sector. The new initiative has already leveraged an additional USD 200,000, while engagement with government and private financial institutions is underway to mobilize further financing for the seaweed sector. If successful, these efforts could help generate partnerships and financing approaches that could be replicated for other crops and value chains.

Climate adaptation and resilience

The climate pillar combined policy support, local planning, community action and service-system strengthening to address climate risks in a more integrated way across Kaskazini Unguja and Kaskazini Pemba. Rather than treating climate adaptation only as an environmental issue, the programme linked governance, livelihoods, risk planning, health, water and nutrition, helping build a broader foundation for community and institutional resilience.

At the policy and coordination level, more than 120 stakeholders participated in climate dialogue processes, while 30 senior officials were engaged through the reconstituted Climate Change Steering Committee. These efforts helped strengthen the institutional basis for more coherent climate action and improved alignment between policy discussion, sector planning and local implementation. The programme also supported Zanzibar's emerging readiness for climate finance by training 62 stakeholders on carbon finance mechanisms and the 2025 Zanzibar Carbon Trading Regulations, helping to close knowledge and coordination gaps around future financing opportunities.

At community level, the programme supported an integrated approach to mangrove conservation and modern beekeeping in Kaskazini Unguja. This involved mapping local conditions, training community members and district teams, preparing practical guidances, facilitating peer learning with mainland cooperatives, providing basic beekeeping and mangrove-management equipment, and introducing simple digital tools to track progress. Around 100 beekeepers and mangrove conservers were trained. What makes this intervention particularly important is the way it connects conservation with livelihoods by creating an income opportunity linked to healthy mangrove ecosystems helping to shift conservation from a compliance issue to a community interest. This begins to address one of the underlying pressures facing mangroves, while also testing a more integrated adaptation model for Zanzibar where ecosystem protection, livelihood diversification and local ownership reinforce one another.

Building on community-level momentum, the programme advanced gender-responsive land-use governance in three villages by establishing district-level participatory teams and supporting consensus-building processes on land use, boundary issues and conservation-livelihood planning. These efforts reached 10,963 community members across Bumbwini Makoba, Mafufuni and Kiongwe Kidogo. Their significance lies in helping strengthen local decision-making around increasingly contested land and natural resource use, while ensuring that adaptation planning is more inclusive and better able to balance conservation, livelihoods and social cohesion. This is particularly important in low-lying coastal areas where climate pressures can intensify competition over land and resources.

A parallel strand of work strengthened Zanzibar's capacity to anticipate and plan for climate and disaster risk more systematically. It produced the first draft assessment of the economic and fiscal impacts of disasters and climate risk in Zanzibar, helping generate evidence for more risk-informed planning and budgeting. This was complemented by a localized training package that reached 20 government trainers, 50 high-level officials and 100 local government officers, strengthening practical capacity to integrate climate and disaster risk into local planning, preparedness and public decision-making rather than treating them only as emergency issues aftershocks occur.

At community level, more than 200 people received practical information on contingency planning, community savings and lending groups, low-cost insurance options and early warning systems. This helped connect higher-level policy and planning work with the everyday coping strategies available to households and local communities. Preparatory work also began on a climate-responsive insurance mechanism for seaweed farmers, with particular relevance for women whose livelihoods are highly exposed to climate-related shocks. Combined, these efforts are strengthening the conditions for a shift from reactive response toward more anticipatory and financially informed climate risk management.

Reflecting these interconnected pressures, the programme strengthened frontline systems that are directly affected by climate stress in low-lying coastal areas, particularly health, water and nutrition services that are critical for women and children. It developed climate and health training tools, trained 33 multisectoral service providers, and completed baseline assessments to inform the installation of solar power systems at priority health facilities, helping lay the groundwork for more resilient basic health services. It also improved water security in health facilities by carrying out water-demand assessments in 16 facilities and constructing six climate-resilient rainwater harvesting systems which will directly benefit approximately 22,000 people.

To reduce nutrition risks linked to climate stress, the programme trained 100 community health workers and district nutrition officers, reached 1,772 caregivers through Village Health and Nutrition Days, and promoted underutilized locally available, climate-resilient and nutritious foods through practical recipes and local guidance. Community action on the early identification and management of acute malnutrition was also supported, demonstrating how climate adaptation can be embedded in everyday service delivery — protecting water security, service continuity and nutrition in communities where the effects of climate stress are most directly felt.

Ending violence against women and children

The protection pillar strengthened both the institutional systems and community-level conditions needed to prevent and respond to violence against women and children more effectively. The programme combined district planning, frontline capacity strengthening, community norm-change, case management and targeted economic support in ways that began to reinforce prevention, response and recovery at the same time. This approach addresses the reality that violence and protection risks are shaped not only by service gaps, but also by weak coordination, harmful social norms and economic vulnerability.

At the institutional level, the programme improved the readiness and coherence of local protection systems helping to strengthen the enabling environment for more coordinated and survivor-centred protection services. Four multisectoral District Child Protection Plans were developed, strengthening district-level coordination, accountability and joint planning across key actors. In Kaskazini Pemba, 200 protection actors were trained, while community structures such as Shehia action plans and Ulinzi Shirikishi mechanisms were reinforced to improve local prevention and response to violence against women and girls. More than 70 gender-based violence service providers were oriented on the contextualized TF-GBV training package, helping improve consistency and service quality across sectors.

The programme also expanded prevention and norm-change efforts at community level by working through trusted local structures and targeted outreach on GBV, child protection, trafficking, and sexual and reproductive health and rights. Working through faith leaders, male engagement initiatives and broader

community outreach the programme reached 53,676 people — 21,312 men and 32,364 women — across four districts and two sub-districts in North Unguja and North Pemba. In Pemba, school outreach activities directly engaged 635 people, including students with disabilities, and indirectly reached a further 6,132 people with messages on gender-based violence, child protection and sexual and reproductive health and rights. Safe house guidelines were also rolled out to 30 key actors, helping standardize survivor-centred services for survivors of violence and trafficking. These interventions are beginning to shift the wider environment around protection by improving awareness, challenging harmful norms, and making it more likely that survivors and at-risk groups are identified earlier and have access to support services.

At the same time, the programme strengthened the functionality of case management and referral systems across the institutions that survivors and vulnerable children depend on most. Routine Social Welfare Case Conference (SWCC), district, and District Welfare Committee Coordination (DWCC) meetings improved case identification, documentation, referral and follow-up across social welfare, health, police, judiciary, education and local government structures. District-level counselling, referrals and reintegration services supported 23 adolescents in need of direct assistance, while two multisectoral case management forums involving 75 stakeholders helped improve confidentiality standards, shared referral tools and survivor trust. Justice-sector capacities were also strengthened for 78 actors, and 24 Shehias improved their capacities to prevent and respond to child labour through stronger bylaws, reporting pathways and closer links with police and labour officers. These changes are beginning to strengthen not just awareness of protection risks, but the actual system response once cases arise.

Economic empowerment also formed part of the programme's protection approach, reflecting the close link between violence, dependency and exclusion from livelihood opportunities. The programme supported targeted vocational training in tailoring, catering and beautification for vulnerable women and girls, helping reduce exposure to exploitation while building pathways to income and greater self-reliance. At the same time, 112 leaders of women-led economic groups were trained, indirectly strengthening economic safety mechanisms for more than 2,000 women. In this way, the programme is helping shift local perceptions of protection by showing that better outcomes depend not only on stronger services and referral systems, but also on the social and economic conditions that enable women and girls to exercise greater agency and sustainably reduce vulnerability over time.

Qualitative assessment of programme:

The Programme's overall level of achievement in the food system thematic area is substantial to high. It has delivered a coherent package of technical upgrading (IMTA/CSA/IPM), market systems strengthening (quality infrastructure, Kaizen/GMP, certification pathway), institutionalization (VTA as BDS, cooperative governance), and inclusive enablers (gender-responsive care solutions, clean energy, digital and financial literacy). Early evidence shows enhanced market access, improved quality and compliance readiness, greater women's leadership, and stronger resilience. With targeted follow-through—particularly on certification financing, maintenance of quality infrastructure, and scaling the integrated care/digital hubs, the Programme is well-positioned to consolidate and multiply its impact on equitable, climate-resilient livelihoods across Zanzibar's blue and green economy value chains.

With regards to climate change adaptation and mitigation, the programme substantially achieved its intended outcomes and laid credible foundations for long-term, system-level resilience in Zanzibar. It is distinguished

by its integrated approach, strong government and community partnerships, and pragmatic balance of policy, capacity, and service delivery. With planned follow-through on carbon readiness, fiscal risk financing, and O&M systems, the portfolio is well positioned to scale impact, crowd-in climate finance, and deliver durable co-benefits for people and ecosystems.

For the ending violence against women and children thematic area, the programme demonstrated high levels of achievement with measurable improvements in coordination, case management, community prevention, institutional capacity, and national policy alignment. The strategic combination of community level engagement, district level systems strengthening, and national level policy development created a comprehensive and mutually reinforcing approach that significantly advanced child protection and GBV prevention across Zanzibar.

Key Partnerships:

Within the food system thematic area, engagement of cooperatives and producer organizations helped in faster quality upgrades, stronger market linkages (e.g., to ZASCO), and increased readiness for formalization and finance, while working with Zanzibar Kaizen Unit which improved productivity, hygiene, and standard operating procedures across 14 MSME sites. Vocational Training Authority (VTA) ensured scalable institutionalized entrepreneurship training, while government extension and cooperative officers ensured reinforcement of innovations at community level. Engagement of market actors such as ZASCO secured incentives for producers to earn more. While **women- and youth-led Startups & MSMEs** demonstrated viability of inclusive, tech-enabled business models in local contexts; created jobs and reduced drudgery.

For climate change adaptation thematic area, engaged partnerships were at multiple levels—including government leaders responsible for carbon market coordination, district authorities, health sector counterparts, community institutions and cooperatives, schools and education authorities, and a range of technical partners and trainers. These collaborations strengthened local ownership, accelerated decision making, and enabled integration of programme activities into district plans and budgets. Partnerships with the health sector ensured that facilities were adequately prepared for solarization. More broadly, these alliances facilitated faster policy uptake (particularly on carbon market frameworks), grounded implementation at the local level (VLUPs, schools, and health facilities), created a standardized ecosystem for training, and built strong community buy in. Together, these factors enhanced the programme’s reach, quality, and long term sustainability.

While under the ending violence against women and children thematic multisectoral partnerships were core to the programme’s achievements. Collaboration with Local Government Authorities ensured the development and operationalization of localized action plans addressing harmful norms—including practices such as muhali—leading to more accountable and responsive communities. District level partnerships with social welfare, police, judiciary, health, and education actors substantially enhanced coordination for case management, information sharing, and follow up. Community level partnerships with Shehia leaders, Ulinzi Shirikishi committees, and faith and traditional leaders lent significant credibility, expanded outreach, and accelerated shifts in harmful gender norms. Technical partnerships with specialized agencies strengthened the quality of training, standardization of tools, and the development of guidelines, such as the Safe Houses Guidelines and the contextualized TF GBV package. Collaboration with labour authorities, port authorities, and child labour committees enhanced national compliance with international standards and improved

detection and referral systems for child labour and trafficking. Overall, these partnerships enabled wider geographic coverage, harmonized service standards, and sustained capacity across institutions.

Cross-cutting issues:

Within the **food systems** thematic area, the programme integrated several cross-cutting priorities that strengthened both equity and sustainability outcomes. Gender equality and women's leadership remained central, with district-level joint action plans prioritizing clean cooking solutions, improved care arrangements, and digital service systems designed to reduce women's time poverty and expand their economic participation. Climate resilience and environmental sustainability were advanced through interventions that reduce pressure on natural resources and enhance community resilience to climate shocks, including the adoption of Integrated Multi-Trophic Aquaculture (IMTA) and clean energy innovations such as briquettes and waste-to-energy solutions. Digital inclusion and financial inclusion for both farmers and extension officers helped reduce information asymmetries, expand market access, and increase uptake of financial services—critical enablers for women's participation across value chains. Efforts to strengthen food safety, quality assurance, and certification systems for farmers and SMEs enhanced the enabling environment for producing safe, export-ready products, improving competitiveness and boosting consumer confidence. In addition, strengthened cooperative governance and the transition of VTAs toward business development service provision embedded critical capacities within local systems, reinforcing sustainability and supporting scale.

Under **climate change adaptation and mitigation** thematic area, the programme demonstrated significant integration of gender equality, environmental stewardship, digital innovation, capacity development, and fiscal resilience. Gender-responsive planning processes ensured meaningful participation of women in natural resource governance, while interventions such as seaweed farmer insurance and clean cooking technologies directly enhanced women's economic security, safety, and time autonomy. Nutrition initiatives targeting mothers and children further reduced climate-related vulnerabilities. Together, these elements contributed to a holistic systems-strengthening approach that enhanced equity, sustainability, and resilience across multiple sectors.

Within the thematic focus on **ending violence against women and children**, Gender Equality and Social Inclusion (GESI) was embedded across all result areas. Interventions intentionally targeted women, girls, persons with disabilities, and vulnerable adolescents through tailored outreach efforts, vocational training opportunities, and inclusive community dialogues. Male engagement and the active involvement of religious and traditional leaders played a pivotal role in challenging harmful norms and strengthening community accountability. System strengthening was foundational, emphasizing institutional capacity, data management, standardized tools, and multisectoral coordination. Community engagement remained central, ensuring prevention messaging, reporting pathways, and protection mechanisms were locally owned, socially embedded, and responsive to community needs.

ii) Indicator Based Performance Assessment:

THEMATIC AREA: ENDING VIOLENCE AGAINST WOMEN AND CHILDREN:

Outcome/output	<u>Indicators</u>	<u>Baseline:</u> <u>Planned Target:</u>	<u>Achieved Indicator</u> <u>Targets</u>	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1: By 2027, People in Kaskazini Unguja and Kaskazini Pemba Zanzibar, especially the most vulnerable, increasingly utilise quality gender transformative , inclusive and integrated basic education, health (with particular focus on RMNCAH, AIDS, TB, Malaria and epidemic prone diseases) nutrition, WASH and protection services.					
Outputs 1.2(1) : Strengthened capacities of child protection and GBV service providers to deliver appropriate prevention and response services that address VAWC, including systemic discrimination, support to victims of trafficking and child labour to women and children of Kaskazini Pemba and Kaskazini Unguja in Zanzibar					
Output 1.2a: Harmonized programs and plans for promoting access to protection services	#of Harmonized plans	Baseline: 0 Planned Target: 1	1 five-year District Child Protection Plan developed,	The draft is in place. Not completely finalized due to funding and time constrain	Available draft
Output 1.2b: Availability, accessibility, and quality of services to women and girls subject to violence strengthened	# of Shehas in target regions with knowledge on GBV responses and prevention service for women survival of violence.	Baseline: 5; Planned Target (2025): 50	Sixty-one (61) Shehas have been trained and engaged.	Annual target met	Quarterly reports, District reports
	# of women reached with messages on VAWG prevention and response.	Baseline: 60; Planned Target: 2400	2500 ⁴	Annual target met	Quarterly reports.

⁴ Women in Value chains, women in protection committees, Women and children coordinators and women community members were reached with messages on VAWG prevention and response.

Outcome/output	<u>Indicators</u>	<u>Baseline:</u> <u>Planned Target:</u>	<u>Achieved Indicator</u> <u>Targets</u>	<u>Reasons for</u> <u>Variance with</u> <u>Planned Target (if</u> <u>any)</u>	<u>Source of</u> <u>Verification</u>
Output 1.2c: Enhanced capacity of systems and communities to prevent and respond to GBV including Technology Facilitated Gender-based Violence (TF - GBV)	#1 TF-GBV training package	Baseline: 0 Planned Target: 1	One UNFPA Global TF-GBV Training Package was contextualized to enable it to be used in Tanzania context.	Annual target met ⁵	The contextualized document and quarterly implementing partner report.
	# of students reached with GBV information in schools	Baseline: 0 Planned Target: 6000	A total of 6,132 individuals	Annual target superseded.	Implementing partner quarterly report
Output: 1.2d: Standardized service delivery, care, support and protection of victims of trafficking and survivors of violence	# training on standardized service delivery, care, support and protection of victims of trafficking and survivors of violence	Baseline:0 Planned Target:1	One workshop conducted and 24 participants (14 female and 10 male) were reached.	Annual target met	Activity report
Output 1.2e: Inclusive and integrated programs and plans developed to promote decent work and address unacceptable conditions of work for women and children	# of Plan of action on elimination of child labour (NPA-ECL) in partnership with the Labour Commissioner's office developed	Baseline: 0 ; Planned Target: 1	1 Plan of action on elimination of child labour (NPA-ECL) in partnership with the Labour Commissioner's office developed	Annual target met	Plan available Progress reports

⁵ Previously, we planned to produce one TFGBV Mapping report. However, because UNFPA TCO conducted a TFGBV Mapping exercise that covered Zanzibar, we reprogrammed the activity to avoid duplication, and we came up with more useful deliverables.

Outcome/output	<u>Indicators</u>	<u>Baseline:</u> <u>Planned Target:</u>	<u>Achieved Indicator</u> <u>Targets</u>	<u>Reasons for</u> <u>Variance with</u> <u>Planned Target (if</u> <u>any)</u>	<u>Source of</u> <u>Verification</u>
	# of bi-annual progress review meetings with labour officers and women and children committees conducted	Baseline: 0 ; Planned Target: 2	2 bi-annual progress review meetings held with labour officers and women and children committees conducted	Annual target met	Activity reports
	# of child labour victims availed with post withdrawal support	Baseline: 0; Planned Target: 50	60 (45 female) child labour victims availed with post withdrawal support. 5 inspections on prevalence and nature of VAWC incidents within the seaweed sector conducted	Annual target met	Activity reports
	# of inspections on prevalence and nature of VAWC incidents within the seaweed sector conducted	Baseline: 0 Planned Target: 4	5 inspections on prevalence and nature of VAWC incidents within the seaweed sector conducted	Annual target met	Activity report

Outcome/output	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source Verification of
Output 1.2(2); Improved capacities for coordination implementation and monitoring of effective, efficient, and quality service delivery to address VAWC, including systemic discrimination, support to victims of trafficking and child labor (Joint Output)					
Output 1.2(2)a: Improved service delivery for survivors of abuse and violence through quality, efficient and effective case management, coordination and monitoring	# of coordination meetings for child protection, child labour trafficking, and GBV stakeholders at the district and Shehia levels held per year at each level	Baseline: Planned Target: 2 in average per year at each level	2 meetings were held at each level	Annual target was met by 50% due the available budget	Quarterly reports
	# of service providers supported on effective and timely case management for child protection	Baseline: 20 Planned Target: 150	230 service providers (Police, Social Welfare Officers and OSC staff) were supported on effective and timely case management for child protection through trainings and facilities	Annual target was acceded	Quarterly reports
	# of assessments on the available community-based protections systems on protection of women and children conducted	Baseline: 0 Planned Target: 1	Not done	Budget was not sufficient	NIL
	# of programs developed to strengthen community-based systems to deliver quality, survivor-centred, gender-responsive, child friendly and multi-sectoral protection services to women and children	Baseline: 0 Planned Target: 1	Not done	The implementation was dependent on the accomplishment of the above indicator	NIL
	# of child protection and GBV case workers and data users with capacities on implementation of the Child Protection	Baseline: 15 Planned Target: 120	40 Police Officers received orientation training on child protection case management through Primero	Partially met. The work is on progress.	Quarterly report

Outcome/output	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 1.2(2)b: Capacity of local authorities to develop comprehensive interventions for prevention of Violence Against Women and Girls in private and public spaces strengthened.	# of WCC equipped with skills and knowledge to coordinate multi - sectoral VAW interventions.	Baseline: 5 Planned Target: 30	61 Women and Children coordinators were equipped with knowledge on VAWG	Annual target was acceded	Quarterly reports, District data from RAS office.
	# of Shehias with VAWG sessions in the community meetings	Baseline:0 Planned Target:30	30 shehias have incorporated VAWG knowledge and sessions into their community meetings.	Annual target met	Quarterly reports, reports of action plans
Output 1.2(2)c: Capacity of institutions and structures to provide preventions, response and coordination services is enhanced and sustained	# trained of justice system stakeholders trained	Baseline: 0 Planned Target: 42	A total of 78 justice system stakeholders had their capacity improved for effective investigation, prosecution, trial, detention, and post-incarceration of VAWC cases.	This was above the expectation of 42 stakeholders planned earlier. The reason for this variance was the high interest of stakeholders to the training. This training attracted news participants from the office Chief Chemists and office of Crime investigation which normally are not part of the forum	Quarterly activity report of the implementing partner
	# of shehias reached	Baseline: 0 Planned Target: 50	A total of 59 Shehias/Communities in 4 Districts and 2 Sub Districts reaching at least a total of 53,676 (21312M & 32364F) members of the community including 34	The target was acceded.	Quarterly reports.

Outcome/output	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source Verification of
			faith and traditional leaders		
Output 1.2(2)d: Strengthened capacity for data generation, knowledge management, coordination, and M&E mechanisms to address VACW in the workplace .	At least one practical refresher training of labour officers on approaches to child labour in the value chains conducted.	Baseline: 0 Planned Target: 1	One (1) practical refresher training of labour officers on approaches to child labour in the value chains conducted	Annual target met	Progress report
	% of the NPA-VACW protection committees trained.	Baseline: 0 Planned Target: 50% increase	24 Shehias in Pemba and Unguja trained for effective action to prevent and address child labour	The initial focus on child protection teams was revised to target Shehias, enabling a more effective bottom-up approach to systematically address child labour at the community level.	Quarterly reports
Output 1.2(3) Improved protective attitudes and behaviours among community members for women and children against violence and abuse					
Output 1.2(3)a: Improved awareness among community members for women and children against violence and abuse	# of communication material with gender-responsive social behavioral change messages for ending violence against women and children as per the national Social and Behavioural Change Strategy developed, printed and rolled out.	Baseline: 0 Planned Target: 8	This printing was not done	Budget constrain	NIL

Outcome/output	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source Verification of
	# of faith leaders and men in North Regions Unguja and Pemba reached with messages on prevention and response to harmful practices and violence against women and children.	Baseline: 40 Planned Target: 200	Faith leaders and men were not reached with messages	Messages were not printed	NIL
Output 1.2(3)b: Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to positive social norms, including through engaging men and boys	# of interventions addressing toxic masculinity in public meetings.	Baseline: 1 Planned Target: 12	4 sessions held. ⁶	The target was partially met	Quarterly reports
	# gender sensitive activities in the district plan	1.2.Baseline: 2 Planned Target: 12	District plans include gender sensitive activities	Annual target met	Quarterly report
	# of Vocation Training Colleges with Anti GBV programs	Baseline: 0 Planned Target: 12	12 VTC have anti GBV programs	Annual target met	VTA reports
	# of public transport (Boda, Daladala, Bajaji) engaged in VAWG prevention initiatives.	Baseline: 0 Planned Target: 500	300 public transport (Boda, Daladala, Bajaji) engaged in VAWG prevention initiatives.	Annual target partially met	CSOs reports
	# articles and clips with GBV data and information disseminated	1.2.Baseline: 2 Planned Target: 24	24 articles and clips with GBV data and information disseminated	Annual target met	CSOs reports
	# of community leaders with knowledge of RESPECT tools	Baseline: 4 Planned Target: 30	30 community leaders with knowledge of RESPECT tools	Annual target met	CSOs reports
Output 1.2(3)c: Strengthened inclusive and integrated interventions for VAWC prevention	# of Integration dialogue sessions and people reached in North region of Unguja and Pemba	Baseline: 0 Planned Target: 30 sessions	More than 30 dialogue sessions and people reached in North region of Unguja and Pemba	Annual target met	Quarterly and activity reports

⁶ Sensitization by religious and faith leaders on toxic masculinities and VAWG, Paralegals collective sensitization and response services to VAWG, integration of awareness in public meetings done by shehas, Revival of ulinzi shirikishi by shehas and awareness sessions on VAWG prevention by protection committees.

Outcome/output	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source Verification of
and response in North region of Unguja and Pemba	# of Pre- marriage curriculum/guidelines reviewed to accommodate GBV,HIV and FP issues.	Baseline: 0 Planned Target: 1	One Pre- marriage curriculum/ guidelines under review to accommodate GBV,HIV and FP issues	Annual target partially met	Quarterly and activity reports
Output 1.2(3)d: Improved prevention of human trafficking at community level	# of community awareness sessions conducted on trafficking.	Baseline: 0 Planned Target: 2	2 awareness session conducted	Target met	Activity report
Output 1.2(3)e: Enhanced awareness on child labour and decent work including in the care economy	# of capacity-building workshop for LGA based extension officers and child protection teams conducted in the local community on labour laws and regulations related to child labour.	Baseline: 0 Planned Target: 1	One capacity-building workshop for LGA based extension officers and child protection teams was conducted in the local community	Annual target met	Progress report
	# of sensitization materials developed and disseminated to women and men in targeted communities	Baseline: 0 Planned Target: 1000	2000 copies of sensitization materials developed and disseminated to women and men in targeted communities	Annual target was exceeded	Copies of sensitization materials and the progress report

THEMATIC AREA: FOOD SYSTEM TRANSFORMATION

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 2 : By 2027 people of Kaskazini Unguja and Kaskazini Pemba in Zanzibar working in MSMEs and small-scale agriculture, especially the most vulnerable, achieve increased, more sustainable productivity and incomes with more equitable access to productive resources.					
Output 2.4(1): Women and youth in Kaskazini Pemba and kaskazini Unguja have increased capacities and skills to take up innovative climate resilient technologies and practices for production and productivity of priority value chains (Cassava, banana, seaweed, and sea-cucumber)					
Output 2.4(1)a: Scale up the innovative deep water Integrated Multitrophic Aquaculture (seaweed co-culture with sea cucumber)	Indicator: 2.4.1a1: Proportional of seaweed beneficiaries (youth and women) adopting IMTA	Baseline: 0 Planned Target: 250	158 seaweed farmers trained (80% women)	There were delays in procurement of equipment for establishment of demonstration farms.	Progress reports
	Indicator 2.4.1a2: # of farming pens established using the floating method with cages and other necessary equipment	Baseline: 0 Planned Target: 20	0	The procurement process is yet to be finalized	Progress reports
Output 2.4(1)b: Promote commercial production of banana and cassava at community level to diversify and improve food security and incomes especially for women and youth and other vulnerable groups	Indicator 2.4.1b1: # of commercial plots (of more than 1 acre size per plot) for banana production established at the community level	Baseline: 0; Planned Target: 30	17 plots established, (9 in Kaskazini Unguja and 8 in Kaskazini Pemba)	Prolonged dry spell. The remaining plots will be established in March-April 2026 during the rainy season.	Progress reports and site pictures with coordinates
	Indicator 2.4.1b2: Number of farmers accessing climate resilient farming technologies and inputs using the matching grant mechanism	Baseline: 0; Planned Target: 300	231 farmers (118 women and 113 men) accessed climate resilient technologies	Prolonged dry spell delayed full achievement	
	Indicator 2.4.1b3: Number of households transitioning from using the current techniques to recommended good agricultural practices for banana production	Baseline: 0 Planned Target: 300	240 Household (120 in Unguja and 120 in Pemba)	Due to prolonged dry spell the remaining households will be reached during the planned training beginning in March 2026	

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 2.4(1)c: Facilitate access to extension services	Indicator 2.4.1c1: Number of farmers registered in the ugani kiganjani app	Baseline: 0 Planned Target: 1000	0	It was agreed to wait until the finalization of the Kilimo app. Farmers will be registered in the recently developed Kilimo app	
	Indicator 2.4.1c2: Number of farmers trained on the use of the ugani kiganjani	Baseline: 0 Planned Target: 200	0	Delay in timely registration of farmers. The training will be conducted after the completion of the registration process in March.	
Output 2.4(1)d: Gender mainstreaming on climate adaptation and leadership	Indicator 2.4.1d-1: Number of strategies and actions that promote women's participation in climate resilience agriculture	Baseline: Planned Target: 5	5 community-level action strategies developed	Fully achieved	Training reports, Action plans/strategies
	Indicator 2.4.1d-2: Number of women and men who report practicing gender equitable division of household roles	Baseline: Planned Target: 1000 (500 women: 500 men)	789 beneficiaries (474 women and 315 men).		FGD and KII reports, case studies
Output 2.4(1)e Institutional capacity building of farmers' organizations (cooperatives and informal groups) to promote sustainable practices and create green jobs	Indicator 2.4.1e-1: Number of cooperatives and informal groups capacitated.	Baseline: 0 Planned Target: 40 Institutions.	30 institutions (26 farmer groups and 4 cooperatives capacitated) ⁷	The initial beneficiary target was not achieved and it was agreed that channeling training through cooperatives and TVET institutions would provide more sustainable and contextually relevant results.	

⁷ 1 national cooperative with a membership of 2,000 and 2 primary cooperatives with a membership of 15 members)

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
	Indicator 2.4.1e-2: Number of target beneficiaries trained	Baseline: 0 Planned Target: 1,200 beneficiaries	101 seaweed and banana farmers reached. AND 2 Institutions reached for sustainability and scalability.	Direct training of individual farmers was found to have limited long-term and proved to be relatively costly. The approach was adjusted to prioritize institution-based delivery for greater continuity and scalability.	
Output 2.4(2): Increased capacities (skills and knowledge) on value addition , market access and trade including food quality standards and safety for priority value chain (seaweed, seacucumber, cassava and banana) among poor households					
Output 2.4(2)a: Foster private sector engagement to advance market development and expand trade opportunities for the newly identified Ulva seaweed species, with a focus on benefiting smallholder farmers, especially women and youth.	Indicator 2.4.2a.1: Number of new or improved infrastructures scaled up /completed	Baseline:0 Planned Target:2	4 (2 seaweed storage facilities, one for each cooperative, 2 seaweed drying facilities -one for each cooperative)	Target met.	Activity report from the partner. Pictures from the sites
	Indicator 2.4.2a.2: Number of small seaweed holder farmers accessing market within the supported infrastructures /facilities	Baseline:0 Planned Target:200 farmers	114 farmers	The focus in year 1 was to support two cooperatives; however it became evident that both had relatively small memberships, resulting in a lower number of direct beneficiaries reached.	Activity report from the partner. Pictures from the sites
Output 2.4(2)b: Strengthen business governance structures and formalization to enhance their access to investment capital	Indicator 2.4.2b.1: Number of SHFs cooperatives/associations trained in credit enhancement (i.e, contracting procedures, regulatory compliance, and accessing financing from Fis	Baseline:0 Planned Target: 200 small-holder farmers	114 farmers:	The focus in year 1 was to support two cooperatives; however it became evident that both had relatively small memberships, resulting in a lower number of direct beneficiaries reached. (Almost all groups/seaweed cooperatives have between 10 and 20 members)	Activity report from the partner Pictures from the sites

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
	Indicator 2.4.2c1: Number of capacity building activities provided	Baseline: 0 ; Planned Target: 5	3	Partially achieved. 2 additional workshops scheduled in March 2026.	Food Safety Mission Report; ZKU Final Assessment Report
	Indicator 2.4.2c2: Number of standard- setting processes	Baseline: 0 Planned Target: 1	0	Delays in engaging the service provider. Planned for 2026 with food safety expert	
Output 2.4(2)c: Develop a local quality and food safety certification protocol / scheme and pilot its implementation for the Seaweed MSMEs and train VC actors and relevant institutions on its implementation	Indicator 2.4.2c1: Number of capacity building activities provided	Baseline: 0 ; Planned Target: 5	3	Partially achieved. 2 additional workshops scheduled in March 2026.	Food Safety Mission Report; ZKU Final Assessment Report
	Indicator 2.4.2c2: Number of standard- setting processes	Baseline: 0 Planned Target: 1	0	Delays in engaging the service provider. Planned for 2026 with food safety expert	
Output: 2.4(2)d: Provide appropriate technology for Seaweed processing to pilot MSMEs, including those headed and dominated by women and youth, and provide specialized training on its operation and maintenance as well as on best global practices, such as	Indicator 2.4.2d1: Number of capacity building activities provided	Baseline: 0 Planned Target: 5	1 Packaging training for ToT (VTA), 5 visit Kaizen Principle were all done	Target met	Workshop Concept Notes; ZKU Final Assessment Report

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
circular economy.					
	Indicator 2.4.2d2 Value of assets provided (USD)	Baseline: 0; Planned Target: 100,000 USD	55,000 USD currently in procurement process;	Partially met. ~100,000 USD planned and to be delivered in March 2026.	International Expert Final Report
	Indicator 2.4.2d3 Number of training conducted	Baseline: 0 Planned Target: 3	1 Quality follow up with processor Pemba and Unguja, 2 Institute (ZBS, & ZFDA) reached.,	Target met: 2 additional workshops scheduled in March 2026	
Sub-Output 2.4.2f: Facilitate women economic empowerment interventions to engage in off-farm businesses and value addition in seaweed and sea cucumber value chains	Indicator 2.4.2f-1: Increase in the number of rural women who access and use new business knowledge, products, services and technologies for improved market access	Baseline:0 Planned Target: 2000 (1700 women: 300 men).	A total of 789 beneficiaries (474 women, 315 men) ⁸	Limited resources	Training reports, field monitoring reports, BDS providers reports
	Indicator 2.4.2f-2: Increase in the proportion of women leaders in community decision-making bodies, producer organizations, cooperatives, unions and local food security reserves	Baseline:2; Planned Target: 35% increase	Thirteen (13) women newly taking up leadership roles, raising the total number of women leaders among ZJP beneficiaries to 15 women	Target met	FGD and KII reports, case studies

⁸ 163 beneficiaries (98 women, 65 men) strengthened skills in branding and digital marketing, 212 beneficiaries (127 women, 85 men) secured digital wallet systems, improving savings, financial security, and transparency, 162 beneficiaries (98 women, 64 men) strengthen capacities in climate change adaptation through clean cooking solutions, 130 participants (78 women, 52 men) improved knowledge in women's land rights, gender equality, and child protection, 122 beneficiaries (73 women, 49 men) strengthened skills in financial record-keeping, business planning, gender norms and the care economy

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 2.4(3) : MDA's/LGA's have increased capacities to create/put in place/ effective policy instruments, mechanisms and strategies to foster private sector engagement along the targeted priority value chains. ZJP					
Output 2.4(3)b: Skills governance systems and management of TVET strengthened with greater private sector engagement.	Indicator 2.4.3b1: Number of SAB established.	Baseline: 0 Planned Target: 2	1 SAB established	The creation of Technical School Advisory Bodies was delayed because existing VTA advisory boards already cover broad oversight functions. To avoid overlapping mandates, the activity was moved to year two, and consultations are underway to identify the best mechanism for a focused advisory body.	
	Indicator 2.4.3b2: Member of SAB trained	Baseline: 0 Planned Target: 70	0	Not met due to delays in establishing the site	
Output 2.4(4) Women and youth from poor households have increased capabilities to work in priority value chains operations- Digital agriculture promoted					
Output 2.4(4)a: Women and youth from poor households have increased capabilities to work in priority value chains operations- Digital agriculture promoted	Indicators 2.4.4a1: Number of BDS in place	Baseline: 0 Planned Target: 1	1 BDS in place	Target met	Progress report and certificate issued
Output 2.4(4)b: Facilitate establishment of care facility and promote digital literacy to women and youth integration in productive/prioritized value chains	Indicator 2.4.4b-1: Number of women with access to care services	Baseline:0 Planned Target: 2 care facilities in target regions	Two (2) integrated care and digital club facilities, one in North Pemba and another one in North Unguja have been identified	Target met	Facility user registration
	Indicator 2.4.4b-2: Number of women	Baseline:	212 (127 women and 85 men) in North	Target met	Receipts, invoices,

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
	accessing digital financial services	Planned Target: 10 tablets and 10 desktops	Pemba and North Unguja accessed digital financial services		delivery notes, club registration log and reports
Output 2.4(4)c: Support the roll out of an RPL online platform and skills recognition to support and improve informal and female workers (inclusive skills development) in selected trades within the priority value chains.	Indicator 2.4.4c1: Number of female and youth certified /Their skills recognized.	Baseline: 270 Planned Target: 2,000	2,000 female and youth undertaken through all the precertification processes and prepared for the RPL assessment process	Although 2,000 women and youth were prepared for RPL assessment, additional time was needed for quality assurance and verification, so assessments were deferred to uphold certification standards.	Progress report

THEMATIC AREA: CLIMATE CHANGE ADAPTATION AND MITIGATION:

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 3: By 2027 people in Kaskazini Unguja and Kaskazini Pemba Zanzibar, especially the most vulnerable, contribute to and benefit from more inclusive and gender responsive management of natural resources, climate change resilience, DRR and increased use of efficient renewable energy.					
Output 3.4(1) Enhanced capabilities with communities to adapt to climate change by adopting climate-smart technologies, innovations and solutions that bolster ecosystem resilience, foster sustainable and decent income, diversify livelihoods, and to advocate for nonviolent conflict resolution methods.					
Output 3.4(1)a: Support public institutions, especially those serving marginalized communities, in transitioning to cleaner cooking technologies by implementing market-based approaches to enhance an adequate standard of living for all.	Indicator 3.4.1a: Number of public institutions serving marginalized communities that have adopted cleaner cooking technologies	Baseline:0 Planned Target:5 (Shehias)	4 Secondary schools (Nungwi, Donge, Kigunda, and Kiongwe adopted clean cooking technologie, with more than 2,500 students and staff in total	1 school will be reached in phase 2 of the programme after additional funds are allocated	Activity Report
Output 3.4(1)b: Support innovative small and medium-sized enterprises (SMEs) in scaling up and accelerating the supply of affordable cooking technologies to enhance availability for institutions and vulnerable communities, particularly focusing on women and other marginalized groups.	Indicator 3.4.1b: Number of Small and Medium Enterprises (SMEs) supplying cleaner cooking technologies	Baseline:0 Planned Target:1	Target for Phase 2 – Phase 1 engage in carbon markets by training 62 stakeholders across government, private sector, academia, and civil society on carbon mechanisms and the 2025 Zanzibar Carbon Trading Regulation	Planned for Phase 2	Pending
Output 3.4(1)c: Implement gender-responsive public awareness and behavior change campaigns targeting vulnerable communities, with a focus on women and	Indicator 3.4.1c-1: Number of media houses trained to effectively communicate and promote awareness of clean cooking solutions.	Baseline:0 Planned Target: TCB	Skills Training workshop planned for media houses	Under implementation	Activity Report

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
other marginalized groups about the health and environmental benefits of cleaner cooking solutions, the available options, and their advantages, aiming to accelerate the transition to these technologies					
	Indicator 3.4.1c-2 :# of communities (Shehia) reached with clean cooking solutions demonstrations or exhibitions	Baseline: 0 Planned Target: 2 (Shehia)	Target 4 shehias within the secondary schools for Phase 2	Planned for Phase 2	Pending
Output 3.4(1)d: Raise awareness on ecosystems-based adaptation and sustainable practices that promote mangrove regeneration and pilot alternative strategies for sustaining their livelihoods beyond those causing damage to mangroves.	Indicator 3.4.1d-1: # of documented instances of Participatory VLUPs in project sites	Baseline: Planned Target:3 Shehias	2 out of 3 shehias/villages are mapped – Bubwini Makoba and Mafufuni. Kiongwe Kidogo (in progress for VLUPs).	Currently under implementation pending completion of mapping exercise targeting mangrove areas. (70%)	Activity Report
	Indicator 3.4.1d-2: # of Mangrove trees planted in target regions	Baseline:0 Planned Target: 10,000	1000 mangrove seedlings for phase 1 were planned and 9,000 will be planted during the month of May in mangrove planting initiatives lead by DoE and DoF, including planting with school children and also during May 20 th International Bee Day	At final stages (80%)	Activity Report
	Indicator 3.4.1d-1: % increase in community members engaged in diversified income-generating activities (e.g., alternative livelihoods)	Baseline: Approximately 35% of the rural population in Zanzibar engage in diversified income-generating activities Planned Target: 5% increase	Trained 70 beekeepers, crab farmers, mangrove conservers, rope artisan on integrated mangrove conservation and modern beekeeping practice, targeting 10,980 community members benefit for increase livelihood.	Completed	Activity Report

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 3.4(1)e: Support the government to increase access to climate and risk financing, including insurance schemes and alternative climate financing mechanisms that cover climate risks and disaster shocks, to build climate-resilient communities.	Indicator 3.4.1e-1: % of LGA's with improved knowledge on climate and disaster risk financing mechanisms	Baseline: 10% Planned target : 80%	Target met: 140+ government participants engaged 80%	Under implementation	Activity Report
	Indicator 3.4.1e-2: # of households with increased awareness and access to climate-resilient insurance solutions.	Baseline TBC ; Planned target : 200	Target met: 200+ community members engaged in climate risk and disaster financing	Completed	Activity Report
Output 3.4(2) Regional, district and community level duty bearers have strengthened capacities to plan and implement climate change adaptation and mitigation measures					
Output 3.4(2)a: Undertake comprehensive climate change vulnerability and local conflict assessments to prioritize and design inclusive, cost-effective adaptation solutions in the targeted regions, integrating them into cross-sectoral decision support systems.	Indicator 3.4(2)a.1: # of Vulnerability Impact Assessment conducted	Baseline: 0 ; Planned Target : 2	Rapid Assessment based on consolidated reports on climate related vulnerability impact assessments for Zanzibar conducted as part of the Zanzibar State of Environment Exercise.	Currently under implementation (20% completed)	Pending
	Indicator 3.4(2)a.2 # of revised/established zoning regulations protecting mangrove areas	Baseline: 0; Planned Target : 2	DoE, key implementing partner will review the regulations in planned Climate Steering Committee – also part of the Zanzibar State of Environment Exercise.	Planned	Pending
Output 3.4(2)b: Enhance coordination and conduct participatory assessments to monitor the impacts of climate change adaptation and mitigation measures on children, youth, and women.	Indicator 3.4(2)b-1: # of assessment reports	Baseline: 0 ; Planned Target : 4	One assessment on the Economic and Fiscal Impacts of Disasters and Climate Risk in Zanzibar	One assessment was conducted pending validation and approval. Other assessment will be implemented in Phase 2	Progress Report
		Baseline	Achieved Indicator Targets		

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome/output	Indicators	Planned Targets;		Reasons for Variance with planned targets (If any)	Source of verification
<p>Output 3.4(2)c: Establish and operationalize a climate change information system at the regional and district level.</p> <p>Support the functionality of Adaptation Knowledge Management System (AKMS) through building capacity of government institutions/authorities, NGOs, researchers and the general public to contribute and share EbA knowledge and best practices through the system, fostering inclusive participation and empowering communities to effectively address climate change challenges.</p>	<p>Indicator 3.4(2)b-2: # of regional, district, and community-level climate action plans developed and actively implemented</p>	<p>Baseline:0 ; Planned Target:2</p>	<p>Two key plans in development – Costed Environmental Master Plan of Action and the Climate Change Strategy review at Regional Level. DoE has integrated this into the Zanzibar State of Environment Exercise – currently supported by ZJP.</p> <p>Strengthened district level mangrove and livelihoods efforts, and ownership of Village Landuse Plans (VLUPs) for 3 shehias Bumbwini Mafufuni, Makoba and Kiongwe Kidogo</p>	<p>In 2025, 40 stakeholders – UN agencies and government partners aligned on climate resilience plans, 55 stakeholder contributed to Environmental Master Plan and Climate Change Strategy Review, 30 senior officials reconstituted the Climate Steering Committee</p> <p>Another Climate Steering Committee Meeting to review coastal zoning regulation and finalize dev. of climate plans and establish AKMS for Zanzibar (50% completed)</p>	<p>Mission Report</p>

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 3.4(3) Enhanced capacity of health care systems, water supply, sanitation, and hygiene services for climate resilience to protect and improve the health of those most at risk from environmental hazards					
Output 3.4(3)a: Provide training to artisans, farmers, community members and health auxiliaries on the maintenance of health facilities and community water storage facilities	Indicator 3.4(3)a.1: % of artisans with knowledge on the maintenance of health facilities and community water storage facilities	Baseline: 0 Planned target: Increase by 20%	66 artisans and 32 health workers trained on rainwater harvesting.	Completed	Activity Report
	Indicator 3.4(3)a.2: % of community members with knowledge of construction and maintenance of rain water harvested	Baseline: 0 Planned Target: 20%	40 farmers trained on rainwater harvesting	Completed	Activity Report
Output 3.4(3)b: Conduct training for artisans, farmers, and community members at both households and institutions, including health care and schools, on climate related technologies for water sanitation and hygiene. (i.e. water restrictors)	Indicator 3.4(3)b.1: % of community members (by cadre) oriented on water wastage minimization	Baseline:TBD Planned target : 20% increase	66 artisa and 40 farmers trained on water wastage minimization	Completed	Activity Report
Output 3.4(3)c: Implement Social and Behaviour Change Communication (SBCC) and school campaigns focused on climate change awareness and improved hygiene practices	Indicator 3.4(3)c.1 % of beneficiaries reached with knowledge on climate to enable the implementation of climate-resilient interventions on WASH/IPC, water supply, sanitation, and hygiene.	Baseline: TBD Planned Target: 20% increase	30,928 beneficiaries (Female -16,083, Male -14,845 Children Under-five - 4,515)	Completed	Activity Report

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 3.4(3)d: Supporting the community to implement rainwater harvesting and desalination systems to address water scarcity and salt-water intrusion and manage freshwater resources	Indicator 3.4(3)d.1: % of institution buildings installed with rain water harvesting system including storage facilities and water restrictors	Baseline: TBD Planned Target: Increased by 20%	Installed rainwater harvesting systems in 6 healthcare facilities (3 in Unguja and 3 in Pemba)	Completed	Activity Report
Sub output 3.4(3)e: Develop and implement early warning systems for water-related risks, such as flooding or contamination, as well as promote the use of insurance for climate change adaptation to enable timely responses and preventive measures against environmental hazards	Indicator 3.4(3)e.1: # of DMC technical staff capacitated in DRR	Baseline: TBD Planned Target: 10	Operationalized the Disaster Management Information System (DMIS) room and mobile platform to enhance real-time data, reporting, and emergency response.	Pending launch for full use.	Activity Report
	Indicator 3.4(3)e.2: # of Shehia with identified and documented local EWS	Baseline: TBD; Planned Target: 40	Planned for phase 2		Pending
Output 3.4(3)f: Enhanced the capacity of Community Health Workers to promote climate-resilient, underutilized local foods in order to improve the health outcomes of those at risk like; women, pregnant mothers and children	Indicator 3.4(3)f.1: # of CHWs trained on developing the culturally appropriate meal plans that include underutilized local food species	Baseline: 0 Target: 450	100 Community Health Workers (CHWs) capacitated on dietary diversification, culturally appropriate meal planning, and integration of underutilized local food species	Others will be trained in Phase 2 after additional funding is allocated	Activity Report
	Indicator 3.4(3)f.2: # of beneficiaries with knowledge of the benefits of underutilized local food species (seaweeds and moringa).	Baseline: TBD Target : increase by 20%	Target met: 1,772 caregivers of children under five reached	Completed	Activity Report
Output 3.4(3)g: Strengthen health workforce capacity to	Indicator 3.4(3)g.1 # of Climate Change and	Baseline 1: Target : 3	Target met: Established Climate Change and Health Technical	Completed	Activity Report

Outcome/Outputs	Indicators	Baseline: Planned Target:	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
anticipate, respond to and cope with the impacts of climate change - including emerging and re-emerging disease outbreaks.	Health Technical Working Group meetings held		Working Group to contribute to development of the “third generation” Nationally Determined Contributions (NDC 3.0s) to intergrate national climate action plan with public health considerations.		
	Indicator 3.4(3)g.2 # of awareness creation materials and training package developed	Baseline: 0 Planned Target :5	Target met: 15,000 beneficiaries - Developed climate change and health awareness creation and training toolkits for Health Care Providers and Community Health Workers (CHWs)	Completed	Activity Report
	Indicator 3.4(3)g.3 # of CHWs at national and Subnational level with knowledge and skills on the linkage between climate change and health, including resilience and decarbonization measures	Baseline: TBD Target: 100	33 healthcare service providers	Others will be trained in Phase 2 after additional funding is allocated	Activity Report
	Indicator 3.4(3)g.4 # of health facilities installed with solar systems.	Baseline: 0 ; Target: 1	Advanced sustainable health infrastructure through a technical field assessment at Bumbwini Makoba Health Center, informing solarization feasibility and tendering processes.	Under implementation	Activity Report

ii) Evaluation, Best Practices and Lessons Learned

Assessments, evaluations and studies undertaken

As mentioned throughout the results narrative, during the reporting period, the programme undertook a number of assessments, diagnostics and technical studies to inform implementation and strengthen the evidence base for programme delivery. These included the following:

1. Draft assessment of the economic and fiscal impacts of disasters and climate risk in Zanzibar

A first draft assessment was produced to generate evidence on hazard exposure, livelihood impacts, protection gaps and fiscal pressures linked to climate and disaster risk. The assessment is intended to inform more risk-informed planning and budgeting and strengthen anticipatory climate risk management.

2. Baseline assessments for solarization of priority health facilities

Baseline assessments were completed to inform the planned installation of solar power systems at priority health facilities. This work helped identify needs and lay the groundwork for more climate-resilient basic health services.

3. Water-demand assessments in health facilities

Water-demand assessments were carried out in 16 health facilities to identify infrastructure needs and inform investments in climate-resilient water access. The findings guided the construction of rainwater harvesting systems to strengthen water security in frontline services.

4. Food safety and quality assurance framework for seaweed MSMEs

A food safety and quality assurance framework was developed for seaweed micro, small and medium-sized enterprises to help address weak compliance with quality requirements. The framework provides a basis for improving hygiene, consistency and readiness for more formal and competitive markets.

5. Enterprise diagnostics in the seaweed value chain

Diagnostics were undertaken at 14 enterprise sites to identify technology upgrading needs in the seaweed value chain. These diagnostics informed subsequent enterprise improvement support and helped focus interventions on workflow, hygiene and processing readiness.

6. Baseline and preparatory assessments for integrated mangrove conservation and beekeeping

Initial assessments were conducted to support the integrated mangrove conservation and modern beekeeping intervention in Kaskazini Unguja. This work helped guide training, equipment support and community-based implementation of an approach linking ecosystem protection with livelihoods.

7. Locally adapted nutrition guidance and recipe development

As part of the climate and nutrition work, the programme supported the development of practical recipes and locally adapted guidance promoting underutilized, climate-resilient and nutritious foods. This informed community-level nutrition outreach and helped connect climate adaptation with household nutrition resilience.

Implementation challenges, delays and mitigation

During the reporting period, the programme experienced **operational, institutional and financing constraints** that affected the pace and scale of implementation. **Several risks identified at design stage materialized**, particularly around local capacity limitations, coordination complexity, procurement, and the time and resources needed for sustained community-level engagement.

- Key challenges included:
 - **limited institutional and financial management capacity** among some seaweed cooperatives, which constrained investment readiness and delayed access to financing opportunities;
 - **procurement delays and operational bottlenecks**, which disrupted timelines across several activities;
 - **delayed vulnerability and GBV assessments**, which slowed the availability of evidence needed for programming and targeting;
 - **funding and infrastructure constraints**, especially in health facilities and district-level WASH budgets, which reduced implementation scale;
 - **slow progress in finalizing district-level planning tools**, including District Child Protection Plans;
 - **partial completion of some outreach and training activities**, especially with Shehas and community groups, which limited the pace of prevention and norm-change work.
-
- Additional constraints included:
 - **capacity limitations across district and community structures**, affecting the rollout and quality of child protection and GBV services;
 - **gaps in reporting and incomplete documentation of abuse**, which hindered monitoring and timely decision-making;
 - **donor dependence of some Government-led coordination mechanisms**, which reduced the regularity of multisectoral meetings;
 - **irregular rainfall, prolonged dry spells and water scarcity**, which affected agricultural calendars and uptake of improved practices;
 - **weak market information, weak market linkages and dependence on a small number of buyers** in the seaweed sector;
 - **foundational knowledge gaps among MSMEs** on hygiene, organization and compliance;
 - **diverse enterprise operating conditions**, which required more tailored support than initially anticipated;
 - **longer coordination timelines with national institutions**, which delayed approvals and joint action;
 - a **complex coordination landscape**, involving multiple ministries, regulators and support institutions with different procedures and mandates.
- To mitigate these challenges, the programme:
 - increased the use of **tailored coaching, follow-up support and simplified tools** for producer groups and MSMEs;
 - used **participatory processes** to strengthen local ownership and improve the relevance of district and community interventions;
 - reinforced **inter-agency and Government coordination** where possible to maintain alignment across pillars;
 - adopted **staged implementation approaches**, particularly in enterprise upgrading, so that basic organizational and hygiene practices were in place before more advanced technical support was introduced.

- These adjustments helped sustain progress, but delays and capacity gaps meant that **some activities advanced more slowly or at a smaller scale than originally planned.**

Lessons learned

- **Integrated delivery matters:** Results were strongest where technical inputs were combined with coaching, institutional follow-up, local ownership and practical pathways for sustainability.
- **Production support alone is not enough:** In the food systems pillar, stronger results came where production support was linked with enterprise development, post-harvest improvements, business skills and market readiness.
- **Behavioural and organizational readiness are prerequisites for upgrading:** The Kaizen-based approach showed that MSMEs need structured organizational routines, hygiene practices and simplified compliance tools before they can effectively benefit from equipment upgrades or move toward certification.
- **Packaging and compliance need to be treated holistically:** Packaging improvements were most effective when introduced alongside food safety, hygiene and workflow strengthening, rather than as stand-alone support.
- **Institutionalization strengthens sustainability:** Embedding entrepreneurship support through the Vocational Training Authority and developing practical quality and food safety systems created stronger prospects for continuity beyond the life of the programme.
- **Participatory planning improves ownership:** Gender-responsive land-use planning and community dialogue helped ensure that climate adaptation interventions were locally relevant and more likely to be sustained.
- **Linking conservation with livelihoods is effective:** Combining mangrove conservation with beekeeping showed promise by aligning ecosystem protection with tangible local economic incentives.
- **Care-responsive design strengthens inclusion:** Integrating childcare, clean cooking and other supportive measures into livelihoods systems can unlock women's participation and leadership more effectively than technical training alone.
- **Sustained community engagement is essential for norm change:** In the protection pillar, working through Shehas, religious leaders, paralegals and other trusted actors proved important for reducing stigma, strengthening reporting and improving accountability.
- **Market linkages must be strengthened alongside production:** For seaweed, banana and sea cucumber producers, more deliberate engagement with tourism-sector buyers, including hotels and resorts, could improve market certainty, strengthen commercial viability and reduce dependence on project resources alone.

Best practices

- **Community-level support is most effective when linked to stronger local systems:** Across pillars, the strongest results came where community interventions were reinforced by district structures, local service improvements and clearer links to livelihoods, markets or protection pathways.
- **Kaizen-based multi-cycle coaching proved effective for enterprise upgrading:** The combination of training, repeated on-site coaching and continuous improvement supported practical behaviour change among MSMEs.
- **A staged approach to enterprise improvement worked well:** Strengthening basic workflow, hygiene and organization before introducing more advanced equipment or compliance requirements improved the effectiveness of support.

- **Participatory, gender-responsive land-use planning emerged as a strong practice:** It strengthened local ownership, improved relevance and helped align adaptation measures with community priorities.
- **Integrated nature-based solutions showed strong promise:** Linking mangrove restoration with livelihood support, especially beekeeping, created a more balanced incentive structure for environmental protection.
- **Institutional partnerships helped extend sustainability:** Work with institutions such as the Vocational Training Authority and local Government structures created avenues for continuity and scale.
- **Joined-up programming added value:** The programme’s most effective interventions were those that combined technical support, systems strengthening, local ownership and practical investments in the same geographies and for the same vulnerable groups.

Overall, the programme’s experience in 2025 suggests that integrated, area-based programming is most effective when it combines technical support, systems strengthening, local ownership and clear pathways to sustainability.

iv) A Specific Story

Voices from the Field: From household effort to emerging enterprise

When Amina Hamad Ali first began processing seaweed in Pemba, she did not see her work as a real business. As she recalled, “At that time, I had no real future and was not a real business. Even my son left to look for other work. I was just trying without a real plan.” Her operation was entirely home-based. Products were kept in plastic bags on shelves and shown only when customers asked. There was no designated production space, no clear workflow, and limited understanding of hygiene or quality requirements. What existed, however, was determination and the beginnings of an idea.

A turning point came when she was identified for support under the programme’s work on value addition and enterprise improvement in the seaweed sector. Through the Kaizen implementation approach, she began applying simple, practical methods to improve how her enterprise operated. These were not capital-intensive changes. Instead, they focused on what could be done immediately with available materials and a

different way of thinking about work organization, cleanliness and product presentation. As Amina put it, “I learned that improvement does not always need money, but a change in thinking.”

That change in mindset quickly translated into visible improvements. Using locally available materials, she reorganized her backyard to create a basic production area. For the first time, processing, storage and product display were separated and clearly arranged. Clearer work areas helped her establish a dedicated food-processing line, improve hygiene, reduce handling risks and align more closely with basic food-safety expectations. Though modest in themselves, these changes marked an important shift from informal household activity towards a more structured micro-enterprise.



Amina (back, center) leading her team during daily operations.

Photo: UNIDO

The improvements also opened the way for greater value addition. Seaweed flour, snacks and bakery items, which had previously been informal experiments, became part of a more deliberate product line. Packaging also improved, giving the products a more polished and market-ready appearance. These changes helped strengthen customer trust and improved the competitiveness of the business within Pemba’s growing value-added seaweed segment. In practical terms, the support was helping Amina move further away from dependence on raw-product sales and closer to the type of small enterprise that can participate more effectively in higher-value markets.

Just as important as the technical and operational changes was the shift in confidence and leadership. Through coaching and follow-up support, Amina began to see her work differently — not simply as a way to get by, but as a business with a future. This change encouraged her to expand her team and recruit two young women to support production and marketing. Reflecting on this step, she said, “I realized I cannot grow alone. Now we work as a team, and they are ready to fight for this business.” Her experience also began to influence how others in the community, especially young people, viewed seaweed processing and value addition.

By the end of 2025, the change was clear. Pemba Mwani had become a more structured and promising enterprise, with stronger hygiene practices, a diversified product line, improved internal organization and a clearer business identity. The upgraded packaging and improved labeling contributed to stronger sales performance, and Amina was able to secure a dedicated delivery arrangement with a business-to-business client in Dar es Salaam — her first expansion beyond Pemba. These are still early steps, but they illustrate the kind of transition the programme is seeking to support across the seaweed value chain: from low-value, informal activity to stronger enterprise models that can improve incomes, create opportunities for others and expand women’s participation in local economic development.

Her own reflection captures that journey well: “Kaizen helped me believe that even small steps matter.” Amina’s story shows how practical support to workflow, hygiene, product development and market readiness can help unlock not only business growth, but also confidence, leadership and wider opportunity for women in Zanzibar’s seaweed sector.

v) Leaving no one behind

Type of engagement	Total Number of People	Number of Women and Girls*	Number of Children (0-14)*	Number of youth (ages 15-24)*	Number of People with Disabilities
Training/workshops for targeted groups	4,472	2,656	0	130	7
Awareness raising campaign for broad audience	487,147	265,572	4619	86,595	
Dialogues/consultations with relevant stakeholders	282,070	922	0	116	3
Coordination meetings with key partners	154	66	-	1	
Access to expanded services	33,252	17,101	6567	4688	
Others (Please specify):	Assessed 10,963 community beneficiaries across 3 Shehias Monitor performance of the 6 rainwater systems				

VII. Additional Resources Mobilized:

An important development in 2025 was the approval of the Joint Programme on *Transforming Seaweed Farming through Integrated Financial Solutions for Enhanced Food Systems in Zanzibar* under the UN Joint SDG Fund. Implemented under the leadership of the Revolutionary Government of Zanzibar in collaboration with FAO, UNDP, IFAD and WFP, the programme is designed to complement the ZJP food systems pillar in the same target geography by addressing financing constraints in the seaweed value chain and extending support from production and value addition into access to finance and longer-term sector development. Phase I of this new joint programme was allocated **USD 1.8 million from the Joint SDG Fund**.

This followed sustained efforts under the leadership of the UN Resident Coordinator's Office, to facilitate Government participation in international conferences that helped advocate for a more targeted financing approach for the seaweed sector and paving the way for the eventual design of the joint programme. The approval of the programme is therefore significant not only in terms of additional resource mobilization, but also because it reflects the extent to which the ZJP helped create a platform for a more focused follow-on investment in an area already identified as strategic.

The new programme builds on work already underway through the ZJP and expands the overall package of support available to seaweed farmers, especially women and youth. It has also helped leverage an additional USD 200,000 through the FAO Hand-in-Hand Initiative. Going forward, it will be important to distinguish clearly between results attributable to the ZJP itself and those that arise under the complementary seaweed financing programme, while still showing the strategic coherence between the two.