



THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR
MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

AGRICULTURAL SECTOR STRATEGIC PLAN 2011 – 2014

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LIST OF ACRONYMS

ASSP	Agriculture Sector Support Services
ASDP-L	Agriculture Sector Development Programme – Livestock
BEO	Block Extension Officer
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
CODEMA	Client Oriented Demand Management
CPO	Chief Planning Officer
CR&D	Crop Research and Development
DADO	District Agricultural Development Officer
DoFS	Department of Forestry Services
DoFSN	Department of Food Security and Nutrition
DoIRR	Department of Irrigation
DoNR	Department of Natural Resources
DoPPR	Department of Planning, Policy and Research
EW	Early Warning
FSND	Food Security and Nutrition Department
GDP	Growth Domestic Product
ICT	Information and Communication Technology
IPPM	Integrated Production and Pest Management
IoAR	Institute of Agriculture Research
KATI	Kizimbani Agricultural Training Institute
MANR	Ministry of Agriculture and Natural Resources
MANREC	Ministry of Agriculture, Natural Resources, Environment and Cooperatives
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MKUZA	Mpango wa Taifa wa Kukuza Uchumi na Kupunguza Umasikini literary meaning (ZSRG)
MMC	Ministry Management Committee
MOFEA	Ministry of Finance and Economic Affairs
MTEF	Medium Term Expenditure Framework
NACTE	National Council for Technical Education
NGO's	Non Government Organisations

PCs	Projects/Programs Coordinators
PMCS	Participatory Monitoring Control and Surveillance
PPD	Plant Protection and Produce Inspection Division
RADO	Regional Agricultural Development Officer
R&D	Research and Development
SACAS	Savings and Credit Associations
SACCOS	Savings and Credit Cooperative Organizations
SME	Small and Medium Enterprises
SP	Strategic Plan
TNA	Training Needs Assessment
ZARC	Zanzibar Agricultural Research Council

EXECUTIVE SUMMARY

This Strategic Plan (2011-2014) sets the vision, mission and objectives that are to be realised in the next three years. The Strategic Plan (SP) provides a framework for improved services delivery and translation of sector policies and strategies into meaningful actions that will contribute towards the achievement of national goals and objectives of reducing poverty and attaining national food security as articulated in MKUZA II. The main objectives of this Strategic Plan is to accelerate transformation of agricultural sector into a highly diversified, modernized, intensified, commercially viable and competitive production entity.

This Strategic Plan is organised into three main chapters and consists of four annexes. Chapter one presents an introduction of the document, including the layout of the document, purposes of the SP, role of MANR and the methodology used in SP preparation. Chapter two highlights situational analysis which includes a very brief history of MANR and its structure. It also describes stakeholders' analysis, expectations and go about to analyse internal as well as external environment including strengths, weaknesses, opportunities and challenges inherent to the organisation for better understanding of areas relative advantages and disadvantages to be taken in account in coming up with the areas of priority interventions while focusing on Ministry's vision, mission and core functions. Chapter three provides an overview of the Policy and institutional issues through the statements of vision, mission, objectives and targets to achieve the objectives.

In ensuring smooth implementation of its strategies to achieve the targets, the MANR motto will be provision of quality services that will be demand driven, emphasising on team working, ensuring commitment, active participation of stakeholders and gender sensitive plans as core values.

ACKNOWLEDGEMENT - PRINCIPAL SECRETARY

The Ministry of Agriculture and Natural Resources (MANR) has revised the Strategic Plan (2007-2010) into a comprehensive and practical plan for the period of 2011-2014 with the aim of accelerating the transformation of agriculture into a competitive and commercially oriented enterprise. In preparation of this Strategic Plan the Ministry made deliberate efforts to link it with the objectives of Vision 2020 that aims at making Zanzibar *free from hunger by 2020*, MKUZA, and various policies and strategies that guide the functions and operations of agricultural sector in Zanzibar.

This Strategic Plan lay down strategic intervention areas of objectives and targets that MANR want to accomplish towards realizing the vision, mission and the strategic objectives within the given time frame. The MANR is conscious of the importance of agriculture sector in addressing greatest development challenges such as poverty, food insecurity and overall poor economic growth. The Ministry therefore endeavours to deliver its functions and services so that the subsistence smallholder farming entity can be transformed into viable commercial production one that will be feasible for private sector investment, and consequently ensuring that Zanzibar is achieving higher economic growth and better livelihood for its population. Recognising the untapped potentials of the sector, the role of private sector could be that of participating in primary and secondary production of agricultural products and delivery of services. This Strategic Plan envisages strong future collaboration of the sector with private sector so as to spur the transformation of agriculture sector into a commercialised and demand driven entity.

It is my sincere hope that this Strategic Plan will meet the expectations of the farming communities, producers and other stakeholders. It is as well my aspiration that its implementation will deliver the anticipated agriculture sector development needs and consequently bring forth economic growth, food security , improved income and sustainable livelihoods to farming communities.

I would like to stress that this Strategic Plan will form a basis on which work plans will be formulated at the sector and sub sector levels. On this regard successful implementation of this plan is the responsibility of all departments and units under this Ministry with fully participation of stakeholders. The Ministry will make deliberate efforts to ensure that the implementation of this Strategic Plan is linked with Medium Term Expenditure Framework (MTEF) budget so as to ensure that the priority areas are given needed resources for achieving the best results.

Lastly, the Ministry would like to take this opportunity to thank the Strategic Plan preparation team and all stakeholders who contributed in this plan. This Strategic Plan would not have been possible without their hard working, commitment and endurance.

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THE STATEMENT BY THE MINISTER OF AGRICULTURE, AND NATURAL RESOURCES

The Agriculture Sector is second highest contributor to the GDP of Zanzibar (MOFEA, Growth Strategy Report, 2006). MKUZA I highlighted that any serious strategy on reducing rural poverty and improving food security requires specific measures that will ensure considerable increases in income of smallholder producers obtained through increasing production and productivity. As a result the sector has been ranked as a priority sector along with the Tourism and Trade Sectors. The Ministry now is faced with a challenge of implementing sectoral changes that will lead to the greatest reductions in poverty. The most critical challenge is transforming subsistence smallholder agriculture into viable commercial entity. This will not only increase the contribution of the sector to the GDP but more importantly it will increase sector contribution in reduction of rural poverty.

Currently, Agricultural Sector is riddled with various inadequacies including the low use of production enhancing technologies and low investment capital, underdeveloped agricultural support services, depletion of the natural resources bases and over reliance on rain fed agriculture. Others are out-dated laws and weak law enforcement mechanisms, reduction of agricultural labour force caused by the HIV/AIDS pandemic, malaria and other frequent diseases, drug abuse, pest outbreaks and unpredictable weather caused by global warming. On the other hand, there are several opportunities that need further exploitation; including the comparative advantage in production and marketing of some cash crops, particularly organic spices and tropical fruits abundant surplus of underground water.

This SP has placed special emphasis on addressing the core constraints of the sector such as the provision of support services to the farmers, the sustainable management and utilization of natural resources, achieving food security and creating an enabling environment for the private sector fair participation in the sector. Other important priorities include creating conducive policy and regulatory environment for effective implementation of agricultural related activities and enhancing smallholders' access to essential production inputs and services. Other issues addressed in this SP include the improvement of marketing efficiency so as to inculcate private sector involvement in production, processing and provision of marketing services, empowerment of rural communities and encouraging them to participate effectively in management of natural resources for the benefit of current and future generations. This SP also features the need for reviewing some of the agriculture related policies and regulations.

Another important aspect of the SP is addressing food insecurity, especially in rural areas where the situation is still discouraging. Efforts will be made to assist resource poor households engaged in crop production, and the formation of rural based savings and credit associations (SACAS) that cater for their credit and saving needs. This is essential for reducing rural poverty and thus achieving the broad objective of the sector.

The implementation of this Strategic Plan will be done in a manner that articulates the objectives and targets of the National Development Vision 2020, MKUZA II and MANR sector policies.

(MANSOOR YUSSUF HIMID)

**MINISTER FOR AGRICULTURE AND NATURAL RESOURCES
ZANZIBAR, TANZANIA**

CHAPTER ONE

1.0 INTRODUCTION

The broad development goals of the government were reflected in the national development plan which is Vision 2020. Those goals in this plan were aimed at improving the socio-economic condition of the people with long term objectives of reducing poverty and improving the well being of the population. However, since Vision 2020 is a framework that only gives the general goals of the government over a long period of time it was important to have more operational, sector specific objectives to take into account Vision 2020 aspirations. The agriculture and natural resources sector is one of the important sectors of the economy. As a result it's very important that the sector achieves its objectives in order to have the national development goals of Vision 2020 achieved.

The agricultural sector and natural resources has identified three priority goals out of Vision 2020. These include ensuring basic food security, improving income levels and increasing export earnings. The operationalisation of Vision 2020 is achieved through a special framework known as the Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP) popularly known as MKUZA which together with Millennium Development Goals (MDGs) provide a medium term national frameworks. MKUZA recognizes the importance of agricultural sector and natural resources in economic growth and reduction of rural poverty in Zanzibar. The Strategic Plan (SP) assists the sector in attaining efficient allocation of scarce resources in achieving the sector goals and objectives. The SP is formulated and reviewed every three years in order to monitor the progress and guide the Ministry of Agriculture and Natural Resources (MANR) future plans for implementation.

1.1 LAYOUT OF THE DOCUMENT

This document is a Strategic Plan to guide the Ministry of Agriculture and Natural Resources for the financial years 2011/12 and 2013/14. It is divided into three main chapters followed by five annexes. The first Chapter introduces the SP; describe the purpose of this review, the role of Ministry and the methodology adopted in preparation of this plan. Chapter two presents a review of the Ministry history and roles and sector situational analysis. Finally, Chapter three highlights MANR's vision, mission, objectives, strategies and targets. There are also four important Annexes: Annex 1 shows objectives, strategies and targets matrix, Annex 2 list the ongoing programmes/projects, Annex 3 list proposed projects/programmes to be implemented. While the Organization chart of MANR is attached as Annex 4.

1.2 PURPOSE OF THE REVIEW OF STRATEGIC PLAN

The sector Strategic Plan (SP) is an important framework used in presenting sector objectives and targets for sector growth and poverty reduction in both rural and peri-urban areas. The need for review of the SP emanates from the following considerations: -

1) The strategy is viewed as an instrument for guiding public and private efforts towards broadly shared sector objectives, specific inputs and outputs and thus provides a basis for action by both the public and private sectors to meet agreed or specified inputs and outputs in the agricultural sector at all levels. 2) The previous Agriculture Strategic Plan was reviewed three years ago (2008) therefore it needs review to take aboard some of the new development challenges. 3) The Vision 2020 is now 10 years old therefore there is a need for sector review to assess the sector progress so as to have an input for the midterm review of Vision 2020. 4) MKUZA I which is a national development plan has undergone considerable changes which reflect on the sectors therefore the sector needs to be reviewed to take into considerations of those changes and to act as an input for MKUZA II before its launching. 5) There is a need for review of SP to be linked with the MTEF budget preparation process hence guide the prioritization of sector objectives for resources allocation.

1.3 ROLE OF THE MINISTRY

There have been changes to the structure and name of the Ministry since the last Strategic Plan was formulated. The name of the Ministry has changed from the Ministry of Agriculture, Livestock and Environment (MALE) into the Ministry of Agriculture and Natural Resources (MANR). The new structure shows that the Ministry has six (6) Departments and an Institute (See Annex 1). All of these institutions generally have the following responsibilities:-

- to promote the development of Agriculture Sector (rain fed and irrigated agriculture) through research, extension and other production services while ensuring food security and increased opportunities in secondary sectors for growth and improved wellbeing
- to promote sustainable use of natural resources for the benefit of current and future generations.

1.4 METHODOLOGY USED

The SP review is done in such a way that stakeholder's attentions were the primary concern so as to ensure that there would be a collective ownership of the agreed objectives and targets. Therefore, the team that was composed for this work was of multi-disciplinary within agriculture sector and natural resources to accommodate the concerns of all important disciplines. Stakeholders' consultations were done as appropriate, either by sharing the developed draft with some key staff or by physical interactions with these personnel. The former was more appropriate due to time and resource constraints than the later. The review process of this SP was accomplished through the following activities:-

- Review of different supporting documents such as sector policies, strategies, review reports and other related documents. Some of the documents that were consulted include: Agriculture Sector Policy, Strategic Plan (2004,2008) Agriculture Sector Policy (2002), Forestry Policy (1995), Fuel Wood Consumption Survey (2003),

Irrigation Master Plan (2003), Food Security Policy and Programme documents, Ministry's Budget Speeches, MKUZA documents, other Ministry of Finance reports and economic forecasts and MTEF Budgets (2007/2008-2009/2010)

- Presentation and sharing the draft report with key staff of the Ministry
- Compilation of the input and production of the final draft report and submission to responsible personnel.

CHAPTER TWO

2.1 REVIEW OF THE HISTORY, STRUCTURE AND THE ROLE OF THE MINISTRY

Following the 2010 general elections the name and structure of the Ministry has changed. The previous Ministry was called the Ministry of Agriculture Livestock and Environment (MALE) and the new Ministry is the Ministry of Agriculture and Natural Resources (MANR). The Ministry is now responsible for all issues to do with agricultural sector development and management of natural resources. In terms of structure there are certain institutions that were under MALE that have shifted into other Ministries, such as former Environment and Cooperatives Departments while the Livestock and Fisheries Departments have been transformed into a new Ministry called Ministry of Livestock and Fisheries which is Agriculture sector line Ministry. All the remaining institutions that were previously under MALE are still under MANR mandate, with more or less changes in structure such as the Institute of Agriculture Research and Department of Agriculture which essentially come from the previous Commission of Agriculture, Research and Extension (CARE). In addition new institutions have been added to increase efficiency and focus such as Department of Administration and Human Resources and Department of Food Security and Nutrition.

The new structure of the Ministry therefore consists of the following departments and institution; the Departments of Agriculture, the Department of Planning, Policy and Research, the Department of Administration and Human Resources, the Department of Irrigation, the Department of Natural Resources, Institute of Agriculture Research, the Department of Food Security and Nutrition and Kizimbani Agricultural Training Institute (KATI). The focus in attention of the Ministry has been towards the areas of Food Security and Nutrition where policy and institutional set up are in place. Together there have been more efforts directed towards the improvement of the Ministry's coordination role through the improvement of the Department of Planning, Policy and Research and creation of new Department of Administration and Human Resources. Other developments have been improving services delivery to the targets where various Projects and Programmes have been implemented with wider reach to the farmers' level such as PADEP, ASSP/ASDP-L, and Plant Protection services through participatory approach such as adaptive research and farmer field schools all aiming at reducing income poverty and improving the general well being of the farmers.

2.2 SITUATION ANALYSIS

2.2.1 STAKEHOLDER ANALYSIS

The stakeholder analysis was carried out by considering the profile of the ministry's key stakeholders, and explores the responsibility, needs and expectation of each respective

stakeholder. The principal stakeholders of the agricultural sector in Zanzibar include the following:-

- **Farmer/Grower:**

These are producers of food and cash crops and nursery owners.

- **Entrepreneur**

These are individuals or groups that are oriented at continuously tapping down the opportunities available in their production system so that they utilise effectively these opportunities for profit optimisation. In their entire systems of production they are always thinking of improving certain facets so they can have more opportunities in profit optimisation.

- **Private Sector:**

These are private individuals or companies dealing with provision of private tractor hire services, agro-processing services, export, import and distribution of agricultural inputs and produces or other sensible income generating activities. It also involves farmers' groups selling agricultural inputs/outputs to individual farmers.

- **Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs):**

These are voluntary grouping of individuals or organizations which are autonomous, non-partisan, non-profit making organized locally at grassroots levels, national or international levels with the aim of promoting agricultural development, environmental conservation; and food security for the protection of the poor.

- **Development partners**

These are international community or members of development groups/agencies (multilateral donor agencies), and countries (bilateral donor agencies) that provide development assistance to agriculture and related sectors in Zanzibar.

- **Other government institutions:**

These include all public institutions that are directly or in directly collaborating with MANR in execution of its agricultural activities. (e.g. institutions to do with water, land, disaster management, education and public health issues).

2.2.2 NEEDS/EXPECTATIONS OF STAKEHOLDERS

The expectations of the stakeholders were identified and presented in the table below:

Table 1: Needs/Expectations of Stakeholders

Stakeholder	Stakeholders Expectations/Interests	Ministry Expectations/Interests
i. Farmers	Timely availability of agricultural inputs and services and at affordable price. Availability of appropriate agricultural support services. Access to credit and saving facilities. Effective policy and regulatory frameworks. Existence of efficient marketing system. Access to information.	Effective participation and commitment of farmers in respective areas of interventions.
ii. NGO's and CBO's.	Conducive policy and legislative frame work. Institutional collaboration and networking. Supervision and coordination. Law enforcement. Political stability.	Comply with government policy, strategies and set priorities
iii. Donors Agencies	Good governance and political stability Good national and sector policies and conducive legal frameworks. Effective coordination and cooperation Government commitment Development assistance are effectively used as planned	Support government initiatives towards promoting agricultural sector development plan.
iv. Other Government institutions	Clear demarcation and distribution of responsibilities. Good policy and regulatory guidelines. Good Collaboration and networking.	Effective multi-sectoral coordination and collaboration
v. Suppliers and distributors of agricultural inputs and	A firm policy statement on removal of government subsidies. Stable policy guidelines and	Compliance with government regulations with regard to supply of agricultural inputs and services.

services	regulations. Marketing information. Fair trading environment.	
vi. Farmer Associations	Policy guidelines and regulations. Production and marketing information. Legislations and legal frameworks. Appropriate production, managerial and marketing skills.	Active participants in their areas of interventions.
vii. Private investors	Investment incentives in place. Institutional collaboration and networking. Conducive policy and legal environment. Political stability. Availability of up to date and accurate agricultural information.	Compliance with government rules and regulations.

2.3 ENVIRONMENTAL SCAN: *The SWOT Analysis*

The Strength, Weaknesses, Opportunities and Threats (SWOT) analysis is an important tool for planning purposes which analyses the strengths, weaknesses, opportunities and threats of the institution. This tool will help the MANR to analyse all internal and external environment in order to capitalise on those areas that will enable it to exercise its mandate effectively. The internal environmental scan examines the strengths and weaknesses inherent to the Ministry's structure and role while the external environmental scan examines opportunities and threats which are variables outside the Ministry.

Internal environmental Scan

The analysis of internal environments for the MANR is presented as follows:-

Strengths

Strengths are those internal factors that offer advantages in the MANR's role of provision of services to achieve MANR's mission and objectives and targets. These include the followings:-

- Good institutional, policy and regulatory environment for private investment in agriculture;
- Availability of local expertise in some areas;
- Appropriate sector development strategies in place such as (Agriculture Transformation Initiatives, Zanzibar National Forest Management Plan, Irrigation

Master Plan, Agriculture Sector Policy, Food Security and Nutrition Policy and Programme e.t.c.);

- Crosscutting issues (such as HIV/AIDS, Gender, environment, communication strategy, food security and other poverty reduction strategies) have been mainstreamed into the Ministry's core activities;
- Establishment of Agro-processing training centre;
- Availability of drought and disease resistant rice variety (NERICA) and high yielding cassava variety and banana planting materials;
- Increased protected areas of forest land and;
- Good information flow from extension personnel to farmers.

Weaknesses

Weaknesses are those internal factors that are obstacles to MANR's performance. These include: -

- Low use of modern agricultural inputs and services associated with low productivity in agriculture production
- Shortage of expertise in some areas
- Insufficient publicity of existing policies and legislations governing the Zanzibar agriculture and related sub sectors
- Weak law enforcement mechanisms
- Poor staff performance appraisal, placement and promotional procedures
- Inadequate agricultural management information system
- Degradation of natural resources
- Poor quality assurance and control mechanism
- Poor marketing systems
- Weak research and extension services delivery linkages
- High postharvest losses for rice, cassava, fruits and other crops
- Depletion of existing clove trees and low survival rate of newly planted seedlings
- Inadequate structural role and sector coverage.

External Environmental Scan

The analysis of external environments which include opportunities and threats for the MANR is as follows:

Opportunities

Opportunities are the external factors that offer advantages to MANR's performance. These include:-

- Comparative advantage in production of some cash crops like cloves, copra, tropical fruits, spices and essential oils
- Existing market opportunities for crops due expansion of tourism sector and increased global demand for organic spices
- Plenty of natural resources bases including underground water and natural forests
- Opportunity for private investment in processing of agricultural produces
- Availability of alternative source of fuel for cooking such as LPG/cooking gas
- Increased community participation in conservation and management of natural resources in their respective areas
- Increased government focus on secondary sectors such as industry and trade that could stimulate the agriculture sector growth.

Threats

Threats or challenges are issues outside the MANR mandate that if not addressed properly might inhibit MANR chances of achieving its mission and objectives. These include:-

- Reduction of agricultural land associated with increased population density and economic activities
- Depletion of natural resources and environmental degradation due to increased socio economic activities
- High price of alternative sources of energy (electricity and LPG)
- Poor enforcement of land use plan and other laws and regulations
- Complex land tenure system
- Significant reduction of agricultural labour force caused by the HIV/AIDS pandemic, malaria and drug abuse
- Low youth involvement in agriculture sector
- Disease and pests outbreaks
- Low staff retention (brain drain) due to low staff motivation
- Unreliable weather condition
- Low private sector investment
- Negative perception towards agricultural activities as source of income.
- Low budget allocation from the government
- Increased demand for wood fuel due to increased population
- Increase incidence of crop theft
- Fire breakdown in forest areas.

2.3 KEY ISSUES

The MANR Strategic Plan for the 2011- 2014 period is basically set to address the following key issues:-

- **Weak extension and research services:** MANR intends to address various inadequacies in the existing research and extension system through establishment of demand driven research and extension services that are highly participatory in nature, carefully targeted to solve the practical farmers' problems. This will be done through initiation and supporting of farmer's research groups and scale up the formation of FFS at shehia levels; promote farmer to farmer extension method. The scope of research activities in the ministry will be expanded to include the socioeconomic aspects of agriculture. The institutional change with research emphasis will ensure that the situation is improved. Shortage of extension and research staff will be reduced by increasing the quality and quantity of students trained at KATI.
- **Low quality products:** MANR encourages production of high quality crops and promote value addition to meet the standard required to serve the need of tourism industry. The newly established agro-processing training centre will play a vital role in provision of agro-processing and entrepreneurship training to agro-processing entrepreneurs. The effort will also be made to impart knowledge on the technologies that are close to the production stages. This includes post harvest handling of fresh fruits and vegetables. The issues of standardisation and certification are important ingredients to export markets to be taken into account by this centre.
- **Degradation of terrestrial natural resources:** The Ministry will continue to educate community on the need to do conservation of terrestrial environment and make use of existing community awareness to promote the community involvement in conservation of natural resources in their respective areas. Special efforts will also be taken on strengthening and enforcing regulatory systems. Special emphasis will be placed on monitoring and controlling the exploitation of renewable resources starting by establishing District Land Use Management Plans for every district. The Ministry will also promote good land husbandry practices to prevent land degradation, reduce soil erosion, preserve water recharge/catchments areas and prevent deforestation. All issues highlighted would be addressed through the implementation of Long Term Forestry Management Plan.
- **Inefficiency Marketing Systems:** The current agricultural outputs and inputs marketing system is riddle with various inadequacies whereby presently there is no formal commodity value chain. The Ministry through Food Security and Nutrition Programme has developed a draft Agricultural Marketing Policy to guide the operation of various actors in the agricultural marketing system. In this SP the emphasis will also be placed on improving availability of agriculture marketing information and support services; advocate for implementation of

National Export Strategy; promote private sector partnership in provision of agriculture marketing services; Improving, creating and enforcing regulations, procedures and guidelines related to marketing of agricultural inputs and produces, establish and promote quality standards for agricultural produces for various markets; and strengthening institutional capacity to address issues related to agricultural trade and marketing as well as identifying various market segments including niche markets for agricultural produces.

- **Effective enabling environment:** One of the major tasks of MANR in this SP is on creating enabling environment that would allow effective implementation of agriculture and related activities. This will be achieved through improvement of institutional and regulatory frameworks and human capacity building. Human capacity building will start by conducting detailed training need assessment to identify areas where staff training is urgently needed together with institutional strengthening following the implementation part.
- **Disease and pest infestations:** Pests and diseases problem on crops have repeatedly emerged as one of the most important problems to farmers. This SP addresses this problem by providing regular trainings to farmers on disease and pest control methods/techniques.
- **Low crop production:** MANR collaborates with national, regional and international institutions in undertaking research and technological development on improved plants genetic resources and import appropriate technologies in order to have short-term, high yielding and draught, disease and pest resistant varieties. The Ministry also needs to promote crop - livestock integration as well as IPPM farming practices so as to conserve soil fertility, regulate pest infestation and sustain production and productivity.
- **Weak management information system:** The ministry intends to strengthen the agricultural statistics unit and support its activities, so as to collect and disseminate reliable, adequate and timely statistics and to generate information to serve as guide for managerial planning, decision and allocation of the ministry's resources. The opportunities available on areas of ICT need to be harnessed to benefit the sector.
- **Spreading of HIV/AIDS:** Although considerable efforts have been made to sensitize Ministry's employees on the spread of HIV/AIDS infection in work places, there is a need to make use of experiences of our extension workers in dealing with rural community to similarly address the HIV&AIDS and related problems in rural areas. A special provision has been made to the ASSP and ASDP-L programs to support economic impact mitigation measures by providing financial and technical support on micro-projects in crops and livestock production. The aim is to help those rural households with one or more members living with HIV to increase their resilience to HIV infection and reduce their susceptibility to AIDS impacts. A lot need to be done by the sector to reduce the susceptibility to the diseases.

- **Crop theft:** Whenever farmers were asked to list their problems the theft of crops particularly banana, coconut, cassava and fruits is often emerging as one of the most important problems. Currently the ministry is in the process of conducting a quick assessment on extent, causes, and come up with possible measures to adequately address this problem.

CHAPTER THREE

3.1 VISION, MISSION, OBJECTIVES, STRATEGIES AND TARGETS

3.1.1 Vision Statement

The MANR's vision is transformation of agricultural sector into a highly diversified, modernized, intensified, commercially viable and competitive production entity by 2020 whilst ensuring food security and ecologically sustainable environment.

3.1.2 Mission Statement

In order to have effective collaboration with its stakeholders and creating conducive environment for the Ministry to realize its vision goals; MANR's activities will be directed towards achieving the Vision through the following mission:

The MANR's mission is to promote scope of agricultural enterprises, technological adaptation, production and productivity through creation of effective regulatory and institutional mechanisms and effective delivery of production support services, while ensuring sustainable use of natural resources.

3.2 CORE VALUES

The MANR, mission and objectives will be executed within the framework of the following core values which will furnish as a driving motto towards achieving the envisaged vision:

- Participation
- Demand driven quality services
- Team working
- Commitment
- Gender sensitive.

3.3 OBJECTIVES

The following will be the main objectives to take care of the broad goals contained in the vision and mission statements:-

1. Strengthening the delivery of agricultural support services and promote adoption of productivity enhancing technologies;
2. Sustainable use of natural resources and environmental management promoted;
3. Efficient agricultural marketing system promoted to effectively promote exportation of agricultural commodities, safeguard the interest of smallholder farmers and encourage private sector participation;

4. Creating an enabling environment for effective implementation of agriculture and related activities created thorough improved institutional and regulatory frameworks and human capacity building;
5. Stakeholders are encouraged and empowered to participate fully in agriculture development initiatives;
6. Individual, household and national food and nutrition security attained;
7. The mainstreaming of crosscutting issues particularly HIV/AIDS and gender into the MANR's functions intensified.

3.4 RATIONALE FOR THE OBJECTIVES

No	Objectives	Rationale for the objectives
1	Strengthening the delivery of agricultural support services and promote adoption of productivity enhancing technologies	The ultimate goal of Zanzibar's Government National Plans in relation to agriculture sector development is to attain food security and reduce poverty, through modernisation, intensification, diversification and commercialization of the sector. Development of agricultural research and provision of production support services such as extension and credit, the use of quality seeds, fertiliser and other technologies are among the tools to reach this goal. However, the current capacity in these areas is inadequate to bring about the anticipated transformation of agriculture sector. Furthermore, the prevailing situation of limited budget allocation undermines the adoption of productivity-enhancing inputs and consequently forcing the majority of smallholder farmers to produce only for subsistence. Sustainable delivery of support services and promotion of the adoption of improved technologies are therefore necessary for raising farm productivity.
2	Sustainable use of natural resources and environmental management promoted	Over exploitation of natural resources such as natural forests, plantations and farm forests poses a threat to sustainability of biodiversity and natural resources. Therefore, there is a need to design programmes and activities that will promote sustainable management of environment and natural resources.
3	Efficient agricultural marketing systems promoted to effectively promote exportation of agricultural commodities, safeguard the interest of smallholder farmers and encourage private sector participation.	The current marketing systems for agriculture inputs and produces is largely disorganised and there is no organised market arrangements along the value chain for agricultural commodities. This situation discourages private sector investment in production and marketing of agriculture produce and inputs as well as undermining the ability to respond to existing opportunities for exportation of agricultural commodities. Efficient agricultural marketing systems therefore are critical to spur agricultural transformation process.
4	Enabling environment for effective implementation of agriculture and related activities created thorough	In order to attain the objectives of agricultural transformation, creation of an enabling environment is important to ensure that efforts towards promoting smallholder agriculture are go along with major economic reforms at sector level in addition to

	improved institution and regulatory framework and human capacity building	<p>promoting effective participation of private sector. This will entail putting in place sound policies and legislative environment.</p> <p>At institutional level, trained manpower is needed across the sector particularly in the areas of research, agricultural marketing, information technology, agro-processing and value addition, agricultural engineering and agricultural planners (monitoring and evaluation), food security assessment, protected areas management and natural resources management.</p>
5	Stakeholders are encouraged and empowered to participate fully in agriculture development initiatives	The key issue in development of agriculture sector entails effective collaboration among key stakeholders. If adequately motivated and their capacities strengthened, various stakeholders can play important role in mobilisation of community participation in production and conservation of natural resources and hence contributing to overall development of the sector.
6	The individual, household and national food and nutrition security attained	Low productivity is among the basic causes of high incidence of under nutrition and food insecurity. Slow gains in productivity usually lead to insufficient surpluses from domestic production to meet the needs of growing population. Therefore, an increase in volumes of food and commercial crops, fish and livestock products from internal production is important to enable the agricultural sector to contribute in ensuring food and nutrition security and reduction of poverty.
7	The mainstreaming of crosscutting issues particularly HIV/AIDS and gender issues into the MANR's functions intensified	<p>HIV/AIDS is among the critical health problems that have severe effects on agricultural development. Available studies have shown that HIV/AIDS affect the younger population mostly in the range of 16-49 years. This population group is the most productive and important in terms of their contribution to agricultural development. To realize the agricultural potential it is therefore essential to reduce the rate of new infections among MANR's workforce and its entire community of farmers, growers and other stakeholders.</p> <p>Youth have significant contribution in the overall development of the country. However, relative to other sectors, involvement of youth in agriculture is still low. This makes agricultural labour force being predominantly composed of women and old aged population. Promotion of youth involvement in agriculture is critical to facilitate agricultural transformation. Therefore, there is a need to design targeted interventions to promote youth participation in agriculture.</p>
8	To increase quality of agricultural training conducted at KATI and	Kizimbani Agricultural Training Institute (KATI) is the only agricultural training institute in Zanzibar. Currently, the institute

	<p>expands the range and scope of training programs to be provided at the institute and make KATI nationally and internationally recognised institute.</p>	<p>is offering a certificate course in general agriculture, adopting the curriculum designed for Mainland Tanzania agricultural training institutes which is very much inclined to Mainland environment. Thus, it is high time for KATI to have its own curriculum and upgrade itself by offering a diploma course in various agricultural related fields; while increasing effort to register KATI to NACTE, so that it can be recognized nationally and internationally. KATI needs also to venture on offering short and tailor made courses, conduct seminars and workshops as well as undertake research and consultancy services.</p>
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3.5 STRATEGIES FOR THE OBJECTIVES

Objective 1:

Strengthen the delivery of agricultural support services and promote adoption of productivity enhancing technologies.

Strategies:

- Strengthening the adoption of appropriate recommended research results through the use of Farmer Field School (FFS) approach
- Promoting availability and the use of quality seeds/planting materials for rice and other major food crops based on a particular farming systems
- Strengthening farmers access to extension services
- Promoting increased production of selected crops
- Promoting implementation of Irrigation Master Plan
- Promoting agro-processing and value addition with special focus on producing new agricultural processed products
- Promoting the delivery of agro mechanization services.

Objective 2:

Sustainable use of natural resources and environmental management promoted.

Strategies:

- Adopting and promoting alternative source of energy
- Strengthening and broadening community forestry management agreements;

- Promoting sustainable management of protected areas;
- Promoting ecotourism in forest protected areas;
- Enhancing wood fuel production and management;
- Formulating strategic districts sand extractions and restore plan.

Objective 3:

Efficient agricultural marketing system promoted to effectively promote exportation of agricultural commodities, safeguard the interest of smallholder farmers and encourage private sector participation.

Strategies:

- Facilitating provision of agricultural marketing information and support services
- Implementing National Export Strategy for agriculture produces
- Creating and enforcing regulations, procedures and guidelines related to marketing of agricultural inputs and produces
- Promoting private sector involvement in provision of agriculture marketing services
- Establishing and promoting quality standards for agricultural produces
- Strengthening institutional capacity to address issues related to agricultural trade and marketing
- Identifying various market segments including niche markets for agriculture produces.

Objective 4:

Enabling environment for effective implementation of agriculture and related activities created thorough improved institutional and regulatory frameworks and human capacity building.

Strategies:

- Updating policies and regulations
- Developing guidelines and frameworks to guide involvement of various stakeholders in provision of services
- Improving human resources capacity
- Increasing public awareness on MANR policies, interventions and impacts
- Strengthening collaboration between MANR and the corresponding ministries of the United Republic of Tanzania (URT).

Objective 5:

Stakeholders are encouraged and empowered to participate fully in agriculture

development initiatives.

Strategies:

- Promoting multi-sectoral collaboration between MANR and relevant institutions
- Strengthening working relationship with relevant NGOs
- Promoting formation of stronger farmers associations
- Strengthening the capacity of private sector and other services providers on agriculture.

Objective 6:

The individual, household and national food and nutrition security attained.

Strategies:

- Facilitating multi-sectoral collaboration between MANR and other institutions responsible for food security and nutrition matters
- Monitoring food security and nutrition situation
- Increasing public awareness on food security and nutrition issues
- Promoting adoption of improved agricultural inputs and technologies through the use of demonstration plots
- Strengthening crop monitoring and early warning system.

Objective 7:

The mainstreaming of crosscutting issues particularly HIV/AIDS and gender issues into the MANR's core functions intensified.

Strategies:

- Designing specific interventions to reduce farmers' susceptibility to HIV infections and increase resilience to HIV/AIDS impacts
- Intensifying HIV/AIDS sensitization programme to staff and other MANR's stakeholders
- Reviewing Agriculture HIV& AIDS Strategic Plan
- Promoting youth participation in agriculture.

Objective 8

To improve the quality of agricultural training conducted at KATI and expands the scope of training programs provided to cover wider disciplines and depth and make KATI a nationally and internationally recognised institute.

Strategies:

- Improve the quality of training programs offered and increase the access in terms of facilities
- Improve management capacity in terms of efficiency and effectiveness
- Expand and diversify sources of fund
- Publicize the institute nationally and internationally
- Establish staff retention schemes to retain qualified staff.

ANNEXES

ANNEX I: OBJECTIVES STRATEGIES AND TARGETS MATRIX

Objectives	Strategies for the objectives	Targets	Responsible Division/Unit	Key Performance Indicators
1. Strengthen the delivery of agricultural support services and promote adoption of productivity enhancing technologies	1.1 Strengthening the adoption of appropriate recommended research results through the use of Farmer Field School (FFS) approach	1.1.1 The adoption of recommended research findings for major food crops increased by 50% by 2013 1.1.2 3,000 brochures on improved agricultural practices produced and distributed to farmers by 2013 1.1.1 Research stations and sub-stations rehabilitated by 2010. 1.1.3 Research facilities including laboratory and field equipment procured and installed by 2009 1.1.4 Participation of two staff in research conferences annually facilitated by 2009 1.1.5 An inventory of agriculture research reports prepared and documented by 2009	DOA/ARI/DPPR DFSN/DOA/ARI DOA/ARI DOA/ARI ARI ARI	Percentage increase of adoption of research findings No of brochures produced and distributed to farmers No of research station rehabilitated No. of research facilities procured No of staff attend research conferences Inventory prepared
	1.2 Promoting availability and the use of quality seeds/planting material for rice and other major food crops based on a particular farming system	1.2.1 At least 30% of farmers using improved seeds/ planting materials for major food crops by 2013	DOA/ARI/DFSN	Percentage of farmers using improved seeds/ planting materials
	1.3 Strengthening and expanding the scope of research activities to cover more areas	1.3.1 Conduct socio-economic research on factors constraining adoption of various agricultural technologies 1.3.2 Conduct study on factors constraining youth from engaging in agricultural activities.	DPPR/ARI DOA/DPPR	Research conducted on socio-economic constraints New varieties of disease and drought resistant rice discovered

	Promoting youth involvement in agricultural activities;	1.3.3	Continue breeding research to find new varieties of disease and drought resistant rice	ARI/DOA	Research conducted
		1.3.4	Conduct research on the possibilities of growing short varieties of cloves	ARI/DOA/DPPR	Research conducted
		1.3.5	Conduct research on cloves diseases	DOA/DPPR	Research conducted
		1.3.6	Awareness creation campaign meeting for every district to advocate for greater involvement of youth involvement agricultural development activities conducted by 2013.	DPPR	No of awareness creation Campaign meeting conducted
	1.4 Strengthening farmers access to extension services	1.4.1	360 farmer field schools established and empowered with improved agricultural knowhow by 2013	ARI/DOA/DFSN	No of farmer field schools established and empowered
		1.4.2	150 extension officers trained on spice and tree crops husbandry by 2013.	DOA/ARI/DFSN	No. of farmers trained in FFS No of extension officers trained
		1.4.3	50% of farmers have access to extension services	DOA/ARI/DFSN	Percentage of farmers accessing to extension services
	1.5 Promoting increased production of selected crops	1.5.1	Rice self sufficiency increased from 15% to 30 by 2013.	ARI/DOA	Percentage of rice self sufficiency
		1.5.2	60% of farmers have access to Agro-mechanisation by 2013	ARI/DOA	Percentage of accessing agro mechanization
		1.5.3	efficient use of fertilizer and other agro-chemical increased by 50% and 30% respectively	ARI/DOA	Percentage increase of fertilizer used and Percentage increase of other agrochemical
		1.5.4	At least 5% of rice and vegetable farmers engaged in contract		Percentage of rice and vegetable farmers engaged in contract

		farming	ARI/DOA	farming
		1.5.5 At least 2 farmer organisations form partnership for effective bulk buying of inputs and selling of paddy	ARI/DOA	No of farmer organizations engaged in partnership
		1.5.6 Replantation of coconut in Ministry Coconut farm (paddock-Kizimbani)	DOA	
	1.6 Promoting implementation of Irrigation Master Plan	1.6.1 1000 ha of irrigated land developed by 2013	DI	No of ha developed for irrigation
		1.6.2 Research on Rain Water Harvesting (RWH) conducted by 2012	DI	Research conducted
		1.6.3 6 demonstrations on best practices on rain water harvesting conducted by 2013	DI	No of demonstration conducted
		1.6.4 conservation of water recharge areas promoted by 2013	DI	No. of water recharge areas conserved
		1.6.5 Twenty training sessions for water users association conducted annually	DI	No of training sessions conducted
	1.7 Promoting agro-processing and value addition with special focus on producing new agricultural processed products	1.7.1 Ten radio and ten TV programmes on Zanzibar processed agricultural products produced and broadcasted annually.	DPPR(AGROP)	No of radio and TV programmes produced and broadcasted
		1.7.2 Five training session on managing small and medium agro-processing enterprises conducted annually	DPPR(AGROP)	No of training session conducted
		1.7.3 Thirty production premises registered and facilitated by 2013	DPPR(AGROP)	No of production premises registered and facilitated
		1.7.4 Adequate and affordable testing and quality assurance services	DPPR(AGROP)	No of Agro-processing entrepreneurs receive testing and

		offered at Kizimbani agro processing center by 2013		quality assurance services
		1.7.5 KATI students trained on agro-processing skills by 2012	DPPR(AGROP)	No of students trained
	1.8 Promoting the delivery of agro mechanization services	1.8.1 Promote adoption of small farm machinery and equipment	DOA	No. of farmers using small farm machinery and equipment
		1.8.2 Promote investment in agro mechanization	DOA	No of new tractors procured and number of existing tractors received repair and maintenance services
		1.8.3 At least 5% farmers adopt oxinization for farm work by 2013	DOA(KATI)	Proportion of farmers adopt oxinization
		1.8.4 Short term trainings on the use of animal power to farm work conducted to twenty (20) extension workers in every district by 2010.	DOA(KATI)	
		1.8.5 Two fully equipped oxenisation centres for training established by 2010.	DOA(KATI)	Oxenisation centre for training established
2. Sustainable use and management of natural resources promoted;	2.1 Adopting and promoting alternative sources of energy	2.1.1 Number of household using alternative source to wood fuel increased by 20%	DNR (HIMA)	Percentage of household using alternative sources to wood fuel
		2.1.2 Promotion programme on economic benefits and safety on the use of alternatives energy sources conducted	DNR (HIMA)	Rate of use of alternative source to wood fuel
	2.2 Strengthening and broadening community forestry management agreements	2.2.1 Forest outside protected areas under effective community management by 2013	DNR	No of forests outside protected areas effectively managed
	2.3 Promoting sustainable management of protected areas	2.3.1 At least 20% of each invasive alien species in protected areas eradicated or controlled	DNR	Percentage decrease of invasive alien species
		2.3.2 Biodiversity survey of key species of	DNR	Biodiversity survey conducted

		flora and fauna conducted by 2013		
		2.3.3 Unified management system for forest protected areas established by 2013	DNR	Number of protected areas in the unified system
	2.4 Promoting ecotourism in forest protected areas	2.4.1 Attraction features for ecotourism in two forest protected areas (Kiwengwa and Ngezi) identified and upgraded by 2013	DNR	Number of potential features for ecotourism identified and upgraded.
	2.5 Enhancing wood fuel production and management	2.5.1 Promote community plantation of wood fuel by 20% by 2013	DNR	No. of ha of community plantation of wood fuel
		2.5.2 Private nursery (forest) establishment increased by 15% by 2013	DNR	No. of private nursery established
		2.5.3 At least 20 % increase of supply of wood fuel seedlings.	DNR	No. of seedling supplied, planted and survived
	2.6 Formulating strategic district sand extractions and restore plan	2.6.1 Develop district land use plan which clearly demarcate sites for sand extraction and stipulate strategy for restoration of extracted sites by 2013	DNR	District land use plan developed
3 Efficient agricultural marketing system encourage to effectively promote exportation of agricultural commodities, safeguard the interest of smallholder farmers and encourage private sector participation	3.1 Facilitating provision of agricultural marketing information and support services	3.1.1 One (1) short-term training and two (2) study tours to learn how to collect, analyse and disseminate market information conducted by 2013	DPPR	No. of short-term training and study tours conducted
		3.1.2 Provide input and output market information for local and export markets	DPPR	Input and output market information provided
		3.1.3 The MANR agricultural statistic unit strengthened by 2013	DPPR/DOA	A functioning well equipped statistic unit
	3.2 Implementing National Export Strategy	3.2.1 Develop strategy for spices and fruits development and its subsequent action plan by 2012	DPPR/DOA	Study conducted and action plan prepared

		3.2.2 Value chain analysis conducted	DPPR/DOA	Value chain analysis conducted
	3.3 Creating and enforcing regulations, procedures and guidelines related to marketing of agricultural inputs and produce ;	3.3.1 Agricultural Marketing Policy and Implementation Plan are finalized and publicized by 2012 3.3.2 Awareness creation programmes on production of commodities with higher comparative advantages developed by 2013 3.3.3 Guideline, regulations and bylaws to guide market actors, and the involvement of private sector in provision of agriculture services set by 2013	DPPR/DFSN DPPR/DOA DPPR	Agricultural Marketing Policy and Implementation Plan in place Number of programmes conducted Appropriate guidelines, regulations and bylaws in place
	3.4 Promoting private sector involvement in provision of agriculture marketing services	3.4.1 Sensitise private sector on issues related to agriculture marketing	DPPR	Number of forums conducted
	3.5 Establishing and promoting quality standards for agricultural produces	3.5.1 Quality Standards for agricultural produce established by 2013 3.5.2 Two Stakeholders meetings on quality standards conducted by 2013	DPPR (AGROP) DPPR (AGROP)	Quality standard established No of stakeholders meeting conducted
	3.6 Strengthening institutional capacity to address issues related to agricultural trade and marketing	3.6.1 Agricultural marketing unit established and strengthened for regular functioning	DPPR	Unit established and regular functioning
4	Enabling environment for effective implementation of agriculture and related activities created through improved institution and	4.1 Updating policy, regulations, plans and strengthening monitoring and evaluation 4.1.1 Seed Policy prepared by 2012 4.1.2 Forest Act reviewed by 2013 4.1.3 Irrigation Master Plan reviewed by 2013 4.1.4 Plant Protection Act reviewed by 2012	DPPR/DOA DPPR/DNR DPPR & DI DPPR/DOA	Seed policy developed Reviewed Forest Act Reviewed Irrigation Master Plan Reviewed Plant Protection Act

regulatory framework and human capacity building		4.1.5	MANR SP reviewed in 2013	DPPR	Reviewed MNR SP
		4.1.5	Strengthening statistical unit	DPPR	Statistical Unit strengthened
		4.1.5	Monitoring and evaluation	DPPR	Established and functioning M&E
	4.2 Developing guidelines and frameworks to guide involvement of various stakeholders in provision of services	4.2.1	Guideline for private sector involvement in provision of agricultural related services established by 2013	DPPR	Appropriate guidelines in place
	4.3 Improving human resources capacity	4.3.1	Comprehensive training need assessment(TNA) developed by 2012	DPPR	TNA developed
		4.3.2	Training programme based on TNA Developed and implemented by 2013	DHR/DPPR	Training Programme developed and the Number of staff trained
		4.3.3	Skilled personnel recruited based on TNA by 2012	DHR	Number of skilled personnel recruited
		4.3.4	Scheme of Service for Agricultural sector in place by 2012	DHR	Scheme of Service developed and implemented
	4.4 Increasing public awareness on MANR policies, interventions and impacts	4.4.1	2 Stakeholders workshop on MANR's policies and laws conducted by 2013	DPPR	Numbers of stakeholders workshop conducted
		4.4.2	500 copies of KILIMO newsletter published quarterly	DPPR	No of newsletter published
4.5 Strengthening collaboration between MANR and the corresponding ministries of the United Republic of Tanzania (URT) and other international partners and institutions.	4.5.1	Four Meetings per year with corresponding line ministries	DPPR	No of meetings conducted	
	4.5.2	one South to South Cooperation meeting held biannually	DPPR	No of meetings conducted	

5 Stakeholders are encouraged and empowered to participate fully in agriculture development initiatives	5.1 Promoting multi-sectoral collaboration between MANR and relevant institutions;	5.1.1 Stakeholders' annual agricultural meetings with corresponding line ministries annually.	DPPR	No of meetings conducted
	5.2 Strengthening working relationship with relevant NGOs	5.2.1 Establish memorandum of understanding	DPPR/DI/DOA	Number of meetings and exchanges with NGOS
		5.2.2 Conduct meetings and exchanges with NGOS		
5.3 Promoting formation of stronger farmers associations	5.3.1 Develop guidelines on the formation of farmers associations		DPPR/DI/DOA	Guidelines prepared
	5.3.2 Provide trainings on management skills		DPPR/DI/DOA	Number of training sessions
6 The individual, household and national food and nutrition security attained	6.1 Facilitating multi-sectoral collaboration between MANR and other institutions responsible for food security and nutrition matters;	6.1.1 Three meetings with corresponding line ministries conducted per year	DPPR/DSFN	No of meetings conducted
	6.2 Monitoring food security and nutrition situation;	6.2.1 Assessment of food security and nutrition situation conducted annually	DPPR/DSFN	Food security and nutrition assessment conducted
	6.3 Increasing public awareness on food security and nutrition issues	6.3.1 Policy briefs and Food Balance Sheet Reports published annually	DPPR/DSFN	No of Policy briefs and Food Balance Sheets Reports published
	6.4 Promoting adoption of improved agricultural inputs through the use of demonstration plots;	6.4.1 30 demonstrations on agricultural inputs conducted on demonstration plots by 2013		DOA/DSFN
6.4.2 At least 30% of farmers adopt improved agricultural inputs by 2013			DOA/DSFN	No of farmers who have adopted improved agricultural inputs
	6.5 Strengthening crop monitoring and early warning system.	6.5.1 Effective crop monitoring and early	DPPR/DFSN	Crop monitoring & yield survey

		warning system in place by 2012		equipments procured, Number of crop development and yield surveys No. of staff trained
		6.5.2 Short and long term training for 3 staff provided by 2013	DFSN/DHR	
7 The mainstreaming of crosscutting issues particularly HIV/AIDS and gender issues into the MANR's functions intensified	7.1 Designing specific interventions to reduce farmers' susceptibility to HIV infections and increase resilience to HIV/AIDS impacts	7.1.1 Trainings on social and economic impacts mitigations among others to include issues of food security, trade, enterprises management, labour saving technologies and care for the infected and their families	DHR/ASDP-L	No. of session conducted
		7.1.2 Design micro-projects for PLHAs households	DHR/ASDP-L	No. of micro-projects established
	7.2 Intensifying HIV/AIDS sensitization programme to staff and other MANR's stakeholders	7.2.1 10 training sessions on HIV/AIDS for staff and other MANR stakeholders provided by 2013.	DPPR/ASDP-L	Number of training sessions conducted
	7.3 Reviewing Agriculture HIV& AIDS Strategic Plan.	7.3.1 Agriculture HIV& AIDS Strategic Plan reviewed by 2012.	DPPR/DAHR	Reviewed Agriculture HIV& AIDS Strategic Plan
8. To increase quality of agricultural training conducted at KATI and expands the scope and coverage of training programs and makes KATI a nationally and internationally recognised institution.	8.1 Improve the quality of training and increase the number of students trained	8.1.1 Two lecture rooms constructed and equipped by 2011	KATI	Lecture rooms constructed and equipped
		8.1.2 Construction of laboratories by 2013	KATI	Lab. constructed and equipped
		8.1.3 Students' hostels constructed by 2011	KATI	Student's hostel constructed and equipped
	8.2 Improve working environment for the institute management staff	8.2.1 One administrative block constructed by 2014	KATI	Block constructed
		8.2.2 Procurement of office facilities by 2012	KATI	Facilities procured
	8.3 Expand and diversify sources of fund	8.4.2 Business plan and project proposals	KATI & DPPR	Plan and proposals prepared

		prepared by 2011		
		8.3.2 Fund soliciting plans prepared by 2012	KATI	Plans prepared
	8.4 Publicize the institute nationally and internationally	8.4.1 KATI advertisement and invitations extended to cover larger areas by 2012	KATI	Area coverage
		8.4.2 5000 copies of information materials prepared to published institute by 2012	KATI	Number of copies produced.
	8.5 Prepare staff retention schemes	8.5.1 Prepare schemes of services for academic and non academic staff	KATI	Schemes of service prepared.
		8.5.2 Prepare salary scales for academic and non academic staff	KATI	Salary scales prepared.

ANNEX II: ON-GOING PROGRAMMES /PROJECTS

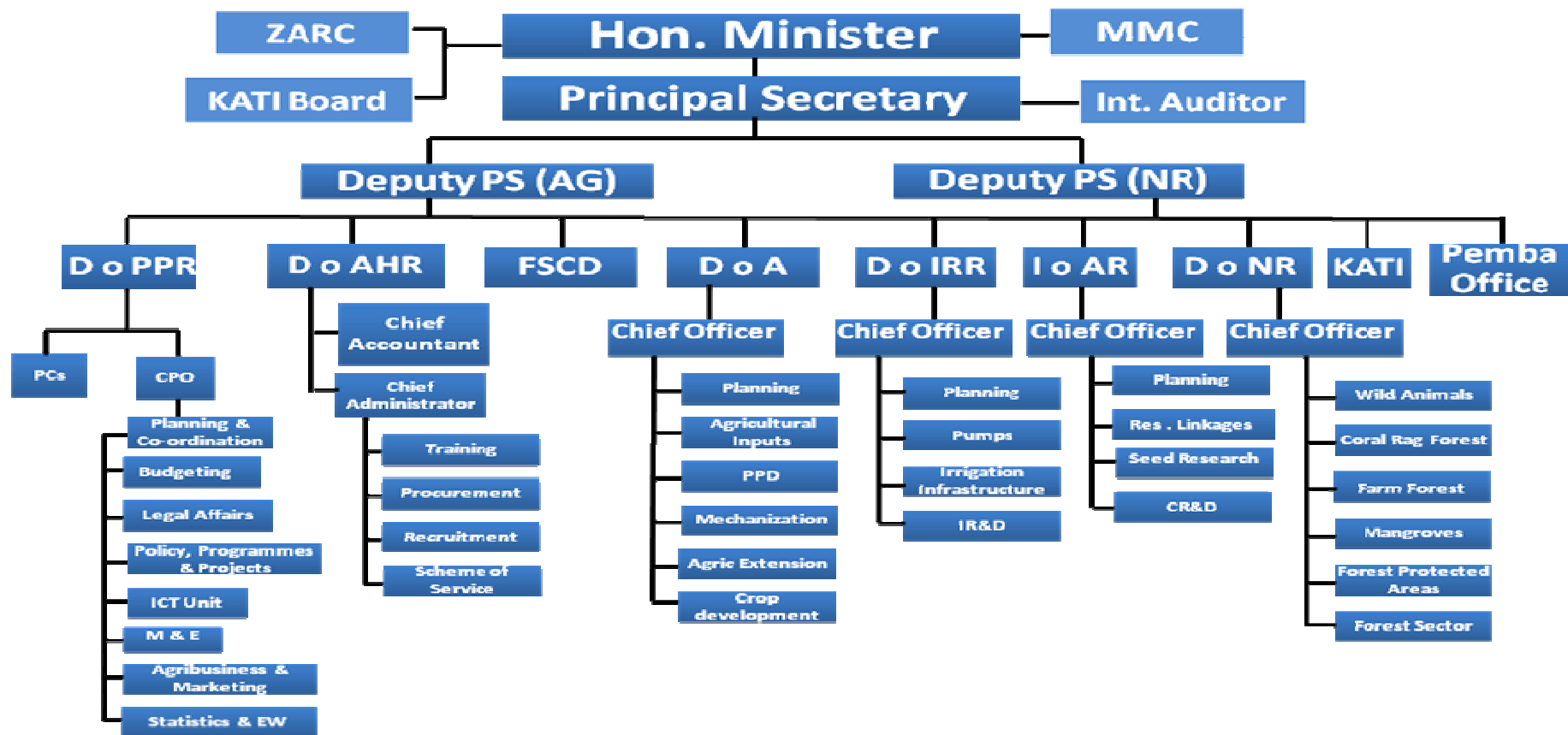
N0	NAME OF PROJECT	OBJECTIVES	DURATION	STATUS
1	Agricultural Sector Development Programme Livestock (ASDP-L)	<ul style="list-style-type: none"> To increase livestock keeper productivity, profitability, farm incomes from increased investment 	years	Ongoing
2	Agricultural Service Support Programme (ASSP)	<ul style="list-style-type: none"> To increase farmers productivity, profitability, farm incomes from increased investment 	8 years	Ongoing
3	Conservation of Natural Forest (HIMA)	<ul style="list-style-type: none"> Conserving natural forests by reducing the use of wood fuel and diversify energy sources such as the use of bio fuels and LPG 	4 years	Ongoing
4	Coastal Forest Project	<ul style="list-style-type: none"> Conserving coastal forests that are faced with increasing demand for construction and fuel woods as well as other uses of coastal areas 	4 years	Ongoing
5	Food Security and Nutrition Programme	<ul style="list-style-type: none"> To create a conducive environment that enable all Zanzibari to have equitable access at all time to safe, nutrition and cultural acceptable food in sufficient quantities for an active and healthy life To provide special protection of vulnerable population group from the effects of emergency situation on their food security and nutrition situation. 	15 years	Ongoing
6	Program for mainstreaming HIV/AIDS into the ministry's activities	<ul style="list-style-type: none"> To reduce vulnerability to HIV infection to MANR staff and Clients and increase their ability to withstand AIDS impacts 	3 years	Ongoing
7	Participatory Agricultural Dev & Empowerment Programme (PADEP)	<ul style="list-style-type: none"> To increase on sustainable basis agricultural productivity and production so as to enhance food security, increase rural income and reduce rural poverty 	3 years	Ongoing

8	Clove rehabilitation project	<ul style="list-style-type: none"> • To increase volume of cloves and its quality • To diversify commercial crops in clove plantation 	5 years	Ongoing
9	Forest Conservation and livelihood development	<ul style="list-style-type: none"> • To increase production of forest products • To increase seedlings production in government nurseries 	5 years	Ongoing
10	Irrigation Development Master Plan	<ul style="list-style-type: none"> • To increase food production through irrigation practices to achieve food security 	5years	Ongoing

ANNEX III: PROPOSED PROGRAMMES /PROJECT TO BE IMPLEMENTED

Programme and Project	Objective	Duration/No. of years	Total Costs (000) US\$
Market Infrastructure for Value Addition and Food Security Programme, (MIVAFP)			
Comprehensive African Agriculture Development Programme (CAADP)			

ANNEX IV ORGANOGRAM FOR THE MINISTRY OF AGRICULTURE AND NATURAL RESOURCES – ZANZIBAR



ANNEX V: LIST OF DOCUMENTS REVIEWED

1. Agriculture Sector Policy, 2002
2. Agriculture Sector Review 1999
3. Agriculture Sector Review 2011
4. Agriculture Strategic Plan, 2004,2008
5. Food Security Policy, 2007
6. Forestry Policy, 1995
7. Fuel Wood Consumption Survey, 2003
8. Irrigation Master Plan 2003
9. MANR Medium Term Expenditure Review (MTEF) 2007/2008-2009/2010
10. Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP), 2007