



THE INCLUSIVE GENDER STRATEGY FOR SPORTS IN ZANZIBAR

2024/25 – 2028/29

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PREFACE

Sports play a pivotal role in shaping societies, fostering unity, and nurturing individual growth. In Zanzibar, as elsewhere, sports hold the potential not only to entertain and compete but also to serve as a powerful vehicle for social change and development. At the heart of this potential lies the imperative of ensuring that sports are inclusive, equitable, and empowering for all.

The Inclusive Gender Strategy for Sports in Zanzibar (2024/25 – 2028/29) represents a landmark effort to harness the transformative power of sports in advancing gender equality and inclusivity. This strategy emerges from a collaborative partnership among diverse stakeholders committed to breaking down barriers and creating opportunities for children, women, girls, athletes with disabilities and the marginalized groups in sports.

This document outlines our collective vision and commitment to fostering a sports environment where gender disparities are addressed comprehensively. It reflects extensive consultations, rigorous analysis of existing challenges, and a forward-looking approach aimed at achieving sustainable change.

As we embark on this journey, we recognize the critical role of stakeholders including government entities, civil society organizations, sports federations, educational institutions, the private sector and the broader community in driving meaningful progress. Their dedication and expertise are fundamental to the successful implementation of this strategy.

The Preface sets the stage for our shared aspirations and outlines the strategic pathways that will guide our efforts over the next five years. It underscores our determination to create an inclusive sports culture that not only celebrates athleticism but also champions diversity, respect, and equality.

Through collective action and steadfast commitment, we aim to build a future where sports in Zanzibar serve as a beacon of empowerment and a catalyst for social justice. This strategy represents a significant step forward in realizing that vision, and we invite all stakeholders to join us in this transformative journey. Together, we can create lasting change and a more inclusive sports landscape for generations.



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Hon. Tabia Maulid Mwita
Minister of Information, Youth, Culture and Sports,
Zanzibar

ACKNOWLEDGEMENT

The development of the Inclusive Gender Strategy for Sports in Zanzibar (2024/25 – 2028/29) has been a collaborative effort involving diverse stakeholders committed to advancing gender equality and inclusivity in the sports sector. We express our sincere gratitude to all those who have contributed their expertise, time, and resources to shape this transformative initiative.

First and foremost, we acknowledge the invaluable support and partnership of the Regional Project Sport for Development in Africa (S4DA) implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Their commitment to leveraging sports as a tool for social change has been instrumental in guiding the strategic direction of this initiative.

We also extend our appreciation to the Ministry of Community Development, Gender, Elderly, and Children (MCDGEC), the Ministry of Education and Vocational Training (MOEVT), the Office of the Second Vice President, and the Zanzibar Planning Commission for their active participation and contributions throughout the strategy development process. Their insights and collaboration have ensured that the strategy aligns with broader national development priorities and policies. Furthermore, we acknowledge the vital role played by the Zanzibar Sports Council, sports federations, and local civil society organizations (CSOs). Their engagement in shaping policy frameworks, advocating for gender-responsive practices, and promoting inclusivity within the sports community has been crucial to the strategy's formulation and future implementation. Lastly, we recognize the commitment of all individuals and organizations who participated in consultations, workshops, and stakeholder engagements, providing valuable input and feedback that enriched the strategy. Their collective efforts have laid the foundation for a more equitable and empowering sports environment in Zanzibar.

Moving forward, we remain committed to the effective implementation, monitoring, and evaluation of the Inclusive Gender Strategy for Sports. Together, we will continue to work towards achieving tangible outcomes that promote gender equality, safeguarding, and inclusive sports participation across Zanzibar.



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Fatma Hamad Rajab
Principal Secretary,
Ministry of Information, Youth, Culture and Sports,
Zanzibar

EXECUTIVE SUMMARY

The Inclusive Gender Strategy for Sports in Zanzibar is a comprehensive framework designed to promote gender equality and inclusivity within the sports sector. This strategy was developed through a collaborative effort involving key stakeholders, including the Ministry of Information, Youth, Culture, and Sports (MIYCS), the Division of Gender and Children within the Ministry of Community Development, Gender, Elderly, and Children (MCDGEC), the Department of Sports and Culture under the Ministry of Education and Vocational Training (MoEVT), and the GIZ Regional Project 'Sport for Development in Africa' (S4DA). Additional contributors include the Zanzibar Planning Commission, the Zanzibar National Council for Persons with Disabilities (ZNCpWDS), the Tanzania Red-Cross Society, the Zanzibar Female Lawyers Association (ZAFE-LA), the Zanzibar Women Empowerment and Human Rights Advocacy Organization (ZAWEHA), the Zanzibar Association of Information Against Drug Abuse (ZAIADA), and other stakeholders.

This strategy is guided by a vision to create a sports environment where gender equity is not only respected but actively promoted. The aspirations of the Zanzibar government envision a future where children, girls, women, and athletes with disabilities have equal opportunities to participate, lead, and benefit from sports initiatives. By fostering inclusivity, the strategy seeks to dismantle barriers that hinder female participation and perpetuate gender-based discrimination in sports.

At its core, the strategy sets forth clear objectives to be achieved through targeted interventions across multiple strategic areas. These areas include enhancing gender-sensitive policies and practices within sports organizations, promoting safeguarding measures in sports, and promoting gender diversity in sports leadership and governance. Additionally, the strategy emphasizes the development of inclusive sports infrastructure, advocacy for gender equality, and capacity-building initiatives to empower stakeholders and challenge existing gender norms.

Implementation of the strategy will be guided by a robust monitoring and evaluation framework, ensuring accountability and continual improvement. Stakeholders, including government bodies, sports organizations, civil society, and international partners, will play pivotal roles in executing action plans, allocating resources, and fostering collaborative partnerships to sustain and scale impactful gender equality initiatives in sports.

The Inclusive Gender Strategy for Sports in Zanzibar represents a transformative roadmap towards a more equitable and inclusive sports environment. Through collective efforts and sustained commitment, this strategy aims to not only achieve measurable improvements in gender parity within sports but also to serve as a model for other platforms committed to advancing gender equality through sports.

ACRONYMS

AU	African Union
BMZ	German Federal Ministry for Economic Cooperation and Development
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSOs	Civil Society Organizations
DoS	Department of Sports
FBOs	Faith-based Organizations
GBV	Gender-Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
HoRs	House of Representatives
IMTC	Inter-Ministerial Technical Committee
IOC	The International Olympic Committee
KPIs	Key Performance Indicators
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MCDGEC	Ministry of Community Development, Gender, Elderly, and Children
MDAs	Ministry Department Agencies
MIYCS	Ministry of Information, Youth, Culture, and Sports
MoEVT	Ministry of Education and Vocational Training
NGOs	Non-Governmental Organizations
OCGS	Office of Chief Government Statistician
PwDs	Persons with disabilities
RGoZ	Revolutionary Government of Zanzibar
S4DA	Regional Project 'Sport for Development in Africa'
SADC	Southern African Development Community
SDGs	United Nations Sustainable Development Goals
TWG	Technical Working Group
UN	United Nations
URT	United Republic of Tanzania
WHO	World Health Organization
ZADEP	Zanzibar Development Plan
ZAWA	Zanzibar Water Authority
ZDV 2050	Zanzibar Development Vision 2050
ZECO	Zanzibar Electricity Corporation
ZNCPwDS	Zanzibar National Council for Persons with Disabilities
ZNSC	Zanzibar National Sports Council

DEFINITION OF TERMS

Advocacy: Efforts to raise awareness, influence public opinion, and mobilize support for gender equality and inclusivity in sports through campaigns, educational initiatives, and community engagement.

Capacity Building: Activities designed to enhance the knowledge, skills, and capabilities of individuals and organizations involved in sports, focusing on promoting gender sensitivity and inclusivity.

Department of Sports: A governmental or organizational unit oversees and manages sports-related activities, facilities, and programmes. It plays a key role in promoting sports development and ensuring equitable access to sporting opportunities.

Gender Division: A department or unit within a government ministry dedicated to addressing gender issues, promoting equality, and integrating gender perspectives into policies, programmes, and practices.

Gender Equality: The principle is that women and men, girls and boys, should have equal rights, opportunities, and outcomes in all spheres of life, including sports.

Gender Inclusivity: The practice of ensuring that sports environments, programmes, and policies are accessible and accommodating to individuals of all genders, eliminating barriers and promoting participation.

Gender Stereotypes: Simplified and generalized beliefs or assumptions about the roles, behaviour, abilities, and attributes of individuals based on their gender. These stereotypes can limit opportunities and perpetuate inequality in sports and society.

Gender: Refers to the socially and culturally constructed roles, behaviour, activities, and attributes that a particular society considers appropriate for men/boys and girls/women. It encompasses the expectations and norms associated with being male or female.

Gender-Based Violence: Any act or threat of physical, sexual, psychological, or economic harm directed against an individual based on their gender. In sports, this includes harassment, abuse, or discrimination.

Gender-Responsive: Actively responding to and addressing gender inequalities by implementing specific actions to reduce gender disparities and promote gender equality.

Gender-Sensitive: This recognizes and acknowledges the differences and inequalities between genders from the needs, constraints, and opportunities of various genders and aim to address them without reinforcing existing gender biases.

Gender-Transformative: Approaches aim to transform the underlying social norms, structures, and power relations that cause gender inequalities. These approaches challenge and seek to change the root causes of gender discrimination and promote systemic change towards gender equality.

Inclusive Sports Infrastructure: Facilities designed and maintained to be accessible to diverse populations, including women, girls, persons with disabilities, and other marginalized groups.

DEFINITION OF TERMS

Inclusivity: Ensuring that sports activities, facilities, and opportunities are accessible and welcoming to all individuals, regardless of gender, socioeconomic background, ability, or other characteristics.

Leadership: The act of guiding or directing a group or organization towards achieving specific goals. In the context of sports, leadership involves individuals who oversee, manage, or influence decisions related to sports programmes, policies, and initiatives.

Monitoring and Evaluation: The systematic process of collecting, analyzing, and using information to track progress, measure impact, and improve decision-making in gender-related sports initiatives.

Persons with disabilities: Individuals who have long-term physical, mental, intellectual, or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others. This includes a wide range of conditions such as mobility impairments, vision and hearing impairments, intellectual disabilities, and mental health conditions, among others.

Resource Mobilization: Activities aimed at securing financial, technical, and human resources to support the implementation of gender-sensitive sports programmes and initiatives.
Safeguarding: Measures and practices aimed at protecting participants in sports from all forms of harm, including GBV, exploitation, neglect and abuse.

Shehia: A local administrative unit in Zanzibar often represents a neighbourhood or small community. It plays a role in local governance and community development, including sports activities and initiatives.

Skills: Refers to the abilities and competencies required to perform effectively in sports activities. It includes technical skills (e.g., athletic techniques), tactical skills (e.g., game strategies), and soft skills (e.g., teamwork, communication).

Sport: Any physical activity that involves skill and is organized in a competitive or recreational context. It includes both individual and team-based activities, structured under established rules and guidelines.

Sports Centre: A facility complex that provides various sporting and recreational activities for individuals and communities. These centres typically include indoor and outdoor spaces designed for a wide range of sports, fitness, and wellness activities.

Sports Council: A governing body or organization responsible for overseeing, promoting, and regulating sports activities and development in Zanzibar. The Council typically operates under the authority of the government, particularly the Ministry responsible for sports, and works to coordinate efforts among various sports organizations, clubs, and associations to ensure the effective implementation of sports policies and programmes.

Sports Federations: Organizations responsible for governing and organizing sports activities at the national or regional level. They oversee specific sports disciplines, set rules and regulations, and promote participation and development within their respective sports.

DEFINITION OF TERMS

Sports Governance: The system and processes through which sports organizations are managed and regulated. It includes structures, policies, and practices that guide decision-making, transparency, and accountability within sports federations and associations.

Stakeholder Engagement: Collaborative efforts involving government agencies, sports organizations, civil society, private sector entities, and communities to support and advance gender equality goals in sports.

PART I:

INTRODUCTION AND BACKGROUND INFORMATION

1.1. Introduction About Sports in Zanzibar

Sports play a pivotal role in shaping communities, fostering health, and promoting social cohesion. Moreover, sports serve as a platform for fostering leadership skills, promoting teamwork, and instilling confidence among participants. It also offers a unique avenue to challenge gender stereotypes, promote inclusivity, and cultivate a culture of respect and equality. However, in Zanzibar, like many regions worldwide, the benefits of sports have not been equally accessible to all. Historically, sports have been dominated by men, with particularly women facing systemic challenges ranging from limited access to facilities and resources to cultural biases and stereotypes that discourage their participation and representation. Similarly, persons with disabilities (PwDs) often encounter physical, logistical, and attitudinal barriers that exclude them from participating in physical activities and sports.

Despite efforts to promote sports as a vehicle for socio-economic development and a tool to foster social cohesion, gender disparities persist, reflecting broader societal inequalities. Women and girls continue to be underrepresented in sports leadership and governance roles, face stigma and discrimination, and lack adequate support systems to thrive in competitive sports environments. Moreover, incidents of gender-based violence, abuse and harassment within sports settings underscore the urgent need for safeguarding measures and inclusive policies that create safe spaces that protect all participants. The strategy aims to dismantle these barriers by fostering a more inclusive and equitable sports environment. It seeks to create opportunities for children, women, girls and persons with disabilities to actively engage in physical activity and sports, on or off the 'pitch' - whether as i.e. athletes, coaches, administrators, physiotherapists or doctors, media personnel, or entrepreneurs. By promoting gender-sensitive policies and practices, the strategy intends to address discriminatory norms, ensure equal access to facilities and resources, and enhance the safety and well-being of all participants.

1.2. Rationale for Developing an Inclusive Gender Strategy for Sports

Sports have the power to promote social cohesion, improve physical and mental health, and provide opportunities for personal and professional growth. In Zanzibar, there is a significant need to create an equitable sports environment that fosters inclusivity and equal opportunities for all. The development of an Inclusive Gender Strategy for Sports in Zanzibar is essential for addressing the systemic barriers and challenges that children, women, girls and athletes with disabilities face in the sports sector.

This strategy aims to dismantle gender-based discrimination, address safety concerns, and promote gender equity at all levels of sports participation and governance. By aligning with national and regional policies and leveraging partnerships with stakeholders, this strategy will ensure sustainable outcomes and create lasting changes in attitudes, practices, and opportunities within the sports landscape. Implementing this strategy will empower children, women, girls and persons with disabilities to fully engage in physical activity and sports, develop leadership skills, and thrive in a supportive environment free from gender-based violence and harassment. It will also enhance the overall quality and reach of sports programmes, contributing to broader social and economic development goals in Zanzibar. Furthermore, through the integration of sport for development methodologies and exercises focusing on gender equality and inclusion in programmes at learning institutions, gender transformative change processes can be promoted at all levels.

1.3. Objectives and Specific Objectives

The Inclusive Gender Strategy for Sports aims to create a strategic framework addressing various facets of gender inequalities and barriers, ultimately enhancing the participation of children, women, girls and PwDs in sports from grassroots and community to elite levels.

Specifically, an Inclusive Gender Strategy in Sports has the following objectives:

1. To develop and implement gender-sensitive policies and practices that eliminate discrimination, promote inclusivity, and ensure equitable access to resources, facilities, and opportunities in sports.
2. To promote and support the representation of women and persons with disabilities in leadership and decision-making roles within sports organizations and institutions at all levels, as well as ensure their voices are heard and contributions valued.
3. To enhance the implementation of safeguarding measures for the well-being and safe participation of all participants while addressing gender-based violence, abuse, neglect, discrimination, harmful stereotypes and harassment in sports settings.
4. To strengthen collaboration and partnerships with government agencies, sports federations, NGOs, civil society organizations, the private sector and other stakeholders to leverage resources, expertise, and networks in advancing gender equality and inclusion in sports.
5. To strengthen the provision of capacity building and awareness programmes that empower sports stakeholders including athletes, spectators, coaches, administrators, parents, guardians and leaders with skills and knowledge to promote gender equality and inclusion challenging harmful behaviours and stereotypes.
6. To enhance and streamline the allocation of resources towards sports and gender interventions benefiting all participants regardless of gender or ability.
7. To establish effective monitoring and evaluation systems to track progress towards gender equality goals, measure the impact of interventions, and inform evidence-based decision-making.
8. To advance research and integrate technology in sports to enhance gender inclusivity through data-driven insights and innovative tools.

1.4. Methodology

The strategy was developed through a comprehensive and participatory approach involving key stakeholders from government ministries, the Department of Sports, the Division of Gender and Children, the Zanzibar National Sports Council and sports federations, Department of Sports and Culture under the Ministry of Education and Vocational Training, the National Council for Persons with Disabilities, Zanzibar Planning Commission, Tanzania Red-Cross Society, Civil Society Organizations, and local communities.

The first step included a thorough assessment of the current landscape, including a review of existing policies, gender assessment reports and consultations with experts and practitioners in the field of sports and gender equality. Throughout the development phase, continuous feedback loops were established with stakeholders to refine and validate the strategy.

The best practices and lessons learned from similar initiatives globally and within the region informed effective interventions and approaches that could be adapted to the context of Zanzibar. This consultative process ensured that the strategy remains responsive to emerging challenges and opportunities in the sports sector.

PART II: **STRATEGIC ASSESSMENT**

2.1. Situational Analysis of Gender and Sports in Zanzibar

Zanzibar operates within a legal framework that upholds gender equality and inclusivity, enshrined in its constitution to ensure equal rights for all citizens, including within the realm of sports. The Zanzibar Sports Policy of 2018, known for its 'Sports for All' motto, emphasizes holistic sports development for all Zanzibaris, regardless of gender or ability. The establishment of the Zanzibar Women's Premier League stands as a testament to the strides made, providing Zanzibari sportswomen with platforms to compete both nationally and internationally. The CCM (Chama cha Mapinduzi) manifesto mandates the government to establish sports centres in each district, aiming to enhance the availability of sports facilities and infrastructure for girls, women and athletes with disabilities.

The Rapid Gender Assessment in Sports Report 2023 produced by the GIZ Regional Project 'Sports for Development in Africa' in collaboration with the Zanzibar Department of Sports reveals that cultural and religious values in Zanzibar impose social restrictions that limit interactions between different genders in sports. Deep-rooted societal norms influenced by cultural and religious beliefs often discourage girls from engaging in physical activity and sports, perpetuating traditional gender roles that prioritize other activities over sporting pursuits. Women and girls face perceptions of defiance and rebellion when participating in physical activity and sports, as patriarchal norms often require formal authorization for female engagement in sports activities, reinforcing systemic barriers.

The report shows that the leadership roles within Zanzibar's sports institutions are predominantly occupied by men, creating significant barriers for women's active involvement, decision-making and leadership opportunities. Despite policy commitments, operational challenges persist within Zanzibar's sports sector, including insufficient provisions to address gender disparities, inadequate inclusive coaching expertise, inconsistent implementation of safeguarding principles, and the absence of designated gender focal points in key sports institutions, which collectively hinder effective gender mainstreaming efforts, particularly for women, girls and athletes with disabilities. The concentration of major sports stadiums in urban areas, coupled with poor conditions in other districts, limits access for aspiring athletes, especially women and those with disabilities, exacerbating gender disparities in sports participation rates due to insufficient inclusive infrastructure.

To address these issues, the report provided recommendations aligned with the four domains. Proposed actions included strengthening agency and self-esteem, mapping role models, raising awareness at the family level, implementing leadership skills programmes, and deconstructing negative gender and cultural norms through behaviour change strategies. Additionally, the report emphasized embedding gender-transformative change in government sports policy, conducting gender audits, and fostering collaboration between relevant ministries and organizations. In conclusion, the study underscored the need for a multi-stakeholder approach, with the ultimate goal of bridging the existing gap between the vision of gender equality and inclusion in sports and the current reality in Zanzibar.

2.2. Strengths, Weaknesses, Opportunities and Threats

The following table summarizes the Strengths, Weaknesses, Opportunities and Threats that affect the implementation of gender-responsive sports interventions in Zanzibar.

Table 1: Strengths, Weaknesses, Opportunities and Threats

Internal environment	
Strengths	Weaknesses
<p>a. Dedicated Government Ministries: Ministry responsible for sports, Ministry responsible for gender, Ministry responsible for education.</p> <p>b. Established Legal and Policy Frameworks: Zanzibar's constitution guarantees equal rights for all citizens. The Zanzibar Sports Policy of 2018 emphasizes 'Sports for All', Gender Policy, and NPA-WAC.</p> <p>c. Strong Institutional and Stakeholder Support: The Government Departments, Zanzibar National Sports Council, sports federations, CSOs and private sector entities.</p> <p>d. Sports Infrastructure: Existing major sports stadiums and the planned construction of new sports centres in districts.</p> <p>e. Zanzibar Women's Premier League: Provides a platform for sportswomen to compete both nationally and internationally, showcasing the potential for gender-inclusive sports.</p> <p>f. Political Commitment: The ruling party's manifesto mandates the creation of complex sports centres in each district.</p> <p>g. Sports/Gender Equality Guidelines: Sports manuals, Physical Education Curriculum, safeguarding in sports guidelines, NPA-VAWC, GBV/child helpline service that protects athletes' rights and promotes fair play in sports.</p> <p>h. Ongoing Capacity-Building Programmes: For sports institutions, coaches, and teachers focused on gender sensitivity and inclusive sports management.</p> <p>i. Community Leaders and Role Model: LGAs, representatives, successful female athletes, coaches, PE teachers inspire more girls/women and athletes with disabilities to participate in sports.</p>	<p>a. Gender Disparities: Underrepresentation of women, girls and those with disabilities in sports activities and leadership roles compounded by cultural and social barriers</p> <p>b. Delayed Updates and Communication: Delay in updating the MIYCS website limits access to sports information and opportunities.</p> <p>c. Capacity and Skills Gaps: Inadequate skills to support the development of capacity-building programmes and enforcement of the sports administrative guidelines and policies.</p> <p>d. The Zanzibar Gender Policy does not explicitly address the area of sports, it provides the theoretical and normative framework to effectively leverage sports for generating greater gender equity and inclusion.</p> <p>e. Limited research initiatives: Insufficient investment and support for research on gender dynamics in sports leads to absence of data-driven insights to inform policy and programme development.</p> <p>f. Ineffective Systems for Monitoring and Evaluating: Lack of monitoring and evaluation framework to assess progress toward gender parity in sports results in weaknesses in data collection, analysis, and reporting.</p> <p>g. Limited Education & Awareness Programme: Limited educational and behavioural change campaigns targeting key influencers such as parents, teachers, elders, and community/religious leaders to shift societal perceptions about athletes with disabilities and girls' involvement in sports.</p> <p>h. Inadequate Sports Infrastructure and Facilities: Insufficient sports infrastructure and deficit of modern equipment and amenities for female athletes and those with disabilities exacerbates disparities in access to sporting facilities and opportunities.</p>

- i. Shortage of Women Recognition Sports Programmes:** Inadequate sports programmes, awards and recognition initiatives designed to celebrate the achievements of female athletes.
- j. Change in Leadership:** Potential shifts in political administration and change in government priorities may lead to deprioritization of sports development initiatives.
- k. Slow pace in the development and implementation of the Communication Strategy for Zanzibar Sports and Gender Policy.** This strategy is crucial for disseminating transformative messages to key stakeholders and garnering broader support for gender equality in sports.

External Environment

Opportunities

- a. Rich Cultural Heritage and Enthusiasm for Sports:** Strong community spirit and engagement in various sports and traditional games.
- b. International policies and frameworks:** i.e., Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), The Brighton Declaration on Women and Sport (1994), UNESCO International Charter of Physical Education, Physical Activity, and Sport (2015), The International Olympic Committee (IOC) Gender Equality and Inclusion Objectives, International Safeguards for Children in Sport (2014), The Commonwealth Games Federation’s Gender Equality Strategy.
- c. National and International Sports Participation:** i.e., African Women’s Cup of Nations, Olympics, Schools competitions for men/boys, women/girls and athletes with disabilities.
- d. Youthful and Athletic Population:** Opportunities for leveraging this demographic to advance gender equality in sports.
- e. Ongoing Sports Programmes:** Established sports programmes in schools, clubs, and communities are platforms towards gender equity and inclusivity in sports.

Threats

- a. Inadequate Number of Women in Sports:** The underrepresentation of women in prominent sports roles, including as athletes, coaches, and administrators, limits the visibility of potential role models for young girls.
- b. Economic Instability:** Financial instability may divert resources away from sports development and hinder consistent funding and investment, impacting sustainability.
- c. Religious and Cultural Barriers:** Sports are frequently seen as masculine activities, with girls and women discouraged from participating in them due to beliefs that they are not suitable or appropriate for females.
- d. Traditional Gender Roles:** Societal norms often dictate that girls and women should prioritize domestic responsibilities and caregiving roles over extracurricular activities like sports.
- e. Health and Safety Concerns:** There is a potential disruption to sports activities and events due to safeguarding concerns like risks of injuries, harassment, abuse, and violence, besides the inadequate medical, psychosocial, and legal support for athletes.

f. Stakeholder Support: Involvement of religious/community leaders, athletes, sports councils/federations, and NGOs to garner support for sports initiatives and challenge stereotypes associated with gender and sports.

g. Infrastructure and Technological Advancements: Leverage ICT infrastructure and innovations to improve sports data management, technical solutions, and fan/community engagement.

h. Leverage the Power of Media: Utilize media platforms to share success stories, raise awareness, and engage a broader audience through campaigns that challenge stereotypes and encourage the participation of women, girls and those with disabilities in sports.

f. Environmental Factors: Adverse weather conditions and limited access to WASH facilities, changing rooms, and ramps can negatively impact sports participation for athletes with disabilities and girls/women.

g. Limited Access to Resources and Opportunities: Due to gender biases, girls/women and athletes with disabilities often have less access to sports facilities and equipment. When resources are limited, priority is frequently given to boys' sports programmes.

h. Psychological Barriers: Constant exposure to stereotypes and a lack of encouragement from family, friends, and the community diminish self-esteem, confidence, and motivation among girls/women and athletes with disabilities to pursue sports.

i. Academic Pressure: Young athletes are often encouraged to focus more on their studies than on sports. This pressure can lead to a neglect of physical activities and sports, which are also important for overall development.

j. Masculine Association with Sports: The perception of sports as masculine and inappropriate for women can lead to participation being discouraged. Women and athletes with disabilities may be reluctant to engage in sports due to fear of social rejection or internalized beliefs that sports are not meant for them.

k. Scarcity of Role Models: Without prominent examples of successful female athletes and athletes with disabilities it becomes difficult to envision themselves in these roles.

2.3. Review and Relationship of the Gender Strategy to Existing Policies in Zanzibar

2.3.1. Key Stakeholders in Sports Governance in Zanzibar

The key stakeholders, partners, and institutions involved in sports governance and gender advocacy in Zanzibar include the Ministry of Information, Youth, Culture and Sports (MIYCS); Ministry of Community Development, Gender, Elderly and Children Zanzibar (MCDGEC); Zanzibar National Sports Council (ZNSC); Sports Associations/Federations and clubs; Ministry of Education and Vocational Training (MoEVT); Ministry in Charge of Tourism; Ministry responsible for Regional Administration / Regions/Districts/ Shehia; CSOs (Faith-based Organizations, Community-based Organizations, Non-Governmental Organizations); Ministry responsible for Defence and Security Forces; and RGoZ Special Departments, political leaders, media organizations; academic institutions; and the development partners.

2.3.2. National and Regional Policy Review

The Inclusive Gender Strategy for Sports in Zanzibar is based on an in-depth review of national and regional policies emphasizing gender equality and inclusivity. At the national level, Zanzibar's Development Vision 2050, the Zanzibar Sports Policy 2018, the Zanzibar National Gender Policy 2018, the Zanzibar Education Policy 2006, the Zanzibar Youth Development Policy 2023, the Zanzibar Health Policy (2011), the National Land Policy of Zanzibar 2018, and the Zanzibar Policy for People with Disabilities 2018 collectively advocate for equitable opportunities and inclusive sports development. Regionally, the strategy aligns with the African Union's Agenda 2063 and the SADC Protocol on Gender and Development, SDG 5, the African Union's (AU) Agenda 2063 and, AU Policy for Sustainable Development of Sports in Africa (2023), AU Strategy for Gender Equality and Women's Empowerment (2023), the International Olympic Committee (IOC), both of which promote inclusivity, gender equality and women's empowerment.

2.3.3. Existing Policies Related to Inclusive Gender Sports in Zanzibar

Zanzibar's approach to gender and sports is shaped by a range of national laws, policies, and international commitments aimed at promoting equality. The Zanzibar Constitution guarantees equal rights for all citizens, setting a foundation for gender equality, including in sports. However, the Zanzibar Sports Act lacks specific provisions on gender disparities, indicating a need for policy improvements. The Zanzibar Sports Policy (2018) emphasizes "sports for all" and aims to enhance opportunities for women, girls, and persons with disabilities. The Zanzibar Gender Policy (2018) and Youth Development Policy (2023) advocate for gender mainstreaming and youth welfare, respectively, while the Policy for People with Disabilities (2018) focuses on improving accessibility and awareness.

The Education Policy (2006) supports extracurricular activities, including sports, for both genders. Additionally, the Population Policy (2008) highlights the importance of engaging all demographics, and the Land Policy (2020) ensures land is allocated for social development activities, including sports. The inclusive gender strategy for sports in Zanzibar seeks to build on these frameworks by proposing policy enhancements to address gender inequalities and ensure equal opportunities in sports.

2.3.4. Alignment with Zanzibar Sports Policy 2018

The inclusive gender strategy for sports in Zanzibar aligns closely with the Zanzibar Sports Policy of 2018, particularly in its commitment to the motto 'Sports for All'. The 2018 policy emphasizes promoting sports as a means of holistic development for all Zanzibaris, irrespective of gender or ability. The inclusive gender strategy complements this by integrating specific measures to enhance gender inclusivity across all facets of sports. It aims to expand upon the existing policy's foundational principles by introducing targeted initiatives that address gender disparities in participation, leadership, and access to sports facilities.

2.4. Stakeholder Analysis

The key stakeholders, partners, and institutions involved in sports governance and gender advocacy in Zanzibar are summarized in Annex 1.

PART III: INCLUSIVE GENDER STRATEGY FOR SPORTS

3.1. Vision, Mission and Core Values

3.1.1. Vision



To make Zanzibar a gender-inclusive and safeguarding sports hub with patriotic and empowered people who utilize sports opportunities, advance their lives and participate fully in national, regional and international sports development endeavours.

3.1.2. Mission



To promote the well-being and development of Zanzibar by creating sustainable and inclusive sports policies, programmes and infrastructures aiming at strengthening equal opportunities and participation in sports development endeavours.

3.1.3. Core Values

The gender strategy for the sports policy revolves around three pivotal pillars known as the "three Rs": **Rights, Representation, and Resources**. These pillars are instrumental in shaping a more equitable and inclusive landscape within the sports domain.

a. The Rights pillar underscores the importance of strengthening individual rights, eliminating discriminatory policies and norms, and ensuring equal access to opportunities while addressing specific concerns such as gender-based violence and safeguarding. This pillar champions the creation of an environment where every individual, regardless of gender, possesses the fundamental right to participate fully and securely in sports activities. It underscores a commitment to eradicating barriers that impede equal rights, including the imperative to address gender-based violence within the sporting realm. This involves implementing robust safeguarding measures to protect individuals, fostering a sports culture that not only champions fairness and equality but also actively works to eliminate any form of harassment or violence, ensuring a safe and empowering space for all participants. The Rights pillar is pivotal for fostering a just and inclusive sporting community, committed to upholding the dignity, security, and equal rights of every individual while actively dismantling barriers to achieve this goal.

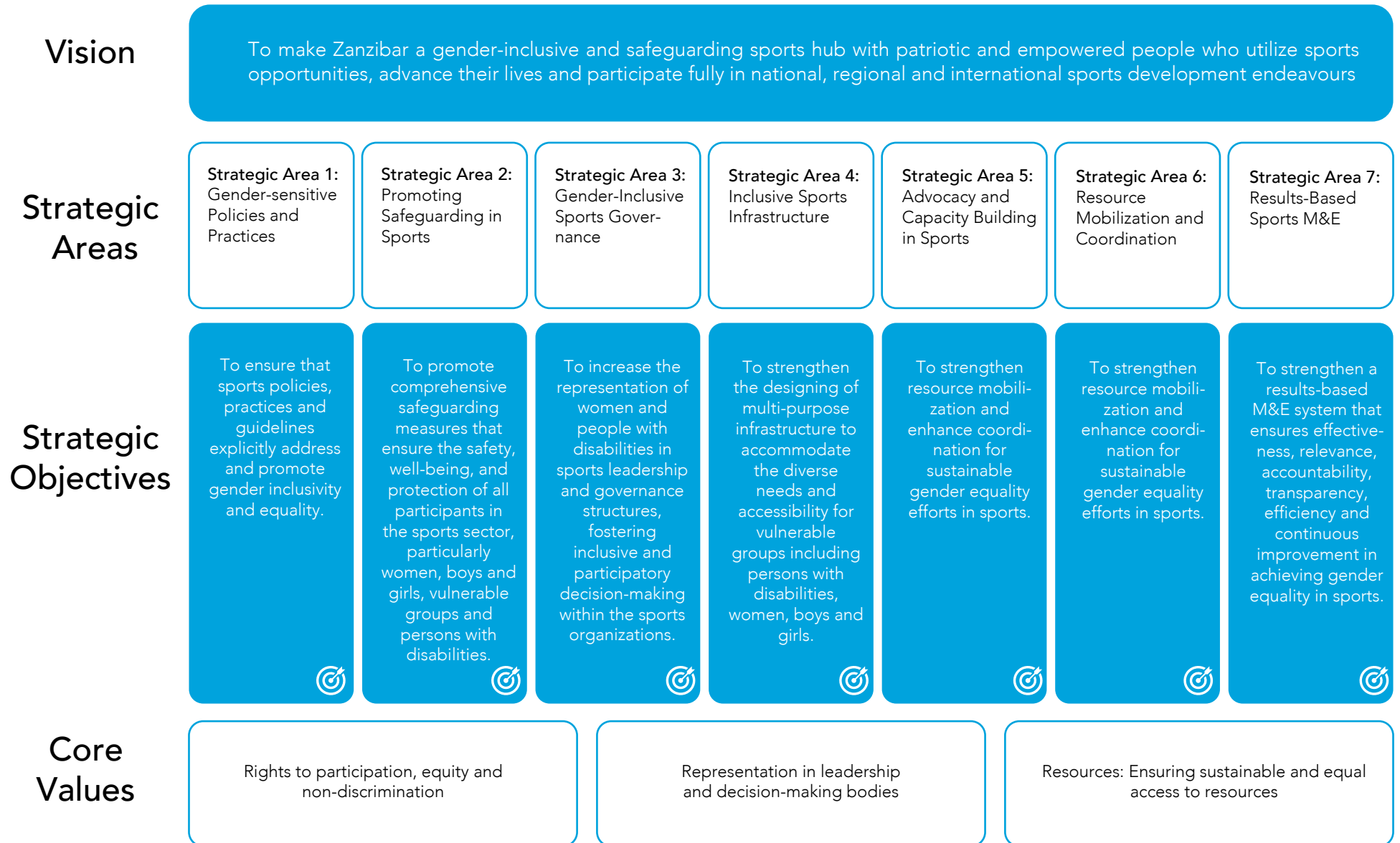
b. The Representation pillar emphasizes the need for equal representation and increased opportunities for individuals who have been historically underrepresented in the sports arena. This involves breaking down stereotypes and fostering an environment where diverse voices and perspectives are not only heard but actively contribute to decision-making processes. By championing equal representation, the strategy seeks to create a sports landscape that reflects the richness of diversity.

c. **The Resources** pillar focuses on ensuring equal access to resources, acknowledging that equitable opportunities hinge on the availability of necessary support. This includes allocating financial resources, training facilities, coaching expertise, and other essential elements to promote a level playing field. By addressing resource disparities, the strategy aims to empower individuals, particularly women, girls, and those with disabilities, to pursue their athletic aspirations with the same vigour and support as their counterparts. The synergy of these three pillars forms the foundation of the inclusive gender strategy, fostering a sports environment that is not only competitive but also fair, inclusive, and empowering for all.

3.2. Strategic Framework for An Inclusive Gender Strategy

The Strategic Framework for An Inclusive Gender Strategy in Zanzibar envisions making quality, life-long, sports opportunities more accessible, safe, and inclusive for all Zanzibaris. It has delineated guidelines, the vision, strategic objectives, strategic areas, and guiding principles that are geared towards supporting women, girls, and persons with disabilities in achieving equal, fair and safe treatment, as well as ensuring their access and participation in the implementation of An Inclusive Gender Strategy in Zanzibar. The Strategic Framework for An Inclusive Gender Strategy in Zanzibar is summarized in the figure below.

Figure 1: Strategic Framework for An Inclusive Gender Strategy in Zanzibar



3.3. Strategic Focus Areas of An Inclusive Gender Strategy in Sports

3.3.1. An Inclusive and Gender Strategy in Sports

An inclusive and gender strategy in sports is firmly rooted in a rights-based approach aimed at facilitating the inclusion and empowerment of individuals currently marginalized and underrepresented in sports. The commitment underscores a firm belief and declaration that every individual possesses the right to equal and full participation in sports, irrespective of gender, age, or physical ability.

3.3.2. Strategic Areas of Inclusive and Gender Strategy in Sports

This strategy has identified 7 key strategic areas with corresponding objectives and strategies. Every stakeholder is supposed to mainstream inclusive and gender-related interventions in its work plans to facilitate the smooth implementation of the strategic interventions and planned activities. In fact, throughout the process, efforts have been made to ensure that the strategy aligns with Zanzibar's existing laws and policies for the strategy's legitimacy and effectiveness. The proposed strategic areas of the Inclusive Gender Strategy for Sports in Zanzibar are:

Strategic Area 1: Gender-Responsive Policies

STRATEGIC ISSUE

The current sports policies and practices in Zanzibar often overlook the unique needs and challenges such as difficulty in incorporating strategies into policies that encourage capacity building and participation of women, girls, and persons with disabilities, leading to gender-based discrimination and limited opportunities for participation and leadership within the sporting realm.

STRATEGIC OBJECTIVE

To ensure that sports policies, practices and guidelines explicitly promote gender inclusivity, and equality, and respond to the needs of women, girls, and persons with disabilities in their participation and leadership.

STRATEGIES

- a. Strengthen inclusion of individual rights by reviewing and eliminating discriminatory policies, acts and norms within the sporting domain.
- b. Advocate for the comprehensive review and revision of Zanzibar's Gender and Sports Policies to ensure they incorporate gender-transformative practices and effectively address the needs and challenges of all participants, particularly children, women, girls, and persons with disabilities.
- c. Enhance the operationalization of the reviewed gender and sports policies and practices to promote gender equality and inclusivity in sports.
- d. Engage stakeholders, including religious leaders, cultural experts, sports organizations, and policymakers, to create an inclusive sports environment that respects and accommodates the cultural attire of Zanzibari girls and women while ensuring safety, comfort, and active participation in sports for all individuals, especially women and girls.

KEY INITIATIVES AND ACTIONS

- a. Review of the Zanzibar Gender, and Sports Policy to embed in gender-transformative practices and eliminate the discriminatory norms, practices and procedures within the sporting domain.
- b. Support sports federations/council, department of sport, gender divisions, local authority, CSOs and other stakeholders in reviewing their practices, programmes and policies.
- c. Draft and develop policies that officially recognize and respect the Zanzibar women and girls dress code and cultural attire within sports settings.
- d. Develop and organize training for staff, sports council/federations and stakeholders on understanding and addressing the unique needs and challenges of individuals related to menstruation, pregnancies, motherhood, disabilities and other health concerns in their policies and programmes.
- e. Monitor and evaluate the effectiveness of these policies in promoting gender equality and inclusivity.

Strategic Area 2: Promoting Safeguarding in Sports

STRATEGIC ISSUE

Limited comprehensive safeguarding measures in the sports sector lead to risks and vulnerabilities for athletes, particularly women, girls and persons with disabilities, resulting in gender-based violence, harassment, abuse and unsafe environments.

STRATEGIC OBJECTIVE

To promote comprehensive safeguarding measures that ensure the safety, well-being, and protection of all participants in the sports sector, particularly women, boys and girls, vulnerable groups and persons with disabilities.

STRATEGIES

- a. Promote comprehensive safeguarding measures that ensure the safety, well-being, and protection of all participants in the sports sector, particularly women, boys and girls, vulnerable groups and persons with disabilities.
- b. Promote sustainable cooperation for anti-doping and sports values-based programmes for athletes and sports officials
- c. Strengthen access to healthcare services by advocating with the relevant ministries and health facilities to establish youth-friendly services at sports camps, schools, universities, clinics and hospitals,
- d. Strengthen the development of formal agreements and frameworks for collaboration with local and international organizations specializing in GBV prevention and support to leverage their expertise, resources, and networks.

KEY INITIATIVES AND ACTIONS

- a. Support the GBV support structures to provide counselling services and legal aid for victims of abuse, harassment and exploitation.
- b. Build the capacity of sports personnel including coaches, administrators, officials and athletes to recognize, prevent, and respond to safeguarding issues.
- c. Develop and implement comprehensive safeguarding policies, guidelines and procedures tailored to the sports context across all sports organizations.
- d. Provide education to clubs, leaders and athletes on the importance of insurance in sports.
- e. Partner with media outlets, schools, and community organizations to disseminate information on GBV prevention and safeguarding in sports.
- f. Conduct awareness campaigns to parents, guardians, community and influential leaders, sports personnel, athletes and spectators to prevent and respond to safeguarding issues including anti-doping programmes for athletes and sports officials

Strategic Area 3: Gender-Inclusive Sports Governance

STRATEGIC ISSUE	Limited gender diversity and inclusivity in sports governance roles, hindering equitable decision-making and representation of women and persons with disabilities.
STRATEGIC OBJECTIVE	To increase the representation of women and people with disabilities in sports leadership and governance structures, fostering inclusive and participatory decision-making within the sports organizations.
STRATEGIES	<ol style="list-style-type: none">a. Strengthen the development, enforcement and adherence to the rules and regulations that fight corruption in sports.b. Strengthen the supportive legal framework and structural environment that enable the active involvement of athletes in sports leadership and administrative opportunities, decision-making bodies and governance processes.

KEY INITIATIVES AND ACTIONS

- a. Review and develop policies and guidelines that promote gender equality in sports governance.
- b. Develop and implement gender-sensitive leadership capacity development programmes to equip sports administrators with skills to foster inclusive and participatory decision-making.
- c. Advocate for gender quotas or targets in sports governance boards and committees.
- d. Establish mechanisms to monitor gender representation and inclusivity in sports governance.

Strategic Area 4: Inclusive Sports Infrastructure

STRATEGIC ISSUE	Limited accessibility and inclusivity of sports facilities for all individuals, including women, girls, and athletes with disabilities.
STRATEGIC OBJECTIVE	To strengthen the designing of multi-purpose gender-inclusive infrastructure to accommodate the diverse needs and accessibility for children and vulnerable groups including athletes with disabilities, women, boys and girls.
STRATEGIES	<ol style="list-style-type: none">a. Ensure that sports facilities are designed with safety, inclusivity, and accessibility as primary considerations to accommodate the needs of individuals related to menstruation, pregnancies, motherhood and disabilities.b. Involve women, girls, persons with disabilities, local CSOs and communities in planning and designing the construction of sports infrastructure.c. Improve rational access to digital technology, electricity and other renewable energy sources to sports infrastructures.

KEY INITIATIVES AND ACTIONS

- a. Conduct renovation of existing sports facilities to identify barriers and upgrade to improve safety and accessibility, including ramps, changing rooms and WASH facilities.
- b. Develop guidelines for designing new sports facilities that prioritize safety, inclusivity and accessibility.
- c. Engage stakeholders, including women, girls, people with disabilities, and local communities, in sports infrastructure planning.
- d. Establish sports academies and infrastructures that offer comprehensive sports and physical education programmes for young athletes including women/girls and athletes with disabilities.

Strategic Area 5: Advocacy and Capacity Building in Sports

STRATEGIC ISSUE	Limited awareness and capacity regarding gender issues in sports, hindering inclusivity and equality.
STRATEGIC OBJECTIVE	To strengthen the advocacy and awareness-raising campaigns and capacity among stakeholders to adopt gender equality approaches in sports.
STRATEGIES	<ol style="list-style-type: none">a. Leverage the expertise and networks of civil society organizations (CSOs), local communities, sports organizations, media outlets and other stakeholders to amplify advocacy efforts through training, inclusive sports programmes, media campaigns, and outreach campaigns.

- b. Support research on gender disparities in sports to inform policy, advocacy, and capacity-building programmes for greater inclusivity and equality.
- c. Utilize inclusive sports programmes as platforms for raising awareness and fostering community engagement in the promotion of gender equality and inclusivity in sports.
- d. Increased participation of women and girls in sports activities, with attire that respects their cultural and religious beliefs.

KEY INITIATIVES AND ACTIONS

- a. Organize outreach programmes, sports events and bonanzas to engage youth, parents, coaches, teachers, community/religious leaders, and other stakeholders in gender equality and inclusive initiatives in sports.
- b. Develop gender-sensitive materials and conduct workshops and seminars for athletes, coaches, administrators, and sports officials to build their capacity in implementing gender-sensitive practices.
- c. Develop resource materials and toolkits for stakeholders that provide guidelines, best practices, and practical tools for integrating gender equality principles.
- d. Research gender disparities in sports participation and leadership to inform policy, advocacy, and capacity-building programmes for greater inclusivity and equality.
- e. Organize series of advocacy and awareness campaigns aimed at encouraging sports organizations, communities, and stakeholders to adopt and promote sports attire that respects the cultural and religious beliefs of Zanzibari women and girls.

Strategic Area 6: Resource Mobilization and Coordination

STRATEGIC ISSUE Limited resources and weak coordination mechanisms hinder the effective implementation of gender-inclusive sports initiatives.

STRATEGIC OBJECTIVE To strengthen resource mobilization and enhance coordination for sustainable gender equality efforts in sports.

- STRATEGIES**
- a. Strengthen the oversight and coordination of the implementation of an inclusive gender strategy in sports ensuring regular reporting and feedback on funded project outcomes.
 - b. Strengthen the development and operationalization of a resource mobilization strategy to support the implementation of an Inclusive Gender Strategy in Zanzibar.
 - c. Strengthen the procurement and construction of sports facilities that favour all genders and people with special needs in Unguja and Pemba.

KEY INITIATIVES AND ACTIONS

- a. Conduct steering committee meetings to oversee the implementation of an Inclusive Gender Strategy in Zanzibar.
- b. Conduct coordination meetings to discuss the implementation of an Inclusive Gender Strategy in Zanzibar.
- c. Develop and operationalize a resource mobilization strategy to support the implementation of an Inclusive Gender Strategy in Zanzibar.
- d. Build partnerships with potential sponsors, financial institutions, the private sector and funding opportunities for gender-inclusive sports initiatives.
- e. Convene training and technical assistance, meetings, workshops or forums to facilitate knowledge sharing and joint planning for fundraising strategies.
- f. Develop guidelines and tools for effective grant management and reporting.
- g. Monitor and evaluate the impact of funded projects to ensure alignment with gender equality goals.
- h. Advocate for the inclusion of gender equality in sports in national and local budgets.

Strategic Area 7: Results-Based Sports Monitoring and Evaluation

STRATEGIC ISSUE	Weak M&E system to track progress, measure impact, and inform decision-making for gender-inclusive sports initiatives in Zanzibar.
STRATEGIC OBJECTIVE	To strengthen a results-based M&E system that ensures effectiveness, relevance, accountability, transparency, efficiency and continuous improvement in achieving gender equality in sports.
STRATEGIES	<ol style="list-style-type: none">a. Strengthen the development and operationalization of a results-based M&E system to track the implementation of an Inclusive Gender Strategy in Zanzibar.b. Strengthen the capacity of staff and stakeholders in the results-based M&E system.c. Strengthen the generation and dissemination of gender-responsive information captured from the implementation of an Inclusive Gender Strategy in Zanzibar.

KEY INITIATIVES AND ACTIONS

- a. Design and operationalize a comprehensive M&E framework tailored to the specific needs of gender-inclusive sports programmes.
- b. Develop data collection tools and analysis methods to inform policy and programme adjustments.
- c. Train relevant stakeholders on data collection tools, management, and analysis techniques.
- d. Conduct periodic assessments to monitor progress against set indicators and targets.
- e. Carry out in-depth evaluations to assess the long-term impact of gender-inclusive sports initiatives (mid-term and end-of-term evaluation).
- f. Engage stakeholders, including government bodies, CSOs, and community groups, in the M&E process.
- g. Prepare and disseminate regular reports highlighting achievements, challenges, and lessons learned.
- h. Develop, populate and maintain a database and website to share sports-related information.

PART IV:

THE IMPLEMENTATION FRAMEWORK, RISKS AND FINANCING

4.1. Implementation Framework

4.1.1. The Development and Implementation of the Strategy

An Inclusive Gender Strategy in Zanzibar will be implemented through existing inter-governmental coordination structures and as per the Zanzibar Sports and Gender Policy requirements. The implementation and coordination of an Inclusive Gender Strategy in Zanzibar will also be coordinated by the National Steering Committee, which will report to the Inter-Ministerial Technical Committee (IMTC), and then to the Second Vice President Office and Revolutionary Council of Zanzibar.

Successful implementation of an Inclusive Gender Strategy in Zanzibar will also require engagement and action across the RGoZ, Public and Private sectors, CSOs and Development Partners. Based on the vision of this strategy, the ministries, departments and divisions responsible for gender and sports, Zanzibar Sports Council and the Development Partners will orient their work in support of the strategy and, as appropriate, integrate specific actions into their planning processes. The Department of Sports will provide technical support and leadership to country teams and stakeholder staff on inclusion and gender.

The Department of Sports will aim to aggregate and share lessons learned to help refine future programmes, relying on independent evaluation findings as well as other qualitative and quantitative products. The Steering Committee at the MIYCS and its leadership team will oversee the implementation of the strategy through regular management meetings.

In addition, the implementation framework for the implementation of an Inclusive Gender Strategy will be facilitated by the operationalization of the two types of recommendations, that is the policy and programmatic level types of recommendations that support policy and institutional reforms to enhance the inclusion and gender impacts of sports investments. The development and implementation of an inclusive gender strategy for sports in Zanzibar have been guided by the following strategies:

a. Communication Strategy

In implementing this Strategic Plan, the MIYCS will develop a communication strategy for both internal and external stakeholders. The communication strategy will carry transformative messages to key stakeholders. The focus will be to strengthen the concept of promote sports for all.

b. Administrative and Human Resources Development Strategies

The MIYCS has put in place several strategies including administrative and human development strategies to ensure the smooth implementation of this strategy, retention of competent and professional staff, sports-related service delivery and overall execution of its mandate in Unguja and Pemba.

c. Capacity-building strategy

In this connection, the Office of the MIYCS will strengthen and provide optimal staffing levels for sports, administrative and support services at both headquarters, regional and district offices.

d. Strategy on collaboration with other Institutions at National, Regional and International levels

The MIYCS shall network with other institutions at national, regional and international levels to share, adapt and implement best practices that will promote sports for all and gender equality.

e. Advocacy, legal and supportive environment for the implementation of a strategy

The MIYCS will be advocating for a strong and supportive legal and enabling environment that complies with the human rights approach to collectively ensure the effective implementation of this strategy. This human rights approach must address the vulnerability of young people, the elderly, gender issues, persons with disabilities and the universal access to and utilization of quality sports-related services at all levels.

f. The Strategy on Meaningful Stakeholder Engagement

This gender strategy recognizes the need for meaningful stakeholder involvement of all key players such as the community, athletes, sports council, CSOs, public and private sectors, media, academia, higher learning institutions, MDAs, LGAs and Regional Offices in promoting the sports for all, mainstreaming of sports-related interventions into other sectors, effective coordination at all levels, monitoring and evaluation of gender and sports services provision, transparency and accountability.

4.1.2. Roles and Responsibilities of Stakeholders

The Second Vice President's Office

- a. Providing overall coordination, technical leadership guidance and advice on the implementation of an Inclusive Gender Strategy in Zanzibar.

Ministry responsible for Sports

- a. Leading agency responsible for overseeing the implementation of the strategy.
- b. Ensuring alignment with national policies and facilitating inter-ministerial coordination.
- c. Providing necessary resources and support to implementing bodies.

Ministry responsible for Gender

- a. Collaborating with MIYCS to integrate gender perspectives into sports policies and programmes.
- b. Providing expertise on gender mainstreaming and safeguarding measures.
- c. Supporting CSOs to promote gender equality initiatives in/through sports

The Department of Sports

- a. Promoting sports and games and sports welfare programmes.
- b. Monitoring the functioning of the District Sports Offices, Sports Associations, districts and clubs.
- c. Coordinating the Sports Council of Zanzibar and the Ministry responsible for sports at national, regional and international level tournaments.

Sectorial Ministries (MDAs), CSOs and other stakeholders

- a. Implementing and mainstreaming gender-responsive sports strategy and issues in the national policy and plans.
- b. Setting ambitious targets and allocating resources in the national budget.

Sports Federations and Associations

- a. Implementing gender-sensitive policies and practices within their respective sports.
- b. Promoting participation and leadership opportunities for women and people with disabilities.
- c. Ensuring adherence to safeguarding guidelines and monitoring compliance.

Sports Council of Zanzibar

- a. Overseeing the adherence to gender-inclusive practices across all sports federations.
- b. Coordinating efforts among various sports bodies to ensure unified implementation of the strategy.

Local Government Authorities and Shehia

- a. Supporting community-level implementation of gender-inclusive sports initiatives.
- b. Mobilizing local resources and engaging community members in promoting gender equality in sports.

Private Sector Partners

- a. Providing funding and sponsorship for gender-inclusive sports programmes.
- b. Promoting corporate social responsibility initiatives that support gender equality in sports.

Civil Society Organizations (CSOs)

- a. Advocating for gender equality in sports and providing grassroots support.
- b. Conducting awareness campaigns and capacity-building workshops.
- c. Monitoring and evaluating the impact of local sports programmes.

Media and Communication Channels

- a. Raising awareness about gender issues in sports through various media platforms.
- b. Supporting advocacy campaigns and disseminating information on the progress and impact of the strategy.

Development Partners

- a. Providing technical support for the implementation of the strategy.
- b. Supporting the facilitation of capacity-building activities and share best practices.
- c. Supporting the development and dissemination of monitoring and evaluation frameworks.

The M&E Division & Office of Government Statisticians

- a. Managing and coordinating the implementation of the gender strategy for sports.
- b. Developing, printing and electronically distributing data collection tools to track the implementation of this strategy.
- c. Building the capacity of all stakeholders' data collection, compilation, analysis and dissemination of information products generated by an M&E system.

Research and Academic Institutions

- a. Planning and conducting research studies on sports.
- b. Coordinating the synthesis of new knowledge from sports-related research.
- c. Translating research findings into sports-related policy and practice.

Community at Shehia level

- a. Coordinating sports-related interventions, collecting gender-responsive sports data, and maintaining the records provided using standard reporting tools.

4.1.3. Implementation Plan Matrix

The timeline for implementing the Inclusive Gender Strategy for Sports in Zanzibar 2024-2029 is structured into key phases, with specific milestones and activities outlined for each year. This phased approach ensures systematic progress and allows for regular monitoring and adjustments as needed. The implementation plan matrix is attached as Annex 2.

4.2. Risks and Mitigation Measures

Implementation of this Inclusive Gender Strategy for Sports is prone to various risks, among them strategic, organizational, operational, financial, and technological. The specific risks and mitigation measures under each of these categories are outlined below.

Table 2: Risks and Mitigation Measures

1	Strategic Risks	Mitigation Measures
	<ul style="list-style-type: none"> ✔ Constitutional or statutory changes may affect the strategies of the MIYCS in the discharge of its mandate. ✔ Changes in political leadership or government priorities that deprioritize gender inclusivity in sports. ✔ Limited stakeholder buy-in to support gender-inclusive initiatives including sports organizations, schools, community leaders, CSOs and development partners; and ✔ Dynamism in the MIYCS mandate may distort proper planning. 	<ul style="list-style-type: none"> ✔ Regularly engage with policymakers and stakeholders to ensure alignment with the constitutional and statutory frameworks, and advocate for sustained political support for gender inclusivity in sports. ✔ Having regular consultation sessions with all stakeholders to build consensus and buy-in for the gender-inclusive initiatives. ✔ Continuously review and adapt the MIYCS mandate and strategic plans to remain aligned with the dynamic political and legal landscape.
2	Organizational Risks	Mitigation Measures
	<ul style="list-style-type: none"> ✔ The re-organization of the Government may affect the mandate of the MIYCS; and ✔ The enactment of new laws may affect the mandate and organizational set-up of the MIYCS. ✔ Predominance of men in leadership roles within sports institutions, limiting the promotion of gender equality. 	<ul style="list-style-type: none"> ✔ Promote gender equality in leadership roles within sports institutions by implementing targeted leadership development programmes for women. ✔ Develop and implement strategies to retain key staff, including competitive remuneration packages, career development opportunities, and recognition programmes.

- ✔ High turnover rates among key staff involved in implementing the strategy.
- ✔ Insufficient training and capacity-building programmes for staff to effectively implement the strategy.
- ✔ Establish continuous training and capacity-building programmes focused on gender inclusivity and effective strategy implementation.
- ✔ Create a flexible organizational structure that can adapt to changes in government and laws while maintaining the core objectives of the strategy.

3	Operational Risks	Mitigation Measures
	✔ Cultural and societal norms may resist the acceptance of gender-inclusive policies and practices, leading to slow implementation.	✔ Implement awareness and sensitization programmes to address cultural and societal norms that resist gender inclusivity in sports.
	✔ Inadequate engagement of stakeholders: Minimal involvement and commitment from key stakeholders, such as sports organizations, government agencies, and community leaders, may impede progress.	✔ Regularly hold coordination meetings with key stakeholders to align efforts.
	✔ Poor execution of programmes due to logistical challenges.	✔ Prioritize resource allocation to areas with the most significant need and potential impact, particularly in rural areas.
	✔ Difficulties in coordinating and managing activities across multiple locations and stakeholders.	
	✔ Delays in executing planned activities due to various operational constraints.	
	✔ Limited access to safe and inclusive sports facilities, especially in rural areas.	
	✔ Safety concerns: Ensuring the safety and security of participants, especially women, girls and people with disabilities, in sports environments may be an ongoing challenge.	

4	Financial Risks	Mitigation Measures
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| <ul style="list-style-type: none"> ✔ Limited resources: Insufficient financial, human, and infrastructural resources could hinder the effective execution of the strategy. ✔ Delayed or inadequate funding may affect the implementation of activities as per the gender strategy. ✔ Diversion or reduction of funds meant for the MIYCS due to national disasters/emergencies may affect the implementation of the strategy; and ✔ Interruption of development partners may disrupt the planned interventions. | <ul style="list-style-type: none"> ✔ Develop a diversified funding strategy that includes government budgets, private sector sponsorships, and development partners to secure continuous support and funding. ✔ Implement robust gender sensitive financial planning and budgeting processes to ensure funds are used effectively and efficiently ✔ Establish an emergency fund to ensure the continuity of the strategy during national disasters or emergencies.. |
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5	Technological Risks	Mitigation Measures
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| <ul style="list-style-type: none"> ✔ Lack of adequate ICT infrastructure to support modern sports management and data collection. ✔ Potential cybersecurity threats to online platforms and databases used in sports management. ✔ Resistance to adopting new technologies for sports management and training. ✔ Risk of using outdated technology that hinders effective implementation and monitoring of the Inclusive Gender Strategy for Sports. ✔ There is a risk of the Ministry responsible for sports not keeping pace with the rapid changes in sports technology and innovations. ✔ All Government financial transactions are interlinked to the Treasury's IFMIS system, hence all operations are controlled from there. This may lead to delays in internal operations within the Ministry responsible for sports; and ✔ Some members of staff and local stakeholders may be reluctant to adapt to new technological changes in sports. | <ul style="list-style-type: none"> ✔ Invest in modern ICT infrastructure to support sports management, data collection, and dissemination. ✔ Provide continuous training and support to staff and stakeholders to encourage the adoption and effective use of new technologies. ✔ Work with the Treasury to streamline financial operations and reduce delays within the Ministry responsible for sports. |
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4.3. Resources for the Inclusive Gender Strategy for Sports in Zanzibar

Securing adequate resources is crucial for the successful implementation of the National Inclusive Gender Strategy for Sports in Zanzibar. Resources can be obtained through various avenues, each contributing to the overall funding and support needed for the strategy. Here are the approaches on how resources can be secured:

a. Government Funding:

- ✔ **National Budget Allocations:** The Ministry responsible for sports will advocate for the inclusion of gender-sensitive sports initiatives in the national budget. This involves working with the Social Committee of the House of Representatives and the Ministry of Finance to ensure that sufficient funds are allocated to support the strategy's objectives.
- ✔ **Local Government Support:** The Ministry responsible for sports will engage regional and district administrations to include gender-sensitive sports programmes in their budgets. Local governments can provide additional funding or resources for community-based sports initiatives.

b. International Donors and Development Partners:

- ✔ **Grants and Funding Programmes:** Ministry of sports mandate aligns with the priorities of various international development partner programmes, specifically for gender-inclusive initiatives. The Ministry will maintain and enhance relations with development partners who provide grants and technical support for the implementation of inclusive gender strategies in sports. Continued support from these partners is expected throughout the implementation of the gender strategy in sports.
- ✔ **Development Agencies:** The Ministry responsible for sports will partner with agencies like GIZ, Africa Development Bank and the World Bank, which offer support for gender and sports development projects through grants and technical assistance.
- ✔ **Philanthropic Foundations:** The Ministry responsible for sports will seek funding from philanthropic foundations such as the Bill & Melinda Gates Foundation or the Ford Foundation, which may provide grants for gender equality and sports projects.

c. Private Sector Contributions:

- ✔ **Corporate Sponsorships:** The Ministry responsible for sports will approach companies for sponsorship opportunities. Corporations may be interested in sponsoring gender-inclusive sports events or programmes as part of their Corporate Social Responsibility (CSR) initiatives.
- ✔ **Partnerships with Businesses:** The Ministry responsible for sports will develop partnerships with local and international businesses that can provide financial support, in-kind contributions, or logistical support for the implementation of the strategy.

d. Community-Based Fundraising:

- ✔ **Fundraising Events:** The Ministry responsible for sports will organize community events, such as charity sports matches, galas, or auctions, to raise funds for gender-sensitive sports initiatives. Ministry will engage local businesses, sports clubs, and community leaders to participate and support these events.
- ✔ **Crowdfunding Campaigns:** The Ministry responsible for sports will launch crowdfunding campaigns through platforms like GoFundMe or Kickstarter to attract small contributions from a large number of people who support gender equality in sports.

e. In-Kind Contributions:

- ✔ **Volunteer Support:** The Ministry responsible for sports will mobilize volunteers from local communities, universities, and sports organizations to provide support in areas such as event organization, training, and administration.
- ✔ **Material Donations:** The Ministry responsible for sports will request donations of sports equipment, facilities, or other materials from sports organizations, manufacturers, or community groups.

f. Partnerships and Collaborations:

- ✔ **Strategic Alliances:** The Ministry responsible for sports will form strategic alliances with sports federations, educational institutions, and civil society organizations that share the goal of promoting gender inclusivity in sports. These partners can provide resources, expertise, and networking opportunities.
- ✔ **Cross-Sector Collaborations:** Collaborate with sectors such as health, Red Cross, education, and social welfare to integrate gender-inclusive sports initiatives into broader programmes and secure additional resources.

g. Resource Mobilization Strategy Development:

- ✔ **Develop a Comprehensive Resource Mobilization Strategy:** The Ministry responsible for sports will create a detailed plan outlining potential sources of funding, partnership opportunities, and strategies for securing resources. This plan should include timelines, key contacts, and funding targets.

PART V: MONITORING, EVALUATION AND REPORTING

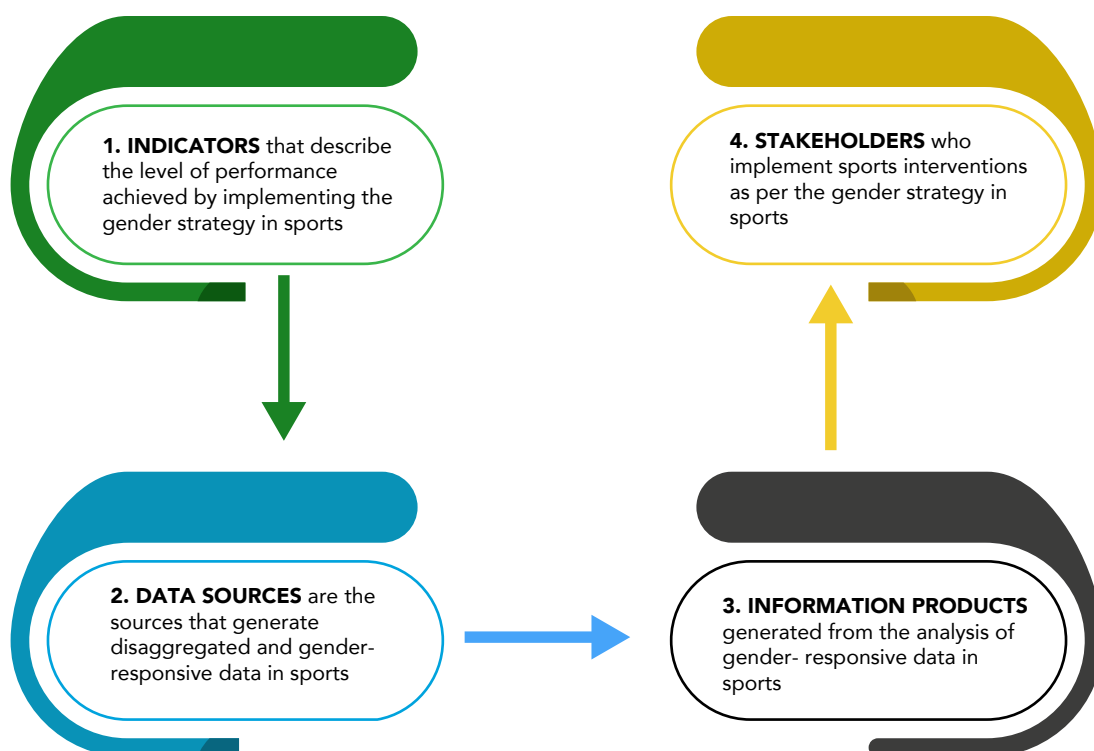
5.1. Introduction

The functional Monitoring & Evaluation System involves routine data collection and analysis on the progress of the implementation of an Inclusive Gender Strategy in Zanzibar. The Department of Sports and the Department of Policy, Planning and Research will coordinate the collection of gender-responsive sports M&E data, analysis and reporting.

5.1.1. The M&E system for the Inclusive Gender Strategy in Sports

The M&E System for the gender strategy in sports has to be operationalized based on the following four cornerstones that provide the complete logical sequence of any M&E system. The four cornerstones are indicators, data sources, information products and the stakeholders.

Figure 2: Four Cornerstones of the M&E System for the gender strategy in sports



5.1.2. Key Performance Indicators

The key performance indicators are defined as quantifiable measurements that reflect the implementation of activities as per the gender strategy in sports. They track the results relative to what was planned at each level of the results chain of the M&E system. The indicators will be categorized as Input (Process) indicators, Output indicators and Outcome indicators.

Input (Process) Indicators: These indicators measure the resources, efforts, or actions used to carry out a specific activity. They show what is being put into the process of implementing a project, such as funding, materials, or staff time.






Output Indicators: These indicators measure the direct results or products that come from carrying out an activity. They are the immediate, tangible results that can be measured after resources have been used or activities have been performed.

Outcome Indicators: These indicators measure the impact or changes that result from the activities carried out, usually over a longer period. They focus on the quality of the change that has occurred for the target population or community.

5.2. M&E Results Chain for the Implementation of the Gender Strategy in Sports

The results chain of the M&E system for the gender strategy in sports illustrates the logical pathway (Inputs-Outputs – Outcomes – Impact levels) in which planned interventions will be implemented systematically and therefore achieve the desired overall impact of the gender strategy in sports.

Table 3: M&E Results Chain for Reporting the Implementation of the Strategy

Levels		M&E Coverage
Input		Financial, human and material resources are necessary to produce the intended output of the strategic interventions that relate to the gender strategy in sports.
Activities/ processes		Steps/stages in the implementation of the gender strategy in sports. This refers to the fact that the activities are happening or not.
Outputs		Immediate results of the interventions implemented and outputs are generally expressed for each activity separately. It is reported in terms of number, amount and extent.
Outcomes		Intermediate results of one or several activities/interventions related to the gender strategy in sports projects, often require a separate survey to be measured. They are expressed in the percentage or proportion.
Impact		The highest-level results in the long-term results expected to be attained by the implementation of the gender strategy in sports. Impact, therefore, refers to the overall goal or goals of the strategic interventions. Impacted results require a survey with sufficient financial support to be conducted.

5.3. Data Collection Methods

The type and nature of data to be collected are determined from the set of indicators that are outlined in the gender strategy in sports. It has to develop disaggregated and gender-responsive data collection tools that will be used by different actors to generate gender in sports data. The designated M&E officers will be responsible for compiling and administering the gender in sports data collection tools and coming up with a summary report of what has been implemented under their custodian. The methods of data collection will be a combination of quantitative and qualitative methods using standardized data collection tools and techniques. Routine data will be collected daily and compiled on a monthly and quarterly basis, while episodic data will be collected periodically, and any survey-based indicators will be collected as predetermined by the client and stakeholders. The data collection methods are summarized as follows.

Strategic Area 1: Gender-sensitive Policies and Practices

- a. Surveys and Questionnaires: They will be distributed to sports organizations to assess the adoption of gender-sensitive policies and practices.
- b. Interviews, consultation and focus groups with sports administrators, coaches, and athletes to gather qualitative data on experiences and perceptions of gender inclusivity.
- c. Policy Review that includes a systematic analysis of sports policies and guidelines to identify the inclusion of gender-sensitive measures.
- d. Participation Records that include the number and demographics of participants in sports activities.

Strategic Area 2: Promoting Safeguarding in Sports

- a. Incident Reports: Documentation and analysis of reported cases of abuse, harassment, and gender-based violence in sports settings.
- b. Training Attendance Records: Monitoring the attendance and completion rates of safeguarding training sessions for sports personnel and athletes.
- c. Focus Groups, Consultation and Interviews: Gathering qualitative data from victims, counsellors, and gender/safeguarding officers on the effectiveness of GBV support structures.
- d. Safeguarding Policy Review: Evaluating the implementation and impact of safeguarding policies across sports organizations.

Strategic Area 3: Gender-Inclusive Sports Governance

- a. Leadership Demographics: Collection of data on the gender composition of sports governance boards and committees.

- b. Surveys and Interviews: Conducted with sports administrators to assess the impact of gender-sensitive leadership training.
- c. Board Meeting Records: Analysis of decision-making processes and the inclusion of gender perspectives.
- d. Policy and Programme Reviews: Evaluating the effectiveness of gender quotas and targets within sports organizations.

Strategic Area 4: Inclusive Sports Infrastructure

- a. Facility Audits: Comprehensive assessments of sports facilities to identify barriers and upgrades required for accessibility and safety.
- b. Population-based User Surveys: Collecting feedback from facility users on the accessibility, safety, and inclusivity of sports facilities.
- c. Observation, supportive supervision and site visits to verify the implementation of inclusive infrastructure guidelines.
- d. Infrastructure Development Reports: Tracking the progress and completion of new inclusive sports facilities.

Strategic Area 5: Advocacy and Capacity Building in Sports

- a. Training Evaluation Forms: Collecting feedback from participants in gender sensitivity training sessions.
- b. Resource Distribution and Use Records: Monitoring the dissemination and use of resource materials and toolkits.
- c. Stakeholder Surveys: Assessing the awareness and understanding of gender equality principles among athletes, coaches, administrators, and sports officials.
- d. Research and Publications: Analysis of research studies conducted on gender disparities in sports.


Strategic Area 6: Resource Mobilization and Coordination

- a. Funding Reports: Tracking the amount of funds raised for gender-inclusive sports initiatives.
- b. Partnership Agreements: Documentation of partnerships established with donors, sponsors, and funding agencies.
- c. Budget Analysis: Reviewing national and local budgets for the inclusion of gender equality in sports.
- d. Training and Technical Assistance Records: Monitoring the provision and impact of fundraising training sessions for sports organizations.

Strategic Area 7:

Monitoring and Evaluation

- a. M&E Framework: Developing and maintaining comprehensive M&E framework documents.
- b. Data Collection Tools: Utilization of standardized tools and methods for data collection across sports initiatives.
- c. Regular M&E Reports: Production and dissemination of reports highlighting achievements, challenges, and lessons learned.
- d. Stakeholder Feedback Mechanisms: Engaging stakeholders in feedback sessions to inform policy revisions and programmatic adjustments.



The designated M&E officers should submit the data collection forms and summary M&E reports to the head of the organization and then the head of the organization electronically submit them to the Department of Sports. On a quarterly and annual basis, the Department of Sports submits the reports to the M&E Division. The M&E Division will then compile quarterly and annual reports, which document output-level indicators as well as outcome-level indicators in the gender strategy in sports, and then submit them to the DPPR. The Department of Sports will combine, analyze and interpret the gender-responsive sports data that it receives from different stakeholders and table them to the technical working group committee for discussion and approval.

5.4. Data Quality Assurance and Verification

Data quality assurance of the generated gender-responsive data in sports is a crucial aspect of realizing real progress in the implementation of the gender strategy in sports. The sectoral M&E Divisions within the sectors that implement the gender strategy in sports shall periodically conduct data quality assurance of the data collected from stakeholders reporting the implementation of the gender strategy in sports in their sectors. On the other hand, OCGS will establish a mechanism to ensure the good quality of episodic-related sports data collected. The Mentorship Visits will also be conducted to not only support the stakeholders who implement the gender strategy in sports at all levels but also to provide M&E technical assistance to the implementers, jointly identify M&E challenges for each implementer, and to find solutions to the challenges.

5.5. Data Demand and Information Use (DDIU) and Reports

5.5.1. Reporting and Feedback Mechanisms

The reporting, disseminating and feedback mechanisms ensure continuous monitoring, evaluation, and improvement of the Inclusive Gender Strategy for Sports in Zanzibar, fostering transparency, accountability, and stakeholder engagement throughout the implementation process.

5.5.2. Data Demand and Information Use (DDIU)

The disaggregated and gender-responsive sports data will be packaged and disseminated in formats that are determined by the MIYCS management and staff. The timing of information dissemination should fit in the planning cycles and needs of the MIYCS and its stakeholders through M&E reports, policy briefs, data dashboards, websites, bulletins, case studies/ best practices and presentations at national, regional and international forums.

5.5.3. Performance Reports

The gender-responsive sports-related performance reports will be prepared at different intervals to facilitate tracking the progress of planned activities, and sports-related projects or programmes. The generated sports-related reports include quarterly, semi-annually and annual reporting.

Table 4. Types of Sports-related Reports, Contents, Frequency and Responsibility

Report	Contents	Frequency	Responsibility
Progress Report on the implementation of sports-related activities	Detailed overview of progress in implementation of sports-related activities, including provision and analysis of development expenditure and output data, and information on the bottlenecks affecting the performance of an Inclusive Gender Strategy in Zanzibar.	Annually	Department of Sports
Mid-Term Review Reports	Comprehensive overview of progress in the implementation of an Inclusive Gender Strategy in Zanzibar, including effectiveness, relevance, accountability, design and sustainability.	Once, between 2 and 3 years	Department of Sports
End-of-Term Review Reports	Comprehensive overview of progress in the implementation of an Inclusive Gender Strategy in Zanzibar, including effectiveness, relevance, accountability, design and sustainability.	Once, between 4 and 5 years	Department of sports
Reports of sectoral Ministries and other stakeholders	Sectoral Ministries and other stakeholder-level information and analysis on expenditure, current status and expected outputs (reports) of key activities in implementing gender-related sports interventions.	Quarterly	Sectoral Ministries MDAs, LGAs, sports associations, CSOs, and public and private sectors.

5.6. Data Sources (Routine Data)

The gender-responsive and sports-related data at the MIYCS will be generated from different sources depending on the primary, secondary or episodic type of data. The sources of primary data include administrative, civil registration and vital statistics systems. They will be captured from the stakeholders who implement an Inclusive Gender Strategy in Zanzibar.

The stakeholders include the Governmental/Ministerial (Ministry of Finance and Planning, Second Vice President’s Office, the Ministry of Youth and Sports, Ministry of Gender and Children; and the Ministry of Education and Vocational Training). Other Key Institutional Stakeholders include the Zanzibar National Council for Persons with Disabilities, the Zanzibar National Sports Council and Civil Society Organizations, Development Partners, Religious and Community leaders.

Other Key beneficiaries of this strategy are youth, athletes, coaches and marginalized groups, including athletes with special needs, girls and women.

Table 5: The Strategic Areas and Anticipated Outcomes

Strategic Areas	Anticipated Outcomes	Key Outcome Indicators
<p>Strategic Area 1: Gender-sensitive Policies and Practices</p>	<p>Sports policies and guidelines across all levels explicitly promote gender inclusivity and equality, and address the needs of children, women, girls, and persons with disabilities in their participation and leadership.</p>	<p>The percentage of sports organizations policies, constitutions and guidelines reviewed to integrate gender equality and inclusivity principles to increase diversity in participation and governance by 80% in 2029.</p>
<p>Strategic Area 2: Promoting Safeguarding in Sports</p>	<p>Safeguarding is integrated into the operations of sports organizations guidelines and practices to protect all participants against exclusion, abuse, harassment, and exploitation.</p>	<p>The percentage of sports organizations implementing safeguarding policies and guidelines into their daily operations and practices by 80% in 2029.</p>
<p>Strategic Area 3: Gender-Inclusive Sports Governance</p>	<p>Improved representation and participation of women and athletes with disabilities in sports leadership and governance structures towards inclusive and equitable decision-making processes that better address all participants' diverse needs and perspectives.</p>	<p>The percentage of sports organizations institutionalizing inclusivity within governance structures by implementing formal gender quotas and setting a target of 30% representation for women and athletes with disabilities by 2029.</p>
<p>Strategic Area 4: Inclusive Sports Infrastructure</p>	<p>Sports facilities are designed, renovated and constructed to accommodate the needs of diverse user groups, particularly children, women, girls, and athletes with disabilities.</p>	<p>Percentage of sports facilities designed, renovated, or constructed to meet accessibility and inclusivity standards for diverse user groups by 60% in 2029.</p>
<p>Strategic Area 5: Advocacy and Capacity Building in Sports</p>	<p>Growth in partnerships and networks aimed at raising awareness and advocacy for gender equality and inclusivity in sports across diverse communities, sports organizations, and government bodies.</p>	<p>The percentage of collaboration and joint initiatives among partners advocating for gender equality in sports by 60% in 2029.</p>
<p>Strategic Area 6: Resource Mobilization and Coordination</p>	<p>Enhanced resource mobilization and coordination efforts between government, private sector, international agencies, and local communities towards sustainable funding and to implement gender-sensitive and inclusive sports programmes</p>	<p>The percentage change in the total funds mobilized for implementing gender-sensitive and inclusive sports programmes by 60% in 2029.</p>
<p>Strategic Area 7: Monitoring and Evaluation</p>	<p>A robust and results-based M&E system is in place, ensuring transparency, accountability, and continuous learning for improved gender equality outcomes in sports.</p>	<p>The percentage of gender-inclusive sports programmes covered by the results-based M&E framework by 80% in 2029.</p>

5.7. Evaluation and Review of the Gender in Sports Strategy

5.7.1. Evaluation and Episodic Data

Evaluation and episodic data will be captured from the population-based – surveys. The population-based surveys including census, ILFS, HBS etc., are among the sources of episodic data. Further, research institutions and academia carrying out research and longitudinal community studies will also provide quality and gender-responsive sports data for use by the Ministry of sports and other stakeholders.

5.7.2. The Mid-Term and End-of-Term Evaluation

To review and measure the impact of the implementation of an Inclusive Gender Strategy in Zanzibar, the MIYCS will conduct a mid-term evaluation (after two and a half years of its implementation). This will be followed by an end-of-term evaluation, which will be conducted every five years from the implementation of the strategy.

5.7.3. The M&E Framework

The key performance indicators to monitor and measure the progress and performance of an Inclusive Gender Strategy in Zanzibar are developed through its Strategic Areas. It is noteworthy to highlight that the baseline data and targets for most of the key performance indicators will be set based on computations that include the likely availability of funding, how this can be translated into intervention access and coverage, and ultimately impact in addition to considering the national, regional, and international targets in the sports industry. The monitoring will be done based on the Outputs - Outcome indicators. **The Monitoring and Evaluation Framework** covers the duration of the project implementation beginning with the 2024/25 financial year. A detailed **Monitoring and Evaluation Framework matrix** is contained in Annex 3.

5.8. The Anticipated Outcomes

Annex 3 below presents the strategic areas, anticipated outcomes and Key Outcome Indicators that track the implementation of an Inclusive Gender Strategy for Sports in Zanzibar.

REFERENCES

1. Rapid Assessment of the Situation of Gender in Sport, Zanzibar (S4DA) – UNGUJA & PEMBA (2023)
2. The Revolutionary Government of Zanzibar: Ministry of Youth, Culture, Arts and Sports. Sports Policy (2018)
3. The Revolutionary Government of Zanzibar: Development Vision 2050
4. The Revolutionary Government of Zanzibar: Zanzibar Development Plan 2021-2026
5. The Revolutionary Government of Zanzibar: Gender Policy (2018)
6. National Plan of Action to End Violence Against Women and Children 2017-2022
7. National Strategy on Inclusive Education in Zanzibar (2009–2017).
8. AU Strategy for Gender, Equality and Women’s Empowerment 2018-2028
9. Zanzibar Youth Development Policy (2023)

ANNEXES

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
<p>The Ministry responsible for Sports</p>	<ul style="list-style-type: none"> ✔ Lead in developing and implementing robust sports policies and ensuring that these policies are enforced across all levels. ✔ Secure resources to support sports activities, infrastructure and programme implementation. ✔ Set standards and guidelines for sports institutions. ✔ Facilitate training programmes for sports professionals, administrators, and stakeholders. ✔ Establish and maintain a robust M&E system to track the implementation of sports policies and initiatives. ✔ Provide instructions on sports-related conventions, treaties and agreements. 	<ul style="list-style-type: none"> ✔ Enforce policies that promote equal participation in sports regardless of gender, disability, or socio-economic background. ✔ Champion gender equality in sports and lead by example in advocating for the rights of women, girls, and marginalized communities. ✔ Efficient allocation of financial and human resources to ensure that gender-inclusive sports initiatives are adequately funded and supported. ✔ Coordinate with national, regional, and international partners to support inclusive sports initiatives. ✔ Develop and upgrade sports facilities to be gender-inclusive and accessible, providing safe spaces for all participants. 	<ul style="list-style-type: none"> ✔ Set standards and guidelines for sports institutions to ensure they are gender-inclusive and accessible to all, including persons with disabilities. ✔ Effect gender-sensitive sport policies and practices within the institutions. ✔ Allocate resources for sports development and ensure that gender-responsive budgeting is applied to support initiatives. ✔ Establish and maintain M&E system to track the implementation of gender-sensitive sports policies and initiatives. ✔ Maintain inclusive sports facilities, infrastructures and programmes. ✔ Enhance the capacity of sports administrators, coaches, and other stakeholders on gender equality and safeguarding in sports. ✔ Coordinate with other government ministries, such as the Ministry of Gender and the Ministry of Education, to ensure comprehensive support for inclusive sports initiatives.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
<p>Ministry responsible for gender, and GBV Focal Points</p>	<ul style="list-style-type: none"> ✔ Develop policies and frameworks that promote gender equality, child protection, and inclusion in various sectors. ✔ Advocate for the rights and inclusion of women, children, elderly people, and vulnerable groups in all community development activities. ✔ Provide clear reporting mechanisms and support systems for victims of GBV. ✔ Organize programmes and initiatives that empower women, children, and vulnerable groups through education, skills development, and access to opportunities. ✔ Act as a bridge between government institutions, local communities, and development partners to drive inclusive policies and programmes. ✔ Ensure the provision of social protection services and safety nets for marginalized groups. 	<ul style="list-style-type: none"> ✔ Commit to promoting a safe and inclusive environment in all sports activities. ✔ Joint initiatives to raise awareness on the importance of inclusivity and equal participation in sports for all genders and marginalized groups. ✔ Sports Ministry to integrate gender-sensitive approaches and the needs of vulnerable groups into all sports-related policies and programmes. ✔ Sports organizations to participate in joint capacity-building initiatives focused on gender sensitivity and inclusivity. ✔ Promote positive narratives around gender equality and social inclusion in sports. ✔ Collect data and provide insights on gender disparities in sports. 	<ul style="list-style-type: none"> ✔ Advocate for the rights of women, girls, and persons with disabilities in the sports sector. ✔ Offer expertise, training materials and technical assistance in delivering gender-sensitive sports programmes. ✔ Facilitate training programmes for sports stakeholders on gender mainstreaming, safeguarding, and social inclusion. ✔ Provide data and research findings on gender disparities and the participation of vulnerable groups in sports. ✔ Collaborate in mobilizing resources from government, private sector, and development partners to fund inclusive sports initiatives. ✔ Leverage community networks to raise awareness about the benefits of inclusive sports and combat societal stereotypes. ✔ Assist in setting up monitoring frameworks to track progress and measure the impact of gender-sensitive initiatives in sports sector.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
The Department of Sports	<ul style="list-style-type: none"> ✔ Ensure all sports regulations promote inclusivity, focusing on women, girls, and persons with disabilities. ✔ Oversee the development and management of sports programmes, events, and initiatives. ✔ Facilitate capacity-building initiatives for athletes, coaches, and sports administrators. ✔ Coordinate the construction, renovation, and management of sports facilities to ensure they are accessible, safe, and inclusive for all. ✔ Regularly collect, analyze, and disseminate data on sports participation. ✔ Identify and secure funding opportunities from government, development partners, and private sector sponsors to support inclusive sports initiatives. 	<ul style="list-style-type: none"> ✔ Provide strategic direction and guidance in the development and implementation of gender-inclusive sports policies and programmes. ✔ Support and prioritize gender-sensitive initiatives within the Ministry's agenda. ✔ Allocate sufficient financial, human, and material resources to implement inclusive sports programmes effectively. ✔ Facilitate resource mobilization and secure funding for gender equality initiatives in sports. ✔ Support the development of robust M&E systems that track progress and assess the impact of gender-sensitive initiatives in sports. ✔ Ensure that sports facilities are designed, constructed, and maintained to be accessible and inclusive for all. 	<ul style="list-style-type: none"> ✔ Translate inclusive sports policies into actionable programmes that benefit all genders and abilities. ✔ Broaden participation and representation within the sports sector. ✔ Expand resources, knowledge-sharing, and technical support for inclusive sports. ✔ Build the skills and knowledge needed for sustainable gender-sensitive sports practices. ✔ Provide capacity-building and training for community-based sports organizations. ✔ Develop specialized training programmes to empower women, girls, and athletes with disabilities. ✔ By leading data collection, monitoring, and evaluation, the department will provide valuable insights to the Ministry to refine strategies and ensure effective gender-sensitive sports initiatives.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
Sports Council/ federation / associations and clubs	<ul style="list-style-type: none"> ✔ Develop and implement gender-sensitive policies and guidelines within their respective sports disciplines. ✔ Identify, nurture, and promote talent across all genders and abilities, ensuring equal opportunities in sports programmes. ✔ Organize regular training camps, competitions, and mentorship programmes focused on developing diverse talent. ✔ Provide specialized training for coaches, referees, and administrators on gender-sensitive practices and safeguarding in sports. ✔ Develop and disseminate resources, guidelines, and best practices for fostering an inclusive sports environment. 	<ul style="list-style-type: none"> ✔ Provide clear guidelines and frameworks for implementing gender-sensitive and inclusive practices in all sports activities. ✔ Secure and allocate funding for gender-sensitive programmes and initiatives in sports. ✔ Support sports organizations by providing capacity-building programmes, resources, and financial aid for the promotion of inclusive sports practices. ✔ Ensure a coordinated approach across all levels of sports governance to promote inclusivity and equity. ✔ Monitor and evaluate the implementation of gender-sensitive policies within sports federations/associations and clubs. 	<ul style="list-style-type: none"> ✔ Translate national policies into practical actions within communities and sports environments. ✔ Provide accurate and regular reports on participation rates, gender representation, and inclusive practices, aiding the Ministry in tracking progress and making informed decisions. ✔ Support the Ministry's vision by creating platforms for marginalized groups to thrive in sports. ✔ Align organized events and competitions with the Ministry's goals of inclusivity, ensuring equitable access and participation. ✔ Identify and develop women, girls, and athletes with disabilities, aligning with the Ministry's mandate of ensuring equal opportunities for all. ✔ Lead advocacy and public awareness campaigns, leveraging their influence to promote inclusivity and gender equality in sports.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
Office of Chief Government Statisticians (OCGS)	<ul style="list-style-type: none"> ✔ Produce reliable statistical data across various sectors, including sports, to support evidence-based decision-making. 	<ul style="list-style-type: none"> ✔ Provide relevant and disaggregated data (by gender, age, disability, etc.) to support planning, resource allocation, and programme implementation for gender-sensitive and inclusive sports initiatives. 	<ul style="list-style-type: none"> ✔ Provide support on developing monitoring frameworks, conducting surveys, and interpreting data to enhance gender-inclusive practices in sports. ✔ Conduct periodic research and produce reports that highlight trends, challenges, and opportunities in promoting gender inclusivity in sports, aiding in strategic decision-making.
Ministry responsible for Education and Vocational Training	<ul style="list-style-type: none"> ✔ Develop and implement education policies and curricula for sports and physical education programmes in schools. ✔ Ensure that sports and physical education are part of the compulsory curriculum across all levels of education. ✔ Provide training for teachers and coaches in schools on sports practices and coaching techniques, ensuring that they can deliver sports programmes that cater to all students. ✔ Improve and maintain school sports facilities for all students, including those with disabilities. ✔ Organize and promote school sports competitions that ensure equal participation for boys, girls, and students with disabilities. 	<ul style="list-style-type: none"> ✔ Align sports policies and programmes with educational goals, ensuring a gender-inclusive and equitable approach. ✔ Support in the development and implementation of sports programmes that address the needs of all students, particularly girls and those with disabilities. ✔ Provide resources, both financial and human, to ensure the successful integration of inclusive sports programmes in schools. ✔ Advocate for policies that support the inclusion of sports as a critical component of education, focusing on gender equality and social inclusion. 	<ul style="list-style-type: none"> ✔ Integrate sports and physical education into the national curriculum with a strong emphasis on gender inclusivity and access for all students. ✔ Train teachers and coaches in gender-sensitive approaches and ensure that they have the skills to promote inclusive sports in schools. ✔ Implement joint initiatives, campaigns, and programmes that promote gender equality and inclusivity in sports. ✔ Provide access to school sports facilities for community-based gender-inclusive sports programmes, ensuring a wider reach and impact. ✔ Partner to organize inter-school competitions and sports events that uphold gender equality and inclusivity principles. ✔ Reserve areas for the sports infrastructure development in educational centres.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
<p>Ministry responsible for Defence and Security Forces; and RGoZ Special Departments</p>	<ul style="list-style-type: none"> ✔ Protect life and property of athletes and the general public. ✔ Ensure safety and security measures are in place for all sports events. ✔ Ensure a quick and effective reaction to incidents affecting vulnerable groups, such as gender-based violence (GBV). ✔ Apprehend offenders and enforce court orders. 	<ul style="list-style-type: none"> ✔ Commit to protecting all participants. ✔ Implement proactive risk management strategies to prevent incidents of harassment, violence, or exclusion during sports events. ✔ Provide resources, training, and expertise to enhance the capacity of security personnel in handling gender-sensitive issues in the sports context. ✔ Implement safeguarding protocols and provide protection during sports events. 	<ul style="list-style-type: none"> ✔ Enhance enforcement of security and rule of law in the sports sector. ✔ Facilitate prevention of corruption and enforcement of human rights. ✔ Spread awareness and promote gender equality in sports, especially in regions where security concerns are high. ✔ Collaborate in monitoring and reporting incidents related to security, gender-based violence. ✔ Promote zero-tolerance for abusive behaviours, and encourage safe practices.
<p>Local Government Authorities at Regions / Districts/ Shehia</p>	<ul style="list-style-type: none"> ✔ Coordinate gender-sensitive and inclusive sports initiatives across regions, districts, and Shehias. ✔ Ensure that gender-inclusive sports policies and strategies are integrated into local development plans and community initiatives. ✔ Mobilize local resources to support gender-sensitive sports programmes. ✔ Monitor the implementation of gender and inclusivity policies at the grassroots level and provide feedback to MIYCS. 	<ul style="list-style-type: none"> ✔ Facilitate community engagement and awareness programmes to promote the importance of gender equality in sports. ✔ Advocate for gender-sensitive sports practices within communities and ensure the participation of women, girls, and persons with disabilities. 	<ul style="list-style-type: none"> ✔ Help identify and nurture talent among women, girls, and persons with disabilities, ensuring they have opportunities to participate and excel in sports. ✔ Collect and report data on the participation of women, girls, and persons with disabilities in local sports activities. ✔ Allocate resources and provide financial support to implement gender-inclusive sports initiatives across regions and Shehias. ✔ Organize community sports events that promote inclusivity and address barriers to participation. ✔ Create open spaces and areas where youth can use for sporting activities.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
Community leaders and influential people	<ul style="list-style-type: none"> ✔ Use their influence to raise awareness about the importance of inclusive sports. ✔ Facilitate the mobilization of local resources, including funding, venues, and volunteer support for gender-inclusive sports programmes. ✔ Champion and support the implementation of gender-sensitive sports policies at the community level. ✔ Help resolve conflicts and disputes within the community related to the implementation of inclusive sports activities. 	<ul style="list-style-type: none"> ✔ Promote compliance with the implementation of an Inclusive Gender Strategy in Zanzibar. ✔ Advocate for positive engagement in the planning, implementation and monitoring of sports-related programmes. ✔ Anticipate regular consultations from MIYCS on decisions and strategies affecting community sports programmes. ✔ Expect adequate funding and support for community-level sports programmes that focus on inclusivity and gender equality. 	<ul style="list-style-type: none"> ✔ Use their platforms to advocate for gender inclusivity in sports, helping to mobilize community support and participation. ✔ Align community actions with national gender-sensitive sports policies and help to enforce these policies at the grassroots level. ✔ Influence the shift in cultural norms and attitudes that may be barriers to gender equality in sports, promote inclusive values.
Private Sector	<ul style="list-style-type: none"> ✔ Supply goods and services to athletes. ✔ Provide funding and sponsorship for gender-sensitive sports programmes, events, and infrastructure development. ✔ Incorporate gender and inclusivity principles in corporate social responsibility (CSR) initiatives related to sports. ✔ Offer training and development opportunities for women, girls, and persons with disabilities in sports leadership, management, and entrepreneurship. ✔ Invest in technologies that enhance access to sports for all, including adaptive sports equipment and digital platforms for inclusive sports participation. ✔ Partner with the government, sports organizations, and community groups to promote gender equality in sports through joint projects and initiatives. 	<ul style="list-style-type: none"> ✔ Ministry to provide clear, gender-sensitive policies and guidelines that encourage private sector participation in inclusive sports initiatives. ✔ Ministry to provide clear, gender-sensitive policies and guidelines that encourage private sector participation in inclusive sports initiatives. ✔ Recognition from the Ministry for private companies actively contributing to gender-sensitive and inclusive sports programmes. ✔ Expect transparency in how funds and resources provided by the private sector are utilized in gender-sensitive sports projects. 	<ul style="list-style-type: none"> ✔ Provide sponsorships, donations, and funding for gender-inclusive sports initiatives, including events, infrastructure, and capacity-building programmes. ✔ Lead and participate in campaigns that promote gender equality and inclusivity in sports, leveraging media platforms and corporate influence. ✔ Collaborate with the Ministry to build and maintain inclusive sports facilities that cater to women, girls, and persons with disabilities. ✔ Integrate gender-sensitive sports programmes into CSR strategies, ensuring sustainable support for inclusive sports development. ✔ Create opportunities for women, girls, and persons with disabilities in sports-related careers, including leadership and management roles.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
Ministry responsible for Finance and Planning), Zanzibar Planning Commission	<ul style="list-style-type: none"> ✔ Allocate budgetary resources to various sectors, including sports. ✔ Conduct audits and assessments to ensure effective utilization of funds. ✔ Integrate policies into national planning and development frameworks. ✔ Align the resource mobilization efforts with national development goals. ✔ Support the development of financial management skills among stakeholders. ✔ Oversee the evaluation of development plans and strategies and provide regular reports on financial performance and progress. 	<ul style="list-style-type: none"> ✔ Prioritize budgeting for initiatives that promote gender equality and accessibility. ✔ Offer guidance and support for integrating gender considerations into planning and budgeting processes. ✔ Align budgeting processes with gender equality objectives. Support efforts to secure financial backing from development partners and other sources. ✔ Ensure that strategic planning incorporates goals related to gender equality and inclusivity in sports. 	<ul style="list-style-type: none"> ✔ Integrate gender-sensitive sport policies into national planning frameworks. ✔ Align budgeting processes with inclusivity goals. ✔ Develop strategies for additional resource mobilization for gender-sensitive sports initiatives. ✔ Facilitate financial resources and coordinate funding efforts to ensure that gender-sensitive sports initiatives receive necessary support. Manage and oversee the implementation of financial resources allocated to the sports sector.
Ministry responsible for Health, Red Cross	<ul style="list-style-type: none"> ✔ Develop and enforce health and safety standards. ✔ Ensure the availability of medical services and support. ✔ Extend healthcare services and education to communities. ✔ Provide emergency medical care and first aid services at sports events. 	<ul style="list-style-type: none"> ✔ Integrate health services and safeguarding protocols into sports programmes. ✔ Collaborate in the creation and enforcement of health and safety guidelines to protect athletes from abuse, injury, and harm. ✔ Receive timely information and access to sports programmes to effectively plan and deliver health services. ✔ Receive consistent communication and collaboration with the sports Ministry to strengthen safeguarding systems. 	<ul style="list-style-type: none"> ✔ Offer medical support, including first aid, during sports events and training sessions, ensuring the well-being of all participants. ✔ Provide technical expertise, health personnel, and resources to support inclusive and gender-sensitive sports activities. ✔ Ensure prompt response to injuries or emergencies during sports activities, prioritizing the safety and well-being of all participants. ✔ Conduct training on first aid and emergency response for sports personnel, including coaches, volunteers, and community members. ✔ Provide health data and reports that can be integrated into sports programme evaluations.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
<p>Family, Guardians, parents, and community</p>	<ul style="list-style-type: none"> ✔ Provide emotional and moral support to children and youth to participate in sports activities, regardless of gender or ability. ✔ Instill values of gender equality, inclusivity, and respect within the family setting. ✔ Get involved in community sports events and initiatives. ✔ Support and advocate for the maintenance and proper use of sports facilities, ensuring their sustainability and usability. ✔ Provide input, feedback, and active participation, helping to shape programmes that are truly inclusive. ✔ Ensure sports programmes are safer for children and youth of different gender and abilities, free from fear of harassment or discrimination. ✔ Engage in monitoring the safety and inclusiveness of sports programmes and facilities for their children. 	<ul style="list-style-type: none"> ✔ Promote sports programmes that are inclusive of all genders, ages, and abilities, ensuring that everyone in the family can participate. ✔ Ensure that sports facilities are safe, well-maintained, and accessible to people of all abilities and gender. ✔ Improve sports programmes to be more inclusive and family-friendly. ✔ Shape programmes to reflect community needs and promote gender equality. ✔ Advocate for inclusive and gender-sensitive sports policies that cater to all community members. ✔ Support and recognize grassroots sports initiatives led by families and communities that promote inclusivity and gender equality. 	<ul style="list-style-type: none"> ✔ Cultivate a new generation of athletes who value fairness, equality, and respect. Mobilize local support for inclusive sports programmes, acting as advocates for the sports Ministry's initiatives and policies. ✔ Identify and address barriers to participation in sports, working together with the Ministry to create solutions that ensure inclusivity for all. ✔ Initiate and sustain community-led sports programmes, working closely with the Ministry to achieve shared goals. ✔ Actively encourage participation of girls, boys, and persons with disabilities in inclusive sports programmes, helping break down societal barriers. ✔ Work together with local authorities, sports bodies, and the Ministry to push for the adoption of gender-inclusive sports policies and practices.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
<p>Civil Society Organizations (faith-based organizations, community-based organizations, non-governmental organizations) and development partners</p>	<ul style="list-style-type: none"> ✔ Advocate for gender-sensitive and inclusive policies through campaigns, outreach, and education. ✔ Conduct research, provide policy recommendations, and offer technical assistance to improve gender-inclusive sports strategies. ✔ Provide training, workshops, and educational resources focused on gender sensitivity, safeguarding, and inclusivity in sports. ✔ Facilitate access to funding, grants, and resources to support gender-sensitive sports programmes. ✔ Contribute research findings, case studies, and best practices to help the Ministry refine its strategies and programmes. 	<ul style="list-style-type: none"> ✔ Harmonize policies and strategies to achieve mutual objectives. ✔ Enforce safeguarding policies and procedures within sports environments. ✔ Engage partners in planning, implementing, and monitoring programmes. ✔ Empower stakeholders in adopting gender-sensitive approaches. ✔ Establish coordination mechanisms for information sharing, consultation, and joint action. ✔ Utilize data and information to tailor programmes, measure impact, and advocate for policy improvements. 	<ul style="list-style-type: none"> ✔ Assist in developing, implementing, and monitoring safeguarding frameworks that protect participants in sports. ✔ Design and implement inclusive sports programmes that ensure the active participation of marginalized groups. ✔ Provide funding, grants, and technical support to enhance the capacity of the Ministry to roll out gender-sensitive sports initiatives. ✔ Create sustainable networks that support gender equality in sports. ✔ Enhance the skills and knowledge of sports personnel, including coaches, administrators, and athletes, in applying gender-sensitive practices.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
National Council for Persons with Disabilities	<ul style="list-style-type: none"> ✔ Address the needs of persons with disabilities in different sectors. ✔ Advocate for policies and programmes that promote the inclusion of PwDs. ✔ Emphasize the participation of persons with disabilities. ✔ Shift mindsets and break down barriers that hinder the PwDs' rights. ✔ Build partnerships with other stakeholders to create synergies that enhance inclusivity. ✔ Leverage diverse resources and expertise to promote gender-sensitive and inclusive environments. ✔ Advocate for gender-responsible infrastructure for all. 	<ul style="list-style-type: none"> ✔ Ensure that national sports policies are aligned with global best practices and the needs of PwDs. ✔ Design and implement sports programmes with accessibility and inclusivity as priorities. ✔ Co-create inclusive sports initiatives and advocate for the inclusion of PwDs at all levels. ✔ Invest in capacity building for staff and partners to better understand and implement gender-sensitive and inclusive sports practices. ✔ Provide technical and professional assistance to the PwDs to participate in sports. 	<ul style="list-style-type: none"> ✔ Mobilize resources, both financial and technical, to support inclusive sports initiatives. ✔ Spearhead advocacy efforts, organize campaigns, and utilize media platforms to amplify messages of inclusivity in sports. ✔ Provide policy recommendations and advocate for comprehensive gender and disability-inclusive sports frameworks. ✔ Offer technical assistance, guidance, and monitoring to ensure that programmes meet the needs of marginalized groups. ✔ Provide data, feedback, and insights to help refine and improve sports programmes, ensuring they remain relevant and inclusive.
The Ministry responsible for land	<ul style="list-style-type: none"> ✔ Provide technical expertise in land use and planning. ✔ Facilitate the legal processes required to secure land. ✔ Identify and allocate suitable land for the development of sports facilities. ✔ Ensure that urban planning and zoning regulations prioritize spaces for sports infrastructure. 	<ul style="list-style-type: none"> ✔ Coordinate regarding land requirements and infrastructure needs for sports facilities. ✔ Receive guidance on inclusive design standards. ✔ Joint planning sessions and consultations with the sports Ministry to ensure alignment in land use and facility development plans. 	<ul style="list-style-type: none"> ✔ Ensure that land is available and accessible for the development of inclusive sports facilities across Zanzibar. ✔ Incorporate sports infrastructure needs into urban and rural development plans. ✔ Prevent the misuse of land intended for sports by ensuring it is developed in alignment with gender and inclusivity guidelines. ✔ Facilitate the legal processes required to secure land, ensuring that sports projects can proceed smoothly.

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholders	Functions	Stakeholders' expectations from the MIYCS	Key Outcome Indicators
<p>The Athletes, Youth and Zanzibar Youth Councils</p>	<ul style="list-style-type: none"> ✔ Represent the voices of athletes and youth at various levels. ✔ Empower youth and athletes to take on leadership roles. ✔ Facilitate the participation of underrepresented groups. ✔ Use acquired skills and resources to lead initiatives. ✔ Lead campaigns and outreach initiatives that encourage community involvement programmes, especially targeting youth and underrepresented groups. ✔ Plan and coordinate sports events and activities to promote inclusivity and equal participation for all. 	<ul style="list-style-type: none"> ✔ Access to resources and training that enhance the ability to promote and implement inclusive sports practices. ✔ Be involved in policy development processes to ensure youth and athlete perspectives are incorporated into sports strategies. ✔ Benefit from inclusive sports programmes and accessible facilities that cater to all genders and abilities. ✔ Be given opportunities to take on leadership roles in sports governance and representation bodies. ✔ Receive recognition and support from the Ministry for efforts in promoting gender-sensitive and inclusive sports. 	<ul style="list-style-type: none"> ✔ Organize and participate in inclusive events and activities. ✔ Maintain active engagement and continue championing inclusivity, motivating others to support gender equality initiatives in sports. ✔ Lead initiatives that advance gender equality and inclusivity within sports environments. ✔ Serve as inclusive leaders and role models, promoting a sports culture that respects gender equality and champions the rights of all participants. ✔ Positive engagement in the planning, implementation and monitoring of sports-related programmes.

ANNEX 2: IMPLEMENTATION PLAN MATRIX

Preamble: The implementation plan will be based on the phases that are aimed at implementing activities in all strategic Priority Areas including Strategic Area 1: Gender-sensitive Policies and Practices; Strategic Area 2: Promoting Safeguarding in Sports; Strategic Area 3: Gender-Inclusive Sports Governance; Strategic Area 4: Inclusive Sports Infrastructure; Strategic Area 5: Advocacy and Capacity Building in Sports; Strategic Area 6: Resource Mobilization and Coordination, and Strategic Area 7: Research, Results-Based Sports Monitoring and Evaluation.

Phase 1: Preparation and Planning (2024 – 2025)

Indicative Activities	Timeline	Resources Required	Indicative Budget ((TZS))	Responsible Stakeholders
Establish Implementation Committee	Q4 2024	Meeting venues, logistical support, documentation	500,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council and sports federations
Develop detailed action plans for each strategic area	Q4 2024	materials, consultant fees	2,000,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council and federations
Conduct baseline assessments and data collection	Q1 2025		25,000,000	Ministry responsible for sports, development partners, NGOs, research firms
Phase 1 Total			27,500,000	

Phase 2: Initial Implementation (2025)

Indicative Activities	Timeline	Resources Required	Indicative Budget ((TZS))	Responsible Stakeholders
Continuous public awareness campaigns on gender equality and inclusivity in sports	2025 -2027	Staff time, media partners, M&E experts, contractors, travel, human, material and financial resources	110,000,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council/federations & media
Design monitoring and evaluation frameworks tailored to gender-inclusive sports programmes	Q1-Q2 2025		25,000,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council and sports federations
Create data collection tools and analysis methods	Q1-Q2 2025		20,000,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council/federations & media
Initial stakeholder engagement and awareness-creation events	Q1-Q2 2025		75,000,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council and sports federations
Review Zanzibar National Gender and Sports Policy to embed gender-transformative practices	Q1-Q2 2025		50,000,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council/federations & media

Indicative Activities	Timeline	Resources Required	Indicative Budget ((TZS))	Responsible Stakeholders
Strengthen GBV support structures and operation- alization	Q1-Q4 2025		120,000,000	Ministry of Gender, Police Gender and Children, CSOs and development partners
Sports personnel trained in safeguarding practices	Q4 2025		55,000,000	DoS, Div. Gender, development partners, CSOs
Conduct audits to upgrade the existing sports infrastructures	2025-2026		12,500,000	Ministry of Sport and DoS
Initial renovations of sports facilities to meet safety and accessibility standards	2025 - 2026		300,000,000	Ministry responsible for sports, Department of Sports
Development and adoption of guidelines for new inclusive sports facilities	Q2-Q3 2025		30,000,000	DoS, sports federations and Council, NCPwDs, Develop- ment partners, CSOs
Organize sports events and bonanza for women/- girls, people with disabilities	2025 - 2028		100,000,000	DoS, Sports Council, sports federations, CSOs
Capacity building for sports personnel	Q2-Q3 2025		45,000,000	DoS, Sports Council, sports federations, Div. of Gender and CSOs
Develop and implement comprehensive safeguarding policies and guidelines	Q2-Q3 2025		30,000,000	Ministry of Sport, Ministry of gender, sports federations, CSOs, development partners
Sports organizations adopting gender-sensitive policies	Q2-Q3 2025		35,000,000	Ministry responsible for sports, DoS, Div. of Gender, Sports Council/federations & media
Production and dissemination of gender equality resource materials	2025-2028		80,000,000	Ministry of Sport, Ministry of gender, sports federations, NCPwDs, development partners
Develop a resource mobilization strategy	Q4 2025		25,000,000	Ministry of sport, Ministry of gender, sports federa- tions/council, NCPwDs, LGAs
Develop guidelines and tools for effective grant management and reporting	Q4 2025		25,000,000	Ministry of sport, Ministry of gender, finance and planning unit, development partners, CSOs
Phase 2 Total			1,137,500,000	

Phase 3: Scaling and Expansion (2026-2027)

Indicative Activities	Timeline	Resources Required	Indicative Budget ((TZS))	Responsible Stakeholders	
Expand gender-sensitive policies and practices to all sports organizations	2026 - 2027	Staff time, Travel, Human, material and Financial Resources	40,000,000	Ministry of Sports, Sports Department, Council & Federations	
Increase advocacy and public engagement efforts	2025-2027		100,000,000	Ministry of Gender, NCPwDs, Media, CSOs	
Implement leadership capacity-building programmes	2025 - 2026		55,000,000	Ministry of Gender,, DoS, Sports Federations or council, NCPWDS, CSOs	
Advocate for gender quotas (30%) for representation of women and persons with disabilities	2025 - 2026		25,000,000	Div. of Gender, DoS, NCPwDs, Sports Council & federations	
Develop gender-sensitive training modules for sports personnel	2025 - 2027		20,000,000	Div. of Gender, DoS, sports federations, CSOs	
Research on gender disparities	Q3 2026		30,000,000	Ministry of sports, Ministry of gender, Sport Department, CSOs	
Conduct mid-term review and evaluation	Q4 2026		30,000,000	Ministry of sports, Ministry of gender, NCPwDs	
Scale up successful initiatives and programmes based on mid-term review	2025-2027		300,000,000	Ministry of sports, Ministry of gender, Ministry of education, Sports Council & federations	
Phase 3 Total			895,000,000		

Phase 4: Scaling and Expansion (2026-2029)

Indicative Activities	Timeline	Resources Required	Indicative Budget ((TZS))	Responsible Stakeholders
Upgrade sports facilities for accessibility and safety	2027-2029	Staff time, Travel, Human, material and Financial Resources	220,000,000	Ministry of sports, DoS
Initiatives for the inclusion of gender equality in sports in national and local budgets	2027-2029		50,000,000	Ministry of sports, Ministry of finance & planning, LGA
Strengthen institutional capacities and support systems	2027-2029		60,000,000	Ministry of sports, Sports Department, Council & Federations
Ensure long-term sustainability of gender-inclusive initiatives	2027-2029		70,000,000	Ministry of sports, Ministry of gender, development partners, Local Authorities, CSOs
Conduct final evaluation and impact assessment	2027-2029		40,000,000	Ministry of sports, Ministry of gender, NCPwDs
Document and disseminate best practices and lessons learned	2027-2029		35,000,000	Ministry of sports, Ministry of gender, media, CSOs
Prepare and disseminate reports	2027-2029		20,000,000	Ministry of sports, Ministry of gender, NCPwDs
Phase 4 Total			495,000,000	
Grand Total for All Phases:			2,260,000,000	

ANNEX 3: M&E FRAMEWORK MATRIX

Strategic Area 1: Gender-sensitive Policies and Practices

Anticipated Outcomes 1: Sports policies and guidelines across all levels explicitly promote gender inclusivity, equality, and address the needs of children, women, girls, and persons with disabilities in their participation and leadership.

Key Outcome Indicator 1: Sports organizations’ policies, constitutions and guidelines reviewed to integrate gender equality and inclusivity principles to increase diversity in participation and representation by 80% in 2029.

Phase 1: Preparation and Planning (2024 – 2025)

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Review of the national gender, and/or sports policy to embed in gender-transformative practices and eliminate the discriminatory norms, practices and procedures within the sporting domain.	Number of policies reviewed to align with gender-transformative goals.	0 adjustments	2 policy adjustments by 2029	Reviewed policy documents	Annually	50,000,000	Ministry responsible for sport, Ministry responsible for gender, sports federations, ZNSC, department, CSOs, private sector, NCPwDs
Support sports organizations, federations, associations, CSOs, and other stakeholders in reviewing their policies and programmes.	Number of sports organizations reviewed their policies to align with gender-transformative goals.	0 adjustments	10 policy adjustments by 2029	Updated policy documents, meeting minutes	Bi-annually	30,000,000	
Conduct capacity building for staff, sports councils, federations, associations, and relevant stakeholders on the implementation and integration of the revised gender, and sports policies.	Number of personnel trained on gender-sensitive policy implementation.	Limited training conducted (as of 2024)	500 personnel trained by 2029	Training reports, attendance lists, evaluation forms	Bi-annually	75,000,000	
Subtotal						155,000,000	

ANNEX 3: M&E FRAMEWORK MATRIX

Strategic Area 2: **Promoting Safeguarding in Sports**

Anticipated Outcomes 2: Safeguarding is integrated into the operations of sports organizations' guidelines and practices to protect all participants against exclusion, abuse, harassment, and exploitation within the sports environments.

Key Outcome Indicators 2: Sports organizations implementing safeguarding policies and guidelines into their operations and practices against cases of abuse, harassment, exclusion, and exploitation by 80% in 2029.

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Strengthen GBV support structures to provide counselling services and legal aid, for victims of abuse and harassment.	Number of GBV support structures providing specialized services to victims within the sports.	0 GBV support structure in sports.	10 GBV support structures by 2029.	Reports from GBV support structures, service delivery records.	Bi-annually	110,000,000	Ministry responsible for sports, Ministry responsible for gender, ZNSC, NCPwDs, Department of Sports, CSOs, private sector, Sports Council & sports federations, sports associations
Build the capacity of sports personnel and athletes to recognize, prevent, and respond to safeguarding issues.	Percentage of sports personnel trained in safeguarding, including recognition, prevention, and response to GBV issues.	Less than 20% of sports personnel trained (as of 2024).	80% of sports personnel trained by 2029.	Training attendance records, post-training assessments.	Bi-annually	80,000,000	
Develop and implement comprehensive safeguarding policies, guidelines and procedures tailored to the sports context across all sports organizations.	Percentage of sports organizations with adopted and implemented safeguarding policies.	Few or no sports organizations have safeguarding policies (as of 2024).	80% of recognized sports organizations implement safeguarding policies by 2029.	Policy documents, implementation reports.	Annually	50,000,000	
Provide education to clubs, leaders and athletes on the importance of insurance in sports.	Number of clubs, leaders, and athletes educated on the importance of insurance in sports.	Limited knowledge and uptake of insurance among sports stakeholders (as of 2024).	70% of clubs educated on sports insurance by 2029.	Training reports, insurance enrollment records, feedback surveys.	Bi-annually	50,000,000	

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Partner with media outlets, schools, and community organizations to disseminate information on GBV prevention and safeguarding in sports.	Number of media campaigns and partnerships established for GBV prevention and safeguarding in sports.	Few or no existing partnerships on GBV prevention in sports (as of 2024).	20 partnerships with media, schools, and CSOs established by 2029.	Partnership agreements, media coverage records, campaign reports.	Bi-annually	40,000,000	
Conduct awareness campaigns to parents, guardians, community and influential leaders, sports personnel, athletes and spectators to prevent and respond to safeguarding issues.	Number of awareness campaigns conducted targeting parents, guardians, community leaders, and sports personnel.	Limited or no awareness campaigns (as of 2024).	20 awareness campaigns conducted by 2029.	Campaign reports, attendance records, feedback forms.	Bi-annually	80,000,000	
Subtotal						410,000,000	

Strategic Area 3: Gender-Inclusive Sports Governance

Anticipated Outcomes 3: Increased representation and participation of women and athletes with disabilities in sports leadership and governance structures towards inclusive and equitable decision-making processes that better address the diverse needs and perspectives of all participants.

Key Outcome Indicators 3: 80% of sports organizations institutionalize inclusivity within governance structures by implementing formal gender quotas and setting a target of 30% representation for women and athletes with disabilities by 2029.

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Review and develop policies and guidelines that promote gender equality in sports governance.	Number of gender-sensitive policies and guidelines developed and adopted in addressing gender equality in sports governance.	Few or outdated policies and guidelines (as of 2024).	5 policies/guidelines by 2029.	Policy documents, review reports, official adoption records.	Annually	80,000,000	Ministry responsible for sports, Ministry responsible for gender, ZNSC, NCPwDs, Department of Sports, CSOs, private sector, Sports Council & sports federations, sports associations
Develop and implement gender-sensitive leadership capacity development programmes to equip sports administrators with skills to foster inclusive and participatory decision-making.	Number of sports administrators trained on gender-sensitive leadership programmes.	Limited training programmes (as of 2024).	200 sports administrators trained by 2029.	Training attendance records, training evaluation reports.	Bi-annually	120,000,000	
Advocate for gender quotas or targets in sports governance boards and committees.	Percentage of sports governance bodies with gender quotas.	Few have gender quotas (as of 2024).	70% implement gender quotas or targets by 2029.	Governance reports, official records of board/committee composition, gender audits.	Annually	50,000,000	
Establish mechanisms to monitor gender representation and inclusivity in sports governance.	Number of monitoring mechanisms established and operationalized to track gender representation and inclusivity.	Limited monitoring mechanisms (as of 2024).	3 mechanisms established and operationalized by 2026.	Monitoring and evaluation (M&E) reports, dashboard metrics, gender representation data.	Quarterly	50,000,000	
Subtotal						300,000,000	

ANNEX 3: M&E FRAMEWORK MATRIX

Strategic Area 4: Inclusive Sports Infrastructure

Anticipated Outcomes 4: Sports facilities are designed, renovated and constructed to accommodate the needs of diverse user groups, particularly children, women, girls, and athletes with disabilities.

Key Outcome Indicators 4: Percentage of sports facilities designed, renovated, or constructed to meet accessibility and inclusivity standards for diverse user groups by 60% in 2029.

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Conduct renovation of existing sports facilities to identify barriers and upgrade to improve safety and accessibility, including ramps, changing rooms and WASH facilities.	Number of renovated sports facilities that meet safety and accessibility standards.	2 sports grounds meet safety standards (as of 2024).	9 sports facilities renovated and upgraded by 2029.	Inspection reports, facility renovation records, user satisfaction surveys.	Annually	250,000,000	Ministry responsible for sports, Ministry responsible for gender, Ministry responsible for education, Department of Sports, CSOs, NCPwDs, private sector, Sports Council & sports federations, and development partners
Develop guidelines for designing new sports facilities that prioritize safety, inclusivity and accessibility.	Number of guidelines developed and adopted for the construction of inclusive sports facilities.	Limited/outdated guidelines (as of 2024).	2 guidelines developed and adopted by 2029.	Guideline documents, policy adoption records, dissemination reports.	Annually	20,000,000	
Engage stakeholders, including women, girls, people with disabilities, and local communities, in sports infrastructure planning.	Number of stakeholder engagement sessions conducted for sports infrastructure planning.	Limited stakeholder engagement (as of 2024).	10 engagement sessions held by 2029.	Meeting reports, participant lists, feedback surveys.	Quarterly	40,000,000	
Establish sports academies and infrastructures that offer comprehensive physical training programmes for young athletes.	Number of sports academies established with inclusive programmes for women, girls, and athletes with disabilities.	Few inclusive academies (as of 2024).	5 new inclusive academies by 2029.	Academy establishment records, programme curriculum, enrollment data.	Annually	100,000,000	
Subtotal						410,000,000	

ANNEX 3: M&E FRAMEWORK MATRIX

Strategic Area 5: Advocacy and Capacity Building in Sports

Anticipated Outcomes 5: Growth in partnerships and networks aimed at raising awareness and advocacy for gender equality and inclusivity in sports across diverse communities, sports organizations, and government bodies.

Key Outcome Indicators 5: Increase in collaboration activities and joint initiatives among partners advocating for gender equality in sports by 60% in 2029

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Organize outreach programmes, sports events, and bonanzas to engage youth, parents, coaches, teachers, community/religious leaders, and other stakeholders in gender equality and inclusive initiatives in sports.	The number of outreach programmes, sports events, and bonanzas organized with a focus on gender equality and inclusion.	Few inclusive outreach programmes and events held (as of 2024).	20 outreach, events, and bonanzas organized annually by 2029.	Event reports, attendance records, feedback forms, media coverage.	Quarterly	150,000,000	Ministry responsible for sports, Ministry responsible for gender, Ministry responsible for education, Department of Sports, CSOs, NCPwDs, private sector, Sports Council & sports federations, and development partners
Conduct workshops and seminars for athletes, coaches, administrators, and sports officials to build their capacity in implementing gender-sensitive practices.	The number of gender-sensitive training workshops and seminars conducted.	Limited training on gender sensitivity in sports (as of 2024).	15 workshops and seminars conducted annually by 2029.	Workshop attendance records, training materials, post-training evaluation surveys.	Quarterly	50,000,000	
Develop resource materials and toolkits for stakeholders that provide guidelines, best practices, and practical tools for integrating gender equality principles for sports organizations, athletes, coaches, administrators, and sports officials.	Number of gender-sensitive toolkits and resource materials developed and distributed.	Lack of comprehensive gender-sensitive resources in sports (as of 2024).	10 toolkits and resource materials developed by 2029.	Distribution records, feedback from stakeholders, toolkit utilization reports.	Once (by 2025/26)	50,000,000	
Foster partnerships with civil society organizations (CSOs), local communities and sports organizations to amplify advocacy efforts.	Number of joint advocacy campaigns or initiatives conducted.	Limited or no joint advocacy campaigns (as of 2024).	20 joint campaigns or initiatives conducted by 2027.	Campaign reports, media coverage, participant feedback.	Bi-annually	20,000,000	
Research on gender disparities in sports participation and leadership.	Number of research studies conducted.	Minimal research.	3 studies by 2026.	Research reports, publications, policy recommendations.	Annually	50,000,000	
Subtotal						320,000,000	

ANNEX 3: M&E FRAMEWORK MATRIX

Strategic Area 6: Resource Mobilization and Coordination

Anticipated Outcomes 6: Enhanced resource mobilization and coordination efforts between government, private sector, international agencies, and local communities towards sustainable funding and to implement gender-sensitive and inclusive sports programmes.

Key Outcome Indicators 6: A significant increase in the total funds mobilized for implementing gender-sensitive and inclusive sports programmes by 60% in 2029.

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Conduct steering committee meetings to oversee the implementation of an Inclusive Gender Strategy in Zanzibar.	Number of steering committee meetings held.	Limited meetings held for oversight (as of 2024).	2 steering committee meetings held annually.	Meeting minutes, attendance lists, action plans.	Bi-annually	30,000,000	Ministry responsible for sports, Ministry responsible for gender, Ministry responsible for education, Department of Sports, CSOs, NCPwDs, private sector, Sports Council & sports federations, and development partners
Conduct coordination meetings to discuss the implementation of an Inclusive Gender Strategy in Zanzibar.	Number of coordination meetings conducted.	Uncoordinated meetings (as of 2024).	4 coordination meetings held annually.	Meeting agendas, reports, attendance records.	Quarterly	40,000,000	
Develop and operationalize a resource mobilization strategy to support the implementation of an Inclusive Gender Strategy in Zanzibar.	Availability and implementation of a resource mobilization strategy.	No strategy document in place (as of 2024).	Resource mobilization strategy developed and implemented by 2026.	Strategy document, funding reports, and implementation plans.	Annually	50,000,000	
Build partnerships with potential sponsors, financial institutions, private sector and funding opportunities for gender-inclusive sports initiatives.	Number of partnerships established and funds raised.	Few partnerships and funding sources currently secured (as of 2024).	10 new partnerships established and 2 billion million raised by 2027.	Partnership agreements, financial reports, and funding records.	Annually	30,000,000	
Convene training and technical assistance, meetings, workshops or forums to facilitate knowledge sharing and joint planning on fundraising strategies.	Number of training sessions or workshops held.	Limited capacity building on fundraising strategies (as of 2024).	5 workshops or training sessions held annually by 2026.	Training reports, participant lists, feedback forms.	Bi-annually	50,000,000	

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Develop guidelines and tools for effective grant management and reporting.	Number of grant management guidelines developed and utilized.	No standardized tools available (as of 2024).	Grant management guidelines developed and adopted by 2026.	Guideline documents, usage reports, and financial audits.	Once (by 2026)	40,000,000	
Monitor and evaluate the impact of funded projects to ensure alignment with gender equality goals.	Percentage of funded projects evaluated for gender equality impact.	Few were evaluated for gender equality (as of 2024).	80% of funded projects evaluated by 2028.	Valuation reports, M&E data, and project reviews.	Annually	60,000,000	
Advocate for the inclusion of gender equality in sports in national and local budgets.	Percentage of national and local budgets allocated to gender-inclusive sports initiatives.	Limited or inconsistent budget allocations (as of 2024).	20% increase in budget for gender-inclusive sports by 2027.	Budget documents, financial reports, advocacy reports.	Annually	50,000,000	
Subtotal						350,000,000	

ANNEX 3: M&E FRAMEWORK MATRIX

Strategic Area 7: Research, Monitoring and Evaluation

Anticipated Outcomes 7: A robust and results-based M&E system is in place, ensuring transparency, accountability, and continuous learning for improved gender equality outcomes in sports.

Key Outcome Indicators 7: Gender-inclusive sports programmes covered by the results-based M&E framework by 80% in 2029.

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Design and operationalize a comprehensive M&E framework tailored to the specific needs of gender-inclusive sports programmes.	Completion and adoption of a comprehensive M&E framework.	No M&E framework for gender-inclusive sports (as of 2024).	M&E framework designed and operationalized by 2026.	M&E framework document, adoption reports, implementation plans.	One-time (by 2026)	80,000,000	Ministry responsible for sport, Ministry responsible for gender, Sports Department, CSOs, development partners, private sector, ZNSC & sports federations, M&E experts
Develop data collection tools and analysis methods to inform policy and programme adjustments.	Number of data collection tools and analysis methods developed and used.	Basic or no data collection tools available (as of 2024).	5 data collection tools and analysis methods developed by 2025.	Toolkits, analysis reports, data collection records.	Annually	40,000,000	
Train relevant stakeholders on data collection tools, management, and analysis techniques.	Number of stakeholders trained in M&E techniques.	Limited or no training currently conducted (as of 2024).	150 stakeholders trained by 2026.	Training report, participant feedback, list of participants.	Bi-annually	50,000,000	
Conduct periodic assessments to monitor progress against set indicators and targets.	Frequency and quality of periodic assessments conducted.	Limited or no periodic assessments (as of 2024).	Conduct assessments twice a year.	Assessment reports, progress reports, stakeholder feedback.	Bi-annually	40,000,000	
Carry out in-depth evaluations to assess the long-term impact of gender-inclusive sports initiatives (mid-term and end-of-term evaluation).	Number of in-depth evaluations conducted.	Few comprehensive evaluations (as of 2024).	Mid- and end-of-term evaluations conducted by 2027.	Evaluation reports, impact assessments, stakeholder feedback.	Mid-term (2027) and end-of-term (2029)	50,000,000	

Strategic Actions / Activities	Key Performance Indicators	Baseline	Targets	Means of Verification / Data Sources	Frequency	Proposed Budget (TZS)	Responsible Stakeholders
Engage stakeholders, including government bodies, CSOs, and community groups, in the M&E awareness process.	Level of stakeholder engagement in M&E processes.	Limited stakeholder involvement (as of 2024).	Active engagement of at least 20 key stakeholders in the M&E process by 2026.	Stakeholder engagement records, participation reports, feedback forms.	Quarterly	20,000,000	
Prepare and disseminate regular reports highlighting achievements, challenges, and lessons learned.	Number and quality of reports prepared and disseminated.	Irregular or no reporting (as of 2024).	4 reports per year by 2025.	Report copies, distribution records, stakeholder feedback.	Quarterly	20,000,000	
Develop, populate and maintain a database and website to share sports-related information.	Functionality and usage of the database and website.	No dedicated database/website (as of 2024).	Database/website developed, populated, and accessed at least weekly by 2025.	Website analytics, database usage logs, and user feedback.	Ongoing	20,000,000	
Subtotal						320,000,000	
GRAND TOTAL BUDGET						2,260,000,000	

ANNEXES

ANNEX 4: MEMBERS OF THE TWG AND EXPERTS

S/N	NAME	ROLES	ORGANIZATIONS
1.	Kimwaga Muhiddin Ali	Facilitator	Kimwaga Consulting Centre
2.	Masoud Juma Haji	Chairperson	Ministry of Information, Youth, Culture, and Sports (MIYCS)
3.	Ashura Suleiman Hamza	Co-Chair	Ministry of Community Development, Gender, Elderly, and Children
4.	Mohamed Mtumwa	Member	Ministry of Community Development, Gender, Elderly, and Children
5.	Hijja, Mohamed Ramadhani	Member	GIZ – S4DA
6.	Kristin Richter	Expert	GIZ - S4DA
7.	Frankline Olukohe	Member	GIZ - S4DA
8.	Lucy Moto	Member	GIZ – S4DA
9.	Omar Juma Ali	Member	Zanzibar Planning Commission
10.	Omar Haroub Addi	Member	Zanzibar Planning Commission
11.	Sanura Mohamed Kadir	Member	Departments of Sports
12.	Mwanakhamisa Mzee Mwinyikombo	Member	The Second Vice President's Office
13.	Jamila Mahmoud Juma	Member	Zanzibar Female Lawyers Association (ZAFE-LA)
14.	Thneyuu Mabrouk Hassan	Member	Zanzibar Women Empowerment and Human Right Advocacy Organization (ZaweHA)
15.	Salha Rajab Mrisho	Member	Department of Sports and Culture - Ministry of Education and Vocational Training
16.	Mohammed A. Said	Member	Zanzibar Association of Information Against Drug Abuse (ZAIADA)
17.	Riziki Shehe Bakar	Member	Zanzibar National Sports Council
18.	Khamis Machano Kheir	Member	Zanzibar Council for Persons with Disabilities
19.	Aisha Khalid	Member	Zanzibar Council for Persons with Disabilities
20.	Mohamed Rajab Abeid	Member	Tanzania Red-Cross Society



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