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# ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

FOURTH QUARTERLY PROGRESS REPORT, YEAR FOUR  
(JUL-SEPT 2014)

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# ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

**FOURTH QUARTERLY/ ANNUAL PROGRESS REPORT, YEAR FOUR  
(JUL-SEPT 2014)**

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# ACRONYMS

ACE	Agricultural Commodity Exchange
AMA	Agricultural Marketing Authority of Zimbabwe
AU-IBAR	African Union Inter-African Bureau for Animal Resources
BAZ	Bankers Association of Zimbabwe
CAADP	Comprehensive Africa Agricultural Development Program
CALR	Centre for Applied Legal Research
CFU	Commercial Farmers Union
CIBER	Competitiveness Impacts of Business Environment Reform
CIG	Commodity Industry Group
CGA	Cotton Ginners' Association
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CZI	Confederation of Zimbabwe Industries
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
DLVS	Department of Livestock and Veterinary Services
DOHOPA	Domboshawa Horticulture Producers Association
DR&SS	Department of Research & Specialist Services
EMA	Environmental Management Agency
EU	European Union
FaaFB	Farming as a Family Business
FACHIG	Farmers' Association for Community Self-Help Investment Groups
FFFRI	Fertilizers, Farm Feeds Research Institute
FMD	Foot and Mouth Disease
FPMAZ	Fresh Produce Marketers Association of Zimbabwe
FTFMS	Feed the Future Monitoring System
FY	Financial Year
GlobalGAP	Global Good Agricultural Practices
GMO	Genetically Modified Foods
HCA	Horticulture Commodity Association
HPC	Horticulture Promotion Council
ISO	International Standards Organization
ITC	International Trade Centre
LCS	Livestock Competitiveness Strategy
LITS	Livestock Identification and Traceability Systems
LMAC	Livestock & Meat Advisory Council
LTTA	Long Term Technical Assistance
MABC	Matabeleland Agri-Business Chamber
MABF	Manicaland Agriculture Business Forum
MAPA	Murehwa Agricultural Producers Association
MAMID	Ministry of Agriculture, Mechanization & Irrigation Development
MDM	Mechanically Deboned Meat
M&E	Monitoring and Evaluation
MMATA	Mbare Musika Apple Traders Association
MPPA	Manicaland Poultry Producers Association
MoL	Ministry of Labour

MFED	Ministry of Finance and Economic Development
MoU	Memorandum of Understanding
MWAGCD	Ministry of Women Affairs, Gender & Community Development
NCFE	National Contract Farming Framework
NGO	Non-Governmental Organization
OIE	World Organization on Animal Health
PIB	Pig Industry Board
PMP	Project Monitoring Plan
PPAZ	Pig Producers Association
RIA	Regulatory Impact Analysis
RDC	Rural District Councils
SADC	Southern Africa Development Community
SAPST	Southern African Parliamentary Support Trust
SAZ	Standards Association of Zimbabwe
SI	Statutory Instrument
SIRDC	Scientific and Industrial Research and Development Centre
SMA	Stockfeed Manufacturers Association
SNV	Stichting Nederlandse Vrijwilligers (Foundation of Netherlands Volunteers)
STTA	Short Term Technical Assistance
TAMIS	Technical and Administrative Management Information System
TIMB	Tobacco Industry Marketing Board
USAID	United States Agency for International Development
USG	United States Government
VETGOV	Veterinary Governance
WABAZ	Women's Alliance for Business Associations in Zimbabwe
WRS	Warehouse Receipt System
ZAA	Zimbabwe Abattoirs Association
ZADF	Zimbabwe Association of Dairy Farmers
ZADFT	Zimbabwe Agricultural Development Fund Trust
ZAWA	Zimbabwe Alliance for Women in Agriculture
ZCFU	Zimbabwe Commercial Farmers Union
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZFU	Zimbabwe Farmers Union
ZNCC	Zimbabwe National Chamber of Commerce
ZNFU	Zimbabwe National Farmers' Union
Zim-ACP	Zimbabwe Agricultural Competitiveness Program
Zim-AIED	Zimbabwe Agricultural Income and Employment Development Program
Zim-ASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZPA	Zimbabwe Poultry Association
ZWPFT	Zimbabwe Women Poultry & Small Stock Farmers Trust

# CHAPTER I: HIGHLIGHTS AND OPERATING ENVIRONMENT

## 1.1 ZIM-ACP IN BRIEF

Zim-ACP provides support to Zimbabwe's agribusiness sector, by providing technical assistance to strengthen representative farmer organizations and commodity associations so they can improve the agricultural sector's business environment. It does so via three interlocked components:

**Component 1-** supporting and strengthening representative farmers unions, commodity associations and agribusiness associations and assisting them to develop their analytical and advocacy capacity;

**Component 2 -** increasing the efficiencies in agricultural markets, developing and applying improved technologies and enhancing the capacity of market institutions; and

**Component 3 -** enhancing the capacity of business service providers to deliver quality, demand-driven trainings and technical assistance at a firm and farmer level.

## 1.2 QUARTERLY HIGHLIGHTS

Notable highlights during the quarter are:

- During the quarter, one regulation (the Livestock Policy) was submitted to MAMID for adoption or implementation and three regulations reached stage 4 of implementation through the Mid-year Ministry of Finance Fiscal Policy Statement, namely ((i) Zero taxation on soya meal and cakes meant for feed, (ii) Finance Act: export tax on raw hides (iii) Finance Act: importation duty on dairy products. Zim-ACP has worked on 26 regulations over the past year, which have been presented for legislation or decree with 4 reaching Stage 5 - the passed for implementation stage.
- Dr. Mario Beffa, LMAC's administrator, was elected to the Steering Committee of the Southern Africa Livestock Value Chain Forum. The forum was established to promote inter-regional (SADC) dialogue and coordinate policy advocacy and information sharing among SADC countries. This is in recognition of LMAC's effectiveness and success in representing the interest of the Zimbabwean livestock industry private sector as a result of Zim-ACP technical support since 2011.
- Following Women in Leadership training for ZFU, two female provincial chairpersons were elected in Mashonaland East and Matabeleland North.
- HPC sponsored ten representatives of the Horticulture Multi-stakeholder Platform (2 ZCFU, 3 ZFU, 2 HPC, 3 from wholesale and retail firms) to attend a training organized by Agriprofocus in Livingstone Zambia on July 17-18, 2014. Agriprofocus is a business partnership network of organizations and companies with Dutch linkages. The focus of the training was improved service provision on areas such as market linkages and good agricultural practices for their clients.

- 514 farms (30% farms being female owned/operated) that are members of the ZFU Honde Valley Tea Growers Association (HVTGA) were certified by UTZ and became members of UTZ and Rainforest Alliance.
- Zim-ACP partners participated in 103 public forums and Parliamentary committee meetings advocating for positions and interests of the members. Please see Annex 1 for greater detail.
- LMAC and other Zim-ACP partners, under the auspices of the National Livestock Hub, continue to participate in the drafting of the national livestock policy with the last meeting held on August 28, 2014. The purpose is to ensure inclusion of all pertinent policy issues in the document and unify the Hub's position on livestock policy
- Vimbainashe Chigavazira, a former Zim-ACP intern and one of the two LMAC junior economists, groomed and trained by Zim-ACP-supported LTTA Dr. Sukume, is now one of the LMAC representatives on the National Livestock Policy drafting team. She represents the private sector interests as a result the drafting team capitalizes on her economic background and understanding of regulations affecting livestock industry sector competitiveness.
- As a result of industry outcry against a 10.5% levy on livestock sales, LMAC with Zim-ACP's support, submitted a position paper to the Parliament Legal Committee for the review of Statutory Instrument 88 of 2014 (Muzarabani Rural District Council -Control of Livestock by-laws, 2014). The levy was considered too high, arbitrary and gazetted without sufficient consultation from the affected stakeholders.
- FACHIG successfully convened a national level, multi-stakeholder meeting on September 29, 2014 to discuss Statutory Instrument (SI) 88 of 2014 (Muzarabani Rural District Council -Control of Livestock by-laws, 2014) and its adverse effects on FACHIG farmer members in Muzarabani Rural District. Attendees comprised of senior government officers from different ministries such as MAMID and Ministry of Local Government, industry and farmer organization representatives. The meeting revealed that rural communities were neither supporting nor benefiting from the levy. As a result of the meeting, the Ministry of Local Government indicated that it would put on hold any further development or gazetting of similar RDC By-laws while awaiting review and comments from affected stakeholders.
- The ZFU National Horticulture Producers Association adopted the Zim-ACP sponsored Code of Practice as part of its strategy and committed to champion the idea of an industry-wide code to all value chain players and MAMID.
- As a result of successful stakeholder consultation between public and private sectors hosted by Zim-ACP in 2014 on (i) WRS, (ii) Cost of Compliance with Regulations and (iii) Horticulture Competitiveness Strategy. Both MAMID and private sector found common ground on consultations on policy issues.

### **1.3 OPERATING ENVIRONMENT**

During the final quarter of year four, the macro-economic situation remained as depressed as it has been all year. The annual inflation in January 2014 was at 0.4% but the deflation trends that started in February (-0.5%, -0.9%, -0.3%, -0.2% and -0.1% in February, March, April, May and June, respectively) continued into July, August and September. GDP growth for the year was revised downwards from 6.1%

to 3.1%, due to the under-performance of the mining and manufacturing sectors. Reduced government revenue collections, depressed exports and imports reflected the slowdown in GDP growth. The subdued consumer demand and general economic performance resulted in reduced performance of the manufacturing sector including individual firm members of the Zimbabwe Poultry Association (ZPA), Stockfeed Manufacturers' Association (SMA) and Grain Millers Association (GMAZ) demand for consumer products.

As a result of the depressed economic performance of the manufacturing sector throughout the year, the CZI, ZNCC and Ministries of Finance and Industry and Commerce expressed concern over the country's high level of imports. In his Mid-year Fiscal Policy Review Statement in September 2014, the Minister of Finance & Economic Development (MFED) expressed government concern that food, tobacco and beverages made up 16% share of the total imports. Industry representatives advocated for measures to contain the situation and support a manufacturing sector recovery by increasing duties and import restrictions on consumer goods including horticulture and processed foods. The import duty of \$1.50/kg in place for chicken was extended to frozen Jack Mackerel fish, dried fish, duck, geese, turkey, beef, mutton, goat meat and offal. These measures tended to be anti-competitive with imports. However, the Consumers' Council and retailers continue to call local producers and processors to improve on the quality and standards of final consumer products, including horticulture produce, to match those of imports which meet consumer demand.

Statistics on the performance of the crop production sector available during the quarter are indicative of impacts of different policies (price and input support schemes), varied government interventions and the difference in the financial sector support for the production and marketing of tobacco, maize and cotton. While the tobacco marketing season ended in June, mop up sales were in July and contract sales continued until end of August. According to Tobacco Industry Marketing Board (TIMB) of the 106,127 registered growers for the 2014 season, about 20,000 were new growers who switched from cotton production. According to the Bankers Association of Zimbabwe (BAZ), the finance houses support tobacco production because it is a well-organized value chain compared to others, specifically cotton and grain. The cotton sector collapsed. It was reported that the Cotton Ginners' Association (CGA) was on the brink of disbanding due to financial and operational problems faced by its members, the cotton contracting firms. In September, Cargill, one the major contractors announced its withdrawal from contracting cotton production and marketing in Zimbabwe. While the collapse is associated with the global cotton market conditions, Government regulatory intervention and attempts to control cotton marketing since the 2011/12 season are significant contributing factors.

The 2013/14 maize output was estimated at 1.4 million tons, and a total of US\$32.9 million was paid for the 78, 067 tons delivered to the GMB in August 2014. The debate on the Statutory Instrument SI AMA (minimum grain floor price) continued in this quarter. There was tension including litigation threats from grain traders and millers. While MAMID backed down on its \$390/ton minimum price by indicating it was the GMB's buying price but only a guide for private sector sales, the SI disrupted maize marketing. Both MAMID and farmers' unions maintained that the price was good for producers but without considering the economy-wide impacts as well as the medium and long-term implications for grain markets and downstream users. This prompted Zim-ACP with support of USAID's SERA project to propose a study on the **"Implications of the SI on Grain Industry Viability, Competitiveness and National Food Security"**. The study to be done in Q1 of FY2015 is intended to generate evidence that may change MAMID's interventions in grain marketing.

In the Mid-year Fiscal Policy Review Statement, the Minister of Finance & Economic Development announced measures to support increased agricultural production and enhance sustainable food security. The measures adopted include Government mobilizing about US\$252.3 million under the Presidential Input Scheme for the 2014/15 agriculture season. Out of this, US\$184.8 million was meant for the

provision of agriculture inputs grain (maize and small grains) production to 1,600,000 Communal, Old Resettlement, former Small Scale Purchase Areas and A1 households with the goal of enhanced self-sufficiency in food production. Approximately 300,000 cotton farmers will receive cotton input packs, valued at US\$33 per household for half a hectare of cotton. At a yield of at least 700kg/ha, the sale price is expected to be \$0.60/kg, a cotton farmers get a net income of \$177 from the 0.5 ha. According to the Seed Producers' Association and the Fertilizer Manufacturers' Association, farmers' expectations of government input support coupled with the general economic deflation and lack of financial support for agriculture depressed seed and fertilizer sales for the 2014/15 season.

During this quarter, as was the case throughout the year, overall local competitiveness, including agriculture, received much attention from both private and public sector leaders. CZI 2014 Annual Congress focused on strategies for stimulating economic growth in the various economic sectors through value-addition, public-private partnership, and improving competitiveness. A value chain approach was advocated as one of the measures in support of the competitiveness of the domestic industry. These themes are in line with Zim-ACP's work.

Also this quarter, Zimbabwe's government, through the Ministries of Finance and Industry and Commerce, signaled its intention to start reforms in Doing Business in line with the Global Competitiveness agenda. An Inter-Ministerial Committee was set up to identify and address shortcomings through necessary legal, regulatory or administrative reforms. Areas of possible reforms include permit issuance and administration; licensing requirements; local authority by-laws; and the Environment Management Act. The Minister of Finance and Economic Development emphasized the need for synchronizing investment legal instruments and regulations, to establish an investor-friendly environment. It was noted that conflicting legislation created administrative challenges and had the effect of sending conflicting information to potential investors. A Zim-ACP-supported study on Cumulative Cost of Compliance with Regulations in the Livestock Value Chain was thus timely in providing evidence of regulatory and administrative procedures that need review.

Throughout the quarter, government continued to pay attention to and advance gender issues and women's economic empowerment. The Gender Commission Bill was gazetted on July 25, 2014 and went through the first stages of debate in the Parliament steered by the Minister of Women's Affairs, Gender and Community Development. The bill seeks to establish a nine-member commission whose primary role will be to mainstream gender equality in both private and public institutions, monitor issues concerning gender equality, ensure gender equality as provided for in the Constitution, investigate possible violations of rights relating to gender, advise public and private institutions on steps to be taken to ensure gender equality, and recommend prosecution of criminal violations of rights relating to gender. The bill also will further Zimbabwe's goal of meeting its international obligation on gender equity, women's economic and social empowerment, and protection. The ZIM ASSET prioritizes mechanisms and measures which ensure effective participation of women in various empowerment programs. This is also consistent with the Women Economic Empowerment Framework launched by the President in 2012. The Women in Agriculture leadership and empowerment capacity building undertaken in collaboration with WIPSU and SAPST during the quarter is well in line with the national plan.

The government's macro-economic agenda did not adversely affect Zim-ACP activities during the quarter or throughout FY2014. The activities were in line with the general development initiatives for the macro-environment. For example, the Cost of Compliance study was in line with the Ministries of Finance and Industry and Commerce planned Doing Business reforms. The issues of competitiveness, quality and standards were highlighted by both private and public sector leaders. However, Zimbabwe's overall depressed economic performance did adversely affected the performance of the farmers' unions and agribusiness representative bodies with respect to generation of revenues from services and member subscriptions.

# CHAPTER 2: PROJECT ACTIVITIES

## 2.1 COMPONENT ONE: ORGANIZATIONAL STRENGTHENING AND ADVOCACY CAPACITY DEVELOPMENT

### Background

Zim-ACP's efforts continue to support and strengthen representative farmers unions, commodity associations and agribusiness associations and assist them in developing their analytical and advocacy capacity. Technical assistance was offered in building their leadership capacity in lobbying and advocacy, services provision, leadership and governance skills, presentation and facilitation skills, gender mainstreaming and women empowerment.

During the quarter, Zim-ACP conducted follow-up and mentorship meetings with partner organizations to monitor progress made in their action plan implementation and on the capacity building done since the beginning of the program. Partner organizations, notably ZFU, ZCFU, MABC, MABF, LMAC and HPC also sought Zim-ACP's technical advice and guidance on their planned projects for service provision during the quarter.

### 2.1.1 Leadership, Governance, Organizational Development and Management

During the quarter, Zim-ACP continued to work with its partner organizations on leadership, governance, organizational development and management issues. The activity details and outcomes are described below under each farmer representative organization.

#### a) Zimbabwe Farmers Union (ZFU)

During August, ZFU held district level elections throughout Zimbabwe in preparation for their scheduled September 2014 Congress, at which a new National Executive was elected. Zim-ACP provided support for leadership, gender mainstreaming, women and empowerment training to the ZFU members prior to their provincial elections. The training was conducted in all the provinces, except Midlands where ZFU had already conducted provincial elections as indicated in Table 2.1. The primary purpose of the training was to orient the newly elected district and Provincial leaders, as well as empower both men and women delegates so they could elect more women into the provincial and national councils.

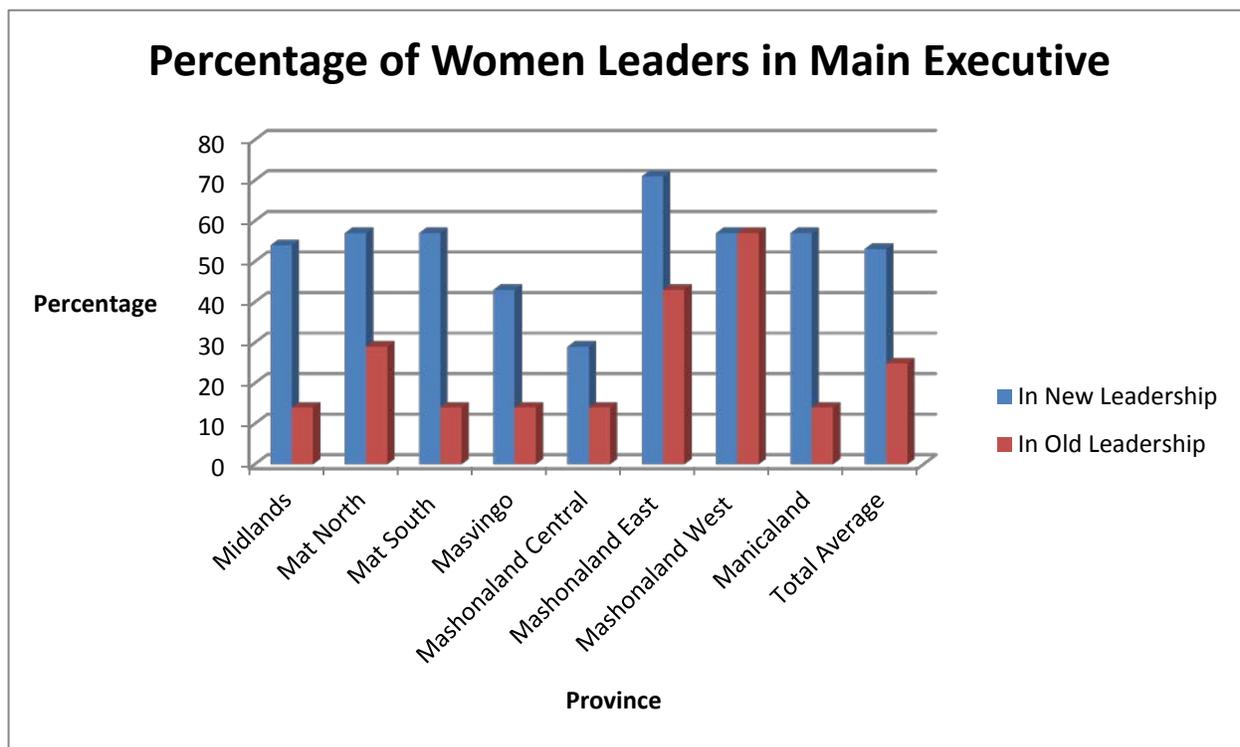
The workshops were guided by ZFU's own gender policy and the new national constitution requiring 50% representation of women in decision making bodies. The training involved both male and female voting members who were there to elect the Provincial Councils instead of selecting only female leaders to attend gender mainstreaming and women's empowerment trainings. During the training period, Zim-ACP also held separate meetings with women members to encourage them to (a) elect fellow women and (b) be prepared to accept nominations for positions in the Provincial Council and later in the National Executive at the Congress.

Table 2.1 Capacity Building Workshops

Organization	Location	Workshop Participants		Total
		Males	Females	
ZFU Manicaland	Mutare	44	28	72
ZFU Mashonaland East	Marondera (Ruzawi)	55	39	94
ZFU Matabeleland South	Bulawayo (YWCA)	30	28	58
ZFU Mashonaland West	Chinhoyi	49	23	72
ZFU Masvingo	Masvingo	36	24	60
ZFU Mashonaland Central	Bindura	44	31	75
ZFU Matabeleland North	Bulawayo (YWCA)	42	27	69

As a result, there was a noticeable shift in the number of elected women. Figure 2.1 below shows a comparison, aggregated by gender, of the Provincial main executive committees before and after Zim-ACP facilitated capacity building.

**Figure 2.1 Percentage of Women Leaders in the ZFU Main Executive**



Major highlights of the training and election outcomes were:

- In Mashonaland East: A first female provincial chair was elected in the lifetime of the province, beating the male chairperson who had been re-elected in three previous elective congresses.
- In Matabeleland North: A female who had been the Vice-Chairperson was elected as substantive Chairperson beating three male contestants.

ZFU held its 74<sup>th</sup> Annual Congress in Masvingo on September 8-9, 2014, under the theme “Synergies for Agricultural Competitiveness”. This is indicative of ZFU having embraced competitiveness concepts. At the Congress, Zim-ACP exhibited and distributed its studies done since the beginning of the project, to encourage farmer members to lobby for issues affecting agriculture in Zimbabwe using evidence-based research.

In his official opening speech at ZFU Congress, Mr. Paddy Zhanda, the Deputy Minister of MAMID, noted that ZFU’s theme was aligned to ZimASSET which encourages socio-economic growth through competitive agriculture. In addition, he informed the Congress that the livestock policy document was being finalized and emphasized the need for farmers to adopt a value chain approach, improve productivity, and desist from relying on government inputs. These are all aspects covered by Zim-ACP past technical support to ZFU. The Deputy Minister’s speech set the tone for Zim-ACP to follow-up with ZFU on its implementation of these aspects in the coming quarter.

At the same meeting the Minister for Education announced that agriculture is now one of the compulsory subjects at primary school in the hopes of inspiring agricultural entrepreneurship from early childhood.

At the ZFU Congress, Mr. Albert Nyathi, a retired major and former 1<sup>st</sup> Vice President, was elected President. He replaced Mr. Silas Hungwe who retired and was made Honorary President. Mr. Berean

Mukwende, an Agriculture Economist and former second vice president, was elected the first Vice President, and Mr. Phillip Mauta, a well known sugarcane and cattle farmer and former Masvingo Provincial Chairman, was voted as the Second Vice President. Zim-ACP's technical support on gender mainstreaming and women's leadership capacity building over the years contributed to the greater understanding of the role of women in organizations. As a result of their new appreciation for gender, the Congress amended the Constitution to have a third Vice Presidential position to be held by a woman. The women were instructed to organize candidates for an election to be held at a date yet to be determined. Zim-ACP plans to support further training and mentorship of candidates for the position in the first quarter of 2015.

In an effort to strengthen itself as an organization and improve its relevance, ZFU held a stakeholder workshop on September 25, 2014. ZFU's goal was to share its milestones and information on its current projects and activities and request stakeholder feedback to improve its mandate. Stakeholders advised ZFU to seek best practices from other countries, citing Brazil, and to explore how they can buy and process members' produce to which ZFU agreed to work on. As part of our exit activities, Zim-ACP will engage ZFU, in the next quarter, to offer technical advice on incorporating the suggestion in its Strategic Plan.

A total of 120 youth attended the 2014 Agripreneurship Youth Summit, on August 27-29, entitled "From Inspiration to Action." The Zimbabwe Youth Agripreneurship Summit was initiated in 2013 to revive ZFU's Youth Wing. The goal is to generate and connect ideas that encourage young people to assume responsibility for their own future and the community with a focus on agriculture. USAID's Mission Director gave a keynote address in which she indicated that the youth program was inspirational and timely as Zimbabwe needed to put its youth in productive agriculture. Zim-ACP participated in a panel discussion on bridging the gap between inspiration and action for young people to ensure the future of Zimbabwe's agriculture at the summit.

On September 25, 514 farms (30% of which are female owned/operated) that are members of the ZFU Honde Valley Tea Growers Association (HVTGA) received their certificates for membership in UTZ and the Rainforest Alliance after successfully going through training and audit for certification in May to June, 2014. The certification acknowledges farms that meet a set of standards developed by the Sustainable Agriculture Network (SAN), a coalition of conservation and sustainable development NGOs. The standards promote farm management efficiency through environmental conservation and fair working conditions. Over 1,000 people attended the ceremony including government representatives, private companies, and NGOs. In his welcome speech, the HVTGA's Chairperson publicly acknowledged Zim-ACP's role in building the capacity of HVTGA on leadership and governance, service provision, gender mainstreaming, lobbying and advocacy, and the importance of standards.

On September 25, 2014, stakeholders validated and supported the ZFU National Horticulture Producers' Association (ZNHPA) 5-year Horticulture Strategic Plan. It addresses coordination of the sparsely distributed producers and adoption of quality and standards that will facilitate smallholder participation in high-value local and export markets. ZNHPA will continue to advocate for the adoption of the Zim-ACP-supported Horticulture Industry Competitiveness Strategy by MAMID as the strategy has remained with MAMID since Q2 FY2014.

## b) Zimbabwe Commercial Farmers Union (ZCFU)

ZCFU Mashonaland Central and West successfully hosted their Provincial Annual Conferences on September 4 and 19 respectively. These conferences were in preparation for the ZCFU Annual Congress scheduled for Bulawayo in the next quarter. In total, 295 members attended the two Provincial Congresses (Table 2.2).

**Table 2.2 ZCFU Women leadership capacity building workshops**

Province	Percent Female	Percent Male	Total
Mashonaland Central	45%	55%	170
Mashonaland West	75%	25%	125

In his speech at both events, the ZCFU's President, Mr. Wonder Chabikwa acknowledged Zim-ACP technical support over the years, indicating that ZCFU has used the Cost of Compliance study and other Zim-ACP commissioned studies in lobbying and advocacy for an improved agri-business environment. Zim-ACP's DCOP addressed both events highlighting policy and regulatory factors affecting agricultural competitiveness of the six CIGs (Horticulture, Livestock & Meat, Grains, Cotton, Tree Crops, Legumes and Animal feed). ZCFU's leadership was encouraged to continue implementing the skills acquired through Zim-ACP-facilitated capacity building in the areas of service provision, gender mainstreaming and women's empowerment, lobbying and advocacy, and organizational development. As a result, both Provinces accepted the challenge to lead the development of an Agribusiness Development Strategy for their Province.

In an effort to sharpen its response to media inquiries particularly on emerging policy and regulatory issues, in August ZCFU hired a Media and Publicity Officer as advised by Zim-ACP. The objective is to have a professional approach to dealing with such issues so that the responses are objective and not interpreted to be always in agreement with MAMID's position.

## c) Livestock and Meat Advisory Council (LMAC)

LMAC continued to participate in the Livestock Policy Hub whose main activity this quarter was drafting the National Livestock Policy. The draft policy has five thematic areas, namely (i) marketing, value addition and finance; (ii) research (feed and genetics) and extension; (iii) institutional and legal framework; (iv) cross-cutting issues of food and nutrition security and genetics; (v) animal health and welfare. Ms. Vimbainashe Chigavazira, a former Zim-ACP intern and one of the two Zim-ACP recommended LMAC junior economists trained by the Zim-ACP-supported LTITA Dr. Sukume, is a member of the drafting team. This is a notable outcome of Zim-ACP support to strengthening LMAC technical capacity.

During the quarter, LMAC and DLVS co-founded the Livestock Development Committee (LDC). This is an initiative funded by the Zimbabwe Herd Book, a LMAC member, to effect public-private collaboration to strengthen linkages between stud breeders, agricultural colleges, and research stations to promote breeds suited for smallholder beef production and develop a conservation program for indigenous breeds. On July 10, 2014, the committee selected an editorial team to collate and publish educational articles relevant to producers on husbandry, good management practices, nutrition, genetics and animal health. This shows that LMAC is diversifying and collaborating to improve service provision to its members as

well as investing in social responsibility, both key components of Zim-ACP capacity building to the partner organization.

At a meeting held on July 7-8, 2014 the Southern African Confederation of Agricultural Unions (SACAU) finalized the establishment of the Southern Africa Livestock Value Chain Forum (SALVCF). The forum brings together key livestock value chain stakeholders from SADC countries (i.e. Botswana, Lesotho, Malawi, Namibia, South Africa, Seychelles, Swaziland, Tanzania, Zambia and Zimbabwe) to dialogue and coordinate responses to the development of policies and other issues affecting the livestock value chains in the region. The strategic focuses are (i) capacity development, (ii) policy dialogue, (iii) information dissemination and knowledge management and (iv) research and development. At the meeting, Dr. Mario Beffa, the LMAC Administrator, was elected to the Steering Committee which will drive the forum's agenda. A SADC Policy Meeting is planned for March 2015. A Technical and Annual General meeting are planned for September 2015.

The ZPA, SMAZ and PPAZ 2014 Combined Symposium occurred on July 30, 2014. The key factor from the presentation by the value chain representatives was the significant contribution of the smallholder sector to the poultry industry as producers of broiler meat, and buyers of animal feed and day old chicks. The statistics suggest the industry is achieving ZimASSET objectives of value addition and benefits to the local small enterprise and community levels. In this regard, non-conducive policies, such as the \$390 maize floor price, have negative impacts on the industry and smallholder participation. From the presentations, it was apparent the poultry industry needed to promote increased egg consumption.

#### **d) HPC**

In an effort to provide services to its member associations, HPC sponsored ten representatives (2 ZCFU, 3 ZFU, and 2 HPC, 3 from wholesale and retail firms) of the Horticulture Multi-stakeholder Platform to attend a training organized by Agriprofocus in Livingstone Zambia on July 17-18, 2014. Agriprofocus is a business partnership network of organizations and companies with Dutch linkages. The training covered provision of business and partnership brokering services in the horticulture value chains. The expected outcome was the establishment of a "service network" where Zimbabwean and Dutch businesses forge mutually beneficial alliances. The alliances would be in the form of direct investment, marketing arrangements, skills and competency exchanges, training and capacity building, exchange programs, ICT development programs, information exchanges and technology development. The service network is expected to be established by the end of 2015.

During the reporting period, HPC also submitted a Concept Note for funding to the Embassy of Holland. This is a positive step to ensure the organization's financial sustainability.

#### **e) Manicaland Agribusiness Forum (MABF)**

The MABF Deed of Trust was registered with the Deed Office on September 24, 2014. With its registration as a legal entity, MABF was able to formally start its activities including engaging the Provincial Administrator.

#### **2.1.2 Lobbying And Advocacy for Regulatory Review**

Zim-ACP partners continued to advocate for an improved agribusiness environment during the quarter. They participated in various public forums and Parliamentary committee meetings. Annex 1 lists the advocacy meetings that Zim-ACP partner organizations participated in. Notable meetings, issues and outcomes are outlined below under each partner organization.

## a) LMAC

LMAC submission to the Ministry of Finance for consideration in the Mid-Term Fiscal Policy Review in early August included the following:

- Review of the Finance Act, 2014, to address the anomalies in the amendment covering tax collection on hide and skin exports. Specifically, the Act limits the definition of hides and skins to raw cattle hides and excludes wet-blue skins (partially processed), crocodile skins, and skins of small ruminants. Further, there was need for a more gradual approach in implementing tax collection due to the current liquidity constraints to tanning of all hides produced in the country.
- Put in place mechanisms to scrutinize dairy imports to identify potential dumping cases, as well as importation of substandard dairy products and the imposition of a dairy development levy on dairy product imports;
- Review the number of fees and charges affecting livestock farmers to reduce the cost of doing business.

## Outcomes

### *Raw Hides*

In the Mid-year Fiscal Review statement, raw hides and skins were exempted from export tax for the period January to December 2014. Furthermore, in line with the Zimbabwe Leather Sector Strategy (2012-2017), an export tax of US\$0.75 will apply on exports of raw hides other than domesticated bovine animals such as goats and sheep, beyond the export quota stipulated below:

- 25% of Output of Raw Hides and Skins from January 2015 to December 2015
- 15% of Output of Raw Hides and Skins January 2016 to December 2016
- 0% of Output of Raw Hides and Skins January 2017 onwards.

The Government promised to monitor the adoption and implementation of these measures through subsidiary legislation, after consultation with stakeholders. The statement further proposes “to exempt crocodile skins from export tax, since there is no local capacity to add value to this type of raw hide”. This really assists the local farmers to remain competitive on the international markets as Zimbabwe builds its capacity to process raw hides to required international standards before export.

### *Cheap Animal Protein Imports*

The policy statement addressed the influx of cheap animal protein products into the country based on LMAC evidence on smuggled imports. The import duty of \$1.50/kg which was in place for chicken was extended to frozen Jack Mackerel fish, dried fish, duck, geese, turkey, beef, mutton, goat meat and offal of all mentioned products. Import duty on liquid milk, fermented milk, cream and yoghurt was raised from 25 cents per litre to 50 cents per liter while duty on butter and cheese has been raised by 50 cents per kg. While the advocacy may seem like protectionism, it is encouraging to note that the policy environment is changing in Zimbabwe as the government takes into account and puts into effect input from the private sector. In 2015, Zim-ACP will continue to encourage partner organizations not to lobby the government for protectionist measures, but rather to improve the business environment by reducing the cost of doing business and country risk factors that contribute to high agricultural finance costs.

### *Exemption from soya duty*

With persistent lobbying against taxing animal feed raw material inputs to reduce the ultimate price of meat products and improve competitiveness (Cost of Compliance with Regulations Study), the Ministry of Finance exempted only soya meals and cakes used in feed manufacture from tax. This is the result of Zim-ACP's regulatory capacity building workshops. Zim-ACP continues to mentor partner organizations on how to utilize evidence-based research and lobbying in a persistent manner through these workshops to change the policy environment.

### *Rural District Council (RDC) Levies put on hold*

As a result of industry outcry against the 10.5% levy on livestock sales, LMAC, with support from Zim-ACP, submitted a position paper to Parliament arguing for the repeal or amendment of the Muzarabani Rural District Council Cattle Buying Levy, because it was too high, arbitrary, and lacked private sector consultation. FACHIG, in Partnership with Zim-ACP, hosted a stakeholder meeting with government, industry, and the Muzarabani Rural District Council to discuss future plans. As a result, the Ministry of Local Government indicated that because of the industry complaints, the Ministry had instructed the Attorney-General's Office to put all RDC by-laws on hold until industry inputs have been considered. This is encouraging evidence that four months after the Zim-ACP-supported symposium, government is still listening to private sector views on how policy and regulations affect competitiveness in the livestock sector. They recognize the need for a uniform RDC levying system to correct inconsistencies that negatively affected competitiveness in Muzarabani. Other outcomes of the workshop included organizing sales best suited for farmers to remove other market biases. It was noted that farmers are the weakest link in the cattle value chain and that they need to be strengthened. There must be a coordinated arrangement between Council, Veterinary and Police, and a loan facility should be established and funded through cattle sale levies to assist farmers in emergencies so that they are not forced to sell to middle men. There was a call to repair cattle pens that are non-functional in many districts, citing potential value addition by cattle farmers through use of cattle pen fattening to ensure farmers' access to more lucrative markets. Muzarabani was commended for having made attempts to ensure more orderly cattle marketing.

### *Zim-ACP Farm Feeds, Fertilisers and Remedies White Paper adopted by Government*

On July 11, 2014, the Stockfeed Manufacturers Association's (SMA) Council and Annual General Meeting, adopted the draft Farm Feeds Regulations proposed by the Fertiliser, Feed and Animal Remedies Institute. The draft regulations are derived from the changes proposed by the industry contained in the White Paper on the review of the Fertilizers, Farm Feeds, and Animal Remedies Act. The regulatory review, done by Centre for Applied and Legal Research (CALR), was part of Zim-ACP's support to the LMAC in 2012. SMA's adoption of the draft regulations paves the way for the Fertiliser, Feed and Animal Remedies Institute to draft a Statutory Instruments to be gazetted by MAMID.

### **Zim-ACP regulatory capacity building promotes stakeholder consultations and public debate**

In FY 2014 quarter 3, Zim-ACP carried out three regulatory capacity building workshops with partner organizations as part of a sustainability strategy in preparation for Zim-ACP's close down. Emphasis was placed on continually engaging stakeholders on constraints affecting particular sectors of concern in agriculture and the need to continually lobby government for reforms that promote competitiveness as guided by Zim-ACP-commissioned studies. In FY 2014 quarter 4, there was much response to the calls as many partner organizations initiated and participated in increased platforms to discuss issues affecting their competitiveness in agriculture.

Such pro-active initiatives included:-

- LMAC and other Zim-ACP partners, under the auspices of the National Livestock Hub, continue to participate in the drafting of the national livestock policy with the last meeting held on August 28, 2014 to ensure the inclusion of all pertinent issues and unify the Hub's position on livestock policy. Feedback from LMAC already shows that even in its draft stage, the backdrop information informing the contents of the Policy reflects relevant Zim-ACP-commissioned studies (Cost of Compliance with Regulations Study, the White Papers developed on Animal Health and Fertilizers Farm Feeds Acts, and Livestock Competitiveness Strategy).
- LMAC participated in the Agriculture Coordination & Information Forum Meeting also held on August 28, 2014, where there was debate on the recently gazetted SI 122 on maize pricing. A representative from the Ministry of Agriculture, Economics and Markets explained that the government seeks to protect local producers through this regulation and as local production is improved, import permits will be issued to fill the supply gap. This indicates that, with increased private sector persistence, the Government is receptive to industry inquiries and lobbying has increased.

#### **ZADF's Appreciation for the Cost of Compliance Study's Dairy Model**

“Our grateful thanks to Jaco Erasmus who has put in a lot of work into coming up with 2 dairy models for the large (100 cows) and small (10 cows) scale dairy. Jaco worked on this together with LMAC under Zim-ACP and the model has formed the basis for a number of presentations to Government and other stakeholders in highlighting the producer cost of compliance and production.

Our panel of experts have gone through this in detail and made necessary adjustments to assumptions to come up with the closest average possible. We now hope to keep this updated with the help of our members in each Region. Please join us at our AGM in Gweru where we will go through the details of this model as well as Regional and International producer benchmarks.”

**ZADF Newsflash July 2014**

- On September 3, 2014, LMAC affiliate Zimbabwe Association of Abattoirs (ZAA) convened an industry discussion on disruptions in cattle marketing in a number of districts because of high district council levies. The levies were rendering smallholder cattle producers uncompetitive and increasing live cattle imports from Botswana and the influx of imported chicken, MDM, polony and livers. This resulted in their inclusion in LMAC's position paper which was considered in the Mid-year Fiscal Review Statement as outlined above.

#### **2.1.4 Public private sector dialogue**

During the quarter, Zim-ACP facilitated one open Public – Private Dialogue (PPD) addressing issues pertaining to agricultural policies and strategies that impact competitiveness of the agriculture sector. Annex 1 outlines the meetings and the outcomes.

- FACHIG successfully convened a national level, multi-stakeholder meeting on September 29, 2014. Attendees comprised of senior government officers, and ministry, industry and farmer organization representatives to discuss Statutory Instrument 88 of 2014 (Muzarabani Rural District Council - Control of Livestock by-laws, 2014) and its adverse effects on FACHIG farmer members in

Muzarabani rural district. The attendance and presentation of issues showed a growth in the depth of understanding of policy issues by Zim-ACP's partner and its advocacy role, plus an enhanced confidence in approaching authorities for redress in favor of livestock competitiveness. Prior to Zim-ACP's capacity building, FACHIG was a relatively small and unknown farmers' organization working at provincial level and largely excluding itself from lobbying and advocating for various policy issues, but now is gaining stakeholder confidence by hosting and facilitating high-level and important policy dialogues.

### **2.1.3 Service provision for resource mobilization**

As a way of resource mobilization to ensure that farmer representative organizations are profitable, Zim-ACP continues to encourage its partners to provide new and innovative services to their members. This will also ensure that they remain credible to lobby and advocate for an improved enabling environment. Notable achievements in the quarter are:

#### **a) FACHIG**

- Trainings on value chain mapping were done that benefitted 253 (57 males, 196 females) of FACHIG's farmer members.
- Facilitated the first cattle auction at Muringazuva sales pen where 22 cattle were sold at an average price of \$1.2 per kg which is greater than the previous average price of \$0.90 per kg. The increase in prices means greater profit for the farmers.
- Facilitated linkages between farmers and public and private actors to improve commodity production and marketing. Facilitated one market research visit to Harare abattoirs and cattle breeding companies for 14 farmers (8 female, 6 male). This was an opportunity for the farmers to network and collaborate with cattle breeding companies.
- Launched marketing information on produce prices and buyers which was distributed to 300 farmers (230 females, 70 males) via their membership database. The market information will be updated and shared monthly.

#### **b) ZFU**

- Matabeleland North Province signed an MOU with Pioneer Seed, to ensure farmers have maize seed available in close proximity to them. ZFU stocks maize seed in their Binga district office warehouse at Binga Centre for farmers to buy from there instead of travelling almost 500km to Bulawayo.
- ZFU with GIZ support supplied black leg cattle vaccination to 1,400 beneficiaries in Matabeleland North (Hwange district), Matabeleland South (Gwanda district), and Mashonaland West.

### **Farmer organizations potential collaboration**

CFU's Vice-President and ZFU's 1st Vice-President met at Zim-ACP's offices and briefed each other on their initiative to unite commodity associations and farmers' organizations under one Apex organization, the Zimbabwe Federation of Farmers' Unions. It was recommended that all farmers should belong to a local Commodity Association and be licensed to farm. Provincial Commodity Associations, constituting six National Commodity Producers' Associations, (Grains, Oilseed, Cotton, Plantations, Wildlife, Horticulture and Livestock), will become part of a Joint Agricultural Forum along with a Horticulture Multi-stakeholder Platform being established by the horticulture industry. It was agreed that under the arrangements HPC and LMAC would be the national industry bodies for the respective commodities. Further consultations with other stakeholders are planned.

## **2.2 COMPONENT TWO: IMPROVING MARKET FACILITATION INSTITUTIONS**

### **2.2.1 QUALITY STANDARDS**

In an effort to ensure the foundation, adoption, and implementation of horticulture sector standards, Zim-ACP, in collaboration with SAZ, facilitated a GlobalGAP Farmer Assurers' training program in support of HPC. At the ceremony to distribute certificates to GlobalGAP Farmer Assurers held on July 1, Eve Gadzikwa, SAZ Director General, lauded the excellent relationship SAZ enjoys with Zim-ACP under their MOU. She also welcomed the training offered to partner farmer organizations to improve Zimbabwean producers' standards and competitiveness. She further acknowledged the role of HPC in promoting standards in Zimbabwe's horticulture through facilitating the first ever GlobalGAP farmer assurer training in Zimbabwe, which previously could only be accessed abroad. SAZ is eager for future collaborations with Zim-ACP and its partners, and invited more farmer organizations and private sector organizations to join their technical committees on standards.

### **2.2.2 ICT-based market information systems**

HPC attended the inauguration of the Zimbabwe-EU Business Information Centre (Zim-EBIC) which is designed to address information gaps regarding markets and information dissemination. ZimTrade, through European Union funding, and in collaboration with International Trade Centre, moved a step ahead in addressing this information gap by establishing an Information Centre. Stakeholders have been able to access trade information via the Centre's website and plans are underway to make the information available via mobile phones. This will go a long way for HPC and other stakeholders to provide information services to their members.

Knowledge Transfer Africa (KTA) met with Zim-ACP to explore collaboration opportunities. KTA has established a collection center for daily horticulture trading and marketing information at the Mbare Musika Horticulture Wholesale Market. Information on volume of trade, produce prices, and revenue collected is aggregated and disseminated widely. The information, particularly on produce quality and grades and supply and demand, is creating greater consumer demand for the information. KTA and Zim-ACP agreed to utilize this information system in support of HPC and the multi-stakeholder's standards and Code of Practice being developed. Zim-ACP will collaborate with KTA to disseminate and promote the information application among Zim-ACP's partner through the newly developed membership databases.

LMAC collaborated with other Zim-ACP partners Zimbabwe Commercial Farmers Union (ZCFU), Climate Smart Trust, and the University of Zimbabwe, among others at a FANRPAN-ARC-funded workshop on communicating science information effectively through policy briefs, newsletters, infographics and social networks to different target audiences. The workshop focused on disseminating research findings using online platforms, outreach plans and networking to increase readership and enhance stakeholder knowledge. This approach should improve competitiveness advocacy and lobbying.

### **2.2.3 WRS**

#### **Warehouse Receipt System Act under review**

Following the successful stakeholder consultation between public and private sectors hosted by Zim-ACP in April 2014, and the formation of a multi-stakeholder steering committee to oversee the review of the WRS Act according to recommendations, the steering committee met once during the quarter. Regulations were drafted and are awaiting legislative approval. Most recommendations from the stakeholder meeting, such as the establishment of a pilot warehouse receipt system, require pre-existing regulations to be promulgated as is stipulated by the Act. This has stalled progress on the WRS Act as much depends on political will. However, Zim-ACP continues to support its partner organizations in the steering committee to persist in lobbying and expects that the regulations could be published within FY2015.

# CHAPTER 3: MONITORING & EVALUATIONS ACTIVITIES

## 3.1 ACTIVITIES UNDER M&E

Zim-ACP's Monitoring and Evaluation (M&E) efforts ensure that program activities and results are tracked and reported to management and USAID/Zimbabwe in a timely, verifiable manner for their input and guidance. Zim-ACP M&E data is entered in TAMIS, a user-friendly, automated information management system that provides structure for organizing, planning and sharing. TAMIS houses all program performance data and facilitates reporting on program indicators.

Table 3.1 summarizes indicator achievement for the quarter and year.

## PROGRESS TOWARDS INDICATORS

**Table 3.1 Indicator Achievement Table Summary**

Indicator Summary	Year 4 Target	Actual for Quarter 4	Cumulative to date	Comment on Indicator Achievement to date			
4.5.2-43 Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	4	1	3	Target was set considering MOUs we have with CSOs at national level. LMAC, FACHIG, ZFU are the three that are now operating at or above cost. The other CSOs eg ZCFU are not wholly profitable. For example, ZCFU could not be reported as being able to meet operational costs despite the fact that Mashonaland Central, Manicaland Provinces are managing following decentralization of operations.			
ACP 1 Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc	\$200,000	\$8,000	\$308,000	Target of \$200k set did not anticipate substantial NGO and private sector collaboration with our partner organizations. During the reporting year FACHIG and LMAC managed to leverage resources amounting to \$308k			
4. 5.1-24 Number of Policies/Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case:  Stage 1: Analyzed Stage 2: Drafted and presented for public/stakeholder consultation Stage 3: Presented for legislation/decreed Stage 4: Passed/approved Stage 5: Passed for which implementation has begun	Stage 1	5	Stage 1	0	Stage 1	0	Following lobbying and advocacy at various forums during the year by partner organizations 21 regulations were presented for legislation (reached stage 3) and 5 were passed for which implementation has begun (reached stage 5). Policy Matrix attached as Annex 2 shows the Policies/Regulations/ Administrative Procedures in each of the following stages of development.
	Stage 2	12	Stage 2	0	Stage 2	0	
	Stage 3	8	Stage 3	1	Stage 3	21	
	Stage 4	3	Stage 4	0	Stage 4	0	
	Stage 5	3	Stage 5	4	Stage 5	5	
ACP 5 Representative bodies of farmers and agribusinesses and commodity associations effectively advocating in	105	26	103	Good achievement for the year. Partner organizations are implementing the lobbying and advocacy principles imparted by Zim-ACP for improved			

public forums and Parliamentary committee meetings				agriculture competitiveness.
ACP 2 Improvement in services to members by representative bodies of farmers, commodity associations and agribusiness organizations (as measured by increase in new members and retention of current members)	50,000	8,930	37, 860	Achievement small for the quarter. Annual target not met. Following database installation for partner organizations, data cleaning resulted in the reduction of figures of members. This is a positive thing since some members were deleted from the system for various reasons which include those whose names were repeated and those who are deceased.
4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources	4,000	3,200	15,850	Target surpassed by nearly 400%. The target was set based on the evaluation of partner organizations performance assessment at that time. Zim-ACP partner organizations went on to provide business development services to more enterprises than was anticipated at the time of setting target.
4.5.2-28 Number of private enterprises, producer organizations, water users' associations, women's groups, trade and business associations and community-based organizations that applied new technologies or management practices as a result of USG assistance	12	10	10	An underachievement for the year. During the year MAPA and DOHOPA became member associations of ZFU Horticulture Commodity Association and were then subsequently reported under ZFU.
USAIDZIM 2 Number of project beneficiaries in relevant leadership positions	512 300 male 212 female	512 308 male 204 female	512 308 male 204 female	There has been an increase in the number of females who are in leadership positions which can be attributed to Zim-ACP capacity building.
GNDR-4 Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities	45%	70.07%	70%	Remarkable achievement for the year from work aimed at changing the perceptions of target population regarding attitude to women having equal access to social, economic and political opportunities

ACP 3 Number of Clients reached by market facilitation institutions/systems supported by USG assistance	780	401	574	Achievement from Market information systems. Other anticipated market facilitation services not yet functional.			
4.5.2-11 Number of food security private enterprises (for profit), producers organizations, water users' associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	12	8	10	An underachievement for the year. During the year MAPA and DOHOPA became member associations of ZFU Horticulture Commodity Association and were then subsequently reported under ZFU.			
4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	120	11	176	176 individuals received agriculture sector productivity short term training versus a target of 120. Zim-ACP responded to expressed need for partner organizations leadership training at provincial, district and national level.			
ACP 4 Number of market facilitation services that, as a result of USG assistance are in each of the following stages: Stage 1: Undergoing capacity/competency assessment; Stage 2: Undertaking capacity/ competency strengthening; Stage 3: Functional	Stage 1	2	Stage 1	0	Stage 1	0	Work on market facilitation services not achieved since they are affected by government interference.
	Stage 2	3	Stage 2	1	Stage 2	2	Achievement on standards and WRS during the year
	Stage 3	3	Stage 3	0	Stage 3	0	Anticipated achievement on standards, WRS, ACE slowed down due to the absence of political will.

# CHAPTER 4: ENVIRONMENTAL ISSUES

The Zim-ACP Environmental Mitigation and Monitoring Plan (EMMP) identified areas through their policy and regulatory review activities which require mitigation measures to minimize adverse environmental impacts. Over the years, Zim-ACP has done environmental mitigation work as outlined in the EMMP by:

- Creating awareness on environmental issues and management including environmental management obligations under Zimbabwean law. Capacity has been built within partner organizations who are now utilizing the skills gained.
- Ensuring that consultants engaged to conduct research and analysis of proposed regulatory reforms include possible environmental effects and recommendations to mitigate negative impacts as part of their analysis. Zim-ACP has ensured that consultants' terms of reference include conducting environmental analysis of the proposed policies or regulations.

## **Environmental work in partner organizations**

Notable achievements for ZCFU during the quarter include the launch of the Climate Smart program at Chikowore Village, Musana Rural District of Mashonaland East Province. The program has been mostly concentrated in the Manicaland province. The local chief, headmen, councilor and agro-dealers along with Local MP and Provincial Presidential Minister representatives attended. The Climate Smart program targeted farmers and local communities where tobacco is grown and encouraged planting trees to replace those cut for tobacco farming. Re-planted trees provide fire wood for tobacco curing and household use. The Climate Smart program at Chikowore Village has a nursery of one million Eucalyptus trees in preparation for distribution to farmers.

# CHAPTER 5: GENDER ISSUES

Zim-ACP mainstreams gender awareness through ensuring that both males and females participate in program activities, their voices are heard, and their concerns are considered in the regulatory reform processes, in assessment and development of needed market institutions/systems, and in training and capacity building activities. Zim-ACP's objective is to build the capacity of partner organizations to strive towards gender equality and female empowerment as they work towards building a competitive, private sector driven, agriculture sector.

## **Gender mainstreaming and women's empowerment workshops**

Zim-ACP, SAPST and WIPSU collaborated on a Mashonaland West ZCFU Women in Agriculture (WIA) leadership and women's empowerment training workshop. Fifty-five women leaders participated in the workshop. Zim-ACP delivered the bulk of the training on leadership, women's empowerment, lobbying and advocacy. SAPST provided training on public policy making processes and how to engage policy makers, and WIPSU provided training on gender and the Zimbabwe constitution. Every woman received a copy of the Zimbabwe constitution. The workshop was unique in providing women with a platform to learn about their roles and how they should function. The workshop resulted in the development of one-year action plans in preparation for the ZCFU national elections next year.

## **Gender mainstreaming in program activities**

Zim-ACP aims to contribute toward gender equality by encouraging the involvement of both men and women in the program at various levels, as participants in training courses, meetings, workshops and discussion forums, and as presenters, facilitators or researchers. Tables 2.1 and 2.2 show that on average, 50 percent of participants in workshops and meetings organized during the quarter were women. Zim-ACP will continue making an effort to encourage the constitutional 50:50 representation of men and women in decision making.

During the reporting period, Zim-ACP ensured that policy or regulatory reviews included mainstreaming gender in the analysis of proposed policies or regulations. At stakeholder consultative meetings on the pig industry policy, horticulture code of practice and horticulture competitiveness strategy, female participation was encouraged through the facilitator so that their views could be heard and considered.

In inviting men and women to participate in events, Zim-ACP worked closely with associations to ensure that they invited knowledgeable and confident men and women who were able to articulate their constituencies' issues and were able to report back on matters discussed.

The Manicaland Agricultural Business Forum (MABF) Deed of Trust was signed by the MABF chairperson, who acknowledged how Zim-ACP's capacity building influenced leadership changes within the commodity associations affiliated to MABF. One such affiliate, Manicaland Poultry Producers Association now has a newly elected female Vice-Chair, Secretary, Vice Secretary and committee members, achieving a 50:50 gender balance in their leadership. This is a result of the gender mainstreaming and women's empowerment training impact. After a briefing by Zim-ACP on women's empowerment; MABF indicated their intention of gender mainstreaming and adding women into the trusteeship and executive leadership of MABF.

# CHAPTER 6: LESSONS LEARNED AND CHALLENGES

## 6.1 LESSONS

### **Need to train both males and females in women's empowerment and gender mainstreaming**

ZFU gender training involved both male and female participants, which pointed out the benefit of having both males and females in leadership roles. This led to the election of more women into leadership positions supported by both female and male leaders as there was a greater understanding of the benefits of gender mainstreaming to their organization. Past and present post training evaluations indicate that in order to achieve effective change both men and women need to be present at the training. This is to mitigate men's suspicions and have them embrace the advantages of mainstreaming gender in every aspect of union business. The ZFU Provincial Councils encouraged more male counterparts to attend gender mainstreaming and women empowerment trainings in the future.

## 6.2 CHALLENGES

The uncertainty on the Zim-ACP budget resulted in tentative plans for project closedown. This was a major challenge and drawback during the quarter and throughout the year. The Project lost momentum due to the uncertainty of funding, and partners adopted a "wait and see" attitude in implementing agreed action plans from technical support provided in the first three quarters of FY2014. They tended to pay more attention or be more responsive to activities supported by other funders. The Zim-ACP's credibility was restored when the project secured additional resources amounting to \$275,000 that allowed the project to scale up its gender training resulting in a significant number of women being elected into leadership positions in organizations like Zimbabwe Farmers' Union.

# CHAPTER 7: NETWORKING & COLLABORATION

During the quarter, Zim-ACP worked with WIPSU and SAPST on the Women in Agriculture Leadership Capacity Building Program. SAPST and WIPSU provided resources people on how parliament works, engaging women parliamentarians and the Parliamentary Portfolio Committee on Agriculture and Natural Resources at training workshops for ZCFU in Mashonaland West and Central.

USAID/SERA and Zim-ACP worked on the Concept Note for the comprehensive study on grain marketing and pricing policies which will inform policy debated on the AMA Statutory Instrument on minimum grain prices.

# CHAPTER 8: FINANCE AND ADMINISTRATION

Zim-ACP operated smoothly throughout the year. All activities started on a high note as the year began and progressed well until we started slowing down at the beginning of March 2014. This was due to the uncertainty surrounding the project's funding.

Due to the uncertainty, the project was only able to confirm funding through August 2014 for most of the year, as a result, Zim-ACP started preparing to close down in August 2014. Management implemented a stricter budget management measures by streamlining activities while at the same time striving to achieve the expected results.

The year four finance and administration highlights for the USAID Zim-ACP include:

- Timely submission and approval of financial reporting deliverables to USAID on a quarterly basis (Accruals Report & Quarterly Progress Reports).
- Continuous training and staff development in the areas of finance, procurement, operations and administration of the Zim-ACP program, emphasized and implemented throughout the year.
- A revised budget based on discussions between DAI and USAID on budget reduction from the original Task Order was submitted to USAID

## **Summary of financial reporting for October 2013 to September 2014**

# CHAPTER 9: ANNEXES

**(Annexes are provided as separate attachments to this report)**

Annex 1 : List of advocacy meetings that partner organisations participated in during the quarter.

Annex 2 : Year 4 Policy Matrix

Annex 3 : FTFMS