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ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

ANNUAL REPORT & FOURTH QUARTERLY PROGRESS REPORT

YEAR TWO (OCTOBER 2011 – SEPTEMBER 2012)

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QUARTER FOUR: JULY – SEPTEMBER 2012

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ACRONYMS

ACBF	Africa Capacity Building Foundation
ACP	Agricultural Competitiveness Program
AFWG	Agriculture Finance Working Group
AGRITEX	Department of Agricultural Technical and Extension Services
AMA	Agricultural Marketing Authority of Zimbabwe
BSP	Business Service Providers
CA	Commodity Association
CBO	Community Based Organization
CIBER	Competitiveness Impacts of Business Environment Reform
CIG	Commodity Industry Group
COMEZ	Commodity Exchange in Zimbabwe
COP	Chief of Party
COR	Contracting Officer's Representative
CFU	Commercial Farmers Union
CZI	Confederation of Zimbabwe Industries
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
DOHOPA	Domboshawa Horticultural Producers' Association
DR&SS	Department of Research and Specialist Services
DLPVS	Department of Livestock Production and Veterinary Services
EU	European Union
FACHIG	Federated Associations for Community Self-Help Investment Groups
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization
FO	Farmer Organization
FY	Financial Year
GMAZ	Grain Millers Association of Zimbabwe
GMB	Grain Marketing Board
GOZ	Government of Zimbabwe
HPC	Horticulture Promotion Council
LMAC	Livestock & Meat Advisory Council
LOE	Level of Effort
LTTA	Long-term Technical Assistance
MABC	Matabeleland Agricultural Business Chamber
MAMID	Ministry of Agriculture, Mechanization and Irrigation Development
MAPA	Murehwa Agricultural Producers' Association
M&E	Monitoring and Evaluation
MLWG	Marketing Linkages Working Group
MMM	Monthly Management Meeting
MoU	Memorandum of Understanding
MSU	Michigan State University
NGO	Non Governmental Organization
PMP	Project Monitoring Plan
RAP	Regional Agricultural Policy
RDC	Rural District Councils
SATH	SADC - Trade Hub

SME	Small and Medium Enterprises
STTA	Short Term Technical Assistance
TAMIS	Technical and Administrative Management Information System
TA	Technical assistance
TFC	Trade Finance Capital
ToT	Training of Trainers
TWG	Technical Working Groups
USAID	United States Agency for International Development
USG	United States Government
WAM	Weekly Activities Meeting
ZADT	Zimbabwe Agricultural Development Trust
ZCFU	Zimbabwe Commercial Farmers Union
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZFU	Zimbabwe Farmers' Union
ZIM-ACP	Zimbabwe Agricultural Competitiveness Program
ZIM AIED	Zimbabwe Agricultural Income and Employment Development Program
ZNCC	Zimbabwe National Chamber of Commerce
ZWPFT	Zimbabwe Women Poultry Farmers' Trust

CHAPTER I: HIGHLIGHTS AND OPERATING ENVIRONMENT

1.1 HIGHLIGHTS

1.1.1 Strengthening of representative bodies and Commodity Industry Groups

Zim-ACP performed well against most indicator targets. (See table 1.1). Out of 13 targets we greatly outperformed in seven, somewhat under performed in three, and under performed in three. The erratic counts were a result of this being our first year of fixed targets. Zim-ACP surpassed targets on business enterprise capacity building and the associated adoption of learned practices. Indicators on regulatory reform were also exceeded. The program surpassed set targets on employment creation and value of resources leveraged. Although the target on assessment of market institutions was achieved, the program is yet to revamp or create market institutions and infrastructure. As a result no targets have been achieved in that area. Achievement of targets on indicators related to strengthening unions and commodity associations fell short, as did impact indicators on investment and profitability. ACP will build on the groundwork laid to date to propel the program to greater heights.

Table 1.1: Year 2 Indicators & Targets

Indicator Summary	2012 Target		2012 Actual	
4.5.2-38 Value of private sector investment	\$1 600 000		\$1 382 546	
4.5.2-43 Number of firms or CSOs now operating more profitably	295		260	
4.5-2 Number of jobs attributed to FTF implementation	500		1 852	
ACP 1 Value of resources leveraged through partnerships	\$100 000		\$367 468	
ACP 2 Increase in membership of representative bodies	262 500		221 428	
ACP 3 Increase in client coverage of supported market facilitation institutions	500		0	
4.5.2-42 Number of organizations that applied new technologies or management practices	4 889		260	
ACP 4 Number of market facilitation institutions/ organizations that are in each of the following 3 stages; Stage 1: Undergoing capacity/competency assessment; Stage 2: Undertaking capacity/ competency strengthening; Stage 3: Making significant improvements	Stage 1	4	Stage 1	42
	Stage 2	4	Stage 2	0
	Stage 3	4	Stage 3	0
4.5.2-24 Number of Regulations in each of the following stages of development 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	15	Stage 1	12
	Stage 2	12	Stage 2	21
	Stage 3	6	Stage 3	12
	Stage 4	2	Stage 4	0
	Stage 5	0	Stage 5	2
ACP 5 Representative bodies of farmers and agribusinesses and commodity associations participating in public forums	70		68	
4.2.5-7 Number of individuals who have received short-term training	100		260	
4.5.2-11 Number of food security private enterprises, producers organizations and trade and business associations receiving USG assistance	4 889		288	
4.5.2-37 Number of micro, small and medium enterprises receiving business development services	5 000		11 274	

From its inception Zim-ACP took support to representative bodies beyond the narrow scope of the few longstanding farmers' unions. Rather we formed six self-defining clusters or CIGs, (Commodity Industry Groups). From these have arisen several task forces: Agriculture, Livestock and Finance, though the latter is not commodity-limited. It has been hoped and promoted that the unions become strong players within all the CIGs, but so far they have not seen themselves in that light, even though they (mainly ZFU and ZCFU) do participate in many common learning events.

Zim-ACP has MoUs with eight of the strictly representative bodies which we grade annually with the USAID Organizational Capacity Assessment Tool. The table representing the comparison between FY 2012 to FY 2011 appears as Annex 12. Of the eight, improvement has been poor to mediocre in three, acceptable in two and outstanding in three. Average improvement across the eight has been 36 percent. The results have surpassed our expectations given the general thin management coverage, financial constraints, general lack of technical staff, and poor performance in attracting and retaining paying membership. The two associations that have shown greatest improvement are Zimbabwe Women Poultry Farmers Trust (ZWPFT) at 69 percent up and Murewa Agricultural Producers Association (MAPA) at 78 percent and with 2 539 and 500 members, respectively. Of the mainline unions, the performer of the year was ZCFU. We worked closely with them for the past two years on strategy, planning, governance and advocacy. Using the Strategic Plan, the leadership of Zimbabwe Commercial Farmers' Union (ZCFU) restructured the organization, removing the post of Regional Manager and allowing the provincial offices autonomy in administering their own affairs, including membership drives and retaining membership fees. This stabilized the union, making it attractive to potential members at provincial levels. This is not to say it is in the clear yet as it brings forward accumulated problems. Although Domboshawa Horticulture Producers Association (DOHOPA) and Farmers Association of Community Self help Investment Groups (FACHIG) achieved a small increase, they have been responsive to Zim-ACP's technical support and advice, and our expectations are for greater improvement in the next year. We hoped Horticulture Promotion Council (HPC) might reinvent itself with our help and take on affirmative leadership of horticulture for domestic as well as regional and export markets, but this has not yet happened. A Horticulture Task Force has been established, but a dynamic apex horticultural association is needed. Our expectations for FY 2013 are for improvements across the board, as our support in membership database, communications, and services takes effect. We will emphasize leadership training and development to build a new management class with a changed mindset, focused on offering quality services, and ready to advocate on issues of concern to members at local farming, district and provincial levels.

This year our greatest Commodity Industry Group (CIG) emphasis has been on livestock/meat and horticulture and we have found our most forthcoming partner in Livestock and Meat Advisory Council (LMAC), which is composed of associations in the various meat categories, feedstock and abattoirs. Livestock, particularly cattle, has descended to a low level in all respects since the 1990s. The whole breeding program must be reinitiated and proper husbandry techniques made widespread. The desire to jump start the cattle industry is strongest in Matabeleland, and with our support a Livestock Task Force has taken root there. The one bright growth spot in the meat sector has been broilers. On the one hand chicken is cheaper than beef or even pork, (very important in lean times), and on the other hand the entry cost and turnover cycles favor it against the large long-term investments required for cattle. However, in the final months of our fiscal year, July-September, the local day-old chicks/broilers industry was threatened by large volumes of unregistered imports of broilers from an uncertified Brazilian source. These unofficial imports do not go through SPS controls nor do they pay the taxes that Zimbabwean produce does, giving them an unfair advantage over local producers. Zim-ACP has been working with LMAC and the Poultry Association to confront this situation, not an easy thing to accomplish given the political overtones.

In horticulture, while the HPC has continued to be weak, we also have partnerships with other players in the field; ZFU, ZCFU, MAPA and DOHOPA. With general improvements now in their organizational capacity we are going on to an ambitious program of increasing business and standards training uptake by members. This will be reinforced by our drive to assist these representative associations to get their membership, communications and services programs in order.

The Cotton CIG has been a struggle all along. It has been difficult to get ginners and growers to cooperate, and some distortions in the market have been costed by AMA and the ginners to the producers. Nonetheless, when the cotton market went haywire around June-July 2012 and the Minister of Agriculture intervened, the diverse stakeholders turned to Zim-ACP to support a summit meeting that brought together ginners, producers/growers, government, unions/associations and banks. This is the first time the whole cotton industry had clustered and can be taken as a needed foundation stone in this sector that employs some 240 000 farmers.

The Grains CIG was first convened in November 2011. Because of the food security status of maize, (the staple food in Zimbabwe and also a widely-used animal feed), this body has enormous importance in the local economy. Like cotton, grain is a complicated sector in which non-producers, the millers in this case, hold disproportionate power. And there are the aggravating factors of the GMB as a wild card, GMO products are forbidden, and droughts disrupt food security and animal feed production. While Zim-ACP has conferred with ZFU and LMAC on approaches to government to allow wider authorities to import and to allow GMO, this has not been a great success.

The Tree Crops CIG has engaged with World Vision, which has provided support for the rehabilitation of smallholder tea and coffee production, and with Zim-AEID which has been facilitating marketing linkages for banana growers through Matanuska. At a stakeholder meeting on 6 June the CIG players agreed on an action plan for supporting policy and strategy development and strengthening the various growers associations. Zim-ACP will soon be undertaking a comprehensive competitiveness assessment of smallholder tea and coffee production.

The Oilseed & Legumes CIG, has mostly interacted with the Livestock and Meat CIG and its Stockfeeds Association, given the huge importance of soya in poultry and cattle feeds. In the past months ZIMRA has been trying to collect VAT from soya growers of any size backdated to 2009. Obviously, VAT on earlier years cannot be belatedly passed on to the buyers, so this could even bankrupt farmers. A movement assisted by Zim-ACP is currently attempting to get ZIMRA to reverse VAT on soya. This is one of 59 regulations that were analyzed and /or drafted and presented for public stakeholder consultation in 2012.

1.1.2 Public-Private Dialogue (PPD)

Throughout the year Zim-ACP coached and supported its partner unions, associations and task forces to take every opportunity to meet with government, most often the AMA, in private-public dialogue situations. This aimed to improve consideration of the private sector by the public sector and to “warm up” government officials towards policy or regulatory changes that will be beneficial in supporting competitiveness. While Zim-ACP emphasizes liberalized trade and our private sector clients are now usually in accord, the ministries of Finance and Agriculture at times promulgate protectionist measures. During the 12 months through 31 September, a number of public-private events were organized. See table 1.2.

Table 1.2: Public-Private Dialogue

Date	Workshop	Objective	Number of Government Officials attending as Resource Persons	Total Attendance	Percentage Females (%)
01-11-2011	CIBER workshop (poultry and pigs)	Stakeholders in the poultry and pig sector discuss findings of a CIBER assessment and agree on priority areas for intervention	6	60	43
02-11-2011	CIBER workshop (Horticulture)	Stakeholders in the horticulture sector discuss findings of a CIBER assessment and agree on priority areas for intervention	9	57	35
11-11-2011	Agriculture Finance Symposium for Livestock and Meat Industry	Presentation of papers on issues affecting the livestock and meat sector in Matabeleland and discussion of possible solutions	10	83	36
30-11-2011	Grain Indaba	Presentation of papers on regional best practice on grain marketing. Discussion on issues affecting the grain sector in Zimbabwe and possible solutions	2	49	24
13 to 16-03-2012	Regulatory Review Kick off and Training	Presentation on international best practice on regulatory reform; presentation of issues affecting industry and presentation on approach to conducting regulatory review by CALR	10	37	57
10-05-2012	Matabeleland Livestock stakeholder Consultative meeting on drought mitigation	Meeting to discuss strategies to address the effects of severe drought on livestock in Matabeleland and submit a document to Deputy Min of Agriculture	5	42	33
30-05-2012	Financial Market Institutional Innovations Stakeholder Consultative Workshop	Stakeholders in agricultural finance and farmer representatives discuss initiatives for improving financial market institutions and appropriate regulatory arrangements for improved supply and access of finance	9	48	15
6 to 7-06-2012	Tree Crops Stakeholder Consultative Workshop	Stakeholders in coffee, tea, banana, macadamia, meet to discuss issues affecting competitiveness of the tree crops sector	5	35	20
19-06-2012	Matabeleland Beef Sector CIBER	Stakeholders in the beef value chain discuss issues affecting competitiveness of the beef sector	7	35	20
22-06-2012	Mashonaland Beef Sector CIBER	Stakeholders in the beef value chain discuss issues affecting competitiveness of the beef sector	9	55	18
11 to 12-07-2012	Agriculture Competitiveness Conference	Presentation by international experts on competitiveness. Discussion of factors affecting competitiveness of the agricultural sector in Zimbabwe	18	158	34
23-09-2012	Cotton Indaba	Various players in the cotton value chain discuss issues affecting the cotton industry and find common ground	6	77	16
21-09-2012	Matabeleland Business Chamber Forum	Meeting to receive and consider advocacy papers on issues of interest to the region (e.g. Land Unit Tax) to be disseminated for wider advocacy and lobbying	4	33	21
Total			100	769	28.6

1.1.3 Advocacy advances

In order to advance to advocacy for change we go through stages of enhancing proponents to become self-sustaining, since if they can't pay rent and salaries they can't advocate effectively, taking them and their members/stakeholders through issues identification and internal dialogue, development of position papers, participation in PPD and working with their MPs, teaching them to advocate on evidence, and finally to lobby executive officials or to introduce bills through Parliament.

During this year we concentrated first on developing Competitiveness Impacts of Business Environment Reform CIBER studies that focused on the principal issues/constraints in the policy and regulatory environment in animal health products and horticulture. These were then taken further by our associates from Centre for Applied Legal Research (CALR) and stakeholders around the country, and as the year ended we were moving towards finalization of impact assessments, national consensus, white papers and placement with Parliament. We have 26 regulations in animal health, stockfeed and poultry, and ten regulations in beef, dairy, grain and legumes, at various stages of reform. Two regulations have reached stage five (5) of the regulation reform process. These are (1) National Budget Statutory Instrument 154 of 2011 Suspension of duty on galvanized wire and soya meal and (2) VAT zero rating on wheat grain.

Concurrently, we have been building an understanding of advocacy and lobbying at provincial level so that issues can get genuine universal support and not just be products of Harare stakeholders. Two advocacy training and issues verification workshops took place in Bulawayo and Mutare in the final period of our fiscal year drawing 43 participants, (29 male, 14 female), with another two planned for the beginning of FY 2013. Aside from this initiative, we constantly assist on discrete advocacy matters. In this year they have been:

- Development of district level land levy rationalization (Matabeleland);
- Support of poultry producers to confront the undocumented importation of cheap broilers that bypass taxes that local producers do pay and therefore constitutes unfair competition;
- Review of the Rural District Council cattle buyers' levy of 10.5 percent of the value of animal sold, payable by sellers;
- Non-payment of the full value of the animal bought by abattoirs (non-payment for hide and offals);
- Review of regulations pertaining to animal health and welfare, animal feed and poultry production marketing.

These were some of the 47 regulations that were analyzed and/or drafted and presented for public stakeholder consultation in the past year.

1.1.4 Making way in market infrastructure gaps

This has been a rather difficult component to exploit, as by and large it refers to government infrastructure, and we aren't authorized by USAID to benefit government. To obtain the much-needed buy-in and acceptance of the proposed studies, Zim-ACP consulted the relevant national institutions with mandate over Quality Standards, Food Safety, Plant and Animal Health, Safety Management and Control Systems, livestock identification, traceability and improvement. However, we have found that for competitiveness to ignite there must be widespread understanding of and adherence to standards amongst growers and producers. In that vein, in the fourth quarter we had a study done on standards, including SPS, and started building a relationship with the NGO Standards Association of Zimbabwe (SAZ), with whom we then signed a MoU. Within this framework we anticipate bridging links between SAZ, and unions/associations to bring standards to growers and to private and association packhouses. Furthermore, we will assist SAZ to be the platform for increased expertise to tender to needs in developing appropriate standards for farmers/products, and for teaching and auditing Global Gap.

During the 4th quarter we developed SOWs for Commodity Exchange and Warehouse Receipt System feasibilities and for end-market demands to link to standards training.

1.1.5 Success in cascading

The Zim-ACP FY 2012 support of its trained and certified trainers to cascade training around the country has been a big success when judged by 1) numbers of trainees, 2) positive business results arising among the trainees, and 3) expansion of trainers' franchises. In the year 11 274 business enterprises were trained by seven consortiums of professional trainers. Of these business enterprises 37.2 percent were female-owned, 27.1 percent were male-owned while 35.7 percent were jointly owned. With regard to indicators and targets, the figure of 11 274 business enterprises means that we more than exceeded our target of 5,000 for 2012.

1.1.6 The Competitiveness Conference

Of the many events that we have facilitated, the July 2012 two-day Competitiveness Conference was singularly important. It accomplished the following:

- Made clear the competitiveness agenda;
- Made clear the downsides to economies of protectionism;
- Achieved the stamp of approval of the Minister of Agriculture, Mechanization and Irrigation Development (MAMID);
- Had the enthusiastic participation of the Permanent Secretary of the same ministry;
- Involved the Ministry of Economic Planning & Investment Promotion;
- Exposed the large audience of participants to several international experts.

1.1.7 Gender infusion

A Gender Mainstreaming manual was produced during the year. This will be made available to partner organizations for their use in mainstreaming gender in their programs. During the year the program encouraged involvement of both men and women at various levels – as participants in training, meetings, workshops and discussion forums and as presenters, facilitators or researchers. Regulatory reform included gender impact analysis of the proposed regulations to ensure that the proposed reforms were not burdensome to men or women. 62.4 percent of trainees in agribusiness courses organized during the 4th quarter were women. However, substantial support is required by organizations to effectively mainstream gender in their programs. In Y3 effort will be channeled towards the training of gender focal persons and leadership of partner organizations in gender mainstreaming.

A Farming as a Family Business (FaaFB) manual was produced during the year. This will be offered to partner organizations in Y3. The FaaFB manual promotes the participation of the whole family (men, women and children) in farming decisions for improved business performance, underscoring the need for women to be allowed and encouraged to come to the fore with their untapped talents.

1.1.8 Remembering the environment

Zim-ACP's approach to environmental issues in the past year has been to encourage partners to protect the environment and uphold the environmental laws and regulations of the country. Where consultants were hired to conduct research to support regulatory reforms, their SOW required that they analyze and document any effects on the environment of current and proposed reforms.

An organizational assessment of partner organizations indicates that some effort is being done to encourage environmental protection such as communicating messages on the dangers of wild fires, encouraging planting of woodlots and proper disposal of chemicals.

1.2 OPERATING ENVIRONMENT

Zimbabwe has one major factor favoring development and at least twenty that greatly challenge development. Any project that aims to facilitate the strengthening of private sector organizations and their success rate in partnering with government for effective change to the operating environment must be prepared to be patient and persistent in face of often minimal interest of soliciting or taking into account private sector stances.

Favorable Factors

Zimbabwe has probably the most reliable and engaged workforce in sub-Saharan Africa.

Challenging Factors

- Policy environment unfriendly to private sector participation
- Counterpart ministry not oriented to private sector development
- Government not friendly to USAID
- Political uncertainty
- Erratic application of tariffs and duties
- Protectionist mentality
- Over or erratic regulation
- Climate change and weather patterns
- Brain drain
- Inadequate financial services and poor access to capital
- Resource constraints (human and capital) within the CIGs, unions and associations
- Weak organizational capacity
- Legislation hostile to FDI
- Extreme power supply shortage
- Dysfunctional railway system
- Deteriorating roads
- Poor water supply
- Land tenure untenable and land not available as collateral

CHAPTER II: PROJECT OBJECTIVES

The objective of USAID | Zim-ACP is to increase the competitiveness of Zimbabwe's agricultural private sector. In achieving this objective, the Zim-ACP program will focus on the following:

- Supporting and strengthening representative farmers unions, commodity associations and agribusiness associations. Our goal is to help them to become self-sustaining and to develop their organizational and advocacy capacities, with the ultimate goal of creating an enabling agribusiness environment for Zimbabwean farmers, agribusiness and foreign investors.
- Increasing the efficiencies in agricultural markets, establishing the capabilities of key institutions to fill gaps, enticing private sector actors to invest, and enhancing the capacity of institutions that support agricultural markets.
- Enhancing the capacity of business service providers to deliver demand-driven training and technical assistance at a firm and farmer level.

Zim-ACP as a technical assistance provider is helping partners to become shrewd advocates using evidence-based arguments and public-private dialogue, and to become competent organizations in planning and membership services. It provides feasibility studies towards filling institutional gaps in the market, such as commodity brokerage, warehouse receipts systems and adherence to standards, and promotes them to private investors where viable. It offers training that is vital to the advancement and competitiveness of farmers and firms alike, and provides a link from unions to training firms to members to assure the uptake of training in business and standards.

CHAPTER III: PROGRAM ACTIVITIES

This section presents the activities conducted during the 4th quarter as well as the results achieved. The explanation of high or low achievement compared to the target is presented in the Monitoring and Evaluation Section (Section 3.4).

3.1 COMPONENT ONE: STRENGTHENING ORGANISATIONS AND INSTITUTIONS FOR EVIDENCE BASED- ADVOCACY

Objectives: Representative bodies of farmers and agribusiness organizations have proven competence as advocates for an improved business environment.

Table 3.1.1: Indicator table targets

Indicator Summary	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual	Year 3 Target					
ACP 2 Improvement in services to members by representative bodies of farmers, commodity associations and agribusiness organizations i.e. ZFU, ZCFU, CFU, PPAZ, ZPA, MAPA, DOHOPA, FCPA, ZWPFT, LMAC, SMA, Abattoirs Association of Zimbabwe, FACHIG, HPC	250 000	215 841	262 500	221 428	276 000					
4.5.2-42 Number of private enterprises, producer organizations, water user 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	500	1 510	4 889	260	50					
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	1	Stage 1	1	Stage 1	15	Stage 1	12	Stage 1	20
	Stage 2	1	Stage 2	1	Stage 2	12	Stage 2	21	Stage 2	15
	Stage 3	0	Stage 3	0	Stage 3	6	Stage 3	12	Stage 3	8
	Stage 4	0	Stage 4	0	Stage 4	2	Stage 4	0	Stage 4	3
	Stage 5	0	Stage 5	0	Stage 5	0	Stage 5	2	Stage 5	4
ACP 5 Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings	30	14	70	68	85					

4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	50	72	100	260	120
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	1 000	2 389	4 889	288	50

3.1.1 Strengthening the Individual Farmers' Organizations

The thrust of the activities in Y2 was to enhance organizational effectiveness and credibility in serving and representing the interests of their members. Following the organizational capacity assessments, in Q1 Zim-ACP facilitated Strategic Thinking and Planning Workshops through which the leadership, (Presidents, Vice-Presidents and Provincial Chairpersons), and task managers of DOHOPA, MAPA, CFU, FACHIG, ZCFU, ZFU and ZWPFT, developed Action Plans to fill gaps and organizational needs in five strategic focus areas, namely:

- Organizational development, governance and management;
- Provision of up-to-date quality service;
- Resource mobilization;
- Gender mainstreaming; and
- Lobbying and advocacy for improved business environment at national and local levels.

Over the course of Y2, Zim-ACP supported further development and implementation of these action plans, holding periodic follow-on sessions with the implementers. In Q4, the focus was on equipping local leadership in the provinces with the skills of advocacy and lobbying and strategies to advocate. These were developed on the basis of following concrete advocacy and lobbying action plans to address issues affecting members at provincial and local levels. The following specific activities took place:

- In Q4, Zim-ACP facilitated two capacity building workshops for advocacy and lobbying and action planning attended by 43 people, (29 males and 14 females), ZCFU and ZFU provincial, district and commodity association leaders in Harare, Manicaland and Masvingo. (Table 3.1.2)

Table 3.1.2 Provincial Lobbying and Advocacy in Quarter 4

Date	Workshop	Attendance		
		Male	Female	Total
3 to 4 July 2012	Matabeleland Lobbying and Advocacy Workshop	8	6	14
26 to 28 September 2012	Manicaland Lobbying and Advocacy Workshop	21	8	29
Total		29	14	43

Through the training, the leaders of each participating organizations (ZFU, ZCFU) crafted six advocacy and lobbying Action Plans for engaging government, local Parliamentarians, and Rural District Councils on issues or constraints of members' concern, at both local and national levels. Issues identified included (1) police corruption in the clearance of livestock for sale; (2) cattle buyers not paying the value for the 5th quarter (offals and hide); (3) the direct and implied costs of GMB delays in paying farmers; (4) limited consultation by Rural District Councils of farmers on decisions that affect them. The USAID Advocacy

Self Assessment Tool (Annex 1) was adopted for the organizations to assess their own progress in implementing their Action Plans.

- On 21 September 2012, at the second meeting of the Matabeleland Agricultural Business Chamber (MABC), Zim-ACP supported the ZCFU-led Livestock Industry Task Force to present a paper lobbying for the review of the following: (1) Land Unit Tax, (2) Rural District Councils' cattle buyers' levy and (3) abattoirs not paying the full value of the beef for the 5th quarter. (Annex 2: 5th Quarter Issues Papers). The MABC is a common platform for all players in the agricultural sector in Matabeleland region to meet and discuss issues affecting their sector, and to identify and adopt common strategies for resolving issues or preparing them for public dialogue. The MABC is a united front for advocacy and lobbying with relevant government ministries and other entities.

The meeting recommended that the paper be distributed to all farmers and that every opportunity be taken to inform them of the issues and recommendations so that they will engage their Members of Parliament and local District Councilors. The MABC adopted the ACP-prepared paper for its advocacy program with parliamentarians and government entities in the region, and also elected to forward the papers to the Deputy Minister of Agriculture and the Parliamentary Portfolio Committee on Agriculture and Land. (Annex 3: MABC Report).

- By invitation, the Zim-ACP DCOP gave presentations at the 72nd Annual Congress of the ZFU in Bulawayo (6 September), the 18th ZCFU Annual Congress in Kadoma (27-28 September), and the Matabeleland Agricultural Business Chamber meeting in Bulawayo (21 September). The presentations, based mainly on CIBER Assessment research findings, highlighted the negative economic impacts of regulations, and administrative procedures to the agricultural performance and competitiveness of various commodity industry groups.

The presentations demonstrated the importance and relevance of research-based evidence for advocacy and lobbying. The theme and issues of agricultural competitiveness were highlighted to a wider audience. In particular, the audience was made aware of the need to improve productivity and competitiveness to compete with imported product instead of calling for banning or restricting imports. As a result, the farmers showed appreciation of the new knowledge gained such as the importance of standards and quality in accessing markets and how regulations can help or hinder competitiveness. The farmers were made aware of their role in advocating for an improved business environment at district, provincial and national levels, (i.e. review of regulations and bye-laws that handicap competitiveness such as the Rural District Council's Ordinance of the Cattle Buyers' levy).

Organizational assessment results

An organizational capacity assessment was conducted on eight organizations with which Zim-ACP has MoUs. These comprise farmer organizations, (ZFU, ZCFU, FACHIG, DOHOPA, MAPA and ZWPFT), and two agribusiness associations, (LMAC and HPC). The assessment looked at the extent to which organizations have been strengthened to effectively represent their members' interests and provide needed services to members. The assessment comes after Zim-ACP worked closely with the organizations for the past two years on strategy, planning, governance and advocacy. The assessment, which assigned a rating out of four (4) on how well an organisation was performing, looked at capacity in the following aspects:

- governance;
- secretariat management;
- human resources management;
- financial management;
- membership management;

- service delivery;
- lobbying and advocacy;
- gender; and
- environmental integration.

The rating scale and organisation capacity assessment scores are presented in Annex 12a. This (2012) was the second year the assessment was conducted on the organizations, (except HPC which was assessed for the first time in 2012). The 2011 assessment, conducted by IBS (which served as a baseline), did not assess the organisations on capacity for lobbying and advocacy; gender and environmental integration. Since these criteria are important in ACP work with institutions, they have been included in the 2012 assessment and will be a feature of future yearly assessments. Annex 12a presents the findings of the assessments for 2011 and 2012. An attempt has been made to compare the scores for the two assessments. Annex 12b presents the tools used during the assessment.

The assessment shows overall improvement for all organizations except HPC, between 2011 and 2012. Average improvement across the seven has been 36 percent. In our view, the results have surpassed our expectations, given the general thin management coverage, financial constraints, general lack of technical staff, and poor performance in attracting and retaining paying membership. Highest improvement was recorded by the relatively small associations, MAPA and ZWPFT with 500 and 2 539 members, respectively. These have recorded a 78 and 69 percent improvement, respectively. The significant improvement upgraded the two organizations from a Nascent stage to an Emerging stage. See Annex 12 for the Ranked Stages in Organizational Growth. The high improvement by MAPA arose from having a business plan in place, (crafted 2012), putting accounting policies, procedures and manuals in place, having a transparent budgeting process and having a membership recruitment strategy. ZWPFT's high improvement arose from formally registering the organization, developing a mission statement, putting accounting policies, procedures and manuals in place and establishing some semblance of a membership database. Of the mainline unions, ZCFU showed an impressive improvement. The ZCFU improvement arose from (1) using the strategic plan developed with Zim-ACP support to effect organizational changes abolishing the position of regional coordinator and making provinces autonomous of national office in program design and implementation, meeting own operating costs and retaining membership dues; (2) conducting credible and democratic elections in 2012; (3) having a defined term of office for governing body members; (4) having clearly defined capacity building needs for the organization's leadership and (5) putting accounting policies, procedures and manuals in place.

The least improvement was shown by FACHIG, (although the organisation has the highest performance score at 2.66), and DOHOPA, with a performance score of 1.97. DOHOPA did not show any improvement in governance, management or financial management, but showed some improvement in membership services. We have banked on HPC to reinvent itself with our help and to take on affirmative leadership of horticulture for domestic as well as regional and export markets, yet the rebirth has not yet happened. The greatest area of weakness for HPC is membership services, although it seems to have scored successes in advocacy. The organization does not have the capacity to provide services such as market information, technical advice, training, information bulletins, fact sheets, etc.. HPC also has no website to post information to serve members' needs. The Horticulture Task Force instituted after CIBER Assessment of constraints proposed an action plan for re-vitalizing the HPC to give focus to the needs of smallholder horticulture producers and domestic market development. Given the potential of horticulture in raising incomes of smallholder farmers, a dynamic apex horticultural association is needed.

Our expectations for FY 2013 are for improvements across the board, especially as our support in membership database, communications, and services takes effect. We will put much focus on leadership training and development to build a new cadre of leadership with a change mindset, focused on offering quality services, advocating and lobbying on issues of concern to members at local farming, district and provincial levels.

3.1.2 Strengthening CIG Representative Bodies for Advocacy

The thrust in Y2 and Q4 was on building the technical ability of the CIG representative bodies to use research-based evidence for advocacy. The overall objective was to facilitate effective public-private sector engagement on policy issues affecting the competitiveness of the CIGs. Various activities, platforms and approaches were used as follows:

- The Beef and Dairy CIBER Assessment findings were presented at four stakeholder consultative meetings organized by LMAC in collaboration with the SMA, the Agriculture Task Force, ZCFU and ZFU in Harare, Bulawayo and Gweru. The participants were informed that the annual cost to the beef and dairy industries due to unfavorable administrative procedures and regulations is on average \$7,83 million and \$1,53 million in foregone net returns to beef and dairy producers, respectively. The stakeholders adopted the recommendations. Table 3.1.3 highlights key findings and recommendations.

Table 3.1.3 Major CIBER Research Findings and Recommendations

CIG Sub-sector	Major Findings	Major Recommendations
Beef	Punitive cattle buying levies	Institute review of the parent Act.
	High cost of drugs due to costly administrative procedures for importing and registering animal drugs	Review the regulations governing the operation of drug suppliers
	Beef grading system out of sync with current production system and market requirements	Review the beef grading system in line with the kinds of animals currently being produced
	Degeneration of the breeding herd leading to low productivity	Protect and develop the beef stud herd
Dairy	Punitive Environmental Management Agency regulations, penalties and fee structures	Review the pertinent regulations giving power to EMA
	Shortage of breeding herds resulting in farmers acquiring/using unsuitable breeds	Investing in dairy cow breeding programs
	Increased feed cost due to shortage of wheat bran and cotton seed cake in local market	Review the export of cotton seed to increase local availability. Develop a formula for allowing wheat grain imports to increase wheat bran availability.

- With technical advice from Zim-ACP consultant, Alec Hansen, in August the Livestock CIG Task Force drew up four Business Action Plans, one for each specific issue identified as a priority for LMAC to advocate for:
 - Improved relations and dialogue with the public sector so that they participate in LMAC meetings to be better informed and more responsive to livestock and meat industry issues;
 - Development of livestock information systems;
 - Establishment of a Multi-Ministerial Port Health Authority at border posts to improve inspections for disease of imported livestock and meat products;
 - Campaign for permission to use GMO soya meal in livestock feeds.

LMAC submitted the four Business Action Plans to the Acting Director of Economics and Markets Branch, Ministry of Agriculture, Mechanization and Irrigation Development for consideration as the Ministry's actions in addressing the identified constraints. (Annex 4: Livestock Industry Task Force Business Action Plans).

- Using research findings from the CIBER constraints analyses of livestock sub-sectors, (poultry, pigs, beef, dairy and stock feed), on 19 September 2012, LMAC submitted to the Ministry of Finance the livestock industry recommendations to be considered in developing the 2013 National Budget, (Annex 5: LMAC Letter to Ministry of Finance), namely:
 - Anomalies in VAT across the livestock value chain: meat, eggs and milk are all zero rated, but VAT of 15 percent on live birds (point of lay birds and slaughter stock) makes it expensive to source replacement stock, especially for the small-holder producers
 - Removal of duty on soya meal from outside the SADC region due to inadequate local and regional production
 - Review of the processing procedures for import permits for livestock products (meat, milk, eggs) to eliminate smuggling and the importing of products that pose potential health risks to humans and the livestock sector
 - Removing the ban on feeding GMO products due to the world shortage of grains in general and GMO-free grains, in particular, making poultry and dairy animal feed more expensive.

The research findings bolstered LMAC's advocacy role.

3.1.3 Stakeholder Participation in Public Forums and Other Stakeholder Consultative Meetings

In Quarter 4, Zim-ACP facilitated high-visibility public forums through which private and public stakeholders discussed current and emerging public policy issues in the Cotton CIG and factors affecting agriculture sector performance and competitiveness.

On 11-12 July, 2012, Zim-ACP hosted the two-day National Agricultural Competitiveness Conference attended by 158 private and public sector leaders (53 female, 105 male) from the agricultural and agribusiness sectors. The participants shared perspectives, informed by international experience and best practices, on how to enhance agricultural competitiveness. The role of the private sector in the design and promotion of reforms that foster agricultural competitiveness was explored. Case histories in horticulture and meat were expounded by invited international speakers. The event culminated in the decision to establish the Joint Agricultural Forum to be a platform for private and public sector engagement to address agriculture sector competitiveness issues.

Outcomes achieved:

- The Minister of Agriculture was invited to officially open the Conference, his speech being read by the Permanent Secretary of Agriculture, and raising the profile of the Conference as a significant national event. This endorsed Zim-ACP's work and, importantly, the theme of agricultural competitiveness. Likewise, it eases further engagement with public sector officials by Zim-ACP.
- The Permanent Secretary of Agriculture's presentation of the draft Agricultural Policy Framework was the first instance the document had been presented and discussed with stakeholders and represents a Zim-ACP milestone in public-private sector dialogue on agricultural policy.

- The keynote speech by Mr. Kumbirai Katsande (President of the Confederation of Zimbabwe Industries – CZI, and CEO of Nestlé Zimbabwe) at the Agricultural Competitiveness Conference frankly addressed inhibiting factors to improving Zimbabwe’s agricultural productivity and competitiveness. He called for private-public sector dialogue and was instrumental in the call for the establishment of a Joint Agricultural Forum - JAF. (Annex 6: JAF Declaration)

At the request of the Cotton CIG players, and with Zim-ACP support, the Agriculture Task Force hosted the Cotton CIG stakeholder dialogue meeting (Cotton Indaba) on 23 August 2012. Seventy-five people attended (12 female, 63 male) including representatives from AMA, the Ministry of Agriculture, the Ministry of Industry and Commerce, the Cotton Ginners Association, ZFU, ZCFU, ZNFU, CFU, AGRITEX, the Cotton Training Centre, logistic companies, cotton input suppliers and financial service providers. The delegates reached consensus on the following:

- Comprehensive evaluation of existing policies and Statutory Instrument 142, their implementation and adherence by all players so as to remove inconsistencies and improve their facilitative role for orderly contracting and marketing;
- Cotton to be regarded as a strategic crop to enable appropriate government support for research, extension and development of conducive long-term strategies in response to changes in global markets;
- Establishing a genuine and transparent dialogue platform with equal recognition and representation of growers, ginners and the government and informed by objective evidence on the performance of the sector;
- Government, growers and ginners to contribute to agronomic research which must be continuous and inclusive of socioeconomic and technological dynamics impacting on the sector;
- Growers to be trained in good agronomic techniques to improve quality and yield from the current average of 700kg/ha to 1 000 - 1 200 kg/ha attained in the past; and in agribusiness practices consistent with market-driven production, to include grading and adherence to contracts.

With Zim-ACP support, a Task Force, elected at the Cotton Indaba, produced and circulated the Cotton Indaba Report titled “Deliberations from the Cotton Indaba 23 August 2012: Paving the Way Forward” (Annex 7: Cotton Indaba Report) to key players and policy makers in the Cotton Industry, including the President’s office. The circulation list (Annex 8 Cotton Indaba Report Circulation List) was highly inclusive because the cotton price issue was a national crisis threatening the livelihood of 230 000 households growing cotton, mainly in the low agricultural potential zones. Through the circulation, the Cotton CIG players intended to influence or guide the nature of intervention by government and demonstrate their commitment to stabilizing the industry and creating confidence in growers and ginners to continue investing in the cotton industry.

Arising from the Indaba, Zim-ACP’s role would be strengthening the growers’ associations for dialogue with ginners and to undertake timely policy-relevant research in support of the dialogue.

During the Quarter, the stakeholder organizations attended a total of four meetings and public forums on issues of significance to the representative organizations (Annex 9: Meetings and Public Forums attended by Stakeholders). Meetings initiated by the LMAC and SMA are indicative of the adoption of a proactive approach to advocacy and lobbying.

3.1.4 Scope of Work (SOW) Developed and Implemented in Q4

In support of various activities for strengthening stakeholder organizations for advocacy, three SOWs were developed and presented for discussion with stakeholders and national institutions with interest or responsibility for aspects to be studied. (Table 3.1.4)

Table 3.1.4 List of SOWs Developed and Discussed with Stakeholders

SOW	Objective of SOW	Organizations consulted	Outcome
Assessment of Services, Willingness to Pay and Organizational Capacity and Development Needed to Provide Services Demanded by Members of Farmers' Organizations	STTA to identify and quantify the services demanded by different member categories, measure willingness to pay, assess the organizational capacity and competences needed in offering the services.	ZCFU, ZFU, FACHIG, DOHOPA, MAPA, LMAC HPC, ZWPFT	General agreement on need and value of study for improvement in quality of services
Specialist Assessing Membership Database Needs and Application and Developing and Establishing the Membership Database for stakeholder organizations	STTA to analyze organizations' existing membership database, identify their needs, identify appropriate software suited to each organization's specific needs for recruitment, retention, communications and services, knowledge	ZCFU, ZFU, FACHIG, DOHOPA LMAC, MAPA HPC, ZWPFT	General agreement on need and value for study for strengthening organizational effectiveness
Feasibility Assessment of Establishing an Apex Agriculture Policy Dialogue Forum for Improving Productivity and Competitiveness in Zimbabwe's Agribusiness Sector	STTA to consult key stakeholders on the need, desirability and perceived benefit, institutional arrangements and assess political feasibility of establishing JAF. Findings to inform and guide discussion on the establishment and operations of the JAF	CZI (President), ZFU, ZCFU LMAC, Permanent Secretary Agriculture	Agree to need for a platform for public-private sector dialogue but issues to do with political feasibility given existing institutional arrangements

Overall, there is demand and support for the proposed studies. The farmers' organizations see the benefit of being able to offer services currently not being provided, as the unions had been relying on securing government input support programs for their members. As a result the unions have not been able to maintain members following the expiry of government support. The studies will be commissioned in Q1 of Year 3.

AGRICULTURAL REGULATORY MANAGEMENT SYSTEM INVENTORY, DATABASE AND REVIEW

Background

The main activity in Q4 was the holding of stakeholder consultation meetings to obtain views on the proposed animal regulatory review. The consultation was done throughout the country at meetings organized by ZCFU, ZFU and facilitated by LMAC with presentation by CALR. Some of the regulatory review arose from the CIBER Assessment and advice sought by stakeholders.

Through Zim-ACP support to LMAC, 65 participants (47 male, 18 female) attended two public stakeholder meetings held in Bulawayo (21 September) and Mutare (25-27 September), on the three issues papers analyzing gaps, weaknesses and proposed changes. As a result the 16 Acts and 10 Statutory Instruments pertaining to the animal health and welfare and the poultry and stockfeed industries underwent Stage 2 (presentation to stakeholders) of the policy/regulatory reform process. (Table 3.1.5 and Annex 9: Stakeholder Consultations for the Livestock Sector Legal and Regulatory Review Process). The meetings created awareness and obtained stakeholder endorsement of proposed regulatory reforms. They also provided guidance on additional legislation to be reviewed, as well as identifying the key stakeholders to be consulted in order to facilitate the regulatory review process. The regulatory issues under review were used as case studies for evidence-based advocacy in the three-day advocacy and capacity building workshops that followed the regulatory review consultations.

The stakeholder consultations for the CIBER assessment of the Beef, Dairy, Grain and Legume value chain in Q2 and Q3, together with the results presented in Q4, contributed 10 regulations covering administrative procedures which were reviewed and analyzed. (Table 3.1.4 and Annex 10)

Table 3.1.5 summarizes the number of Policies/Regulations/Administrative Procedures analyzed and presented for discussion in Q4. The specific regulations and issues raised are outlined in **Annex 10**.

By the end of year two, 12 acts/policies/regulations/administrative procedures were in Stage 1(Analyzed); 21 had reached stage 2 (drafted and presented for stakeholder consultation); 12 had reached stage 3 (presented for legislation) and 2 had reached stage 5 (passed for which implementation has begun).

Table 3.1.5 Number of Policies/Regulations/Administrative Procedures Analyzed and Presented for Stakeholder Consultations in Quarter 4, 2012

	Parliamentary Acts	Statutory Instruments/ Administrative Producers	Policies/ Strategies	Y2 Actual	Y2 targets
Stage 1 Analyzed					
Cotton Indaba		1	3		
Capacity Assessments of Quality Standards	7	1			
CIBER Grain and Legume	5	1			
CIBER Beef and Dairy	4				
Total Stage 1	16	3	3	22	15
Stage 2: drafted and Presented for public/stakeholder consultation					
Poultry	4	4			
Animal Health	4	1			
Stock feeds	8	6			
Cotton Indaba		1	3		
Total	16	12	3	31	12

3.2 COMPONENT TWO: IMPROVING MARKET INFRASTRUCTURE AND INSTITUTIONS

Objectives: Improved Market Infrastructure and Institutions

Table 3.2.1: Indicator table targets

Indicator Summary	Year 1 Target		Year 1 Actual		Year 2 Target		Year 2 Actual		Year 3 Target	
ACP 3 Increase in client coverage and/or customer outreach of supported market facilitation institutions/organizations	0		0		500		0		625	
ACP 4 Number of market facilitation institutions/organizations that as a result of USG assistance are in each of the following 3 stages. Stage 1: Undergoing capacity/competency assessment. Stage 2: Undertaking capacity/competency strengthening. Stage 3: Making significant improvements	Stage 1	2	Stage 1	0	Stage 1	4	Stage 1	42	Stage 1	4
	Stage 2	1	Stage 2	0	Stage 2	4	Stage 2	0	Stage 2	3
	Stage 3	0	Stage 3	0	Stage 3	4	Stage 3	0	Stage 3	3

Background

In Q4, Component 2 activities were mainly the completion and dissemination of the results of studies commissioned in Q3 for the capacity assessment of market institutional infrastructure for quality standards. Consultations continued with the Ministry of Agriculture for buy-in on studies on commodity exchange and warehouse receipt systems. The AGFW facilitated linkages between DOHOPA and financial services providers to create pilot models for improving finance to members of the commodity associations.

Quality and Standards

In August, at the request of the multi-sectoral Sanitary and Phytosanitary (SPS) Committee chaired by the Ministries of Agriculture & Health, Zim-ACP DCOP made a presentation on Zim-ACP objectives and activities to date, and on the rationale and value of the study '*Capacity Assessment of Quality Standards, Food Safety, Plant and Animal Health Safety, Management and Control Systems for the Horticulture and Livestock/Meat Industry Groups*'. Following the presentation, the study was endorsed with the SPS Committee requesting Zim-ACP to inform, coordinate and collaborate with them prior to any implementation of such studies and their findings.

The study assessing the capacity of Quality Standards, Food Safety, Plant and Animal Health Management and Control Systems in the Horticulture and Livestock/Meat Industry Groups, covered 17 public and private market facilitation institutions. See Table 3.2.2 below.

Table 3.2.2 Market facilitation institutions/organizations assessed in Quarter 4, 2012

Key Institutions Assessed: Stage 1	Private or Public	Services offered
1. Quarantine Research Institute (PQRI) – Plant Health Department of Research and Specialist Services (DR&SS-MAMID)	Public	Plant Health
2. Plant Protection Research Institute-(DR&SS- MAMID) Plant Health	Public	Plant health
3. (DR&SS-MAMID) Dairy Services Research Institute-Dairy Commodities	Public	Milk (Dairy-Commodities) Quality
4. (DR&SS- MAMID) Chemistry & Soils Research Institute -	Public	Animal Feeds and Fertilizers
5. MAMID-Department of Veterinary Services operating with Central Veterinary Laboratory (CVL)	Public	Veterinary laboratory
6. Ministry of Health and Child Welfare – Government Analyst Laboratory (GA)	Public	Analytical
7. National Biotechnology Authority of Zimbabwe	Public	Bio-technology analysis
8. Standards Association of Zimbabwe (SAZ) -3 rd party certification services for food safety management systems, SAZ Laboratory- analytical services relevant to SPS Management and Control	Private	Analytical and standards Accreditation
9. Southern African Development Community Accreditation Services (SADCAS) Ministry of Industry and Commerce-National Accreditation Focal Points	Public (SADC)	Standards Accreditation
10. Zimlab	Private	Analytical
11. Aglabs	Private	Analytical
12. Tobacco Research Board (TRB) - Analytical Chemistry Services Division	Semipublic	Analytical
13. Scientific and Industrial Research and Development Centre (SIRDC) - Biotechnology Research Institute, Food and Biomedical Technology Institute (FBTI), National Meteorology Institute (NMI)	Public	Bio-safety Food safety
14. Zimbabwe National SPS Committee - Plant Health, Animal Health, Food Safety, Biosafety subcommittees	Public	Services
15. Livestock Identification Trust	Private	Livestock Identification & Traceability
16. Genetic Resources and Biotechnology Institute (GRBI)	Private	Genetic and bio-safety

The key findings of the study are:

- There is no comprehensive National SPS/Food Safety policy or strategy.
- The SPS systems are highly fragmented - a multiplicity of government ministries, departments and agencies, with overlapping and duplication of sanitary and phytosanitary activities, with very limited communication flows or linkages among the multiple stakeholders.
- All the institutions assessed have low financial capacities to adequately deal with SPS, quality and standards issues.
- Very few institutions have accredited laboratories, while the scope of analysis for the food laboratories is very limited.

- Compliance with respect to SPS could not be fully ascertained due to limited transparency in SPS Institutions.

The study estimated that revamping these organizations would require a \$6.8 million of capital expenditure and \$1.5 million operating expenses per annum (Table 3.2.3).

Table 3.2.3 National SPS and Quality Institutions Estimated Capital Investment Requirements

Laboratory/Services	Function	Estimated Capital Costs	Estimated Operating Costs
Public Institution			
National SPS Committee	National coordination and oversight (\$50 000 per quarter)		\$200 000
Tobacco Research Board (TIRB) Analytical Laboratory	Analytical laboratory	\$483 010	\$66 000
Government Analyst (Ministry of Health)	Analytical laboratory	\$630 000	\$66 000
Plant Quarantine Research Institute	Plant Quarantine services	\$1 250 000	\$96 000
Fertilizer & Feeds Research Institute (FFRI)	Research and quality assurance	\$1 200 000	\$90 000
Department of Veterinary Services (CVL)	Veterinary laboratory	\$724 900	\$125 000
Private Organizations			
Aglabs	Analytical laboratory	\$850 000	\$45 000
Zimlab	Analytical laboratory	\$802 710	\$66 000
Standards Association of Zimbabwe (SAZ)	Standards accreditation	\$516 000	\$262 000
Semi-Public Institutions			
Livestock Identification Trust (LIT)	Livestock traceability & identification services	\$97 500	\$250 000
Horticulture Promotion Council	Coordination of horticulture quality assurances	\$207 500	\$216 000
TOTAL		\$6 761 620	\$1 482 000

In September 2012, Zim-ACP signed a MOU with the Standards Association of Zimbabwe (SAZ) for collaboration in the following areas:

- Strengthening the provision of training through capacity building - SAZ to offer training on Global Gap;
- Carrying out a capacity and needs assessment of SAZ;
- Carrying out standards awareness campaigns through agricultural stakeholders' lobbying and advocacy for the enactment of the National Quality Regulatory Authority Act to establish the National Quality Regulatory Authority;
- Technical assistance in the drafting of the National Quality Regulatory Authority Act;

- Mainstreaming in SAZ’s awareness campaigns: livestock identification and traceability as part of the standards critical for trade and market access awareness.

Through this envisaged support, Zim-ACP will build the institutional capacity of SAZ to provide services in the development of quality and standards to CIGs, promote awareness and adoption of the standards and quality assurance systems, including livestock identification and traceability. This would contribute to improvements in confidence in Zimbabwe’s quality assurance systems in local and external markets.

Traceability of livestock through live animal production, meat processing, and product distribution stages are now key competitive factors in accessing markets. These provide information on food safety or prohibited substance concerns, country of origin labeling for livestock, meat and meat products. Traceability systems help countries to put in place a wide range of measures, including surveillance, early detection and notification of outbreaks, rapid response, control of animal movements and zoning. With regard to food safety, traceability helps to prevent food contamination and to respond promptly and effectively in the event of a crisis. Given the importance of livestock traceability, identification and improvement systems for competitiveness, in Q3 Zim-ACP commissioned a study with the following objectives (a) assess the current status of livestock, meat and meat products (beef, poultry, dairy, pigs, sheep and goats) identification, traceability and livestock improvement systems, (b) assess the feasibility of revamping the services and (c) identify opportunities and options for Technical Assistance for improvement to meet international best practices and standards for accessing potential or targeted regional, continental and global markets for livestock, meat and meat products.

The key findings and recommendations of the study on the capacity assessment of the livestock traceability, identification and improvement system:

- The livestock traceability and identification system is not functional as there is reduced demand for the services following the collapse of beef exports to the European Union;
- About \$1,2 million is required to resuscitate the Livestock Identification Trust, a national institution for livestock traceability;
- Because of its importance as a national institution, a statutory levy fund is proposed to support the functions of the LIT until it will be able to sustain itself from commercial services within a five year period.

Agricultural Finance Working Group

In Q3, the AFWG, with Zim-ACP support, hosted the Stakeholder Consultative Symposium on **Financial Market Institutional Infrastructure for Sustainable Agricultural/Agribusiness Finance Provision and Access** on 30 May 2012. AFWG invited G-AnalytiX, a firm providing credit rating and referencing services to smallholder farmers in Kenya, to share its experience with the stakeholders at the symposium. Following business meetings facilitated by the AFWG Chairman, in August G-AnalytiX signed a MoU with local firm the Financial Credit Bureau (FBC) to establish and offer credit referencing and rating services for smallholder farmers in Zimbabwe.

As a follow-up to participation in the AFWG Symposium, on July 3, XDS, a local subsidiary of a South African firm providing credit referencing services to the retail sector in Zimbabwe, submitted a proposal on an action plan for working with farmers’ organizations on services that it can offer to improve members’ access to agricultural finance. (Annex 11: XDS Action Plan for Improving Financial Services) Zim-ACP incorporated the proposed member profile data sheet and service plan into the SOW for STTA for developing a membership database, and the SOW for STTA for a study on the nature and scope of services demanded by members.

During the course of Q4, Zim-ACP, in collaboration with Zim-AIED/IRD facilitated DOHOPA, engaged the Trust Bank and Micro-King Finance on the Agri-trade Facility, and the Zimbabwe Agricultural Development Trust (ZADT) on models for providing finance to members of the association. Through Zim-ACP technical support and facilitation, DOHOPA and its members were educated on the importance of group cohesion as a strategy for approaching banks for finance. As a result, 100 members contributed \$200 each and deposited \$20 000 in a pooled Trust Bank Account for collateral security. A group loan proposal for a broiler production under contract with Dr Henn, a poultry producer, was also developed and submitted for consideration by Trust Bank.

3.3 COMPONENT THREE: IMPROVING AGRO-BUSINESS DEVELOPMENT SERVICES, AGRO-BUSINESS SKILLS, AND AGRO-PRODUCTION & PRODUCTIVITY

Objectives: Improved agro-business development services, agro-business skills and agro-production and productivity

Indicator Summary	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual	Year 3 Target
4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	0	\$1 600 000	\$1 382 546	
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	0	0	295	260	400
4.5-2 Number of jobs attributed to FTF implementation	0	0	500	1 852	
4.5.2-42 Number of private enterprises, producer organizations, water user 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	500	1510	4 889	260	50
4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	50	72	100	260	120
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	1 000	2 389	4 889	288	50
4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources	1 000	2 389	5 000	11 274	4,000

SUMMARY

Zim-ACP met its objectives under C3, as follows:

- *Creation of a cadre of business master trainers and training consortiums:* In year 1, Zim-ACP developed the capacity of 101 people (62 male, 39 female) to train through ToTs. Sixty of the trained trainers (39 male, 21 female) were certified and shortlisted to collaborate with Zim-ACP to do cascade training for agribusinesses across the country. In FY 2012, 30 of the trainers teamed up in seven training consortiums so as to strengthen the offering and outreach of training services through

pooled knowledge, skills and experience. These consortiums were formed in the Southern, Northern and Eastern regions, and were therefore able to conduct training across the country. In year 3, Zim-ACP will link accredited trainers into a training business model involving accredited agribusiness training institutions and membership organizations. Excelling training consortiums will be provided TA to register and operate training businesses.

- *Stimulation of demand for training:* Zim-ACP stimulated demand for training by developing and offering a valued training program that responded to the needs of agribusinesses identified through a Demand for Modules (DFM) and Willingness to Pay (WTP) study conducted in FY 2011. The program provided a subsidy based on the results of the WTP study to enable business enterprises to access training sessions that were being organized and run by Zim-ACP certified trainers. The subsidy, which started at 90 percent in FY 2011, was reduced to 60 percent in Quarter 2 of FY 2012, and phased out at the end of Quarter 4 of FY 2012. Demand for training was stimulated through the Zim-ACP intervention as shown by the number of trainees that participated in Zim-ACP supported cascaded training sessions, (11 347 against a target of 5 000 for the year). Now that effective demand for training has been stimulated, and USAID has reduced the Zim-ACP budget, business training services in FY 2013 will be delivered at a fee through a business relationship between membership organizations, training institutions and training consortiums formed in FY 2012. Were the budget to be restored Zim-ACP would reintroduce a subsidy of about 25–30 percent. Subsidies would be phased out completely at the end of FY2013.
- *Development of training materials:* Zim-ACP developed a gender-focused FaaFB manual to close a gap in agribusiness training materials - a lack of adequate gender consideration. The manual was widely accepted by stakeholders, who include farmers, USAID, development partners, NGOs and private training institutions. In FY 2013, Zim-ACP will work towards accreditation of the manual so that it receives wider recognition and acceptance by players in the agriculture and agribusiness industry, as well as becoming the standard for USAID-funded projects.

In quarter 4 of FY 2012, Zim-ACP collaborated with training consortiums to cascade 106 business training sessions to 5 412 agribusiness enterprises in the Mashonaland, Matabeleland, Manicaland and Masvingo regions, of which 62.4 percent were female-led. This brought the total number of enterprises that were trained to 11 274 (37.4 percent male-led, and 62.6 percent female-led). This achievement was 127 percent above the target.

Zim-ACP through its subcontractor Land O'Lakes finalized a capacity assessment of Business Service Providers (BSPs) to the livestock industry in Zimbabwe and carried out Action Planning. The findings of the study and the training manual will be used in ToTs with suppliers of goods and services so that they in turn may bundle training with their offer and this will help improve not only their sales but also their productivity. Typically, training will be by training institutions and training consortiums that Zim-ACP has helped to train and develop, to inputs suppliers who in turn will pass on valuable training to the end users.

DEVELOPMENT OF BUSINESS TRAINING MATERIALS

FARMING AS A FAMILY BUSINESS TRAINING MANUAL

In Quarter 4, Zim-ACP completed development of the Farming as a Family Business manual that was initiated in the second quarter of FY 2012. This gender-focused manual is intended to foster the collective efforts of both men and women in the planning, decision making and management of family farm

enterprises to help maximize household profits. To ensure relevance and uptake by stakeholders, Zim-ACP subjected the manual to rigorous scrutiny by USAID, development partners, independent trainers/consultants, NGOs, the Ministries of Agriculture and Women's Affairs, Gender & Community Development, Agribusiness Training Institutions and farmers. The manual will be made freely available to interested parties through membership organizations, the FAO and other channels that allow for open access to the material. Business training will lead to improved quality, growth and competitiveness of the agribusiness sector in Zimbabwe.

AGRI-INPUTS BUSINESS DEVELOPMENT TRAINING MANUAL

Zim-ACP's subcontractor Land O'Lakes also completed development of an Agri-Inputs Business Development Training Manual. This manual will be used by higher level input suppliers in the agricultural industry to train their distribution networks, including franchisees, traders and dealers, in doing business. Business training, when combined with product knowledge, will result in improved service delivery in the agricultural sector. A ToT on the use of the manual will be conducted for the higher level BSPs as a way of equipping them with the knowledge and skills to be able to train their distribution networks.

The manuals will be sent to USAID for approval once editing at DAI has been completed in October 2012 and should be launched in the first quarter of FY 2013.

CASCADE TRAINING WITH TRAINED TRAINERS

In quarter 4 of FY 2012, Zim-ACP collaborated with seven training consortiums and two independent training firms to cascade business training. The training firms and organizations that rallied trainers in consortiums included SHDF (covering two Mashonaland provinces, Matabeleland South, Manicaland and Masvingo); Bucklesbury (covering the Mashonaland provinces); Roots and Market First (covering Manicaland); FCBO/Khanya/Health Excellence and Dial Honour (covering Matabeleland North, Matabeleland South and Bulawayo), and TDIT (covering Midlands). A total of 30 trainers participated as part of the seven consortiums and independent training firms that collaborated with Zim-ACP to cascade training across the country. Table 3.3.1 summarizes the number of people that were trained by the consortiums and independent training firms, breaking them down by quarter and by gender. On the other hand, Figures 3.1 and 3.2 show the percentage distribution of trainees by training consortiums or independent training firms, and by quarter respectively.

Table 3.3.1: Summary of Attendance at Cascaded Business Training During FY 2012

Training Firm	Quarter 2			Quarter 3			Quarter 4			Grand Totals	% Female
	M	F	Total	M	F	Total	M	F	Total		
Bucklesbury	223	278	501	445	577	1 022	622	421	1 043	2 573	49.7
SHDF	66	434	500	238	563	801	237	662	899	2 207	75.3
Roots	109	267	376	354	767	1 121	299	400	699	2 203	65.3
Market First	40	103	144	150	206	356	116	201	317	823	62.5
Khanya/ FCBO/ HE	187	306	494	172	448	620	260	563	823	1 944	68.0
Dial Honour	0	0	0	0	0	0	364	460	824	832	55.8
Fambidzanai	0	0	0	0	0	0	32	57	89	96	63.0
Agrichem Services	0	0	0	0	0	0	118	148	266	273	55.3
TDIT	0	0	0	0	0	0	205	182	387	394	47.5
Totals	625	1 388	2 015	1 359	2 561	3 920	2 253	3 094	5 347	11 274	62.4

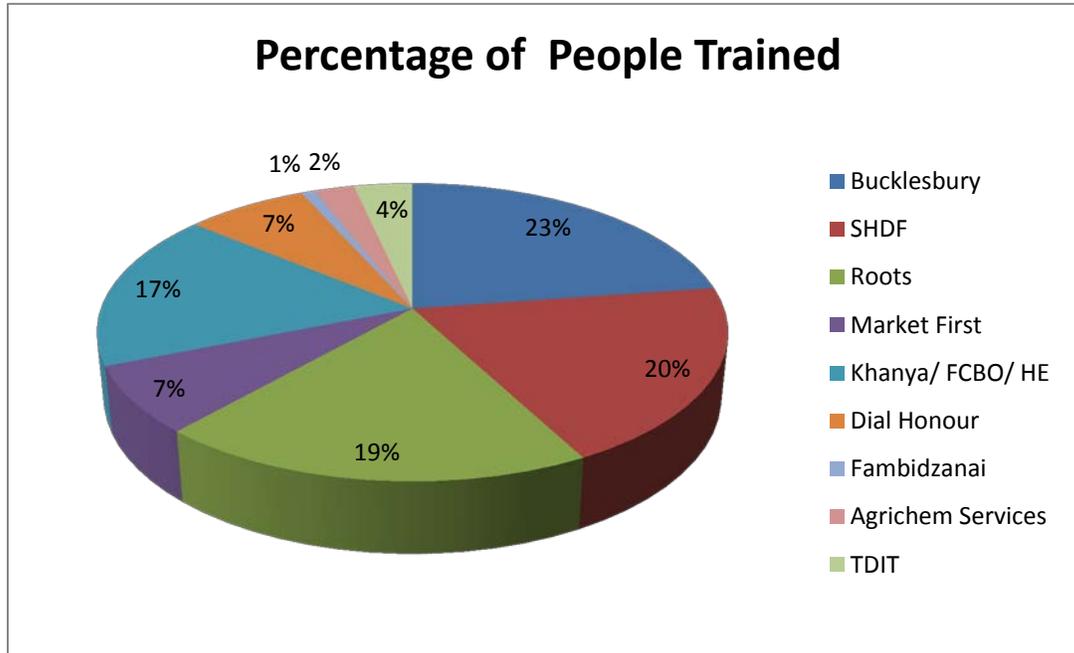


Figure 3.1: Percentage Distribution of Trainees by Training Firm – FY2012

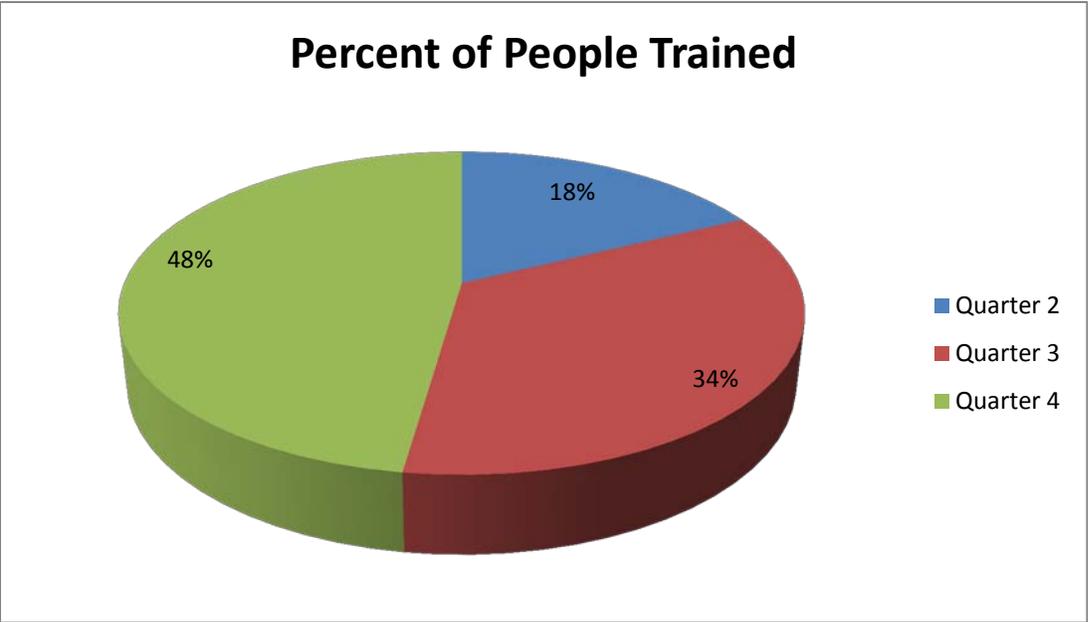


Figure 3.2: Percentage distribution of trainees by quarter – FY 2012

Table 3.3.1 further shows that 11 274 agribusiness enterprises participated in cascaded training sessions that were conducted by certified trainers in collaboration with Zim-ACP in FY 2012. Figure 3.2 makes clear that 18, 34 and 48 percent of the agribusiness enterprises that benefited participated in business training sessions that were conducted in Quarters 2, 3 and 4 of FY 2012 respectively. There was no cascaded training conducted in Quarter 1 because this period coincided with the season when most farmers were busy with planting and management activities in their fields. Training was slow in Quarter 2 because people were finishing field operations. Most training was done in the period July to September (the final quarter of the year) which is when farming activities are at a minimum and farmers spend time planning for the following season. Attendances at training sessions that were conducted in FY 2012 demonstrate the willingness of agribusiness enterprises to pay for training services as long as they see value in the sessions and the charges are affordable.

Figure 3.1 Shows that most training was done by Bucklesbury, SHDF, Roots and Khanya/FCBO/Health Excellence. These consortiums were well organized, had strong leadership and they worked closely with membership organizations, such as DOHOPA, MAPA, ZFU and ZCFU. In the future Zim-ACP sees stronger business relationships emerging between membership organizations and trainers, with membership organizations providing groups of organized trainees, and trainers responding to their needs.

The percentage distribution of agribusinesses trained by the consortiums and independent training firms that collaborated with Zim-ACP to cascade business training according to the gender of the trainee, was skewed towards females. Of the 11 274 business enterprises trained, 37.2 percent were female-owned, 27.1 percent were male-owned while 35.7 percent were jointly owned. This goes to confirm the effectiveness of the training strategy adopted by Zim-ACP from FY 2011, which emphasized non-residential, short duration training sessions conducted in languages trainees, were comfortable with, and close to their homes. Figure 3.3 shows the percentage distribution of trained agribusiness enterprises by province in FY 2012.

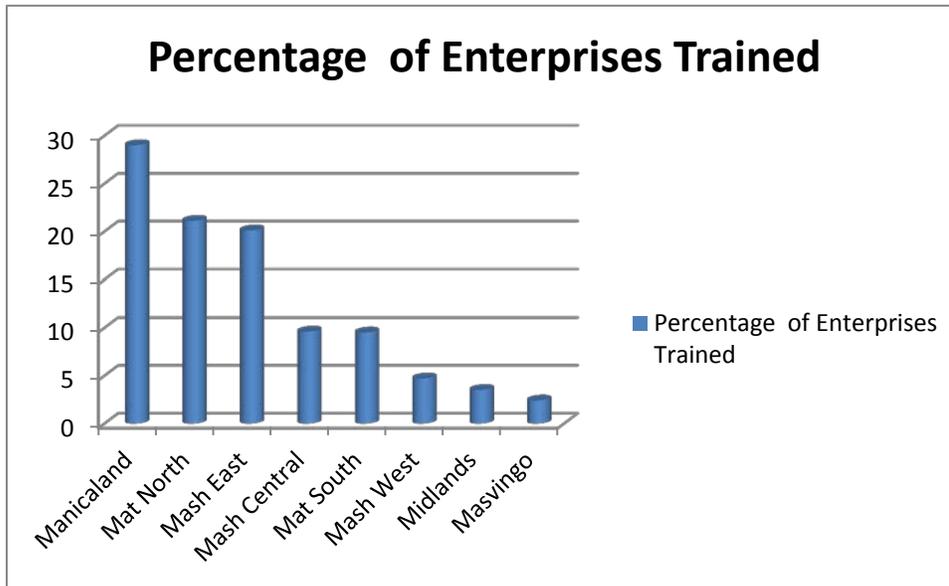


Figure 3.3: Distribution of trained agribusiness enterprises by province – FY 2012

As Figure 3.3 shows, the greatest demand for business training was in Manicaland, Matabeleland North and Mashonaland East provinces. Demand for training in these provinces is associated with commercially oriented enterprises involved with various types of contract farming arrangements, (especially in Manicaland), horticultural production, (Bulawayo peri-urban and Mashonaland East), and small-scale poultry production (especially in Manicaland). The provinces that demanded business trainings the least were Mashonaland Central & Mashonaland West (maize, tobacco and soya regions), and Matabeleland South, Matabeleland North, and Midlands (livestock regions). An explanation for this could be that farmers involved with these enterprises have knowledge and experience of doing business with these crops and livestock.

The number of trained enterprises (11 274) exceeded the target for FY 2012 (5 000) by 126 percent, reflecting an increased demand for agribusiness training services across the country. This demand is explained by the demise of the large-scale commercial farming sector over the period 2000 to 2010, and emergence of a large number of new male and female small-scale producers with neither knowledge nor experience to operate commercial enterprises. The new farmers require both business and technical training, to be able to participate meaningfully in the mainstream economy.

The increased demand for training coincided with a period when training service provision to the agricultural sector was declining in response to an economic downturn which characterized the period 2000 to 2010. Small-scale producers who now (post year 2000) constitute the majority of commercial farmers, need training programs that are affordable and accessible and are conducted by competent trainers. Zim-ACP accredited trainers reported several cases where their training workshops were oversubscribed. The subsidy that was provided by Zim-ACP was an additional incentive for participation at training workshops. Zim-ACP trainers were also efficient at mobilizing trainees and reduced costs by using cheaper venues and conducting training sessions close to the trainees' homes.

Short duration, non residential training conducted in the villages, and lower training fees, also made it possible for a large number of women, (who form the majority of producers), to participate.

PHASING OUT SUBSIDY AND ITS IMPLICATIONS ON DEMAND FOR TRAINING

One of Zim-ACP's objectives between FY 2011 and FY 2012 was to stimulate demand for training through provision of a subsidy targeted at agribusiness enterprises. The subsidy, which was as high as 90 percent in FY 2011, was reduced to 60 percent in the second quarter of FY 2012 and then phased out at the end of the fourth quarter. Now that effective demand for training has been stimulated through this intervention, business training services will in future be delivered at full fee, even though, if budget allowed, we would predict a greater uptake with a subsidy level of 25 – 30 percent. A further reduction in subsidies, before phasing out at the end of FY 2013 will also allow Zim-ACP to perfect strategies for fee-based services, where 100 percent of training costs are borne by targeted agribusiness enterprises.

Training in FY 2013 will be through a business training model involving membership organizations, training institutions and training consortiums facilitated by Zim-ACP in FY 2012. Delivery of training services through a full fee structure that is skewed in favor of members of farmer organizations will assist these organizations to improve training service delivery to their members, grow their membership and also raise money for the organizations.

In FY 2013, Zim-ACP will focus on assisting training institutions and consortiums of accredited trainers to further improve the quality of their services to agribusinesses. Quality training programs that are sensitive to changing market needs will attract clients that have resources to meet the full cost of training. Trainers will focus on a segmented market that is truly commercial and has capacity to pay for training services. Experience in the country shows that willingness to pay for training services increases with the value farmers place on the service being offered. If training results in improved profitability for the business, then farmers will invest resources to ensure that they acquire skills that will result in improved performance of their businesses. There are a few training organizations in the country that have successfully attracted trainees to their business training sessions at fees of \$50 to \$80, simply because the trainees placed significant value on the skills they were acquiring.

MONITORING TRAINING IN THE PROVINCES

For effective monitoring of cascaded training, Zim-ACP taught 19 enumerators (11 females, 8 males), to monitor training activities in the field. Priority for selection was given to enumerators that had supported Zim-ACP training in previous quarters, and then to recent graduates from the faculties of commerce at different universities. The 19 enumerators who attended the half day training course conducted by Zim-ACP were engaged to monitor cascaded training sessions that were conducted by different consortiums and independent trainers who worked with Zim-ACP in quarter 4. As was the case with previous courses, enumerators administered monitoring tools designed by the program to capture information on gender disaggregated data on participants, dates and course duration, types of enterprises supported, modules delivered and quality of participation by trainees. Monitoring tools that were completed in quarter 4 were submitted to the Zim-ACP Monitoring & Evaluation specialist for collation of gathered information. Baseline information captured in the course of training will be used to measure changes at enterprise level, which are attributable to the training.

SUPPORT TO BUSINESS SERVICE PROVIDERS/BUSINESS DEVELOPMENT SERVICE PROVIDERS

Provision of TA support to BSPs/ BDSPs with potential to initiate, improve and/or expand demanded services in the Livestock and Animal Health sectors.

In Quarter 4, Zim-ACP and its subcontractor Land O'Lakes completed Action Plans for improving service delivery in the livestock and animal health sectors. Action Plans are targeted at (1) improving access to credit, (2) improving communication between BSPs and rural customers, (3) improving access to laboratory services and (4) training.

Zim-ACP will build the capacity of training institutions and training consortiums through ToTs to be able to train the distribution networks of manufacturers and importers, including dealers and franchisees on product knowledge and doing business. The program will also provide TA for the implementation of developed Action Plans to achieve improved service delivery and stimulate growth in the agricultural industry of Zimbabwe.

3.4 ACTIVITIES UNDER M&E

Monitoring and Evaluation (M&E) effort in Zim-ACP ensures that relevant project data is captured and program activities and results are tracked in real time, according to the PMP indicators, in order to provide evidence of progress. Through M&E efforts, management and USAID/ZIM are well informed on Zim-ACP activities and results for their input and guidance into program implementation as well as for reporting to USG.

Zim-ACP M&E data is entered in TAMIS, a user-friendly, automated information management system that provides a methodology and structure for organization, planning and information sharing. TAMIS houses all program performance data and facilitates reporting on the indicators.

Monitoring program events

All program events organised by Zim-ACP during the reporting period were monitored. These included stakeholder consultation forums, meetings, workshops, conferences and training sessions. This involved taking note of the quality of discussions/contributions during the events and outcomes thereof. Information from monitoring kept program management informed of participation levels by stakeholders as well as the standard of presentation and facilitation by consultants.

Monitoring also involved ensuring that an attendance register was completed by all participants to each event. The register captured details of participants such as name, gender, organization and contact details. This record allowed for tracking of the number and type of stakeholders participating (disaggregated by sex and organization/sector). Analysis of this record allowed program management to take corrective action when some key groups or sectors were excluded. Event monitoring also included administration of an evaluation questionnaire (for high-level events) to get feedback from participants on content, organisation and facilitation of the event. The data collected during event monitoring was entered in TAMIS together with a brief report giving a summary of the event and results achieved. The TAMIS meeting reports were used as a resource during the writing of progress reports.

Monitoring cascaded training

The M&E unit was involved in monitoring cascaded training. This involved editing existing tools for data collection to incorporate feedback from previous data collection exercises, the training of enumerators on how to conduct interviews and record data, and capturing and collating the data.

A total of 5 347 business enterprises received training in Quarter 4 of Year 2. Data collected by enumerators on these business enterprises was entered into TAMIS for collation and reporting. The 5 347 enterprises comprised 3 900 micro and 1 446 small businesses, and one medium-sized business. Some 33.6 percent (1 795) of the enterprises were female managed, while 29.1 percent (1 558) were male managed, and 37.3 percent (1 994) were co-owned. The majority of enterprises were producers [5 295 (99

percent)], while the rest were traders [42 (0.8 percent), input suppliers [six (0.1 percent)] or processors [four (0.1 percent)]. The Quarter 4 achievement brings the number of businesses trained in year 2 to 11 274. This figure is significantly higher than the target of 5 000 micro, small and medium business enterprises to receive business development services planned for year 2.

EVALUATION STUDIES

Adoption study

The M&E unit conducted a survey to establish the number of supported business enterprises that applied learned management practices during the past quarter of the program, (July - September). Nineteen enumerators were contracted to conduct face-to-face interviews on a sample size of 470 out of 5 412 business enterprises trained during the quarter. The survey involved enumerators visiting the sampled business owners in their homes and/or businesses, administering a structured questionnaire, (Annex 13.1), and being shown evidence of application of learned practices, (e.g. record books, written plans, etc.). The findings of the study were that 60 percent (3 250) of the business enterprises trained during the reporting period had applied some of the learned management practices within a month of receiving the training. Learned practices applied include:

Planning	29.1%
Record keeping	26.2%
Budgeting	16.7%
Involving the whole family in the business	14.5%
Market research	13.8%
Timely land preparation	8.5%
Financial management	6.7%
Risk management and control	5.3%
Product Promotion	3.9%
Good time management.	2.8%
Customer care	2.5%
Forming cooperatives	2.1%
Pricing of products	1.4%
Receipting	1.1%
Grading	0.7%
Labor management	0.4%

(Multiple responses were allowed)

Impact studies

The expectation is that when business enterprises adopt the promoted techniques and management practices and, in addition, benefit from an improved regulatory environment and better services from strengthened farmers' unions, commodity and agribusiness associations, and improved market infrastructure, long-term changes will occur in the businesses in terms of:

- Increased profitability;
- Increased number of jobs created;
- Increased investment; and
- Leveraging resources through partnerships.

Profitability

Zim-ACP has a target of 295 business enterprises, (excluding farms), operating more profitably at or above cost because of USG assistance in 2012. For this report, profitability was assessed on a total of 131 (non-farm) business enterprises involved in input supply, selling horticultural produce, bakeries and agro-processing. These business enterprises received Zim-ACP support in August/September 2011 and/or in March 2012. At the time of the assessment, at least 6 months had elapsed since they received the training. This was considered sufficient time for the impact of the learned practices to start showing in terms of business performance. A survey was then conducted on the 131 business enterprises to assess the impact of Zim-ACP support on business performance. Interviews were conducted by trained enumerators with the aid of a short questionnaire (Annex 13.2). The survey found that of the 131 business enterprises that received business-type training, nine business enterprises that were loss making (before the training are now operating profitably, 122 are still operating profitably (30 attained lower profit levels this year compared to the last year while 92 achieved higher profit levels this year). Generally, the trend is that of good performance by supported business enterprises.

Investment and Job Creation

Zim-ACP has a target of \$1.6 million in new private sector investment directly encouraged or facilitated by activities funded by Zim-ACP initiative in 2012. On job creation, Zim-ACP has a target of 500 jobs created during the year in agriculture-related enterprises. Interviews were conducted on 3 946 business enterprises that received business-type training in August/September 2011 and/or in March 2012 to assess the impact of Zim-ACP support on both investment and job creation, (see attached Annex 13.3: questionnaire). The study excluded 450 cotton producers trained on cotton grading and business principles in August/September 2011 because the group had had problems selling their first cotton crop (well graded) after the training, due to a price deadlock in the buying of cotton between producers and buyers. Producers interviewed for the study were mainly involved in market gardening, poultry production, and field crop (cotton, maize and groundnuts) production while non-farm businesses were doing input supply, selling of horticultural produce and agro-processing. At the time of the survey, at least 6 months had elapsed since the businesses received the training. This was considered sufficient time for impact of the learned practices to start showing in terms of business growth (investment and job creation). The findings of the study were that the business enterprises that received business-type training created new private sector investment to the tune of \$517 397 and a total of 641 jobs (388 male, 253 female) during Quarter four, year two. Details of investment are shown in table 3.4.1.

Table 3.4.1: Details of investment made

Investment Item(s)	Percentage of business enterprises investing (%)	Value of investment (\$)
1. Construction of farm buildings (fowl runs, pig sties, building materials, etc.)	31.9	72 096
2. Hand tools (peanut butter makers, wheel barrows, knapsack sprayers, hoes, rakes, etc)	23.4	10 205
3. Irrigation equipment (water pumps, irrigation pipes, watering cans)	16.5	101 055
4. Poultry equipment (drinkers, feeders, freezers)	12.6	17 802
5. Ox drawn farm implements (scotch carts, mould board ploughs, cultivators, etc)	11.4	18 362
6. Farm machinery (tractor, disc plough etc)	7.2	194 604
7. Livestock (cattle, goats)	5.7	23 188
8. Vehicles (lorries, small trucks etc)	2	80 085
Total		517 397

(Multiple responses were allowed)

This brings the total for the year to \$1 382 546 and 1 852 in the value of investment and jobs created, respectively. The 2012 target for value of investment and job creation was \$1 600 000 and 500 respectively.

Assess value of resources leveraged through partnerships

Zim-ACP planned to track the level of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc. This is a project impact indicator looking at the ability of an organisation or business enterprise to attract support (credit or grant in cash or kind) as a result of working with Zim-ACP. The data for this indicator was collected mainly from supported business enterprises as most organisations indicated that they had not (yet) leveraged resources as a result of working with Zim-ACP. The value of resources reported as leveraged in the past quarter is \$206 880. This ranged from \$10 (seed) to \$75 000 (centre pivot). This brings the total figure for the year to \$367 468. Types of resources leveraged by business enterprises include agricultural inputs, credit funds, building materials and agricultural machinery and equipment. Sources of resources leveraged include input suppliers, financial institutions, NGOs and individuals. The 2012 target for value of resources leveraged through partnerships was \$100 000.

Survey of business leader perceptions of the investment climate

The study of business leader perceptions is conducted to highlight factors that inhibit agri-business in Zimbabwe from achieving its full potential in creating jobs and wealth. The study focuses on business leaders since investment decisions are based on their perceptions of the environment and expectations of how it might change. The survey of business leader perceptions, that was originally planned to be an annual event, was not conducted during the reporting period. Zim-ACP considered that there would not be a great change in business leaders' perceptions from the previous year as nothing momentous had happened for any of the constraints being looked at by the study such as power, water, roads, transportation, telecommunications, etc.. Furthermore, the pending national elections were expected to affect perceptions and decision making on whether to invest. The perceptions study is scheduled for the coming year, when national elections will have been conducted and perceptions of the environment will be less clouded.

Analysis of indicator achievement

Table 3.4.2 presents an analysis of indicator achievement for the year to September 2012. Zim-ACP performed well against most indicator targets. Out of 13 targets ACP greatly outperformed in seven, somewhat under performed in three, and under performed in three. Table 3.4.2 attempts to explain the reasons for deviation from set targets.

Table 3.4.2: Analysis of indicator target achievement

Indicator Summary	Year 2 Target	Year 2 Actual	Comment on indicator achievement
4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	\$1 600 000	\$1 382 546	2012 target under-achieved by 14 percent. Target may have been over-ambitious due to insufficient information on what was feasible with the targeted business enterprises
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	295	260	2012 target under-achieved by 11 percent. A high proportion of supported firms (excluding farms) is now operating profitably. However the target was not met because the total number of (non-farm) firms supported was small. More demand for training was expressed by farmer groups than (non-farm) firms
4.5-2 Number of jobs attributed to FTF implementation	500	1 852	2012 target surpassed by 270 percent. The increase was due to the high number of business enterprises supported during the reporting period
ACP 1 Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc	\$100 000	\$367 468	2012 target surpassed by 267 percent. The number of business enterprises trained increased substantially from the target. After the training, trainees who had hoped to get financial support from Zim-ACP, went all out looking for assistance, using the training certificates as proof of skills and credit worthiness
ACP 2 Improvement in services to members by representative bodies of farmers, commodity associations and agribusiness organizations i.e. ZFU, ZCFU, CFU, PPAZ, ZPA, MAPA, DOHOPA, FCPA, ZWPFT, LMAC, SMA, Abattoirs Association of Zimbabwe, FACHIG, HPC	262 500	221 428	2012 target under achieved by 16 percent. Increase in membership was expected to occur as a direct result of improved service provision by strengthened unions and agribusiness associations. Unions and agribusiness associations still need a lot of support to effectively provide services. Support needed includes training in leadership, database management, website development, identification of sustainable income sources. This support is planned for Year 3
ACP 3 Increase in client coverage and/or customer outreach of supported market facilitation institutions /organizations	500	0	No market institution infrastructure has been revamped yet. So there is no improved market services delivery yet

4.5.2-42 Number of private enterprises, producer organizations, water user 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	4889		260		2012 target under achieved. The original target of private enterprises, included farmers and these formed the bulk of the private enterprises. Farms have since been dropped from this indicator, leaving only non-farm private enterprises.
ACP 4 Number of market facilitation institutions/ organizations that, as a result of USG assistance, are in each of the following 3 stages. Stage 1: Undergoing capacity/competency assessment. Stage 2: Undertaking capacity/competency strengthening. Stage 3: Making significant improvements	Stage 1	4	Stage 1	42	2012 target overshoot by 950 percent. The target for market institutions to be assessed to inform needed support was initially set too low, considering that not all assessed market infrastructure and institutions would be found viable
	Stage 2	4	Stage 2	0	Assessment of market infrastructure institutions under Component 2 was completed during the reporting period. No support has been given to any market institution yet
	Stage 3	4	Stage 3	0	Assessment of market infrastructure institutions under Component 2 was completed during the reporting period. No support has been given to any market institution yet
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	15	Stage 1	12	12 regulations remained at stage 1 by the end of the year while 36 analyzed regulations were pushed forward and are reported as stages 2, 3 and 5.
	Stage 2	12	Stage 2	21	Over-achievement by 75 percent. Overwhelming and unanticipated buy-in and proactive response by the livestock and meat sector
	Stage 3	6	Stage 3	12	Over-achieved by 100 percent. Overwhelming and unanticipated buy-in and proactive response by the livestock and meat sector
	Stage 4	2	Stage 4	0	3 regulations passed/approved by the Minister of Finance went further to implementation (stage 5) - as presented in the 2012 National Budget.
	Stage 5	0	Stage 5	2	Over-achieved. This is due to proactive response by the livestock and meat sector, which quickly responded to an invitation to present issues for consideration in the 2012 National Budget, and put together an issues paper, with ACP assistance. This was accepted by the Minister of Finance and passed

ACP 5 Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings	70	68	2012 target achieved
4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	100	260	2012 target exceeded by 160 percent. This was due to the overwhelming and unanticipated response to the Competitiveness Conference where international speakers gave new knowledge on the subject of Competitiveness
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	4 889	288	2012 target under achieved. The original target of private enterprises, included farmers and these formed the bulk of the private enterprises. Farms have since been dropped from this indicator, leaving only non-farm private enterprises.
4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources	5 000	11 274	2012 target exceeded by 127 percent due to high demand for affordable agribusiness training services by the multitudes of newly resettled small-scale farmers

CHAPTER IV: ENVIRONMENTAL ISSUES

Zim-ACP's approach to environmental issues is to encourage partners to protect the environment and uphold the environmental laws and regulations of the country. Where consultants are hired to conduct research to support regulatory reforms, their SOW requires that they analyze and document any effects of current and proposed reforms on the environment.

An organisational assessment was conducted on Zim-ACP partners to assess the extent to which the organisations have been strengthened to provide services to members. The assessment looked at the extent to which environmental issues are being mainstreamed in the organisations. The assessment covered seven organisations (ZFU, ZCFU, FACHIG, DOHOPA, MAPA, ZWPFT and LMAC). The findings of the assessment follow.

All the organizations indicated that they were committed to environmental protection although few organizations had programs in place to promote good environmental management practices. ZFU indicated that they are environmentally conscious and integrate environmental issues in their programs. As an example of environmental consciousness, ZFU had two key presentations at their 72nd annual congress in 2012. One was 'Climate Change: Coping and Mitigation Strategies', by Professor Rukuni while the other was 'Conserving the Environment', by Francis Nhema, the Minister of Environment and Natural Resources Management. In the presentations ZFU leadership and traditional leaders were urged to take responsibility for preserving the environment. This could include participation in environmental discussion forums, spearheading the establishment of tree nurseries in every district, promoting planting of trees and establishing small nature reserves in their areas (e.g. fencing off small natural woodlands).

ZFU indicated that they conduct training and awareness to members in the following areas:

- Creating fireguards
- Planting woodlots in tobacco farming areas
- Proper handling of chemicals.

While they did not have programs on the ground, ZCFU mentioned the following efforts:

- Sending bulk text messages to members discouraging wildfires, unnecessary cutting of trees and encouraging the planting of gum for tobacco curing

ZFU, ZCFU and DOHOPA indicated collaborating with EMA and AGRITEX to promote environmental management.

LMAC mentioned that they would want to collaborate closely with EMA but EMA invariably snubbed invites to LMAC meetings. LMAC would want to engage EMA on what they consider punitive Environmental Management Agency regulations, penalties and fee structures imposed on the dairy sector. They are recommending a review of the relevant regulations giving power to EMA.

FACHIG indicated that they are a member of the Zimbabwe Bio-diversity Consortium that looks at environmental issues from an agricultural biodiversity point of view. The aim is to make the best use of the agricultural resources, i.e. utilize but maintain biodiversity. Activities include training, information collection and dissemination, research, seed multiplication, seed preservation, understanding issues of climate change, promoting conservation farming, soil fertility and wetland management. FACHIG is collaborating with COMMUTEC, Ruzivo Trust, Dabane Trust and Zoppa in this initiative.

Technical assistance required by organizations in order to mainstream environmental management included training of organizational leadership on environmental awareness, developing organizational policy and strategy for environmental protection.

The on-going analysis of proposed reforms of the animal regulations will include environmental impact assessments of the proposed regulatory changes. This will be part of the Regulatory Impact Assessment to be done in Quarters 1 and 2 of FY2013.

CHAPTER V: GENDER ISSUES

ACP Approach to gender mainstreaming in the organization

The ACP approach is to encourage involvement of both men and women in the program at various levels; as participants in training sessions, meetings, workshops and discussion forums and as presenters, facilitators or researchers. Table 3.4.1 shows that about 30 percent of participants in workshops organized during Quarter 4, were women. Table 3.3.1, presented earlier, showed that 62.4 percent of participants in Farming as a Family Business training sessions were female. So, women were adequately represented in ACP training activities, while more effort needs to be made to increase women's participation in workshop and stakeholder consultations. In inviting men and women to participate in events, ACP ensured that these were knowledgeable leaders in their associations and unions, able to articulate their groups' issues as well as being able to report back to their groups. Where rural men and women were invited to events the option of using vernacular during the proceedings or trainings, was exercised. For example, during the Cotton Indaba – an event that drew players from across the value chain (input suppliers, producers, ginners, traders), participants were free to speak in vernacular and male and female farmers actively contributed to discussions, in vernacular. This allowed voices of the illiterate, yet affected, to be heard. Where event participants cut across the social divide, ACP was very careful to select a facilitator whose credentials include good social skills, to bring out the voices from diverse backgrounds and come out with common ground.

Table 3.4.1: Quarter 4 Events and Workshops

Date	Workshop	Attendance		
		Male	Female	Total
3 to 4 July 2012	Matabeleland Lobbying and Advocacy Workshop	8	6	14
11 to 12 July 2012	Agriculture Competitiveness Seminar	105	53	158
23 August 2012	Cotton Indaba	65	12	77
21 September 2012	Matabeleland Business Chamber Forum and Legal and Regulatory Review Stakeholder Consultation	26	7	33
25 September 2012	Manicaland Legal and Regulatory Review Stakeholder Consultation	21	11	32
26 to 28 September 2012	Manicaland Lobbying and Advocacy Workshop	21	8	29
Total		246	97	343

ACP recruitment exercises conducted during the quarter, including researchers, workshop facilitators or fulltime positions were openly advertised to ensure equal opportunities for qualified men and women. The selection and short-listing process ensured a balance of qualified men and women.

All SOWs for consultancy services conducted during the quarter compelled the consultant to ensure gender issues were considered throughout their work. This includes ensuring participation of men and women in providing information for the study, presenting sex disaggregated data etc.

Achievements in gender mainstreaming

An organizational assessment was conducted on ACP partners to assess the extent to which the organizations have been strengthened to provide services to members. The assessment looked at the extent to which gender is being mainstreamed in the organizations. The assessment covered seven organisations (ZFU, ZCFU, FACHIG, DOHOPA, MAPA, ZWPFT and LMAC). The findings of the assessment follow.

Most organizations (except ZFU and ZCFU) did not have a gender policy – a document stating the organization’s commitment and strategy to working towards gender equality in the organization. ZFU and ZCFU indicated that although they have a gender policy, it is not being fully implemented in the organization. The major constraint was lack of resources to train gender focal persons who would cascade the training to provincial, district and local levels of the organization. While Zim-ACP had conducted gender mainstreaming training for one or two members of the organizations in 2011, organizations indicated they require a gender mainstreaming training of trainers for gender focal persons to cascade the training within the organizations. Organizations that did not have a gender policy indicated that they required technical assistance to develop one.

None of the assessed organizations indicated having targeted services for women, men and youths membership, although FACHIG projects were dominated by women. Besides having a women’s wing, main wing and youth wing, ZFU did not have targeted services and related budget for women, men and youth. None of the organizations indicated that they routinely collect and avail data (e.g. in reports) on numbers of males and females in leadership structures at national, provincial, district and local levels, suggesting that they had no commitment to achieving gender equality in the leadership of the organizations. A look at the annual reports distributed at both ZCFU (18th) and ZFU (72nd) annual congresses showed the organizations were gender blind. The ZCFU Director’s report presents figures on staff establishment. The figures are not sex disaggregated, leaving the reader wondering whether there are equal opportunities for women and men in recruitment in the organization. The ZCFU Provincial Chairpersons’ reports for Mashonaland Central and Mashonaland East do not present sex disaggregated figures of the members either. The ZFU report does not present sex disaggregated data on membership and farmer training either. This suggests that the organizations are not exercising gender balance in activities such as training. There is not likely to be gender sensitivity, equality in leadership and benefits at all levels where information is not classified by gender. Lack of gender sensitivity in reporting suggests that a lot of work is required in getting organizations to mainstream gender in the organization. In Year 3 ACP will support the organizations in the following areas:

- Leadership and gender training to association leadership from grassroots upwards (club, area, district, province, national)
- For ZCFU, training of newly elected leadership (national council) on gender mainstreaming, advocacy and leadership
- Develop, implement and operationalize the gender policy
- Engender operational policies

Gender analysis on animal regulations currently under review, will be undertaken in Quarter 1 FY2013. The Regulatory Analysis will include a look at the impact of the proposed reforms on male and female players in the poultry, animal health and stock feed value chains.

CHAPTER VI: LESSONS LEARNED

6.1 LESSONS LEARNED UNDER COMPONENT ONE

The following are lessons arising for the activities in Y2.

Increase knowledge, skills and effectiveness in advocacy and lobbying

It has become apparent during the course of the year that the farmers' unions were having difficulties in linking up with their lower structures for consultation and feedback on advocacy issues affecting members. There is also a marked tendency to focus on national issues. Furthermore, even with the national issues, lower structures were not usually informed of the advocacy efforts underway. Therefore, they would miss the opportunity to amplify the unions' voice at those levels, i.e. with constituent MPs or local government councilors. Therefore, the thrust, in Q4, was on enhancing advocacy capacity of provincial, district and commodity association leaders using case studies of the proposed regulatory reforms and hands-on development of action plans for advocacy and lobbying on national, provincial and local issues of interest to the local members. The approach demonstrated to the participants what is involved in advocacy and lobbying. It was an effective strategy for increasing knowledge of participants to enable them to voice their opinions on these issues thereby increasing the number of voices on issues of concern across the country. Furthermore, our belief is that our Y3 thrust on membership database, communications and relationship software will revitalize members' connection to their unions, including on advocacy issues developments.

Increase knowledge and information on regulatory issues

During the presentation of the findings of the studies assessing the status of the Livestock Identification, Traceability and Livestock Systems in Zimbabwe, the stakeholders said that ordinary farmers were not aware of the functions and importance of these market institution infrastructures. Due to this, farmers and unions have played a passive role in advocating the maintenance and increase in investment. On the basis of this observation, the study findings will be packaged to inform ordinary farmers as material for advocacy and lobbying.

Slowness in Implementing Action Plans

There has been varied performance in the implementation of the various action plans crafted by ZFU, ZCFU, DOHOPA, MAPA, FACHIG as part of the organizational support, namely: (1) Action plans for improving organizational effectiveness; (2) Gender Mainstreaming Action Plans, (3) Advocacy and Lobbying Action Plans. It could be because these Action Plans are not adopted and incorporated into the organizations' work plans or programs. This could be because those participating in these planning meetings are not necessarily doing so as part of the organization's program planning. The monthly meetings instituted by Zim-ACP for follow-up with each organization have not been effective due to non-availability of the key persons from the organizations for the meetings. Some of the stakeholders have indicated that the number of meetings we are asking them to attend have become a major concern due to time constraints and other organizational commitments. This is particularly so for ZFU and ZCFU which have restricted to three the number of persons engaging with Zim-ACP. The lesson for Zim-ACP is to

engage the stakeholder to agree on a strategy for assessing and monitoring progress. The adoption and adaptation of the USAID Advocacy Index tool for self assessment and monitoring could be used for the purpose.

Another lesson is the need to adequately engage the leadership of the organization to see the value of Zim-ACP's technical support for the strengthening of the organization to be effective policy advocates and agents of change. It is also proposed to request the organizations to invite Zim-ACP to appropriate regular meetings discussing programming activities.

Factors and Approaches for Effectiveness in Applying Zim-ACP support in advocacy

The observation above applies particularly to farmers' unions. LMAC was pro-active in seeking Zim-ACP support and applying the research findings into policy advocacy positions. This can be attributed to Zim-ACP, by invitation, participation in the scheduled regular business meeting of LMAC, ZPA, PPAZ, SMAZ, ZAA and other LMAC affiliates when they hold their meetings. Through participation in these meetings Zim-ACP was better informed not only of the policy issues of concern to the representative bodies, but also of the organizations' approach and capacities to analyze the issues as well as their advocacy or lobbying strategies. It provided an opportunity to influence or advise on the course of actions under consideration. More importantly, Zim-ACP was able to identify issues requiring regulatory analysis or review to take up for its regulatory activities to achieve performance indicators.

The business and proactive approach by LMAC is indicative of the role or drive by the participants with direct interest or directly affected by issues as well as reflective of good organizational governance. This could be incorporated into good organizational management and governance practices in the proposed leadership and organizational development capacity building program.

Value of Active Engagement through Discreet Facilitative Role

The discreet facilitative approach of working through the stakeholders has worked well. In addition, direct participation in stakeholder meetings, engaging and informing senior level officials and disclosing upfront that Zim-ACP is a USAID-funded project whose objective is to improve the agriculture sector's performance, minimizes misunderstandings of the program's objectives. This has also been assisted by avoiding engaging in politically sensitive events and not allowing participants to use Zim-ACP events as platforms for political discourse. The Minister's official opening of the Agricultural Competitiveness Conference in a speech read by the Secretary of Agriculture, suggests that this approach has yielded positive results.

Creating Awareness and Buy-in Through Public Relations and Outreach

The research findings from program activities have not been widely disseminated to the government, other stakeholders with an interest in evidence-based policy analysis and advocacy, or the general membership of the representative bodies. It has therefore become necessary to incorporate public relations and outreach activities into the program. In this context, the C1 technical lead has started participating in events that offer opportunities to use findings in discussing competitiveness issues. It is also planned that one of the tasks and deliverables of two LTTAs to be seconded to LMAC and HPC would be to synthesize issues papers and research findings into regular policy briefs. These will be presented for discussion in public forums thereby achieving PMP Indicator 4.5.1-24.

Reaction to Regulatory Review and Need for Pro-active Engagement to Canvass Buy-in

The staff of the Fertilizer, Farm Feeds and Remedies Institute (FFRI) of the Department of Research & Specialist Services objected strongly to the issues paper on Fertilizer, Farm Feeds and Remedies. The staff felt the issues raised by the industry players questioned the competency of the Institute's staff and were not raised fairly and objectively. The Institute refused to collaborate yet their endorsement of the issues papers and stakeholder consultations were essential for the logical conclusion of the regulatory reforms. Subsequently dialogue on the matter, assisted in the Institute toning down its opposition. While this is an isolated case, in the future there is a need to assess the likely reaction and adopted mitigation measures to minimize such a reaction.

It took close to seven months to get the Acting Principal Director of DVS to endorse the issues papers and approve LMAC's undertaking the stakeholder consultative process for the regulatory review of the Animal Health and Welfare Act, and regulations pertaining to Poultry. This was despite the fact that an African Union project had requested countries to review their Animal Health regulations. The Principal Director also attends LMAC meetings where the industry initiated and supported the regulatory review. Further, one of the performance indicators in the Ministry's strategic plan is the review of all Acts and Statutory Instruments with a view to updating and improving the regulatory environment for the agriculture sector. It took many meetings, letters and telephone calls by LMAC Chairperson, Dr Beffa, and Zim-ACP DCOP, to convince the Acting Principal Director. The delay was significant as it upset all the planned activities and the work plan for achieving the PMP indicators. This is illustrative of the challenges that can be faced in similar work in future. Much public relations and networking with senior decision makers would be required in the future. This is best done before initiating any work.

Opportunities Created

Major activities including stakeholder consultation, regulatory review and advice, action planning, and advocacy and lobbying, provided opportunities to identify capacity building needs, as well as the application of business development services initiatives supportive of stakeholder Action Plans in the five strategic focus areas.

Within the context of organizational and institutional development, a Concept Note on Organizational and Leadership Development was submitted for consideration to ZFU and ZCFU. ZFU acknowledged the value of the program in preparing new leadership. ZCFU invited Zim-ACP to make a presentation on this at its Annual Congress (Annex 14 Presentation). On the basis of the positive responses, implementation could be done under the integrated approach. Zim-ACP could explore possible collaboration with the Mandi Rukuni African Wisdom to explore possible collaboration in developing and offering a Leadership & Organizational Development Program. This is a potential service for the unions. This is incorporated into Y3 activities

Following discussions with ZCFU, CFU (through Brand Africa), and the Apex Council of Farming Syndicates, on offering a hands-on mentorship program for improving business-oriented farming skills, a Concept Note on Hands-on Farm Leadership and Business Development program was developed and circulated for consideration (Annex 15). This could be a continuous education program required for membership of the respective farmers' organizations.

Short-coming of C1 Capacity Building

C1 capacity building activities are intended to increase the pool of individuals and institutions with knowledge and technical skills for policy research, analysis and evidence-based advocacy. Few participants from outside Harare were able to attend. This is because they were not able to meet the transport and accommodation costs. Zim-ACP needs to come up with a strategy to increase the pool of individuals with the knowledge and skills outside Harare. One such approach would be a Trainers of Trainers program. Another would be engaging institutions with the technical capacity to facilitate the training, Africa and Solusi Universities, both private institutions, are possibilities. A cost-effective approach, under consideration, would be holding road shows in central locations in the Province to reduce transport costs.

Demand and Application of Policy-relevant Research and Analysis for Advocacy

CIBER Assessment research and analysis have yielded substantial policy relevant information for use in advocating and lobbying for improved policies, administrative procedures and regulations by all the stakeholder organizations. This extends to those interested outside Zim-ACP. LMAC, and to some extent GMAZ, who have made good use of the findings. ZFU and ZCFU have yet to be active in using the findings as they have their own technical capacity for research and analysis. DOHOPA, MAPA, and ZWPFT have no capacity. This apparently limited demand for policy-relevant analysis for advocacy is indicative of the lack of proactive advocacy strategies by the unions and associations. The cascading of advocacy and lobbying to provinces could contribute to changing this.

6.2 LESSONS LEARNED UNDER COMPONENT TWO

The multi-sectoral Sanitary and Phytosanitary (SPS) Committee chaired by the Agriculture and Health Ministries, as the custodians of quality systems within government, initially expressed reservations on Zim-ACP commissioning the study for *Capacity Assessment of Quality Standards, Food Safety Plant and Animal Health Safety Management and Control Systems for the Horticulture and Livestock/Meat Industry Groups*. The SPS requested the Zim-ACP DCOP to make a presentation on Zim-ACP objectives, activities to date and on the rationale and value of the study to Zimbabwe. Following the presentation, the study was endorsed with the SPC requesting Zim-ACP to inform, coordinate and collaborate with them prior to any implementation of such studies and their findings. The lesson is that there is need to engage the relevant institutions to obtain the buy-in for proposed work. However, this has not worked with the proposed regulatory review of the livestock industry regulations. Neither has it worked with the proposed study on the commodity exchange and warehouse receipt system. The varied experiences make the matter remain a challenge.

6.3 LESSONS LEARNED UNDER COMPONENT THREE

Formation of training consortiums helps to pool knowledge, skills and experience, hence strengthening the training delivery process. Consortiums can more easily be provided with TA to establish agribusiness training institutions than can individual trainers, hence strengthening training service offering in this sector. Consortiums can also be affiliated to accredited training institutions to enable their training to be recognized at national level.

The strategy of taking training to the local level yielded good results as it resulted in more women attending trainings than men. As more women than men are running farming enterprises, it is important that training support be designed to reach women.

Our trainers have been training heterogeneous groups of people from different agribusiness enterprises. Due to the heterogeneous nature of the groups, some enterprise owners or managers have been struggling to pay for training services. Going forward, Zim-ACP will encourage training institutions to segment the market so as to focus on those enterprises that are operating on definitely commercial lines and which demonstrate the potential to grow. This category of enterprises should be able to pay for training services and at the same time be less likely to be offered free training by NGOs. The other segments of the market can be taken care of by NGOs focusing on livelihoods & humanitarian support, and government service providers. Segmenting the market will also ensure that the better off entrepreneurs, who are not comfortable interacting with their poorer counterparts in the same training, will register and pay for training services.

Demand for training at the producer level is growing, and there is willingness to pay for services, as long as the consumers of the service see value in what is offered. Experience in the country shows that willingness to pay for training services increases with the value farmers place on the service. Therefore, trainers must keep track of the changes in demand for training by agribusiness enterprises and keep reviewing their training programs to meet the needs of their clients.

CHAPTER VII: CHALLENGES

7.1 CHALLENGES UNDER COMPONENT ONE

Under Component 1, the challenges faced during the course of the year were:

The major challenge faced is that as a program, we rely on the goodwill of the stakeholder organizations to respond and take up the opportunities that Zim-ACP presents. Accordingly, the program has to be alert to issues of interest and concern to stakeholders to cultivate and maintain their interest and goodwill to collaborate on our program activities.

All the unions and the agribusiness representative bodies have financial constraints. They do not have adequate operating budgets to implement their own program activities. HPC was not able to pay salaries for six months. ZCFU has not paid salaries at all since last year. As a result their staff prefer to go to meetings or activities that pay some allowance and are not that committed to activities that do not bring in resources. ZFU's and ZCFU's highest decision making bodies (National Council or Provincial Councils) have failed to meet for scheduled meetings. CFU had to sell their building to raise working capital. DOHOPA and MAPA are reasonably balanced because they do not have any secretariat to pay. They fund activities through direct contribution by members for any activity, e.g. travel cost of leaders to meetings. The financial situation has had a bearing on implementation of some of our program activities, as discussed below. Zim-ACP will review whether some of the organizations could be dropped so as to focus on those that are responsive and viable. Given the Zim-ACP cluster or CIG approach we can continue to succeed even if unions are not up to demands.

The Action Plans for organizational strengthening in the five strategic focus areas were developed through the participation of both the organization's technical managers, and political leadership from the national and provincial levels. But there has been little progress in implementation. The main factor could be that these action plans are not internalized as organizational activities or tasks. For example, despite attending gender mainstreaming capacity building and Gender Policy renew and awareness workshops in Q2 and having a dedicated Gender Focal Point, ZFU did not have a gender disaggregated registration form at its 72nd Annual Congress on August 6, 2012. Another, example is that the ZCFU elections at its 18th Annual Congress did not elect a woman to its national leadership. This suggests that Zim-ACP needs to engage its stakeholders to agree on an approach that will facilitate the implementation. Another approach that is being implemented is obtaining the commitment and direct involvement of the national leaderships through demonstrating the value of technical support in effecting beneficial organizational changes regarding improved governance, management and gender mainstreaming.

As we were unable to go to the provinces safely, as the Veterinarian Services delayed getting approvals, the momentum created after the CIBER Assessment leading to the establishment of the Horticulture Task Force stalled and checked progress that the Task Force had made in coming up with strategies for the resuscitation of the horticulture industry based on increased smallholder participation. Furthermore, HPC has only one person responsible for the organization's management, providing leadership in implementing strategic decisions and tasks, including technical support. It is envisaged that the seconding of an LTTA as well as progress in the provinces in the final quarter will assist HPC significantly and put them back on track.

Furthermore, the six months it took for us to be granted the approval to undertake stakeholder consultation meetings on the issues papers for proposed regulatory review upset the schedule for completing the exercise. This had implications for our ability to achieve set targets on time.

With respect to capacity building for policy-relevant research, analysis and evidence-based research, due to staff shortages in unions and associations, these partners are often not able to provide sufficient persons or the right ones for the training. It was also observed that some people who would benefit from attending choose not to because Zim-ACP does not pay them a fee for participation. Likewise, the stakeholder organizations are often unable to provide people senior enough to implement desired initiatives. Zim-ACP will use the Stakeholder Review and Planning meeting scheduled for October to engage the stakeholders to come up with an approach to identify and train more people from the stakeholder organizations, including the Provinces. The meeting will also review training needs for applied policy analysis so that the training can be tailored to needs. In addition focus will be directed at creating awareness and appreciation of issues of competitiveness. It is anticipated that our initiative to support representative bodies with membership software and its operation; membership recruitment, services provision and communication, will give a lift to new and paid up memberships and allow for some staff expansion.

7.2 CHALLENGES UNDER COMPONENT TWO

The challenges for Component 2 stem from the fact that the majority of the market facilitation institutions are under the public sector authorities. There is much reluctance to allow people from outside the public sector to have information on these institutions. As reported under the Section on Lessons Learned, the multi-sectoral Sanitary and Phytosanitary (SPS) Committee, chaired by the Ministries of Agriculture & Health, considers itself the custodian of quality systems within government and requires to be informed and to approve all studies and activities under its jurisdiction. The advice will be adhered to with respect to all public sector institutions. The reports on findings and recommendations will be submitted to the institutions for review and comments as well as used to demonstrate Zim-ACP's objective of strengthening these market facilitating institutions, particularly private ones, to invest. For example, the Capacity Assessment of Quality Standards, Food Safety and Plant and Animal Health Safety Management and Control Systems major finding is that both the public and private institutions require massive investment to revitalize them. This is information of use to the institutions in making estimates for their budgets.

7.2 CHALLENGES UNDER COMPONENT THREE

No major challenges were experienced during the reporting period.

CHAPTER VIII: NETWORKING AND COLLABORATION

In the course of the year, Zim-ACP collaborated on various activities with USAID Partners as follows:

TechnoServe: Zim-ACP maintained contact and shared ideas in the conceptualization of the market and information systems. On 27th September, Zim-ACP hosted a meeting that discussed the ESOKO platform, which TechnoServe has been promoting, giving detailed suggestions on possible improvements that would serve the needs of smallholder farmers and their unions.

USAID/SERA invited the DCOP to participate and make a presentation at the High-level Economic Symposium for Unleashing Zimbabwe's Economic Growth hosted by the Ministry of Finance. The presentation, based on the research findings of the various studies commissioned by Zim-ACP, highlighted the factors inhibiting the competitiveness of the livestock and grain commodity groups. In addition to dissemination of the research outputs, the presentation served to highlight the issues of agricultural competitiveness in Zimbabwe to an audience of high profile public and private leaders from all the economic sectors of Zimbabwe. Earlier in the year the SERA COP participated in a roundtable discussion with Zim-ACP's advisory committee on how to best achieve an enabling environment for the agricultural sector.

Zim-AIED sponsored Dr Stephen Mbithi to attend the Agricultural Competitiveness Conference. His presentation informed participants that it is possible to turn around Zimbabwe's horticulture sector based on small holder growers through effective organization and market-based production systems benchmarked on market standards and credible quality assurance systems. Zim-AIED participated and shared ideas in the meeting of the Horticulture Task Force that led the HPC to agree to re-vitalize itself.

Zim-ACP collaborated with the IRD consortium partner of FINTRAC on Zim-AIED on the Agri-trade facility. Notably, Dr Reneth Mano, the Chairperson of AFWG and consultant with Agri-trade, facilitated various business opportunity meetings for G-AnalytiX, a participant from Kenya at the Symposium on *Financial Market Institutional Infrastructure for Sustainable Agricultural/Agribusiness Finance Provision and Access*. This resulted in G-AnalytiX signing a MoU with the Finance Credit Bureau to develop a credit referencing and rating service for smallholder farmers based on the Kenyan experience. Similarly, XDS, a local subsidiary of a South African firm providing credit referencing services to the retail sector in Zimbabwe, initiated further engagement with farmers' organizations on services that it can offer to improve members' access to agricultural finance.

Through Agri-Trade facilitation DOHOPA engaged Trust Bank and Micro-king Finance on the Agri-trade Facility, and the Zimbabwe Agricultural Development Trust (ZADT) on models for providing finance to members of the association. Through the collaboration DOHOPA mobilized 100 members to contribute \$200 each amounting to \$20 000 deposited in a pooled account with Trust Bank Account for collateral security.

Zim-ACP collaborated with trained trainers to cascade business training to agribusiness enterprises across the country.

CHAPTER IX: FINANCE AND ADMINISTRATION

Zim-ACP operated smoothly in general throughout the year from a management and admin viewpoint. At the end of May 2012, Vince Broady departed and the Finance & Admin department was taken over by Itayi Karumozondo.

With the likely reduction of budget by 12 percent DAI has renegotiated contracts with our subcontractors to reflect that scenario. Nonetheless, we have been able to redistribute the budget and believe we can deliver undiminished results.

The advisory committee met twice, and we access several of the members on an as-needed basis to best effect.

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

- Project vehicles that were procured in August 2011 were delivered in October 2011
- 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 was submitted to USAID

Summary of Financial Reporting for Year 2 (October 2011 to September 2012)

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CHAPTER X: CONCLUSIONS

10.1 CONCLUSIONS UNDER COMPONENTS ONE & TWO

This year's C1 activities and events generated progress for Zim-ACP at national, CIG and individual representative organization levels, as manifested in particular through achievement of targets.

1.1 Strengthening Farmers' Organizations and Agribusiness Representative Bodies for Evidence-based Advocacy

1.1.1 Through the Strategic and Thinking Workshops the leaders identified five focus points for technical assistance, namely: (1) organizational development, governance and management; (2) provision of quality services to members, (3) resource mobilization to remain viable, (4) gender mainstreaming, and (5) lobbying and advocacy for an improved business environment at national and local levels. The technical assistance given during the year was for gender mainstreaming and advocacy and lobbying.

The organizations acknowledge that the technical support provided for crafting the various Action Plans facilitated organizational strengthening for advocacy and lobbying. However, due to lack of funds and adequate staff to travel to provinces, the national offices of the organizations did not have adequate knowledge of local issues nor were they able to implement the action plans at provincial levels. This led Zim-ACP to hold advocacy and lobbying capacity building training in the provinces so that the action plans would focus at addressing local issues. Through this approach provincial leaders would be better placed to implement their actions plans without having to rely on the national offices cascading the Advocacy and Lobbying Action Plans to them.

1.2 Strengthening CIG Representative Bodies for Evidence-based Advocacy

The thrust in FY2012 was on building the technical capacity and visibility of the CIG representative bodies to generate evidence for advocacy and promote effective public-private sector engagement on policy issues affecting competitiveness performance of the CIGs. The following was achieved:

1.2.1 The Livestock CIG Task Force was able to develop a clearly focused Advocacy and Lobbying Action Plan focusing on the following:

- Reducing burden of regulations and costs of compliance or non-compliance arising from multiplicity of regulatory agencies, some with roles that are duplicative or raising levies not based on any consultations with the industry players;
- Dialogue on implications of surtaxes or increased duties on costs of production, overall viability and competitiveness;
- Addressing the continued importation of meat products (poultry offal and pig bones) that are not permitted by the Animal Health Act because of their high risk factor to humans and the animal industry;
- Continued dialogue and representation on removal of restrictions on the use of GMO-based ingredients in animal feed to reduce production cost and improve competitiveness.

The Action Plans set the parameters within which LMAC was to act in engaging government.

1.2.2 The HPC Task Force Action Plan stimulated the revitalization of HPC to focus on (i) establishing streamlined industry-wide procedures for inspection and certification of local produce, (ii) making local quality standards and procedures compliant with regional and international market requirements in order to enhance competitiveness in local, regional and global markets; (iii) training and informing key players in the production and marketing supply chain of the requirements of the quality oriented approach and specific standards, (iv) developing and supporting local and regional market linkages for smallholder farmers.

1.2.3 During the year, using CIBER Assessment Research findings and advice provided by the Regulatory Researcher, LMAC made a total of 6 submissions on issues affecting the livestock and meat industry to Ministries of Agriculture, Mechanization & Irrigation Development and Ministry of Finance. LMAC was proactive and made affective use of Zim-ACP's technical support in its presentation to the Ministry of Finance on issues to be addressed in the 2013 National Budget. In the Budget Statement the Minister of Finance adopted LMAC submission for (i) zero rating of VAT on soy meal, a major animal feed ingredient; (ii) removal of VAT on point of lay pullets for egg production and live broiler birds sold to processors thereby reducing cost of imported day-old chicks and point of lay pullets; (iii) call for improved port-health services to minimize the bringing in of livestock products that would impose risk to livestock and human health in the country. However, the imposition of duty on imported meat products of \$1.50 per kg or 40% of the value whichever is higher with effect from 16th November, a protectionist measure not advocated for by LMAC, is a challenge for LMAC adoption of competitiveness.

1.2.4 At the Ministry of Agriculture Senior Management meeting for the development of the 2012 Strategic Plan, the Minister of Agriculture officially acknowledgement LMAC as a stakeholder organization for the Livestock and Meat Industry. Due to this acknowledge LMAC's credibility and effectiveness in its role for advocacy and lobbying were strengthened.

1.3 Capacity Building for Strengthening Policy Research and Analysis for Evidence-based Advocacy

1.3.1 The holding of advocacy and lobbying capacity building workshops at provincial levels equipped 80 ZCFU, ZFU provincial, district and commodity association leaders in Matebeleland, Manicaland and Masvingo with skills for advocacy capacity and lobbying on national and local issues. As a result, six advocacy and lobbying action plans were crafted for engaging government, local Parliamentarians, Rural District Councils on local issues including cattle buyers' levy, land unit tax, costly administrative procedures for clearing livestock for sale, lost income from GMB delays in paying for grain delivered; abattoirs not paying full value for beef 5th quarter (offals and hides) and inadequate or lack of consultation by Rural Districts Council on decision that affect farmers.

1.3.2 Through the capacity building workshop on regulatory analysis of current and proposed regulations, facilitated by Alexander Shapleigh, thirty-six individuals from stakeholder organizations, academic and legal advisory and advisory entities were equipped with knowledge and skills for technical, economic, gender and environmental analysis of regulations. As a result, there was increased understanding and acceptance of the rationale and need to undertake regulatory impact analysis of current and proposed regulation. The workshop participants called for additional capacity building and institutional strengthening for regulatory impact analysis within farmers' organizations, academic institutions and other relevant organizations that Zim-ACP would support.

1.4 Participation in and Presentation at Public Forums and other Stakeholder Consultative Meetings

1.4.1 By acceptance of the invitation to officially open the Agricultural Competitiveness Conference held on 11 & 12th July, 2012 and his speech being read by the Permanent Secretary, the Minister of Agriculture, Mechanization and Irrigation Development marked a significant public recognition of Zim-ACP work. This created significant credibility upon which to build on in future activities and engagement with stakeholders and Ministry officials.

1.4.2 The two-day Agricultural Competitiveness Conference facilitated private –public sector dialogue on approaches, from international experience, for enhancing agricultural competitiveness and the role of the private sector in the design and implementation of reforms that foster agricultural competitiveness. The constructive engagement led to a decision to establish the Joint Agricultural Forum to be a platform for public and public sector engagement to address agriculture sector competitive issues.

1.4.3 The Secretary of Agriculture’s presentation of the draft Agricultural Policy Framework was significant achievement for Zim-ACP as a facilitator of private-public sector dialogue on policy relevant issues.

1.4.4 Through USAID Zim-AIED and USAID SERA sponsorship, the attendance and presentation by Martin Webber and Dr Stephen Mbiti, respectively, at the Agricultural Competitiveness Conference contributed to its success. This was effective collaboration and support by USAID Partners and added great impact to the conference.

1.4.5 Through the Cotton Indaba, Zim-ACP re-engaged the Cotton CIG creating opportunities for further engagement to provide technical support to strengthen the growers’ organizations and build their technical capacity for policy analysis and negotiation for favourable prices and contracts. Achieving a measure of collaboration between ginners and growers was a great achievement.

1.4.6 The presentations at four high profile public forum events enabled Zim-ACP to directly inform the participants of the challenges of and the logic of and need to embrace competitiveness within their commodity industry groups. The presentations called for the participants to be proponents for an improved business environment through advocating for needed regulatory reforms as well as not to rely on protectionist interventions. In the discussion that ensued, there was general appreciation of the need to pursue and adopt competitiveness strategies while addressing the constraints faced. It was agreed that Zim-ACP needed to undertake more research and disseminate more information on constraints to competitiveness. The participants acknowledged the need for the various representative bodies in a given CIG to adopt a common competitiveness strategy in their advocacy and lobbying with relevant government ministries.

1.4.7 During the year, ZFU, ZCFU, FACHIG, LMAC, ZWPFT participated in a combined total of 68 policy-related meetings. The meetings presented opportunities for policy dialogue, advocacy and lobbying on issues of concern or interest to members of the organizations, namely (i) unavailability and high cost of finance; (ii) high inputs costs rendering locally produced agricultural commodities not cost competitive; (iii) inconsistency in government policy and lack of coordination among ministries (of Finance, Agriculture and Industry and Commerce); and (iv) high services charges, levy fees and punitive fines imposed by regulatory agencies. As a result of our support, there has been demonstrable progress in capacity of the representative bodies being proactive in policy advocacy.

1.5 Regulatory Review, Research and Analysis

1.5.1 Through USAID-Zim-ACP technical support, LMAC provided leadership and was proactive in proposing regulatory review of 12 Acts and Statutory Instruments pertaining to Animal Health and Welfare, stock feeds and poultry industries. This resulted in three issues papers submitted to the Department of Livestock Production and Veterinary Services for consideration. In addition, with Zim-ACP support, 186 stakeholders participated at 8 LMAC organized stakeholder meetings held in Bulawayo, Harare, Mutare, Masvingo and Gweru and endorsed the proposed changes. LMAC has been strengthened in its advocacy role.

1.5.2 Three issues papers, analyzing gaps, weaknesses and proposed changes in a total of 22 regulations (Acts and Statutory Instruments) pertaining to the animal health and welfare, the poultry and stockfeed industries presented for review at eight public stakeholder created awareness of the impacts of regulations on the business environment. This facilitated stakeholders to actively participate in regulatory review processes and to move evidence-based advocacy forward towards reforms.

C2: Improving Market Facilitation Institutions

2.1.1 Arising from the study on Quality Standards, Food Safety, Plant and Animal Health Management and Control Systems, Zim-ACP signed a MOU with the Standards Association of Zimbabwe (SAZ). The MOU is for institutional strengthening of and collaboration with SAZ to offer training and awareness services to farmers' unions and collaborate with agribusiness representative bodies (HPC, ZPA, SMAZ,) in the development of standards to enhance competitiveness of CIGs in local and regional markets.

2.1.2 As a result of the Symposium on *Financial Market Institutional Infrastructure for Sustainable Agricultural/Agribusiness Finance Provision and Access*, G-AnalytiX signed a MOU with the Finance Credit Bureau to develop a credit referencing and rating service for smallholder farmers based on the Kenyan experience. Following this development, AFWG developed an action plan for engaging farmers' organizations to make their members aware of the value of credit referencing and rating improving awareness. The intended outcome is change in behavior of farmers towards repayment of loans and other desirable behavior that will build the confidence within the banking and financial services providers to increase flow of finance to the agricultural sector.

Through the activities and events of the year, Zim-ACP demonstrated its value and capacity to work on wide policy-relevant issues through strengthening representative organizations for evidence-based advocacy.

As a result of our support for public-private dialogue and outreach activities, the issues of agricultural competitiveness and associated constraints are increasingly being discussed openly in agricultural policy forums in Zimbabwe.

10.2 CONCLUSIONS UNDER COMPONENT THREE

Zim-ACP was able to achieve its objectives under C3, which were the development of training materials, creating a cadre of business master trainers and training consortiums that are well placed to offer services, and stimulating demand for training as follows:

Training material development: Zim-ACP completed the development of a gender sensitive Farming as a Family Business manual. This gender-focused manual fills a gap in the Zimbabwean market, and fosters collective efforts of women and men in the management of family farm enterprises to maximize household profits. The manual will be used by USAID partners, agribusiness training institutions, farmer organizations, NGOs and other interested parties to train farmers in doing business with the full inclusion of the women of the household.

Zim-ACP also completed development of an Agri-Inputs Business Development Training manual. This manual will be used by input suppliers in the agricultural industry to train their distribution networks (i.e. franchisees, traders and dealers) in doing business so as to improve service delivery in the agricultural sector. We envisage that improved service delivery and flow of information to the end users (farmers) will contribute to improvement in productivity thus enhancing competitiveness.

Creating a cadre of business master trainers and training consortiums: In FY 2012, Zim-ACP facilitated the coming together of 30 accredited trainers to form seven (7) consortiums to offer training services through pooled knowledge, skills and experiences across the country. As a result of the creation of these consortiums, the training base to offer needed training throughout the agricultural sector, has been significantly improved.

Stimulating demand for training: The cascading program where training was partially subsidized stimulated and greatly enlarged markets for trainers. The program will ride on the stimulated demand to deliver training services at full fee through a business training model involving membership organizations, training institutions and the training consortiums.

Phasing out subsidies: In FY 2013, Zim-ACP will focus on linking consortiums of accredited trainers to training institutions to provide demanded, quality training services to commercial oriented agribusinesses, on a commercial basis. We conclude that while it has been a success in raising demand, the weak finances of most growers will mean that many will be unable to pay full price.

Success of cascaded training: A total of 11 274 business enterprises received training in Farming as a Business through Zim-ACP support during FY 2012. The majority (60%) of these trained business enterprises adopted some of the management practices learned (particularly planning, record keeping and budgeting). An estimated \$1 382 546 was invested by these business enterprises in farm buildings, hand tools, irrigation equipment, farm machinery and livestock, as a result of the training received so we can conclude that as well as stimulating demand for training the cascaded training per se yielded important benefits.

ANNEXES

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Annex 2: 5th Quarter Issues Paper

Annex 3: Matabeleland Agricultural Business Chamber (MABC) Report

Annex 4: Livestock Industry Task Force Business Plans

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Annex 13: M&E Questionnaires

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13.3: Investment and Job Creation Questionnaire

Annex 14: Zim-ACP DCOP's Presentation at ZCFU 18th and ZFU 72nd Annual Congresses

Annex 15: Concept Note on Hand-on Farm Leadership and Business Development

Annex 16: Article Featuring ACP in Livestock Matters Magazine

Annex 17: Policy Matrix for Indicator 4.5.1-24

ANNEX 1: USAID ADVOCACY SELF ASSESSMENT TOOL

The USAID Advocacy Self Assessment Tool is provided as a separate attachment to this report.

ANNEX 2: 5TH QUARTER ISSUES PAPER

The 5th Quarter Issues Paper is provided as a separate attachment to this report.

ANNEX 3: MATABELELAND AGRICULTURAL BUSINESS CHAMBER (MABC) REPORT

The Matabeleland Agricultural Business Chamber report is provided as a separate attachment to this report.

ANNEX 4: LIVESTOCK INDUSTRY TASK FORCE BUSINESS PLANS

The Livestock Industry Task Force Business Plans are provided as a separate attachment to this report.

ANNEX 5: LMAC LETTER TO MINISTRY OF FINANCE

The LMAC letter to the Ministry of Finance is provided as a separate attachment to this report.

ANNEX 6: JAF DECLARATION

The JAF Declaration is provided as a separate attachment to this report.

ANNEX 7: COTTON INDABA REPORT

The Cotton Indaba Report is provided as a separate attachment to this report.

ANNEX 8: COTTON INDABA REPORT CIRCULATION LIST

His Excellency, the President
Vice President Mujuru
Minister of Agriculture, Mechanization and Irrigation Development
Deputy Minister Agriculture, Mechanization and Irrigation Development
Permanent Secretary for Ministry of Agriculture, Mechanization and Irrigation Development;
Minister of Industry & Commerce; his Deputy and PS
Minister of Finance; his Deputy and PS
Minister of Local Government
Minister of State in Vice President Mujuru's Office
Office of the President, Deputy Chief Secretary for Economic Research and Policy Analysis - Rtd Col.
C M Katsande
AMA Chairman
AMA CEO
AMA Director of Production and Planning
Director of AGRITEX
Economics and Market Branch, Ministry of Agriculture
Director Research and Specialist Services,
Director Cotton Training Centre
Director Cotton Research Institute
All Ginners (14)
All Presidents of the Farmers' Unions
All Directors of the Farmers' Unions
President of CZI
Zimbabwe Fertiliser Company
Windmill Agro-chemical Pvt Ltd
Sable Chemicals
ZIM - ACP and USAID
Donor Agencies

ANNEX 9: MEETINGS AND PUBLIC FORUMS ATTENDED BY STAKEHOLDER ORGANIZATIONS IN Y2

Date Of Meeting	Organizations Present/Met	Title Of Meeting	Venue	Issues Discussed	Output/Outcomes
10/07/12	DOHOPA, Agritrade, Dr. Henn	Consultations On Loan Application And Contracting Relationships	Zim-ACP Offices	Loan Application And Role Of Agritrade	Knowledge on Loan Applications And Agritrade Gained
17/07/12	DOHOPA, Trust Bank, Agritrade	Consultations On Loan Application Format And Group Lending	Trust Bank Offices	Loan Application Format And Group Lending	Knowledge On Loan Application Format And Group Lending
26/07/12	ZWPFT, FAO	Agricultural Coordination Workshop Group	Celebration Centre	Prices And Pricing Of Rural Commodities Bringing The Small Grains Into Perspective Food Storage Levels	
26/07/12	ZWPFT, GIZ	Concept Note On The Livestock Study In Zimbabwe	GIZ Offices	Possibility Of Collaboration In The Conducting Of The Study	Study To Be Narrowed Down To Smallholder Poultry Farming
01 August 2102	FACHIG, ZCFU	Computer sms as a way Of Communication.	ZCFU Offices, Harare	Bulk sms dissemination by a computer	
8/08/12	ZWPFT, Women's Council	Consultations On The Women's Council Draft	Pandhari Lodge	Discussion Of The Women's Council Draft	Draft Yet To Be Endorsed

16/08/12	DOHOPA/ Trust Bank	First Loan Proposal Submitted To Trust Bank	Trust Bank Offices	Loan Proposal Reviewed	Loan Proposal To Be Edited
20/08/12	LMAC	LIMS National Committee Meeting Held At Wildlife Veterinary Unit	Wildlife Veterinary Unit	Presentation On The Pilot Study Designed To Introduce The LIMS In Selected Districts And Discussion On Other Council Matters	Findings Of The Study Endorsed
23 August 2012	FACHIG	Zimbabwe Cotton Indaba 2012- Towards A Common Understanding	Pandhari Lodge, Glen Lorne, Harare	Various Industries To Share Information On Challenges Faced In Cotton Industry, To Develop A Common Industry Approach And Agenda For Resolving Challenges Faced	Insights Into The State Of Sectors In Africa, Issues, Constraints And Solutions; Strategy And Timelines For Actions
30/08/12	SMA	Informal Meeting With AMA To Clarify On Permit Issuance	AMA	Delays In Permits Issuance, Raw Materials Short Supply And Import Quotas Restrictions	AMA to look into the issue and discuss with the Ministry
31/08/12	LMAC	Informal Meeting To Appraise Department Of Economics And Markets Of The Current Industry Situation	Lunch Meeting	Current Challenges Being Faced By Industry, Illegal Imports Flooding The Local Market, Price Hikes For Stock Feed Raw Materials	To take it up with the Permanent Secretary
7 September 2012	FACHIG	Provincial Women's Day Commemorations	Rushinga Primary School,	Min Of Women's Affairs, Gender And Community Development	

			Rushinga		
10-13 September 2012	FACHIG	Stakeholder Presentations Of 2012/2013 Activity Plans	DA's Office Rushinga, Mt Darwin, Guruve, Muzarabani		
11/09/12	ZWPFT, MOWAGCD	Follow-Up On The Broad Based Women's Economic Empowerment Framework	MOWAGCD	Broad Based Women's Economic Empowerment Framework	
12/09/12	ZWPFT, Women's Alliance For Business Associations In Zimbabwe	Advocacy	Holiday Inn	Incorporating The ZWPFT Director Into The Board Of WABAZ	ZWPFT Director Incorporated Into The Board
25/09/12	LMAC, ZCFU, ZFU	Stakeholder Consultations For The Livestock Sector; Legal And Regulatory Review Process	Golden Peacock Villa Hotel, Mutare	The Animal Health, Stock Feed And Poultry Issues Papers And Invitation Of Output From Stakeholders	Stakeholders Aware Of Regulatory Review Process Being Done By LMAC
24-26 September 2012	FACHIG	Gender Action Learning Systems Introductory Training Workshop	Muzarabani	An Introduction To Gender Action Learning System Training Workshop, Stages I And 2 To Two Pioneer Groups.	The Opportunities That Are Given To Men And Women -The Way Women And Men Live In The Society And How The Culture Affects Them -How Men And Women Share Tasks And Responsibilities

27 September 2012	FAO, FACHIG	FAO Agricultural Working Group Coordination Meeting	Celebration Centre- Harare	News, 2012/13 Rainfall Season Forecast, Update On Dipping Services, Update On Tick Mapping, Lessons Learnt: Human And Wildlife Conflict Project, Biogas Awareness	
27-28 September 2012	ZCFU, FACHIG	18th ZCFU Annual Congress	Kadoma Cotton Training Center, Kadoma		

ANNEX 10: POLICIES/REGULATIONS/ADMINISTRATIVE PROCEDURE ANALYZED AND PRESENTED FOR STAKEHOLDER CONSULTATIONS IN QUARTER 4, 2012

Acts	Regulations	Issues
Quality Assurance Study		
The Food and Food Standard Act.1996 (Chapter 15: 04)		The Act is a multi-sectoral to provide collaboration between the various sectors in the food business of manufacturing, inspection and marketing.
Public Health Act.1996 (Chapter 15: 09)	(Abattoir, Animal, Bird Slaughter and Meat Hygiene) Regulations, SI 50/95	
Hazardous Substances and Articles Act (Chapter 15: 05)		
Dairy Act.1996 (Chapter 18: 08)		
Animal Health Act.1996 (Chapter 19: 01)		There is need to include mechanisms for monitoring and enforcing the law in the informal part of the sector
Water Act(Chapter 20:24) No. 31/98		
Municipal by-laws. e.g. a) Salisbury (Licensed Premises), By-laws, 1975 b) Salisbury (Food Hygiene) By-laws, 1975		
Cotton Indaba Way Forward Report		
Agricultural Marketing Authority Act	SI 142: regulating the production and trading of cotton	Need enforcement of the Instrument. Industrial Trade, Pricing and Grading Policies- cannot be observed in isolation as the industrial policies must include stipulations to the price and quality of the product being traded AMA Controls the marketing of Agricultural products which sometimes renders them uncompetitive
CIBER BEEF and DAIRY		
Rural District Council Levy Act		Reduce the level of taxation on farmers and buyers
Customs and Excise		Lack of Effective enforcement

Act		
Medicines and Allied Substances Control Act		Limited coordinated institutional relationship between MCAZ and DLVS on the regulation of veterinary medicines as MCAZ High registration fees
Environmental Management Act		Regulatory stance leads to high cost for abattoirs without leading to reduction in pollution
CIBER GRAINS AND LEGUMES		
Fertilizers, Farm Feeds and Remedies Act.	Fertilizers' Farm Feeds (Exemption) Regulations of 1969 Fertilizers' Farm Feeds and Remedies (Registration) Regulations of 1996 (SI 184/1996) Farm Feeds Regulations 1968 (corrected by 68/2001) Fertilizers' Farm Feeds and Remedies (Registration) Regulations of 1996 (SI 184/1996)	The Act is inflexible as it only registers the feed and not the factory that produces the feed.
Grains Marketing Act		Prize of maize is fixed under the regulations making maize production uncompetitive
Value Added Tax Act		Soya beans are rated at 15% affecting the prices of stock feed
Seeds Act		
Customs and Excise Act		Lack of Effective enforcement
Total 17	Total 6	

Poultry, Animal Feeds and Animal Health Acts and Regulations Presented for Stakeholder Consultations in Q4, 2012

Acts	Regulations	Issues
Poultry		
Food and Food Standards Act		There is no representation of poultry producers associations to the Food Safety Advisory Board
Farmers Licensing and Levy Act		<ul style="list-style-type: none"> There is no poultry levying authority.
Public Health Act	(Abattoir, Animal, Bird Slaughter and Meat Hygiene) Regulations, SI 50/95	<ul style="list-style-type: none"> The disease salmonellosis; is broad and should only include salmonellae that is of zoonotic significance. Contagious tuberculosis 'is still considered a notifiable disease
Animal Health	(Newcastle Disease) (Quarantine Areas) Order, 1985 (SI 365/85) as amended by (SI43/1986 and SI 208/1994) (Newcastle Disease) (Control) Regulations of 1999 SI193/99	Surveillance is carried out by the Ministry of Healthy Officials who are not the appropriate officers to do so.
Animal Health		
Animal Health Act	Abattoir and Slaughter Regulations of 1995 (SI 50 of 1995)	<ul style="list-style-type: none"> The Act is outdated and needs to be brought in line with international best practices Need to include mechanisms for monitoring and enforcing the law in the informal partition of the sector.

Public Health Act		<ul style="list-style-type: none"> • Need to transfer the issues responsibilities that are vested in the MoHCW should be transferred to the DLVS as these are veterinary issues which DLVS is best able to deal with • Meat inspection is currently carried out by health inspectors under the Ministry of Health who are concerned with the sanitary concerns of meat production and not with diseases. Veterinary officers are best suitable
Fertilizers, Farm Feeds and Remedies Act		<ul style="list-style-type: none"> • Remedies should be administered by DLVS instead of Chemistries and Soils Research Institute (CSRI) as the focus of the institute is on fertilizers but not animal remedies. • Unbundling the legislation i.e. separate the fertilizers from the farm feeds and examine what the remedies are and how they are distinct from medicines with respect to animal health
Medicines and Allied Substances Control Act		<ul style="list-style-type: none"> • There is limited coordinated institutional relationship between MCAZ and DLVS on the regulation of veterinary medicines as MCAZ • High fees charged by MCAZ make the registration of animal health drugs very expensive
Stock feed Production and Marketing		
Fertilizers' Farm Feeds and Remedies Act	<p>Fertilizers' Farm Feeds and Remedies (Sterilization of Animal Products) Regulations of 1976 Fertilizers' Farm Feeds (Exemption) Regulations of 1969 Fertilizers' Farm Feeds and Remedies (Registration) Regulations of 1996 (SI 184/1996) Fertilizers' Farm Feeds and Remedies (Sterilization of Animal Products) Regulations of 1976 Farm Feeds Regulations 1968 (corrected by 68/2001) Fertilizers' Farm Feeds and Remedies (Registration) Regulations of 1996 (SI 184/1996)</p>	<ul style="list-style-type: none"> • The definition of the term "remedy" does not include therefore it is necessary to include growth promoters, and change the word "remedy" to "feed additives." • The registration of farm feeds to include clauses stipulating the registration procedures for imported farm feed coming into the country as complete mixes. • The FFR Act does not provide for the registration of feeds based on standards that the industry and other stakeholders agree to; and provide for a central testing laboratory that is used in the registration process with methods of analysis that are published for consistency of results and reduce conflicts related to different laboratory procedures. • the FFR Act is inflexible as it only registers a feed and not the factory that produces the feed • Currently the Act measures the quality of feed on amino acid profile instead of a Crude Protein (nutrient specification) figure • The appeal process in the Act does not include an independent laboratory opinion to conduct an analysis in case of a dispute based on farm feed specifications. • There is no provision for registration of imported whole mixes of

		<p>feed.</p> <ul style="list-style-type: none"> • Amend the FFR section covering offences and penalties to assure that the penalties are at sufficiently high levels to prevent offenders (opportunists) from taking advantage of the gaps in the Act • There is need to clarify that the registration requirements for sterilizing plants be applied to all farm feed plants.
Grain Marketing		The prize of maize is fixed under the regulations. This makes maize production uncompetitive
Seeds Act		
Customs and Excise Act		Lack of effective enforcement of the Act
Finance Act		
Agricultural Research Act		The Act is outdated
National Biotechnology Act		The import of GMO raw materials is banned in Zimbabwe and yet there is no ban on finished goods that are processed from GMO.
Agricultural Marketing Authority Act		AMA controls the marketing of agricultural products which sometimes renders them uncompetitive.
Total 13	Total 14	

ANNEX 11: XDS ACTION PLAN FOR IMPROVING FINANCIAL SERVICES

The XDS Action Plans for Improving Action Plans is provided as a separate attachment to this report.

**ANNEX 12A: FARMER UNIONS AND AGRIBUSINESS ASSOCIATIONS CAPACITY
ASSESSMENT SCORES**

As at September 2012

ANNEX 12B: TOOLS USED DURING THE ORGANISATIONAL CAPACITY ASSESSMENT

i) Open Ended Questionnaire

A. GENERAL INFORMATION

- 1. Recorded by:
- 2. Date.....
- 3. Name of Organization:.....
- 4. Name of respondent:, Title:
- 5. Postal Address.....
- 6. Physical Address (if Different from Postal).....
- 7. Telephone Numbers (land line).....
- 8. Cell phone Numbers (of contact person).....
- 9. Email Address.....

B. CAPACITY FOR GOVERNANCE

- 10. Does the organization have a vision and mission statement? 1=Yes 2=No
- 11. Is the organization legally established/registered? 1=Yes 2=No
- 12. What is the governing body for the organization?
- 13. Is an Executive Director in post 1=Yes 2=No
- 14. Is there clear separation of roles and responsibilities between the governing body and the Executive Director? 1=Yes 2=No
- 15. How often does the governing body meet? (i) weekly (ii) monthly (iii) quarterly (iv) ad hoc (v) rarely
- 16. Are members of the governing body elected into position? 1=Yes 2=No
- 17. What functions should the governing body be doing that it is not doing currently?
(i).....
(ii).....
- 18. Is there a clearly defined terms of office for members of the governing body? 1=Yes 2=No
- 19. What technical support does the governing body require to perform its role adequately? (Please tick)
 - (i) Training in Corporate Governance
 - (ii) Training in Financial Management
 - (iii) Training in Human Resources
 - (iv) Policy Development
 - (v) Lobbying and Advocacy
- 20. Does the organization have a (i) Constitution
(ii) Charter
(iii) By laws
- 21. How are the bylaws enforced?

C. CAPACITY FOR SECRETARIAT MANAGEMENT

22. Do standard operating procedures and policies exist in the organization? 1=Yes 2=No
23. Is a business plan in place? 1=Yes 2=No
 If yes, when was it crafted?
 Is it being implemented? 1=Yes 2=No
 If not, what technical assistance do you require to develop a business plan?

24. Please indicate whether organization has these databases

Databases	1=Yes 2 =No
Pricing of inputs /outputs	
Markets	
Service Providers (transporters insurance, loans, credits, extension)	
Sister Organizations	
Activities	
Other (specify)	

25. What technical assistance does the organization require to put in place databases to serve members' information needs? (Please tick)
 (i) ICT
 (ii) Computer maintenance
 (iii) Other (specify)
26. Who makes decisions in the organization?
27. How are decisions made?
28. What assets/equipment does the organization control?

Asset/Equipment	1=Yes 2 =No
Vehicles	
Computers	
Tractors	
Bicycles	
Other (specify)	

29. What systems exist to ensure that assets are not abused?

Systems in Existence	1=Yes 2 =No
Asset register	
Vehicle log book	
Asset disposal policy	
Other (specify)	

D. CAPACITY FOR HUMAN RESOURCES MANAGEMENT

30. Number of employees in the organization: Total.....Male..... Female.....
31. Are the staff numbers appropriate to achieve the organization's mission? 1=Yes 2=No
 Give an explanation to your answer?.....
32. Please describe the recruitment procedure followed when hiring staff

.....
.....
33. Are the staff skills appropriate to achieve the organization`s mission? 1=Yes 2=No

34. Does the organization have a written staff compensation and benefits plan?

1=Yes 2=No

Is it being followed? 1=Yes 2=No

If no, why not?

.....
35. Does the organization have a written staff training plan? 1=Yes 2=No

Is it being followed? 1=Yes 2=No

If no, why is it not being followed? (Please tick)

(i) Financial constraints

(ii) Lack of technical capacity

(iii) Equipment

(iv) Other (Please specify).....

36. Do staff members prepare regular work plans 1=Yes 2=No

Are they followed? 1=Yes 2=No

37. If no, why is it not being followed? (Please tick)

(i) Lack of resources

(ii) Limited supervision

(iii) Management failures

(iv) Other (specify)

E. CAPACITY FOR FINANCIAL MANAGEMENT

38. Does the organization have accounting policies, procedures and manuals in place?

(Please indicate by ticking)

(i) Policy

(ii) Procedure

(iii) Manuals

39. Do you carry out annual external audits? 1=Yes 2=No

Are the audit reports made available to members? 1=Yes 2=No

40. Who decides on the budget amounts and allocations?

41. What are the sources of income for the organization?

F. CAPACITY FOR MEMBERSHIP MANAGEMENT

42. How many paid-up members does the organization have? Total Male..... Female.....

43. How are members involved in the organization? (Please indicate below)

Involvement of the Members	1=Yes 2=No
Election of the Office Bearers	
Accessing services such as Technical Assistance (i.e. farming, input/output and markets)	
Management of the organization at different levels	
Other (please specify)	

44. What is the criteria for new members to join
 (i).....
 (ii).....
 (iii).....

45. Does your organization have an updated database of its members? 1=Yes 2=No

46. What technical assistance does the organization require in order to have a comprehensive database?

47. Are there membership categories in the organization 1=Yes 2=No
 If yes what are they?

48. In line with the membership categories what is the membership fee structure?

49. What is the member retention rate/turnover (i.e. how many members the year before last, last year, this year)?

50. How does the organization communicate with its members?

(i)	Writing	<input type="text"/>
(ii)	Telephone /cell phone	<input type="text"/>
(iii)	e-mails	<input type="text"/>
(iv)	Meetings	<input type="text"/>
(v)	Other (specify).....	

51. What methods are used to recruit members?

(i)	Advertise	<input type="text"/>
(ii)	Word of mouth	<input type="text"/>
(iii)	Other (specify).....	<input type="text"/>

52. Is there a membership growth strategy? 1=Yes 2=No
 If yes, what is it?.....

53. Are there specific new members' targets? 1=Yes 2=No
 What is the target? When?

G. CAPACITY FOR SERVICE DELIVERY AND POLICY DEVELOPMENT

54. What services does the organization provide to its members?

Services or Programs	1=Yes 2=No
Technical assistance on farming	
Information on crops	
Information on Weather	
Information on Markets	
Information on Prices (output/input)	

55. What services is the organization not availing but should be availing to its members?

56. What technical support does the organization require to be able to meet members' needs?

57. Is there a service fee/ levy system? 1=Yes 2=No
 If yes, what is the service fee structure?.....

58. How are services delivered to members?

Service Delivery	1=Yes 2=No
Handouts	
Meetings	
Extension staff	
Media	
Others (specify)	

59. Are non-members able to access services from the organization? 1=Yes 2=No

60. Are there different charges for members and non-members for services? 1=Yes 2=No

61. How much income is generated from membership fees, levies and/ or services provided?

Income Generation	Amount
Membership fees	
Levies	
Services	
Inspection	
Donors	
Others (specify)	

62. Is the organization able to cover its operating expenses (salaries, rent, utilities, supplies, all consumables) from its recurring revenues 1=Yes 2=No
 Elaborate if yes or no

63. Is the organization's recurring revenue sufficient for the organization to expand its activities?
 1=Yes 2=No

64. How do members monitor provision of services by the organization?

65. Is there a regular procedure of surveying members' needs to design relevant services? 1=Yes 2=No

66. How do you evaluate your organization services in the following areas?

Capacity building/Training	
----------------------------	--

Information	
Quality/Standards issues	
Discount Programs	
Market access	
Technical assistance	
Public policy	

67. What new or expanded services should the organization consider offering to members?

H. CAPACITY FOR LOBBYING AND ADVOCACY

- 68. Does the organization have an advocacy strategy or policy agenda in place?
 1=Yes 2=No
 If yes, how was it developed?
- 69. What process is used to develop policy positions?
- 70. How is member input solicited to define and prioritize issues and to evaluate government initiatives
- 71. How are members involved in advocacy campaigns?
- 72. Does the organization use media as part of advocacy campaigns? 1=Yes 2=No
 If yes how?
- 73. How does the organization get to know about legislative and policy proposals in government?

- 74. What have been your advocacy successes as an organization?
- 75. Does your organization work with other organizations in advocacy 1=Yes 2=No
 If yes, which organizations?
- 76. What form of assistance does the organization require to improve advocacy capacity?

Form of Assistance	1=Yes 2=No
Training/mentoring	
Financial assistance	
Research	
Others (Please specify)	

I. GENDER INTEGRATION

77. Does the organization have a gender policy? 1=Yes 2=No
 Is it being followed? 1=Yes 2=No
 If no, why is it not being followed? (Please tick)
- | | |
|----------------------------|--------------------------|
| (i) Lack of resources | <input type="checkbox"/> |
| (ii) Limited supervision | <input type="checkbox"/> |
| (iii) Management failures | <input type="checkbox"/> |
| (iv) Other (specify) | <input type="checkbox"/> |
78. Does the organization have targeted services or programs for women, men or youth membership?
 1=Yes 2=No
 Please elaborate whether yes or no
79. Does the organization readily collect and avail (e.g. in reports) data on numbers of males and females in leadership structures at national, province, district and area levels? 1=Yes 2=No
80. Do you believe there is value in the organization knowing and keeping track of the sex disaggregation of the leadership? 1=Yes 2=No
 Please elaborate whether yes or no
81. What is the organizational strategy, if any, for growing the participation of females in the leadership structures of the organization?
82. What technical assistance does the organization require to be able to adequately mainstream gender in the organization?

J. ENVIRONMENTAL INTEGRATION

83. Does the organization have an environmental policy? 1=Yes 2=No
 Is it being followed? 1=Yes 2=No
 If no, why is it not being followed? (Please tick)
- | | |
|----------------------------|--------------------------|
| (i) Lack of resources | <input type="checkbox"/> |
| (ii) Limited supervision | <input type="checkbox"/> |
| (iii) Management failures | <input type="checkbox"/> |
| (iv) Other (specify) | <input type="checkbox"/> |
84. What programs has the organization put in place to promote environmental protection?
85. Which institutions is the organization collaborating with to promote environmental protection?
86. What role should the organization be playing (that it is not) in promoting environmental protection?
87. What technical assistance does the organization require to play a role in environmental protection?

NB: Since ACP started working with your organization, what has changed?

ii) Rating Form

Name of Organization: _____
Date of Assessment: _____
Facilitated by: _____

Rating Scale

0	Non-existing
1	Components and structures of element in place but not operational
2	Components and structures of element in place but limited operational
3	Components and structures of element in full operation
4	Components and structures of element fully operational and demonstrated signs of sustainability and evolution (e.g., successful transitional elections, increases in membership, expanded services, etc.)

Score Average

1. Governance

a. Mission Statement

b. Governing body in place

c. Executive Director/ CEO in place

d. Executive Director/ CEO appointed and accountable to governing body

e. Governing Body carrying out key roles

f. Producer Organization legally established/registered

g. Separation and clarity of governing body and Executive Director roles and responsibilities

h. Frequency of governing board meetings

- i. Democratic elections conducted periodically, as defined in the constitution
- j. Defined term of office for governing body members
- j. Constitution or charter and bye laws
- k. Mechanism for enforcing bye laws
- l. Clearly defined capacity building needs

Sub-total		

2. Management

- a. Standard operating procedures and policies
- b. Business plan in place
- c. Information tools and systems
- d. Facilities and equipment management control
- e. Transparent decision making process

Sub-total		

3. Human Resources

- a. Transparent merit-based recruitment procedures
- b. Staff compensation and benefits plan
- c. Staff training plan
- d. Staff work plan
- e. Staff with skills appropriate to achieve organization’s Mission
- f. Staff numbers appropriate to achieve organization’s Mission

Sub-total		

4. Financial Resources

a. Accounting policies, procedures, and manuals (including books of account current and internal and external audits, and Financial records regularly available to members)

b. Transparent budgeting process (including Members involved in budget preparation and approval)

c. Diverse and sustainable resource base

Sub-total		

5. Membership, services and policy

a. Criteria for membership, member benefits and conditions for joining defined, and membership database available and accessible

b. Market-driven business services (collective commodity marketing and input purchasing, introduction of new technologies and production techniques, training, Linking members to new markets, facilitating access to financial services)

c. Policy related services, including lobbying and advocacy in support of regulatory reforms for improved agribusiness environment locally, regionally and internationally

d. Information package/s on programs, services, policy issues, administrative issues, membership and finances available

d. Assessment tool to evaluate member satisfaction with services provided available

e. Membership recruitment strategy in place

f. Income generated from membership fees, levies and/or services provided

g. Informs, advocates, and engages in policy/regulatory reforms and participates in the decentralization of Government services on behalf of members

h. mechanism for sharing returns on investment well developed and known to members

Sub-total		

6. Lobbying and Advocacy

- a. Advocacy strategy or policy agenda in place
- b. Process for developing policy positions established
- c. Extent of members and/ or public involvement
- d. Media used in advocacy campaigns
- e. Method of knowing about legislative and policy proposals in government
- f. Partners with other organizations in lobbying and advocacy

Subtotal		

7. Gender Integration

- a. Gender policy in place
- b. Gender policy is being implemented
- c. Organization has sex disaggregated data
- d. Organization offers targeted services or programs for women, men or youth membership
- e. Collects and avails data on numbers of males and females in leadership structures at national, province, district and area levels
- f. Attitude towards women having leadership positions
- g. Organizational strategy for growing participation of females in leadership structures

Subtotal		

8. Environmental Integration

a. Environment policy in place

b. Policy is being implemented

c. Programs to promote environmental protection in place

d. Organisation collaborates with other institutions to promote environmental protection

Subtotal		
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Ranked Stages in Organizational Development/Growth

(For Ranking at the Capacity Area and Overall Organizational Level)

<p>0-0.9 Nascent. The organization is in the earliest stages of development. All the components measured are rudimentary or nonexistent</p>
<p>1-1.9 Emerging. The organization is developing some capacity. Structures for <u>governance</u>, <u>management practices</u>, <u>human resources</u>, <u>financial resources</u>, and <u>service delivery</u> are in place and functioning. But both governing body and secretariat require urgent training in running the affairs of the Union. There is need to have a proper division of duties and labour between the two. Infighting is suspiciously the name of the game at this Union</p>
<p>2-2.9 Expanding. The organization has a track record of achievement; its work is recognized by its stakeholders, the government, other sectors, and other organizations active in the same sector. The organization has structures that are functioning well and needs little improvement in this component</p>
<p>3-4 Mature. The organization is fully functioning and sustainable, with a diversified resource base and partnership relationships with local, national, regional, and international networks</p>
<p>1-1.9 Emerging. The organization is developing some capacity. Structures for <u>governance</u>, <u>management practices</u>, <u>human resources</u>, <u>financial resources</u>, and <u>service delivery</u> are in place and functioning. But both governing body and secretariat require urgent training in running the affairs of the Union. There is need to have a proper division of duties and labour between the two. Infighting is suspiciously the name of the game at this Union.</p>

ANNEX 13: M & E QUESTIONNAIRES

The M & E questionnaires are provided as a separate attachment to this report.

ANNEX 14: DCOP'S PRESENTATION AT ZCFU 18TH AND ZCFU 72ND ANNUAL CONGRESS

The DCOPs presentation at ZCFU 18th and ZCFU action plans for improving action plans is provided as a separate attachment to this report.

ANNEX 15: CONCEPT NOTE ON HAND-ON FARM LEADERSHIP AND BUSINESS DEVELOPMENT

The concept note on Hand-on Farm leadership and business development is provided as a separate attachment to this report.

ANNEX 16: ARTICLES FEATURING ACP IN LIVESTOCK MATTERS MAGAZINE

The articles featuring ACP in Livestock Matters Magazine is provided for in a separate attachment to this report.

ANNEX 17: POLICY MATRIX FOR INDICATOR 4.5.1-24

	Regulation	Position Paper	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
1	Water Act [Chapter 20:24]	CIBER for Horticulture	X				
2	Zimbabwe National Water Authority Act [Chapter 20:25]	CIBER for Horticulture	X				
3	Control of Goods Act [Chapter 14:05]	CIBER for Horticulture			X		
4	Public Health Act [Chapter 15:09]	CIBER for Horticulture, Poultry Issues Paper	X				
5	Customs and Excise Act [Chapter 23:02]	CIBER for Horticulture			X		
6	Pig Industry Act [Chapter 18:15]	CIBER for Pigs	X				
7	Animal Health Act [Chapter 19:01]	Quality Assurance Study		X			
8	Value Added Tax [Chapter 23:12] wheat grain, soya meal, soya beans, point-of-lay pullets, live birds	CIBER for Pigs, CIBER for Poultry					X
9	Environment Management Act [Chapter 20: 27]	CIBER for Horticulture, CIBER for Pigs, CIBER for Poultry, CIBER for Beef and Dairy	X				
10	Food Standards Regulations(S.I 103/1990)	CIBER for Horticulture	X				
11	Bio-safety Regulation	CIBER for Pigs, CIBER for Poultry	X				
12	African Swine Fever Regulations (S.I 2/1994)	CIBER for Pigs, CIBER for Poultry	X				
13	Food and Food Standards Act [Chapter 15:04]	Quality Assurance Study, Poultry Issues Paper		X			
14	Produce Export Act [Chapter 18:17]	CIBER for Horticulture	X				
15	Farmers License and Levy Act [Chapter 18:10]	Poultry Issues Paper		X			
16	New Castle (Control) Regulations (SI 193 of 1999)	CIBER for Poultry		X			
17	New Castle Disease (Quarantine Areas) (SI 365 of 1985)	CIBER for Poultry		X			
18	Public Health Regulations (SI 50 of 1995)	CIBER for Poultry					
19	Farmers License of Levy (Collection of Day Old Chick Levy) (S.I. 225 of 1998)	CIBER for Poultry		X			
20	Agricultural Research Act [Chapter 18:05]	CIBER for Poultry		X			
21	Fertilizers, Farm Feeds and Remedies Act [Chapter 18:12]	CIBER for Beef and Dairy, Animal Health Issues Paper		X			
22	Public Health (Abattoir, Animal and Bird Slaughter and	Poultry Issues Paper, Animal			X		

	Meat Hygiene) Regulations SI 50/1995	Health Issues Paper					
23	Animal Health (Import) (Amendment) SI 281 of 1999	CIBER for Poultry			X		
24	Animal Health (Newcastle Disease) (Quarantine Areas) Order, 1985 (SI 365/85) as amended by (SI43/1986 and SI 208/1994	Poultry Issues Paper		X			
25	Medicines and Allied Substances Control Act	Animal Health Issues Paper		X			
26	Fertilizers' Farm Feeds and Remedies (Sterilization of Animal Products) Regulations of 1976	Stock feed Production and Marketing Issues Paper		X			
27	Fertilizers' Farm Feeds (Exemption) Regulations of 1969	CIBER for Beef and Dairy, Stock feed Production and Marketing Issues Paper		X			
28	Fertilizers' Farm Feeds and Remedies (Registration) Regulations of 1996 (SI 184/1996)	Stock feed Production and Marketing Issues Paper		X			
29	Farm Feeds Regulations 1968 (corrected by 68/2001)	CIBER for Beef and Dairy, Stock feed Production and Marketing Issues Paper		X			
30	Grain Marketing Act	CIBER for Beef and Dairy, Stock feed Production and Marketing Issues Paper		X			
31	Seeds Act	CIBER for Beef and Dairy, Stock feed Production and Marketing Issues Paper		X			
32	Finance Act	Stock feed Production and Marketing Issues Paper		X			
33	National Biotechnology Act	Stock feed Production and Marketing Issues Paper		X			
34	Agricultural Marketing Authority Act	Cotton Indaba, Stock feed Production and Marketing Issues Paper			X		
35	Rural District Council Levy Act	CIBER for Beef and Dairy		X			
36	Medicines and Allied Substances Control Act	CIBER for Beef and Dairy		X			
37	Municipal by-laws e.g. Salisbury a)(Licensed Premises) By-laws, 1975; b) (Food Hygiene) By-laws, 1975	Quality Assurance Study	X				
38	Dairy Act [Chapter 18:08]	Quality Assurance Study	X				
39	Hazardous Substances and Articles Act [Chapter 15:05]	Quality Assurance Study	X				
40	Cotton Production and Marketing (S1 142)	Cotton Indaba			X		

41	Cotton Industrial and trade policies	Cotton Indaba			X		
42	Cotton Pricing policy	Cotton Indaba			X		
43	Cotton Grading policy	Cotton Indaba			X		
44	National Budget SI 154/11 reduction in the duty on galvanized wire, Crude soy oil	CIBER for Horticulture, CIBER for Pigs, CIBER for Poultry					X
45	Establishment of Multi-Ministerial Port Health Authority	LMAC Issues Paper			X		
46	Removal of Ban on feeding GM-products to livestock	SMA Issues Paper			X		
47	Ministry of Local Government, Public Works and Urban Development Circular Number 7 of 2006	RDC Levies on Cattle Sales			X		
48	Finance Act [Chapter 23:09] as read together with Rural District Councils Act [Chapter 29:15]	Land Unit Tax Paper		X			
	TOTALS		12	21	12	0	2