



**USAID**  
FROM THE AMERICAN PEOPLE

# ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

**THIRD QUARTERLY PROGRESS REPORT, YEAR THREE  
(APR – JUN 2013)**

**CONTRACT NO. EDH-I-00-05-00004-00**

**TASK ORDER EDH-I-15-05-00004-00**

**JULY 2013**

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.



# ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

**THIRD QUARTERLY PROGRESS REPORT, YEAR THREE  
(APR – JUN 2013)**

**Program Title:** Zimbabwe Agricultural Competitiveness Program

**Sponsoring USAID Office:** USAID | Zimbabwe

**Contract Number:** EDH-I-00-05-00004-00, Task Order No. 04

**Contractor:** DAI

**Date of Publication:** July 2013

**Author:** DAI and its Subcontractor Partners

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

*This page is intentionally left blank.*

# CONTENTS

- CONTENTS ..... 1
- ACRONYMS ..... 2
- CHAPTER I: HIGHLIGHTS AND OPERATING ENVIRONMENT ..... 5
  - 1.1: ZIM-ACP IN BRIEF ..... 5
  - 1.2 QUARTERLY HIGHLIGHTS: ..... 5
  - 1.3 OPERATING ENVIRONMENT ..... 6
  - 1.4 PROGRESS TOWARDS INDICATORS ..... 9
- CHAPTER 2: PROJECT ACTIVITIES ..... 11
  - 2.1 COMPONENT 1: ORGANIZATIONAL AND ADVOCACY COMPETENCE IN FARMER REPRESENTATIVE BODIES ..... 11
  - 2.2 COMPONENT 2: IMPROVING MARKET FACILITATION INSTITUTIONS ..... 17
  - 2.3 COMPONENT 3: IMPROVING AGRO-BUSINESS DEVELOPMENT SERVICES, AGRO-BUSINESS SKILLS, AND AGRO-PRODUCTION AND PRODUCTIVITY ..... 18
- CHAPTER 3: MONITORING & EVALUATIONS ACTIVITIES ..... 20
  - 3.1 ACTIVITIES UNDER M&E ..... 20
- CHAPTER 4: ENVIRONMENTAL ISSUES ..... 22
- CHAPTER 5: GENDER ISSUES ..... 23
- CHAPTER 6: LESSONS LEARNED ..... 25
- CHAPTER 7: NETWORKING & COLLABORATION ..... 26
- CHAPTER XI: ANNEXES ..... 28

# ACRONYMS

ACED	Agricultural Competitiveness and Enterprise Development
AFWG	Agriculture Finance Working Group
AGRIBANK	Agricultural Bank of Zimbabwe
AGRITEX	Agricultural Technical and Extension Services
AHIC	Animal Health Industry Council
AMA	Agricultural Marketing Authority of Zimbabwe
ARC	Agriculture Research Council
ASF	Animal Swine Flu
AU-IBAR	African Union Inter-African Bureau for Animal Resources
AWARE	Animal and Wildlife Area Research and Rehabilitation
BSP	Business Service Providers
BDSPPS	Business Development Service Providers
CA	Commodity Association
CAADP	Comprehensive Africa Agricultural Development Program
CALR	Centre for Applied Legal Research
CBO	Community Based Organization
CBZ	Commercial Bank of Zimbabwe
CFU	Commercial Farmers Union
CGA	Cotton Ginners Association
CIBER	Competitiveness Impacts of Business Environment Reform
CIG	Commodity Industry Group
COMESA	Common Market for Eastern and Southern Africa
COMEZ	Commodity Exchange in Zimbabwe
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CNFA	Citizens Network for Foreign Affairs
CSO	Civil Society Organizations
CVSZ	Council for Veterinary Surgeons of Zimbabwe
CZI	Confederation of Zimbabwe Industries
DA	District Administrator
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
DLVS	Division of Livestock and Veterinary Services
DOHOPA	Domboshawa Horticulture Producers Association
DR&SS	Department of Research & Specialist Services
DVS	Department of Veterinary Services
E&M	Economics and Markets
EMA	Environmental Management Agency
EMCOZ	Employers' Confederation of Zimbabwe
EOI	Expression of Interest
FaaB	Farming as a Business
FaaFB	Farming as a Family Business
FACHIG	Farmers' Association for Community Self-Help Investment Groups
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization

FBC	Financial Bank of Zimbabwe
FCPA	Federated Cotton Producers & Marketers Association
FDI	Foreign Direct Investment
FTFMS	Feed the Future Monitoring System
FY	Financial Year
GALS	Gender Action Learning Systems
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Services)
GMAZ	Grain Millers Association of Zimbabwe
GMO	Genetically Modified Foods
GOZ	Government of Zimbabwe
HPC	Horticulture Promotion Council
IFPRI	International Food Policy Research
ITC	International Trade Centre
LFCE	Land Fortunes Commodity Exchange
LMAC	Livestock & Meat Advisory Council
LOE	Level of Effort
LOL	Land O' Lakes
LTTA	Long Term Technical Assistance
MAPA	Murehwa Agricultural Producers Association
MAMID	Ministry of Agriculture, Mechanization & Irrigation Development
M&E	Monitoring and Evaluation
MEPIP	Ministry of Economic Planning and Investment Promotion
MLA	Market Linkages Association
MLG	Ministry of Local Government
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTP	Medium Term Plan
MWAGCD	Ministry of Women Affairs, Gender & Community Development
NACSCUZ	National Association of Cooperative Savings and Credit Unions of Zimbabwe
NADF	National Association of Dairy Farmers
NGO	Non-Governmental Organization
NPPA	National Potato Producers Association
NUST	National University of Science & Technology
OIE	World Organization on Animal Health
PAPST	Public Affairs & Parliamentary Support Trust
PIB	Pig Industry Board
PMP	Project Monitoring Plan
PO	Purchase Order
POL	Point of Lay
PPAZ	Pig Producers Association
RIA	Regulatory Impact Analysis
RDC	Rural District Councils
SADC	Southern Africa Development Community
SAPST	Southern Africa Parliamentary Support Trust
SATH	SADC - Trade Hub
SAZ	Standards Association of Zimbabwe
SHDF	Self Help Development Foundation
SI	Statutory Instrument
SIRDC	Scientific and Industrial Research and Development Centre
SMA	Stockfeed Manufacturers Association

SPCA	Society for the Prevention of Cruelty to Animals
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
UZ	University of Zimbabwe
WABAZ	Women's Alliance for Business Associations in Zimbabwe
WAM	Weekly Activities Meeting
WILSA	Women and Law in Southern Africa
WRS	Warehouse Receipt System
ZAA	Zimbabwe Abattoirs Association
ZADT	Zimbabwe Agricultural Development Trust
ZAMFI	Zimbabwe Association of Micro-Finance Institutions
ZCFU	Zimbabwe Commercial Farmers Union
ZCTS	Zimbabwe Cattle Traceability Scheme
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZESA	Zimbabwe Electricity Supply Authority
ZETDRA	Zimbabwe Electricity Transmission & Distribution Regulatory Authority
ZFU	Zimbabwe Farmers Union
ZNCC	Zimbabwe National Chamber of Commerce
ZNFU	Zimbabwe National Farmers' Union
Zim-ACP	Zimbabwe Agricultural Competitiveness Program
Zim-AIED	Zimbabwe Agricultural Income and Employment Development Program
ZINWA	Zimbabwe National Water Authority
ZNCC	Zimbabwe National Chamber of Commerce
ZPA	Zimbabwe Poultry Association
ZVA	Zimbabwe Veterinary Association
ZWPFT	Zimbabwe Women Poultry & Small Stock Farmers Trust
ZWLA	Zimbabwe Women Lawyers Association
ZWRCN	Zimbabwe Women's Resource Centre and Network

# CHAPTER I: HIGHLIGHTS AND OPERATING ENVIRONMENT

## 1.1: ZIM-ACP IN BRIEF

Zim-ACP provides technical support for strengthening technical and organizational capacity of representative bodies of farmers, agricultural commodity and agribusiness associations to be effective in advocacy and lobbying for improved business environment for Zimbabwean farmers. The ultimate objective is to facilitate increased competitiveness of the agriculture sector through an improvement of the enabling agro-business environment for Zimbabwean farming and agribusiness sectors. It aims to do so via three interlocked components:

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

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

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

From April 1 through June 30, 2013, Zim-ACP continued advanced trainings of leaders of the farmers' and commodity association organizations to enhance their leadership role in improving service provision, advocacy and lobbying, gender mainstreaming and improved governance by their organizations. Zim-ACP staff and technical staff of the farmers' organizations, private consultants and researchers were trained in applying advance tools for CIBER competitiveness assessments of commodity value chains. Work also began on creating the websites, databases and service offerings for the associations and unions. Once complete the trilogy of technical tools will become the platform for a viable and sustainable market information system to serve the agricultural sector of Zimbabwe.

## 1.2 QUARTERLY HIGHLIGHTS:

- Zim-ACPs organizational strengthening efforts began to yield results this quarter as LMAC is being recognized as an advocacy and public and private dialogue leader in the livestock and meat industry. For example, the Animal Welfare Working Group acknowledged and accepted the regulatory review and proposed reform of the Animal Health Act undertaken by LMAC, with the technical assistance provided by CALR (which is contracted by Zim-ACP), to be in line with OIE recommendations and consistent with the draft OIE ISO Animal Welfare Standards. The ISO Animal Welfare Standards are under development by the OIE. They plan to review global best practices with which to align their own regulations.
- Competitiveness and trade issues are being addressed more and more by the livestock industry as witnessed through Zim-ACP's work, providing technical advice and guidance to representative bodies and players in the livestock industry on the 2013 Annual Joint Symposium of the Stock

Feed Manufacturers. The symposium jointly organized by SMA, PPAZ and ZPA was on “Competitiveness and Trade” and provided a platform to raise issues on how to achieve increased production, productivity of farmers and overall competitiveness in the livestock sector without reverting to protectionist interventions.

- As a result of Zim-ACP’s active and timely responses with regulatory analysis and technical advice on proposed statutory instruments and Rural District by-laws, there is a greater demand for evidence based advocacy for regulatory review. Zim-ACP analysis showed that the proposed increase in levies and fees payable raised the overall cost of regulatory compliance by farmers. This in turn increased cost of production which had the potential effect of reducing competitiveness of local products in local markets. As a result, the associations called for a more comprehensive study of the cost of compliance with regulations to provide evidence on cost of doing business in the livestock sector.
- Unions and associations are recognizing value in Zim-ACP’s organizational strengthening activities and are requesting additional capacity building on (i) leadership, governance and organizational development, (ii) gender mainstreaming, (iii) services provision; and (iv) advocacy and lobbying. ZFU requested specifically for Zim-ACP technical assistance in these areas for the strengthening of its Horticulture and Cotton Commodity Associations.
- Zim-ACP’s hosting of the Agricultural Research and Extension Indaba provided a platform for dialogue among public and private sector service providers in agricultural research and extension systems in Zimbabwe. An Agricultural Research and Extension Working Group, to be coordinated by FAO, was established, which will be the basis for facilitating future public-private sector dialogues on policy and regulatory reforms and will lead to the development of a national research and extension policy.
- Further technical support and training through a CIBER study on the cotton industry was provided to local project staff and two local consultants. The training provided advanced knowledge and analytical techniques for applying CIBER in facilitating stakeholder consultative and dialogue processes and for assessing competitiveness of commodity value chains.

### **1.3 OPERATING ENVIRONMENT**

The operating environment in Zimbabwe creates several challenges to farmers. Some of these challenges include poor infrastructure, lack of FDI, onerous regulatory requirements, overpriced supply inputs, lack of available credit, and land tenure issues. Representative bodies see these as the key factors inhibiting the competitiveness of agriculture and preventing Zimbabwe’s agricultural sector from meeting its market potential. The representative bodies tend to seek Zim-ACP’s direct technical assistance to address these constraints. As Zim-ACP is not able to do, the representative bodies feel their advocacy and lobbying efforts may not bare immediate fruits. By working with the farmer unions and associations to strengthen their leadership and organizational sustainability, Zim-ACP is helping to give voice to the farmers through advocacy capacity building and building technical capacity to generate evidence for presentation to government on how the constraints are negatively affecting the agricultural industry. The work done to date will create strong associations that through evidence based advocacy can address the regulatory constraints that are negatively affecting agricultural production and once reformed will make Zimbabwe a more attractive prospect for local and foreign direct investment.

Zim-ACP's goal is to create strong representative bodies that will add value to the agricultural value chain by providing improved information and services to members and effective representation of their interests. If the farmers see their representative bodies providing services and addressing regulatory issues that adversely affect their productivity and profit, they will be more inclined to support those organizations by paying membership fees. In order to get these organizations to that operational level, Zim-ACP will continue to strive towards making them organizationally strong to be effective and relevant to their members. To further enhance their relevance, Zim-ACP will provide technical capacity to be key players in developing Zimbabwe's competitiveness and industry strategies.

While there will always be challenges that go beyond the reach of one project, as illustrated in the following report, Zim-ACP will act as a road map to guide the agricultural sector in addressing them. Challenges specific to this quarter included:

- **Capacity Building Workshops Postponed due to elections**

Capacity building workshops that had been scheduled in provincial areas had to be postponed due to uncertainty over national election dates. This curtailed the number of activities during the quarter. The workshops will be held in August and September after elections.

- **DOHOPA failure to receive loans**

The time taken and in some cases failure by DOHOPA to secure funding for diversification enterprises of its members became a challenge to Zim-ACP continued collaboration with and support to DOHOPA. This is because DOHOPA leadership was losing confidence in addressing members' expectations for immediate monetary benefits. The members' expectations are characteristic of members of rural-based organizations used to receiving direct donor support. Zim-ACP invested effort in advising and mentoring the leadership on how to leverage Zim-ACP technical support for organizational strengthening to attract support from funding agencies. As a result of the capacity building, the leaders crafted a value proposition outlining the strengths of DOHOPA. The leadership adopted a communication strategy to inform and advise their members on benefits of being independent of direct monetary support from donor initiatives.

- **Support to HPC under Question**

Some stakeholders in the Horticulture CIG raised questions with the seconding of a long term consultant in support of HPC. They opined that Zim-ACP should prioritize HPC's agenda to address concerns over governance and transparency. This is a typical challenge in supporting representative organizations when there is dissatisfaction among some members. Zim-ACP addressed their concern by assuring them that there is no direct financial support to HPC and that the consultant's work program will be presented to the Horticulture taskforce for consideration. In this regard, Zim-ACP assured the stakeholders that it was in the interest of the industry to turn HPC into an effective advocacy and lobbying body that will be effective in representing the interest of all players in the horticulture industry. The stakeholders were assured and accepted that the Task Force, with support of the consultant, will play a direct role in determining the turnaround strategy for the Horticulture CIG which will also address concerns over governance issues at HPC.

- **Lack of Progress in Advancing Regulatory Reforms**

Although prepared for the last six months with help from Zim-ACP, the LMAC white papers on reforms to the Animal Health Act and the Farm Feeds, Fertilisers and Remedies Act have not been reviewed by the Agricultural Marketing Authority (AMA) and Economics and Markets (E&M) Department of MAMID. The formal submission of these White Papers to the relevant Departments and Ministry was

expected this quarter but it appears that there is no clarity in the Ministry as to who should be the driver for this reform among (i) Department of Livestock & Veterinary Services, (ii) Economics & Markets and (iii) AMA. Although LMAC is engaged in the debate, little progress has been made. This has slowed the completion of the work and progress towards stages 4 and 5 of regulatory reform.

## 1.4 PROGRESS TOWARDS INDICATORS

Zim-ACP continues to make progress on most of its indicator targets. As illustrated in the table below as well as the analysis in Annex 5, table 5.6, out of 12 indicators the project expects to meet the annual target in eight and will continue to work on the others. Zim-ACP plans to have a consultant work with organizations to clean up their membership databases which will result in better reporting on indicator ACP2. Assessment and support of market institutions is underway. This is expected to result in increase in client coverage or customers served (ACP3).

### Indicator table targets

Indicator	Target Year 2013	Actual Quarter 3 2013	Cumulative to date			
4.5.2-43 Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	410	50	251			
ACP 1 Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc	\$1,500,000	\$23,024	372,233			
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	20	Stage 1	14	Stage 1	19
	Stage 2	12	Stage 2	0	Stage 2	8
	Stage 3	8	Stage 3	0	Stage 3	8
	Stage 4	3	Stage 4	0	Stage 4	0
	Stage 5	4	Stage 5	0	Stage 5	0
ACP 5 Representative bodies of farmers and agribusinesses and commodity associations effectively advocating in public forums and Parliamentary committee meetings	85	10	76			
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, ZWPFT, LMAC, FACHIG, HPC	262,500	1,000	7,979			
4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources	4 000	1827	3010			
4.5.2-28 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	50	13	30			
USAIDZIM 2 Number of project beneficiaries in relevant leadership positions		26%	26%			
GNDR-4 Proportion of target population reporting		44%	44%			

increased agreement with the concept that males and females should have equal access to social, economic and political opportunities						
ACP 3 Increase in client coverage and/or customer outreach of supported market facilitation institutions /organizations	625		0		0	
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	50		20		45	
4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	120		95		223	
ACP 4 Number of market facilitation institutions/ organizations (not for profit) that, as a result of USG assistance are in each of the following 3 stages	Stage 1	4	Stage 1	1	Stage 1	2
	Stage 2	4	Stage 2	1	Stage 2	1
	Stage 3	3	Stage 3	0	Stage 3	0

# CHAPTER 2: PROJECT ACTIVITIES

## 2.1 COMPONENT 1: ORGANIZATIONAL AND ADVOCACY CAPACITY IN FARMER REPRESENTATIVE BODIES

### 2.1.1 Strengthening Organizational Capacity of Farmers' Organizations

Zim-ACP provided targeted technical assistance in response to requests for specific needs for each of project's beneficiary farmer organizations. The requests were for additional organizational capacity building to strengthen (i) leadership, governance and organizational development, (ii) gender mainstreaming, (iii) services provision; and (iv) advocacy and lobbying.

ZCFU requested training to strengthen the newly elected National Executive Committee to perform their roles effectively. They also wanted to craft a turnaround strategy to rebuild organizational credibility in the eyes of their members, service providers and stakeholders. Twenty-three leaders (17 males, six females) participated in the training in Kadoma on June 24-28, 2013. The training covered topics including governance, qualities of a leader, transformational leadership, leadership's role in service delivery, gender mainstreaming and advocacy. The training led ZCFU to adopt an Action Plan focused on (i) constitutional review to strengthen governance and accountability of leaders and set term limits for elected office; (ii) developing a gender policy and (iii) providing demand-driven services to their members in order to remain relevant; and (iv) inculcating a business mindset and corporate integrity in leadership and members. Leaders resolved to be more pro-active in advocacy and lobbying on issues affecting members at national and provincial levels. ZCFU's technical staff was trained on how to generate credible evidence to support the advocacy and lobbying efforts.

ZFU requested technical assistance to develop and strengthen leadership of its various district Horticulture Commodity Associations. While there are many members belonging to several ward and district-based horticulture associations, there is currently no functional umbrella horticulture commodity association for effective coordination and representation of the producers at the national level within ZFU. Mashonaland East was selected as the province where leadership capacity building would start. This was based on predominance of smallholder horticulture in Mashonaland Province and it builds upon the Zim-ACP organizational capacity development of DOHOPA and MAPA. The training was held on June 18-19, 2013 for ZFU Murewa District horticulture leaders and had 29 participants (21 males, eight females). Training topics included organizational policies, regulations or practices that ensure the needs of horticultural farmers and enterprises in the province are met and taking steps to advocate for change. The group will continue to receive support and mentoring from the advocacy specialist as they implement their advocacy plans.

This quarter, work with the ZFU cotton commodity associations also progressed. ZFU identified the need to strengthen the leadership of its various district cotton associations for effective and informed lobbying and representation of the cotton growers in the national Agricultural Marketing Association. The leadership needed improved negotiation skills to work with the Cotton Ginners, cotton contracting firms,

service providers, government officials, and regulatory agencies. In particular, the leadership needed to be pro-active on issues affecting the cotton sector. Through the capacity building, ZFU Commodity Associations (CAs) will be strengthened to actively participate in commodity industry groups, while ZFU provincial structures and the national executive's role will be lobbying and advocacy for better policies and regulations. Due to the Zimbabwe national elections, the planned capacity building workshops in other provinces had to be rescheduled to take place after the elections, i.e. in August and September, 2013.

Following formal registration of ZWPFT and MABC as Trusts, the leadership requested training for the development of their respective organizations, and strategic planning. However, this training was also rescheduled for next quarter, again due to the national elections.

### **Website Development**

This quarter, a website development specialist successfully developed and made operational websites for ZFU, ZCFU, HPC, FACHIG, ZWPFT and LMAC. The ZFU website provides links to DOHOPA and MAPA sites. The organizations now have visible website presence which is accessible to their clients and other stakeholders. Zim-ACP negotiated an agreement with PPP Trading to host the websites. PPP Trading was chosen on the basis of its good reputation working with small business enterprises. They were also selected with sustainability in mind as their charges are reasonable and will be affordable to institutions when Zim-ACP ends.

The Zim-ACP website consultant also provided technical advice on ways of making effective use of the websites. This included how to market the organizations and their services to prospective members; communicate market information; provide technical advice and extension messages; and maintain a calendar of future events. The websites will host a range of databases containing information of interest to members and stakeholders. The possibility of registering or renewing membership on line is being explored as the website and membership databases are being developed. The website is also seen as a potential source of revenue through hosting of commercial advertisements as a fee-based service. To meet these needs, Zim-ACP will retain the services of the website consultant in the next quarter to provide additional training to staff and technical support to organizations on the functions and utility of the websites.

### **Service Provision**

Zim-ACP continued to work with farmer organizations to develop business services they could provide to their members. Dr. Mutema, a development services specialist, was engaged to work with each organization to develop the scope of services most useful to their members.

### **2.1.2 Strengthening CIG Agribusiness Representative Bodies for Advocacy, Lobbying and Service Provision**

#### **LMAC**

Zim ACP's work with LMAC is starting to demonstrate concrete results for its members. LMAC is fast being recognized as a credible voice for the livestock and meat industry. This quarter, LMAC participated in events and received recognition for its evidence-based advocacy, as a source of industry information and as a body to consult on livestock policy issues by both the private and public sectors. Annex 5, table 5.1 presents some of the meetings where LMAC and/or its affiliate associations advocated on issues affecting their members.

CZI, the largest private sector body in Zimbabwe with recognition at various national, public and private forums, invited LMAC to be a member of the committee for the agriculture sector. The committee will analyze the performance of and propose interventions to improve economic performance of the livestock and meat sector.

On May 7, 2013 the Ministry of Economic Planning and Investment Promotion held a stakeholder meeting to get an update on challenges faced by the meat and livestock sector and to get input for its Mid-Term Fiscal Policy review. LMAC presented the challenges faced by the meat and livestock industry including the multiplicity of fees and levies in the value chain, the need for broad stakeholder consultations regarding GMO policy on processed stock feed, and the need for a clear policy on importation of live animals for slaughter. Government representatives from the Ministry of Agriculture, Mechanization and Irrigation Development and Ministry Economic Planning & Investment Promotion requested LMAC to provide additional industry information and reports for use in their planning. See Annex 1 for the LMAC presentation to the Mid-Term Fiscal Policy review.

LMAC also presented a paper at a CZI-ZIMRA Conference on April 4, 2013 to address boarder control violations and how they affect the meat and livestock industry. The paper specifically addressed the 'violation of SADC rules of origin by some member states and duty evasion through misclassification of goods; smuggling of goods into the country; under-invoicing on imported products; and sub-standard products not being subject to minimum standards'. Fourteen diverse subsector representatives in retail, textiles, leather and meat presented their cases of 'leaky borders' to a committee comprising three ZIMRA and two CZI officials. ZIMRA has established a Customs Business Council platform through which to process and move towards effective solutions to valid complaints arising from the business community.

LMAC representatives spoke at the Fivet Poultry and Livestock Expo held on June 20, 2013. Topics discussed include the competitiveness status of livestock and poultry production in Zimbabwe relative to international markets. There were up to 300 invited agribusiness leaders, producers, public sector officials (Ministry of Agriculture, Finance, Industry & Commerce) and private sector in attendance. High regulatory compliance costs, ban on GMO-based animal feed and lack of investment in improved genetics were highlighted as factors affecting livestock and poultry competitiveness in Zimbabwe. At the event, LMAC was publicly acknowledged as a leading representative body working in the interest of the livestock and meat industry. A recommendation of the meeting was the establishment of a Team of Champions selected from high level private sector leaders, representing all agriculture sector value chains, which will develop and drive an agriculture industry strategy.

Zim-ACP provided technical advice and guidance on the 2013 Annual Joint Symposium of the Stock feed Manufacturers Association (SMA), the Zimbabwe Poultry Association (ZPA) and the Pig Producers Association of Zimbabwe (PPAZ) held on May 22-23, 2013. The theme was Competitiveness and Trade. Presentations covered global and regional trade, including trade agreements, non-tariff barriers, standards, competitiveness as well as technical productivity issues that impinge on competitiveness at the farm level in the livestock sector. At the request of Zim-ACP, USAID/SERA's COP made a presentation in which he outlined the role of trade and removal or reduction of non-tariff barriers in facilitating competitiveness that promotes agricultural growth. The Symposium drew a total of 186 participants (137 male, 49 female) on the first day and 112 participants (92 male, 35 female) on the second day. These included pig and poultry farmers, stock feed manufacturers, veterinary suppliers, public sector stakeholders and breeders.

### **Horticulture CIG**

Zim-ACP seconded a technical expert to the horticulture CIG during the reporting period. The technical expert, Mr. Dominic Mubvuta presented his proposed work plan at a meeting on April 25, 2013, to the various horticulture value chain players, including producer associations (DOHOPA, MAPA, and

Negomo Syndicate), ZCFU, large scale commercial farmers, MAMID and wholesalers (Harare Produce Sales, Interfresh). They accepted the proposed work plan and are already discussing ways to retain his expertise beyond his contract with Zim-ACP. On June 28, 2013 a meeting attended by 16 stakeholders (13 males and three females) from leading firms in the horticulture industry, representatives of ZFU, ZCFU, MAPA, DOHOPA, and Ministry of Agriculture, agreed to champion the crafting of a private-sector led competitiveness strategy to drive the future of the industry. Zim-ACP supported LTTA will coordinate the efforts starting next quarter.

### **Tree Crops Commodity Industry Representative Body**

The Tree Crops Stakeholders, led by the Coffee Growers' Association and managers of the Coffee Mill (owned by the association) requested Zim-ACP's technical support for organizational and advocacy strengthening to improve government and private sector support and investment. They also requested technical support to guide the associations in designing activities and services for their members. In response, Zim-ACP commissioned a study to assess the competitiveness and economic prospects of a range tree crops (bananas, tea, coffee, macadamia, avocado and citrus). Preliminary findings and recommendations were presented to and accepted by stakeholders in Manicaland at a feedback meeting in May 2013 which was attended by 19 participants (18 males, 1 female) representing different players in the tree crops value chain. The study findings showed that based on regional and global market trends, there were viable prospects for investing in banana, macadamia, avocado and to a less extent, tea and coffee. The study recommended that various stakeholder groupings (essentially the commercial sector and the smallholders) in each commodity value chain, develop a common vision for the industry. The establishment of 'one voice' for the industries would also serve the broader requirement of the industry to attract investment and donor support. Once established, the grouping would also be able to coordinate technical support for the industry in terms of research and extension services. The successful organization of the industry would facilitate the development of a long-term strategy and identifying the steps, investment, and technical assistance required in order to obtain it. On the basis of the study, Zim-ACP could provide technical guidance and support to strengthen the leadership of the various tree crops commodity associations and facilitate them to work towards establishing 'one voice' for the Tree Crop Industry.

#### **2.1.3 Public Private Dialogue Forums**

Zim-ACP assisted in funding the National Agricultural Extension Strategy Conference coordinated by the Zimbabwe Agriculture Task-force. The need for an exhaustive and all-encompassing dialogue centered on concerns raised by primary stakeholders, i.e. farmers unions on the need for better coordination of extension efforts and interventions by both government and non-government actors. The conference was attended by 159 senior level participants (45 female, 114 male) from farmers unions, commodity associations, industry representatives and the Ministry of Agriculture, Mechanization and Irrigation Development (MAMID). The dialogue will contribute to the development of an extension policy that is acceptable to both the public and private sector. See Annex 2 for the Agricultural Extension Indaba report.

The conference provided a platform where pressing issues namely, production and productivity, and enhancing products and responsiveness to producers' concerns, were addressed. Coordination, fragmentation and duplication and capacity to deliver extension services were highlighted. The conference resulted in the first Agriculture Extension Working Group to be co-chaired by the Principal Directors of AGRITEX and DR&SS being created. FAO is the secretariat for the newly formed working group.

## **2.3 REGULATORY REVIEW AND REFORM**

During this quarter, Zim-ACP received requests for technical assistance from various associations and individual farmers, in the livestock industry, faced with proposed revision of statutory instruments and proposed new Rural District Council by-laws. The proposed changes had the effect of raising levies and fees payable by farmers for services. The associations and individual farmers requested technical assistance to generate evidence on the impacts of the proposed changes on their operations and costs for advocacy for regulatory review. The various requests are outlined below.

At a May 2, 2013 meeting, Zim-ACP and the Joint Presidents' Council of the Farmers' Unions – ZFU, ZCFU, ZNFU and CFU raised concern about an over-regulated agriculture sector. They highlighted the exorbitant costs to Zimbabwe's cattle industry through Rural District Council levies and other costs. Zim-ACP technical support for evidence-based advocacy and lobbying received further recognition by the Joint Presidents' Council. The Council collated all the position papers that have been drafted on regulations in the livestock sector by LMAC, ZFU, ZCFU and CFU into a combined position paper. Economists and relevant technical specialist from all the Unions met on May 7, 2013 to submit and discuss the inputs for the joint paper. The Joint Presidents' Council will present the paper to various ministries. The Joint Presidents' Council supported the study to be done by LMAC through Zim-ACP's assistance for more accurate cumulative regulation compliance costs to the livestock sector.

The Pig Producers' Association of Zimbabwe (PPAZ), at a meeting on June 27, 2013 requested Zim-ACP's assistance to analyse the impact of Animal Swine Flu (ASF) regulations on the competitiveness of Zimbabwe's smallholder pig producers. The ASF regulation is intended to reduce the potential contamination of domesticated animals by wild pigs. The Compartmentalization Regulation requires pig producers to invest in infrastructure that ensures bio-security on the farms so that the pigs are isolated from disease outbreaks from within the surrounding farming areas. The costs of complying with both regulations are considered prohibitive to the participation of small-scale farmers, in high value markets at home and potential export markets.

PPAZ, with Zim-ACP's assistance, submitted a position paper to Ministry of Agriculture regarding the Pig Industry (Levy and Returns) Regulations 2008 (Statutory Instrument 159 of 2008). (See Annex 3 for the position paper). The PPAZ submission is that the Pig Industry Board (PIB) has shifted from its mandate of supporting the development of the pig industry through providing improved breeding stock (gilts, boars and semen) at commercially viable prices on a self-sustaining basis. The PIB is currently seen as operating in direct competition with producers as it has established commercial pig enterprises, an abattoir and retail outlets. The PPAZ wants the Pig Industry Levy waived while the industry deliberates on the role and functions of the PIB which has shifted from supporting the growth and expansion of the pig industry in Zimbabwe. In this regard the PPAZ called for the review of the Pig Industry (Levy and Returns) Regulations, 2008 (Statutory Instrument 159 of 2008). PPAZ requested LMAC and Zim-ACP's assistance on this. This is to be included in the proposed study on costs of regulatory compliance to be completed in Quarter 4.

Since March 2012, Zim-ACP has supported LMAC on the regulatory review of the Animal Health Act. The work done was recognized at the Standardization Consultative Meeting called by the Animal Welfare Working Group on May 29, 2013 to review the draft ISO Animal Welfare standards, ISO TC 34: Food Products WG16 Animal Welfare. Attendees included representatives of SAZ, AWARE, DLVS, SPCA, AHIC and researchers/academics from the Department of Veterinary Science at University of Zimbabwe. LMAC, with technical assistance provided by CALR (which is contracted by Zim-ACP), informed the attendees that in line with OIE recommendations, it has been proposed that Animal Welfare be included in the proposed new Animal Health Act. In light of this, the Animal Welfare Working Group accepted the draft ISO Animal Welfare Standards, ISO TC 34: Food Products WG16 Animal Welfare as being consistent with the local industry's position on Animal Welfare.

The Stock Feed Manufacturers Association raised concern with the arduous importation procedure for raw materials and costs incurred at each stop. Applicants are required to register with several agencies and obtain approval from a number of offices and the procedure takes three to four weeks. Members were encouraged to come forward with information on costs associated with the compliance. This is to be included in the proposed study on costs of regulatory compliance to be completed in Quarter 4.

Zim-ACP's regulatory researcher, on the project staff, provided regulatory technical assistance to LMAC which continued to receive requests for interventions and advice from cattle farmers, cattle buyers and abattoir operators who had receiving letters of demand for back-dated payment of cattle buying levies based on the proposed Ministry of Local Government (MLG) model by-laws for cattle buying levy (Annex 4). It was noted that there were several levies which sometimes conflicted interpretation of the model by-laws. Further, some Rural District Councils had acted on the proposal without discussion and resolution of the Councils. The levy is contradictory to improving market access, viability and growth of the livestock sector. It has repercussions on smallholder livestock farmers who currently account for more than 90 percent of marketed cattle and goats. There is therefore need for more consultation with farmers.

The Zim-ACP Regulatory Researcher completed a comprehensive analysis of all Acts and Statutory Instruments in the Livestock and Meat Commodity Industry Group regarding their requirement, process for compliance and the payable fees or levies. Annex 5; table 5.2 lists the analyzed regulations which include local authorities, marketing, environment, health, water and electricity. The study (Annex 6) is a background document for the cost of doing business in the livestock and meat sector study to completed in Quarter 4. The findings from the cost of doing business study will be used by LMAC and the farmers unions to advocate and lobby for reform and review of the levels of fees, levies and other charges mandated by these regulations.

## **2.2 COMPONENT 2: IMPROVING MARKET FACILITATION INSTITUTIONS**

### **2.2.1 ICT-based Market Information Systems assessed**

Zim-ACP engaged an Agricultural Market Information and Sustainability Advisor to assess the current agricultural ICT and non-ICT agricultural market information products and services available in Zimbabwe. The study provided concrete recommendations on the technical feasibility and requirements for improving the sustainability and impact of ICT products on the Zimbabwean market. Nine specific ICT products and 12 specific ICT content under development were assessed. The consultant presented the findings to stakeholders interested in Agriculture Information Dissemination on April 15, 2013. The assessment yielded the following three major findings: (1) partner organizations need to strengthen networks through membership databases which will improve outreach and credibility of organizations; (2) development of high quality information content which is accurate and useful to clients is needed so that they would be willing to pay for the service; and (3) Zim-ACP assistance on organization resource mobilization and adoption of viable and sustainable business models is needed to reduce dependency on donor funding.

A pilot project was proposed for MABC which was experimenting with an SMS-based platform to inform members on current livestock producer prices as well as disseminating other information to RDCs, abattoirs and meat retailers through the development of a website. At a meeting on June 13, 2013, MABC expressed members' interest and willingness to pay for the information to be provided. Zim-ACP will be providing assistance to MABC on the development of the information system in collaboration with Mercy Corps.

### **2.2.2. Livestock Market Information Systems Development Initiated**

Timely, reliable and harmonized statistical information in the livestock sector is lacking for both the private and public sectors. Reliable statistics are important to drive evidence-based decisions by policy makers and also inform market decisions for the private sector. As part of the initiative to develop and strengthen market information systems and statistics for the sector, on April 15, 2013 LMAC discussed with the Zimbabwe National Statistics Agency (ZIMSTATS) potential areas of collaboration for information sharing and dissemination and also to enhance national systems regarding livestock sector related statistics. A working relationship was formed and ZIMSTATS officials will take part in LMAC meetings. The parties agreed to share statistics to expand the statistical information base for the livestock sector. LMAC will also seek collaboration with SERA and ZEPARU to share statistics and collaborate on sector market analysis.

### **2.2.3 Buy-in for Development and Strengthening of Quality and Standards Secured**

Zim-ACP has a MOU with the Standards Association Zimbabwe (SAZ) for SAZ to support the development of standards and quality assurance schemes in the horticulture and livestock CIGs. Zim-ACP supports the farmers' unions, LMAC and HPC so that they can engage SAZ for the development of the standards. SAZ responds to requests from the industry representative bodies. The MOU with SAZ is for SAZ to respond to these requests. Although it is set up through an Act of Parliament, SAZ is not a government institution. As mandated by the Act, it is funded through levies collected from the industry. Zim-ACP arranged training and technical support through the ITC/WTO to farmers' organizations, HPC, LMAC and private sector firms in these CIGs to drive the process of standards development by SAZ. The development and adoption of the standards and quality assurance schemes will provide greater integration opportunities for smallholder horticulture producers in domestic and regional markets. As the

development and adoption of these require the participation and support of all players in the horticulture and livestock value chains, a number of key players were consulted to secure their buy-in as champions for the initiative. These include Servcor, a catering company that provides ready-to-eat meals to schools, mines, hospitals and orphanages. Servcor is interested in sourcing fresh horticulture produce from HPC-affiliated producers including organized smallholder farmers who meet set standards. Another key player is Ariston Holdings, the parent company of FAVCO, a fresh fruit and vegetable wholesaler and retailer with interests in domestic, regional and global markets. The third were small horticulture farmers who are members of DOHOPA who attended a stakeholder consultative meeting on standards development at Domboshava. All, including the prospective champions for the turnaround of HPC and Horticulture CIG met on June 28, 2013. The stakeholders supported the initiative for the development of a local GAP benchmarked on GLOBALGAP as a strategy to improve competitiveness in local, regional and global markets. Zim-ACP will support HPC, retailers and SAZ in the development of industry-accepted standards in the horticulture sector complemented by an enabling regulatory and policy framework. Zim-AIED participated in the training and meetings. Zim-ACP will continue to collaborate with Zim-AIED in future activities.

#### **2.2.4 Commodity Exchange and Warehouse Receipt Systems**

During the quarter, Zim-ACP commissioned a study to assess the technical and financial feasibility of establishing and operating formal and licensed Warehouse Receipt System (WRS) in Zimbabwe. As part of the assignment, the consultant will develop an Action Plan for establishing and operating a pilot WRS. The Action Plan is to provide detailed information on which partners, stakeholders and actors are to be involved and the resources needed. The feasibility study will inform the way forward on the establishment of a Pilot WRS. The report is expected by end of July 2013.

### **2.3 COMPONENT 3: IMPROVING AGRO-BUSINESS DEVELOPMENT SERVICES, AGRO-BUSINESS SKILLS, AND AGRO-PRODUCTION AND PRODUCTIVITY**

#### **Impact of Capacity Building of Training Services Providers**

During the reporting period Zim-ACP made a follow-up on some trainers supported and accredited during FY 2011 and FY 2012. The follow-up was in order to check on continued demand for and offer of business training services. This would allow Zim-ACP to report on indicator 4.5.2-37 (number of enterprises receiving business development services from USG assisted sources).

Annex 5, table 5.3 shows that a total of 1,827 agribusiness enterprises (857 female managed and 970 male managed) were trained by two consortiums during the reporting period. The training that was delivered for a fee was brokered by ZCFU and Manicaland Poultry Producers Association on behalf of their members.

The continued training by Zim-ACP certified trainers post subsidies, shows the long-term benefits of the training investment made by Zim-ACP over the first two years of the project. Accredited trainers have continued to provide demanded business training services on a commercial and sustainable basis to agribusiness enterprises.

#### **2.3.1 Capacity Building for use of the Farming as a Family Business Training Manual**

Zim-ACP conducted two training workshops during the reporting period, to build the capacity of farmer unions, commodity associations and trainers to use the FaaFB manual for training commercial farmers. The workshops, which were designed to equip participants with skills for better delivery of technical material using the FaaFB manual, were conducted in Harare and Bulawayo on April 23-25, 2013 and May 7-9, 2013, respectively. Specific objectives of the training were (1) preparing trainers using the FaaFB manual and workbook developed by Zim-ACP; and (2) preparing membership-based organizations (unions and associations) to promote training to members and broker courses with trainers. The workshops attracted a total of 44 participants (21 female, 23 male). The participants comprised trainers and representatives of farmer organizations. The independent trainers (comprising 61 percent of the participants) met the full cost of the training, at on average \$63 per trainer. The training cost for farmer organizations and commodity associations was met by Zim-ACP. This training contributes towards strengthening of farmer unions and commodity associations to offer services to their members.

### **2.3.2 Capacity Building on CIBER Assessment**

As part of building local technical capacity, Zim-ACP trained staff and two local consultants as resource persons during training in Advanced Knowledge and Application of the CIBER Assessment Processes scheduled for quarter 4. The training drew lessons and experiences from the application of the CIBER Assessment in the Agricultural Competitiveness and Enterprise Development (ACED) project in Moldova as well as past CIBER Assessment studies by Zim-ACP. The project staff and local consultants gained skills in applying advanced CIBER in facilitating stakeholder consultative and dialogue processes and for assessing competitiveness of commodity chains. Follow up training in Advanced Knowledge and Application of the CIBER Assessment Processes is scheduled to take place in Quarter 4.

# CHAPTER 3: MONITORING & EVALUATIONS ACTIVITIES

## 3.1 ACTIVITIES UNDER M&E

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

### 3.1.1 Monitoring Program Events

All program events organized by Zim-ACP during the reporting period were monitored. These events included stakeholder consultation forums, meetings, workshops and training sessions. Monitoring ensures that an attendance register is completed by all event participants and an evaluation questionnaire is applied as needed. An attendance register captures details of participants such as name, sex, organization and contact details. This record allows for tracking of the number and type of stakeholders participating. Analysis of this record allows program management to take corrective action when some key groups or sectors (women, small scale producers, industry representatives etc.) are underrepresented from events. An evaluation questionnaire is administered to get feedback from participants on the content, organisation and facilitation of the event. The data collected during event monitoring is entered in TAMIS together with a brief report giving a summary of the event and results achieved. The TAMIS meeting reports are a valuable resource during the writing of quarterly and annual progress reports. Data from the evaluation questionnaires is collated and used to produce an evaluation report for management feedback on the success or otherwise, of the event as well as for planning future events. See Annex 7 for Event Evaluation Reports.

### 3.1.2 Evaluation Studies

#### **Adoption of learned management practices**

An assessment, to establish the number of supported business enterprises and producer organizations applying learned management practices during the reporting period, was conducted for 10 farmer unions; commodity and agribusiness associations trained in the strategic focus areas of lobbying and advocacy, resource mobilization, services provision and gender mainstreaming. The assessment was also done for six private business enterprises trained on market analysis and voluntary standards in March 2013. Six farmers unions and commodity associations (ZFU, ZCFU, DOHOPA, MAPA, FACHIG and ZWPFT), three agribusiness associations (LMAC, HPC and MABC) and four agribusiness enterprises (Surrey, Bucklesbury, Dial Honor and Fambidzanai) applied at least one of the learned management practices. Annex 5; table 5.4 shows the management practices adopted by each of the organizations.

## **Impact studies**

The impact of the program is assessed in terms of long term changes at the producer organizations as well as at the business enterprise level. The logic is that when producer organizations and business enterprises benefit from improved and relevant services provision as well as an improved regulatory environment and market infrastructure, long-term positive changes will occur in terms of:

- Increased profitability of business enterprises and improved financial performance of producer organizations (ability to cover their operating costs);
- Ability of producer organizations and business enterprises to leverage resources through partnerships.

## **Profitability**

Zim-ACP has a FY 2013 target of 410 supported business enterprises (excluding farms) and producer organizations operating more profitably (at or above cost) because of USG assistance. For this report, profitability was assessed on 10 producer organizations and a total of 173 non-farm business enterprises involved in input supply, selling horticultural produce and agro-processing. These business enterprises received Zim-ACP supported business training aimed at increasing their profitability or viability between August 2011 and August 2012.

A survey was conducted on the 173 business enterprises by trained enumerators (with the aid of a short questionnaire, Annex 8). The data that is collected through a telephone survey every quarter, is verified through spot-checks, once a year. Once at the end of each year, trained enumerators visit a sample of 'profitable' business enterprises to physically check their financial records to confirm reported profitability. The quarter 3 survey found that of the 173 business enterprises that received business training, 17 that were loss-making (before the training) are now operating profitably, 33 that were operating profitably before the business training are still operating profitably, 37 business enterprises are still loss-making, at least six months after receiving training, while 21 that were operating profitably before the business training are now operating at a loss. Sixty five trained businesses are no longer operational. From the survey, the general trend, for the trained business enterprises has been towards poor profitability. This is because; while business training is important, other factors come into play in business performance including access to capital, reliable power and water supply and access to technical and managerial skills. Zim-ACP will endeavor to link trained business enterprises with potential sources of capital such as the Agritrade facility while encouraging the businesses to advocate and lobby, through their associations, for preferential treatment with ZESA (for power) and local authorities for water supplies.

Of the 10 producer organizations that Zim-ACP is supporting, none is able to fully cover their operating costs, yet. Organizations such as ZFU, ZCFU and FACHIG are struggling to meet salary expenses of their employees. Repairs and maintenance of equipment such as photocopiers, and servicing of information and communication technology such as internet and email has been allowed to lapse. LMAC and HPC are receiving support from Zim-ACP in the form of salaries for technical staff required for effective delivery of much-needed services to members. Zim-ACP has engaged a consultant to work with the producer organizations to identify services that they can deliver and /or broker to members and non members, for a fee. This work, which is expected to culminate in the signing of MOUs between producer organizations and service providers in the next quarter, will assist producer organizations to generate income through brokering services, hence contributing to the financial stability of each organization. Development of an organizational website during the reporting period is envisaged to contribute towards financial stability of the organizations through advertising revenue.

## **Value of Resources Leveraged Through Partnerships**

During the reporting period Zim-ACP tracked the resources leveraged by partner organisations and supported business enterprises through relationships with agribusinesses, agribusiness service providers, NGOs etc. This is a project impact indicator looking at the ability of a producer organisation or business enterprise to attract resources (credit or grant) as a result of working with Zim-ACP. The data for this indicator was collected from the 10 producer organizations that Zim-ACP is working with, (ZFU, ZCFU, FACHIG, ZWPFT, LMAC, HPC, DOHOPA, MAPA, MABC, CFU), as well as 9,472 business enterprises (including farms) that received Zim-ACP support in June and/or August 2012. A survey was conducted on the 9,472 business enterprises by trained enumerators with the aid of a short questionnaire (Annex 8). Forty eight percent of the interviews were returned. The value of resources reported as leveraged during the reporting period is \$23,024. Types of resources leveraged include agricultural inputs and credit funds. Sources of the resources include input suppliers, financial institutions, NGOs and individuals. The 2013 target for value of resources leveraged through partnerships is \$150,000.

## CHAPTER 4: ENVIRONMENTAL ISSUES

The Zim-ACP Environmental Mitigation and Monitoring Plan identified activities on policy and regulatory review as requiring mitigation measures to minimize adverse impacts on the environment.

During the reporting period, Zim-ACP ensured that terms of reference for consultants engaged to do policy or regulatory review included conducting environmental analysis of the proposed policy or regulation. Some of the studies conducted during the reporting period whose reports are expected in quarter four, include assessments of Warehouse Receipt System and Joint Agricultural Forum.

To facilitate development and adoption of policies and strategies that encourage members and their communities to look after, restore and preserve the environment, Zim-ACP has incorporated environmental awareness into the leadership training for unions, commodity associations and agribusiness organizations. The environmental awareness is aimed at encouraging producer organizations to take responsibility for preserving the environment (soil, water, vegetation, air, wildlife etc.) for current and future generations. This involves adopting policies committing the organization to protect the environment and adopting strategies and specific activities to protect the environment (e.g. member education, having awards for sound environmental practices by a community, organization or business). The environmental awareness module includes alerting leaders of farmer unions, commodity association and agribusinesses organizations on environmental management obligations under Zimbabwean law so that they can create awareness to their members and encourage compliance. Environmental awareness is planned to continue, together with leadership training (in which it is embedded), into quarter 4 of the program.

As Zim-ACP continues to encourage partner organizations and their members to uphold the environmental laws and regulations of the country, it has commissioned a study to look at the cost to value chain players, of compliance to regulations, including environmental regulations. This study, whose report is due next quarter, will help organizations identify burdensome regulations. The report should equip the organizations with evidence that they can use to advocate for a review of the quantum of levies and fines to levels that encourage compliance while leaving businesses viable.

Zim-ACP attended the World Environment Day commemorations held on June 5, 2013 at Meikles Hotel in Harare hosted by the Ministry of Environment and Natural Resources Management. Noted areas of future work for Zim-ACP include lobbying and advocacy for establishment of a legal framework that will support standards development and enforcement for the different CIGs. Industry has forwarded, through SAZ a proposal for a National Quality Regulatory Authority under the Ministry of Industry and Trade that will regulate standards for all sectors. The authority will provide the necessary regulatory framework for standards development for the agriculture sector. The standards will incorporate environmental issues of concern including food safety and animal welfare.

A number of programs that offer clean environment services were exhibited at the World Environment Day commemorations. Zim-ACP saw opportunity to link farmer organizations and agribusiness associations to these organizations so that they can promote environment friendly practices such as making money out of waste by converting agriculture waste into pulp or paper. Efforts will be made to invite these organizations to present their programs at the planned environmental awareness workshops for leadership of farmer unions, commodity associations and agribusiness organizations.

## **CHAPTER 5: GENDER ISSUES**

The Women in Agriculture workshop held on May 29, 2013 at Zim-AIED boardroom increased gender awareness and identified practical solutions for addressing gender disparity in the sector. The workshop which was jointly supported by USAID's Zim-ACP and Zim-AIED.

US Ambassador, Bruce Wharton spoke about USG commitment to gender mainstreaming and female empowerment. Other guest speakers included the Permanent Secretary of the Ministry of Women's Affairs and a representative from Ministry of Agriculture. Ninety eight agriculture value chain representatives (32 male, 66 female) attended the workshop. Issues highlighted included difficulties women face in accessing credit despite good repayment records. Key follow-up issues for Zim-ACP include collaborating with Zim-AIED to support relevant women groups and women leaders who will advocate for development and strengthening of financial institutions and organizations that provide credit services to women owned agribusinesses. A number of lessons were learned from the workshop including inspiration from prominent women, importance of involving traditional leaders, challenges faced by women in accessing credit, leading groups and participating during trainings. Discussions were centered on trying to provide solutions to these challenges.

The workshop provided an opportunity for the two Zim-ACP developed gender oriented manuals to be distributed. These are the Gender Mainstreaming Manual and the Farming as A Family Business Manual (FaaFB). In distributing the manuals, Zim-ACP encouraged that they be used as training and reference material by development practitioners in both the public and private sector to mainstream gender in their activities with communities and service providers to ensure gender equality. Informed farmer unions encourage use the FaaFB manual during agribusiness training of farmers, to foster involvement of the whole family in planning and decision making, for a productive and sustainable family business.

Zim-ACP is using the Gender Mainstreaming manual in the leadership training of farmer unions, commodity and agribusiness associations. These leaders are expected to cascade this training to their members. To date ZCFU national executive has been trained (details next paragraph). Leadership training for other farmers unions and commodity associations is scheduled for next quarter. Gender mainstreaming

training is expected to lead to greater participation of women as beneficiaries and leaders in trainings, project activities, credit access and decision making at family, community, regional and national levels.

ZCFU national executive underwent capacity building on Governance, Advocacy, Service Provision and Gender Mainstreaming from June 24 to 28, 2013. Leaders were reminded of the need to be credible, highly organized, produce evidence based reports and the need to mainstream gender in all their activities. Leadership was responsive as they adopted organizational change attributes by immediately talking of reviewing their constitution and developing a gender policy.

Zim-ACP recognizes gender equality as a fundamental human right and key to effective and sustainable economic development. Zim-ACP aims to contribute towards gender equality by encouraging the involvement of both men and women in the program at various levels; as participants in training courses, meetings, workshops and discussion forums; and as presenters, facilitators or researchers. Annex 5, table 5.5 shows that on average, 40 percent of participants in workshops organized during Quarter three were women. Zim-ACP will therefore continue making an effort to increase women's participation in workshops and stakeholder consultations.

In inviting men and women to participate in events, Zim-ACP worked closely with associations to ensure that they invited, not only a balance of men and women to events, but knowledgeable and confident men and women who were able to articulate their constituencies' issues and were able to report back on matters discussed.

During the Women in Agriculture workshop and other events where rural men and women were invited, the option of using the vernacular during the proceedings or training was exercised. This allowed women to be heard and to learn, despite their (often) low literacy levels.

# CHAPTER 6: LESSONS LEARNED

## **Farmers Unions to be in the forefront**

The factors that led to the coming forth by the ZFU Executive Director and ZCFU President to seek Zim-ACP technical assistance for the strengthening of ZFU's horticulture and cotton commodity associations and ZCFU leadership and turnaround respectively, are lessons for Zim-ACP. Mr. Paul Zakaria, the ZFU Executive Director indicated that ZFU had initially been doubtful of Zim-ACP because of past experiences with donor initiatives. He attributed the fall of unions due to tendency of some donors to give support directly to the beneficiaries (i.e. farmers) instead of through farmer unions. This played down the role of farmer unions, as beneficiaries tended to seek and receive immediate benefits, such as inputs, instead of long term programs implemented by their unions. He noted that by working through the unions/partner organizations and in supporting their specific needs for organizational strengthening, Zim-ACP had addressed his concern.

# CHAPTER 7: NETWORKING & COLLABORATION

## **Extension Policy Indaba -Zim-ACP, Zim-AEID and FAO collaborated**

Zim-ACP collaborated with USAID/Zim-AEID in funding the National Agricultural Extension Conference coordinated by the Zimbabwe Agriculture Task-force. USAID/Zim-AIED brought in a regional expert from Uganda to give a key note speech on agricultural extension in Africa. The Zimbabwe Agricultural Taskforce invited civic organisations, private sector, farmers and public sector stakeholders and assisted in the organization and report writing of the proceedings of the workshop. The Food Agriculture Organization (FAO) sponsored the participation of government extension and research officers from the provinces.

## **Livestock Combined Symposium**

At Zim-ACP request, the USAID SERA COP presented a paper at the Joint SMA, PPAZ and ZPA Annual Symposium. His presentation on Trade, Tariffs and Competition emphasized the need to embrace competition and not seek protection from imports.

## **Zim-ACP collaboration on ITC/WTO Training on Standards**

Zim-AIED participated in the ITC/WTO training on standards. Zim-ACP will continue to collaborate with Zim-AIED in future activities involving the implementation of the training to development standards and quality assurance schemes in the Horticulture and Livestock CIGs.

## **Zim-AIED Support to DOHOPA and MAPA**

Zim-ACP assisted DOHOPA engage Zim-AIED to explore opportunities for collaboration in support of development of market linkages for DOHOPA members.



# CHAPTER XI: ANNEXES

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

Annex 1: LMAC presentation to the Mid Term Fiscal Policy

Annex 2: Agricultural Extension Policy Indaba report

Annex 3: Position paper on Pig levy

Annex 4: LMAC position paper to Ministry of Local Government

Annex 5: Tables

Annex 6: Regulatory review of cost of doing business in the livestock sector

Annex 7: Event evaluation reports

Annex 8.1: Data collection tool indicators 4.5.2-43 on profitability and ACP 1 on resources leveraged

Annex 8.2: Data collection tool for indicators ACP 1 on resources leveraged

Annex 9: FTFMS