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ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

SECOND QUARTERLY PROGRESS REPORT, YEAR TWO
(JAN – MAR 2012)

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ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

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ACRONYMS

ACP	Agricultural Competitiveness Program
AFWG	Agriculture Finance Working Group
AGRIBANK	Agricultural Bank of Zimbabwe
AGRITEX	Agricultural Technical and Extension Services
AMA	Agricultural Marketing Authority of Zimbabwe
AMID	Ministry of Agriculture, Mechanization & Irrigation Development
ARC	Agriculture Research Council
BSP	Business Service Providers
BDSPS	Business Development Service Providers
CA	Commodity Association
CAADP	Comprehensive Africa Agricultural Development Program
CARL	Centre for Applied Legal Research
CBO	Community Based Organization
CBZ	Commercial Bank of Zimbabwe
CFU	Commercial Farmers Union
CGA	Cotton Ginnery 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
CZI	Confederation of Zimbabwe Industries
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
DOHOPA	Domboshawa Horticulture Producers Association
DR&SS	Department of Research & Specialist Services
DVS	Department of Veterinary Services
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 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
FTFMS	Feed the Future Monitoring System
FY	Financial Year
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
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
M&E	Monitoring and Evaluation
MLA	Market Linkages Association
MoU	Memorandum of Understanding
MTP	Medium Term Plan
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
PAPST	Public Affairs & Parliamentary Support Trust
PMP	Project Monitoring Plan
PO	Purchase Order
PPAZ	Pig Producers Association
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
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
WAM	Weekly Activities Meeting
WILSA	Women and Law in Southern Africa
ZAA	Zimbabwe Abattoirs Association
ZADT	Zimbabwe Agricultural Development Trust
ZAMFI	Zimbabwe Association of Micro-Finance Institutions
ZCFU	Zimbabwe Commercial Farmers Union
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZETDRA	Zimbabwe Electricity Transmission & Distribution Regulatory Authority
ZFU	Zimbabwe Farmers Union
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
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 HIGHLIGHTS

There were three major highlights for the quarter:

- Action Plans were developed with ZFU, ZCFU, CFU, NADF, LMAC, HPC, FACHIG, DOHOPA, MAPA and ZWPFT focussing on (i) increasing and retaining fee-paying members; (ii) improving services to members, (iii) effective gender mainstreaming in policies, programs and structure; (iv) effective proactive advocacy.
- A gender manual was developed to help guide gender mainstreaming in Zim-ACP partner organisations (ZFU, ZCFU, DOHOPA, MAPA, FACHIG, ZWPFT, LMAC and HPC).
- A Farming as a Family Business manual, designed to address the planning and business skills gaps of smallholder producers was developed.

1.2 OPERATING ENVIRONMENT

Zim-ACP has not encountered any overt obstructions to forwarding the interests of private sector to operate productively. That said, the constraints now inherent of unreliable rule of law, inability to use land as collateral, and power and water shortages severely hamper the operating environment.

CHAPTER II: PROJECT OBJECTIVES

The objective of USAID | Zim-ACP is to increase competitiveness of Zimbabwe's agriculture 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 and assisting them to develop their analytical and advocacy capacity, with the ultimate goal of improving the enabling agri-business environment for Zimbabwean farmers, agribusiness and foreign investors.
- Increasing the efficiencies in agricultural markets, developing and applying improved technologies and enhancing the capacity of institutions that support agricultural markets.
- Enhancing the capacity of business service providers to deliver demand-driven trainings and technical assistance at a firm and farmer level.

CHAPTER III: PROJECT ACTIVITIES

3.1 COMPONENT 1: STRENGTHENING ORGANIZATIONS AND INSTITUTIONS FOR EVIDENCE-BASED ADVOCACY

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

Indicator ACP 1: Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc

Indicator ACP 2: Improvement in services to members by representative bodies of farmers and agribusiness organizations i.e. ZFU, ZCFU, CFU, PPAZ, ZPA, MAPA, DOHOPA, FCPA, ZWPFT, LMAC, SMA, Abattoirs Association of Zimbabwe, FACHIG, HPC. Target for 2012: 262,500.

Indicator 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	2012 Target
1: Analyzed	15
2: Drafted and presented for public/stakeholder consultation	12
3: Presented for legislation/decreed	6
4: Passed/approved	2
5: Passed for which implementation has begun	0

Indicator ACP 5: Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings. Target: 70

Indicator 4.5.2-7: Number of people trained in policy analysis, research and evidence-based advocacy. Target for 2012: 100

STRENGTHENING INSTITUTIONS FOR ADVOCACY

The thrust under Component 1 in this Quarter was on building the organizational capacity and institutional mechanisms to enhance effectiveness and credibility of the representative bodies of farmers, commodity associations and agribusinesses to (i) represent the interest of members and (ii) undertake evidence-based advocacy and dialogue on issues affecting members and for an enabling environment for competitiveness. The activities undertaken focused on (a) the individual farmers' organizations and (b) commodity industry groups as outlined below.

ORGANIZATIONAL STRENGTHENING

Zim-ACP facilitated several planning meetings with DOHOPA, MAPA, CFU, FACHIG, ZCFU, ZFU, ZWPFT which culminated into Strategic Thinking and Planning Workshops. The organizations' leadership (Presidents, Vice-Presidents and Provincial Chairpersons) and task managers from the secretariat including the Chief Executive Officers or Executive Directors participated in the workshops which were facilitated by an independent facilitator trained under Africa Lead Training program. The workshops were participatory with the participants (i) bringing out challenges facing their organizations at all levels from members, district, provincial and national leadership and at management levels, (ii) proposing strategies to address the challenges in order to strengthen their organizations and (iii) then developing Actions Plans to be implemented in five strategic focus areas, namely

- i. Organizational development, governance and management
- ii. Service provision for membership recruitment and retention
- iii. Resource mobilization
- iv. Gender mainstreaming
- v. Lobbying and advocacy for improved business environment at national and local levels

These strategic focus areas are relevant to Zim-ACP achieving its performance indicators. Annex 2 summarizes the Action Plans derived from the strategic plan under each of the five strategic focus areas. Zim-ACP and the organizations identified elements of each Action Plan to be provided with technical assistance. The implementation of the Action Plans will be monitored to ensure that the activities are carried out and Strategic Plans are not abandoned after a while.

Common elements of the Actions Plans implemented soon after the planning meetings are outlined below.

GENDER MAINSTREAMING

A Gender Specialist participated in the Strategic and Action Planning workshops/meetings to assist the organizations in designing specific gender-mainstreaming activities relevant to the needs of each organization.

It was evident during the strategic planning workshops that the leadership of all organizations, with exception of FACHIG, had problems with either conceptualizing or accepting gender mainstreaming or its relevance for programming activities. The leadership of ZFU, whose membership is purported to be 67% women and with a gender policy and focal person, had the most reservation and resistance in considering gender issues and remained sceptical of efforts to do gender mainstreaming. Similarly, ZCFU leadership were of the view that gender issues and mainstreaming were not relevant to their organization. In view of the above, soon after the strategic planning meetings a gender mainstreaming and advocacy training workshop was organized for gender focal persons and identified leaders from each organization. During the training, the organizations further worked on identifying specific gender mainstreaming activities for implementation. One of the activities is the development of membership databases and analysis of the gender disaggregated data to develop program activities that will help the organisations reach out to all prospective and current members, especially women. It is envisaged that the outcome of such efforts would generate evidence for leaders to see the value of gender mainstreaming.

ADVOCACY AND LOBBYING

All organizations hold that advocacy and lobbying are primary activities for their existence and delivering value to members. They, indeed, are involved in advocacy and lobbying. However, there are shortcomings in their efforts. Most of the advocacy is reactive and not proactive as the leaders and key managers of the organizations are often invited to participate in meetings requiring (or are requested to give) the organization's views or position on various and specific issues. There is little culture on proactively advocating and lobbying for changes in policy or regulatory and administrative procedures, particularly by ZFU and ZCFU. Much effort is put on advocating or lobbying for inputs or government interventions or support for commodity prices and marketing. Impacts of government policies or implementation of programs on members are not analyzed with a view to seek reforms for improvement. The organizations agreed that they needed to be facilitated to participate and present their positions at relevant meetings dealing with issues of interest to members. The Actions Plans developed identified national and local issues each organization will be working on as their advocacy and lobbying activities.

OUTCOMES

All organizations indicated that the holding of the Strategic Thinking and Planning Workshops provided them with an opportunity to review themselves to diagnose organizational weaknesses, and strategize on approaches and actions to address challenges faced. ZCFU had not been able to do this in the last five years. ZFU admitted that bringing together leaders and management to discuss openly organizational weakness (with all agreeing that the state of affairs was an organization in decline in terms of members and influence at the farmer levels), was unique and timely. Having a participatory approach involving a large body of participants from management and leaderships to do the strategic action planning was viewed as different from the past. In the past the work was assigned to external consultants conferring with few members of management and leaders.

Soon after the Strategic Thinking and Planning workshops, the ZCFU national executive used their strategic plan to overhaul their secretariat to reduce staff and the attendant staff cost. Regional Manager positions were abolished and replaced by provincial coordinators to improve on contact with the members.

CIG STRENGTHENING

Following the establishment of the Livestock and Meat and Horticulture CIG Taskforce Teams in Quarter 1 of this year, during the reporting period Zim-ACP facilitated meetings of the Task force teams to develop Action Plans to be the basis of their (Task Force Teams) work. The Action Plans focus on issues of providing support to strengthen the technical capacity of the Task Force Teams in (i) generation of evidence for ongoing lobbying and advocacy by the CIGs on issues affecting the CIG and members and for (ii) developing competitive strategies for the industry.

LIVESTOCK AND MEAT INDUSTRY TASK FORCE

The Livestock and Meat Industry Task Force discussed or identified several issues deemed to have negative impacts on the industry and its members participating in the affected commodity industry group or value chain. These issues include:

- i. 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;
- ii. Implications of surtaxes or increased duties on costs of production, overall viability and competitiveness;

- iii. 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;
- iv. The continued restrictions on the use of GMO-based ingredients in animal feed;
- v. Upward trend in consumer demand for poultry products against reduced or static demand for beef and pig meat products.

THE HORTICULTURE INDUSTRY TASK FORCE

The Horticulture Industry Task Force met during the reporting period. The Task Force recognized the following forces that will be shaping the growth and development of horticulture in Zimbabwe:

- i. uncompetitive position of Zimbabwe in supplying export markets in Europe due to high freight costs and logistic complications emanating from low production volumes;
- ii. expanding markets for fresh fruit and vegetables in domestic and regional markets (Tete, South Africa) presenting opportunities for Zimbabwe growers;
- iii. adoption of regional trade agreements (with SADC and COMESA) that will facilitate movements of agricultural produce with reduced barriers that will introduce competitive pressures for local produce;
- iv. demand for quality fruit and vegetables in the local (Zimbabwe) market as the economic environment improves;

The challenges for the Horticulture Industry are:

- i. Enhancing the quality and reliability of fresh fruit and vegetable produce supply in Zimbabwe; At present, there are not enough quality products in sufficient quantity or of a suitable quality to provide the basis for concerted export market development or consolidation.
- ii. Improving and strengthening quality assurance and certification procedures and practices in line with regional/international market requirements in preparation for regional trade agreements and private standards in destination markets; Meeting international requirements for standardization of fresh produce quality and adoption of international operating standards will be necessary to enhance Zimbabwe's competitiveness in local, regional and global markets given the thrust to remove barriers to regional movement of agricultural produce;
- iii. Facilitating the development of smallholder and new farmers to meet the quantity, quality and standards requirements in local or external horticultural markets;

In an attempt to address these challenges, the HPC Task Force developed an Action Plan focusing 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.

Given the potential of smallholder producers to supply both the domestic and export markets, the Horticulture Task Force identified training in (i) quality-oriented and market-linked production, (ii) post-harvest management and market standards; (iii) horticulture business management and (iv) marketing knowledge and information analysis, as key for supporting the development of smallholder horticulture producers. Accordingly, the Action Plan calls for coordinated industry-supported or accredited training in quality, standards, market-linked production planning and horticulture marketing for smallholder horticulture producers.

Horticulture Task Force requested or mandated the HPC to make specific emphasis on supporting and coordinating market linkages for smallholder producers and offer membership and specialized services to the smallholders' associations in addition to their traditional members.

OUTCOMES

The discussions at the meetings held to date show that the establishment of the Horticulture Task Force has galvanized smallholder and large-scale horticulture producers' interest and a sense of being involved in addressing issues that constrain productivity and competitiveness and helping to strengthen HPC as an industry representative body. The established large-scale producers have been at the forefront urging the industry to organize itself in terms of adoption and compliance with standards and collaboration to stimulate increased quality produce from the smallholder sector so as to take advantage of emerging markets in the region. Representatives from DOHOPA, MAPA and Negomo Syndicate are appreciative of being involved at such an industry level and have shown confidence in making a contribution.

STAKEHOLDER CONSULTATION AND MEETINGS

During the reporting period, Zim-ACP attended nine scheduled regular business meetings of the associations, three meetings organized by the representative bodies of farmers, commodity associations and agribusinesses on issues of special interest and 10 meetings specifically organized or facilitated by Zim-ACP as part of program implementation with the representative bodies of farmers, commodity associations and agribusinesses (Table 3.1).

Table 3.1 Meetings held with Associations & Unions from January to March 2012

Date of Meeting Attended	Partner and Meeting Title	Present	Venue
12 Jan 2012	ZPA Regular meeting	ZPA Members, Solomon Zawe	Harare Show grounds
12 Jan 2012	PPAZ Regular meeting	PPAZ Members, Mario Beffa	Harare Show grounds
17 Jan 2012	NADF Board Meeting Regular meeting	Rob Van Vuuren	CFU Board Room
18 Jan 2012	ZWPFT Introductory Meeting	Tererai Nhapi	Zim-ACP offices
18 Jan 2012	ZFU Way Forward Meeting	Paul Zakariya, Prince Kuipa, Theresa Makomva	Zim-ACP offices
19 Jan 2012	LMAC Regular meeting	LMAC regular Members	Harare Show grounds
19 Jan 2012	CFU/ NADF Way forward	Rob Van Vuuren, Marc Carrie Wilson	Zim-ACP offices
19 Jan 2012	GMAZ Way forward Meeting	Tafadzwa. Musarara	Zim-ACP offices
20 Jan 2012	Clavo Enterprises Introductory Meeting	Claudious Nyamasoka	Zim-ACP offices
24 Jan 2012	DOHOPA Capacity Assessment	Claudios Marimo.	Domboshawa

	Review Meeting/Way forward	Tarisai Chinyemba	
25 Jan 2012	FACHIG Capacity Assessment Review/Way Forward	Thomas Mupetesi	Zim-ACP offices
26 Jan 2012	MAPA Capacity Assessment Review Meeting/Wayforward	Mutsa Chinyadza Nervous Murombo	Murehwa
3 Feb 2012	LMAC Taskforce Meeting	Livestock & Meat CIG Members, Mario Beffa	Zim-ACP offices
8 Feb 2012	ZCFU Matabeleland North and South	Executive members	Motsamai Lodge Bulawayo
8 Feb 2012	ZAA Regular meeting	ZAA Members	Bulawayo Trade Fair grounds
9 Feb 2012	Zim Herd Book Regular meeting	General meeting Leadership	Harare Show grounds
14 Feb 2012	HPC Taskforce Meeting	Mr. Sandamu Dominic Mubvuta	HPC Boardroom
15 Feb 2012	LMAC Regular meeting	LMAC Members	Harare Show grounds
16 Feb 2012	ZPA Regular meeting	ZPA Members	Harare Show grounds
16 Feb 2012	PPAZ Regular meeting	PPAZ Members	Harare Show grounds
15 March 2012	AFWG Meeting	AFWG Members	Zim-ACP offices

Zim-ACP participated in most of the regular meetings of LMAC, Pig Producers Association, Zimbabwe Poultry Producers' Association, Zimbabwe Abattoirs Association, Stockfeed Manufacturers Associations, and Animal Health Industry Council. Pertinent policy issues discussed in the meetings with respect to the beef, stock feeds and grain sub-sectors included the following:

- i. 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;
- ii. Implications of surtaxes or increased duties on costs of production, overall viability and competitiveness;
- iii. 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;
- iv. The continued restrictions on the use of GMO-based ingredients in animal feed;
- v. Upward trend in consumer demand for poultry products against reduced or static demand for beef and pig meat products;
- vi. Cattle owners in Matabeleland reported that the livestock sector was under distress due to drought. Farmers were destocking leading to depressed cattle prices.

Mr. Shapleigh, an external consultant for the Regulatory Review, made a presentation on "Agricultural Competitiveness: Learning from International Practices and Experience" on behalf of Zim-ACP at the

Annual General Meetings of the Zimbabwe Poultry Association and the Pig Producers' Association on March 20 and 21, respectively. Close to 450 participants drawn from the various players in the respective commodity value chains participated. The presentation, from an international perspective, was an opportunity to inform the players about the issues of competitiveness, analyzing existing and proposed regulations for impact on competitiveness and why protectionist tendencies are not in the best interest of the industries or country.

OUTCOMES

Generally, the stakeholders tended to seek an immediate approach to the relevant policy units in government for the matters to be addressed. Through participation in the meetings, Zim-ACP was able to advise the respective stakeholders that, due to the complexity and crosscutting across several economic sectors, Ministries and local authorities, most of the issues required comprehensive analysis to generate evidence for better informed or common approach on the advocacy and lobbying with the various regulatory agencies, AMID or even Parliamentary Committees. In response, Zim-ACP held discussions with LMAC, the Zimbabwe Abattoirs Association, the Stockfeed Manufacturers and the Grain Millers Associations leading to the development of two SOWs for the CIBER Assessment of (i) Beef and Dairy Industries and (ii) Cereal and Legume CIG. The CIBER Assessment will be used to facilitate public-private sector dialogue on the critical food security issues pertaining to these CIGs and to generate evidence for advocacy and lobbying for improved agribusiness environment.

Through participation in the various meetings of the stakeholders, Zim-ACP was better informed not only of the policy issues of concern to the representative bodies of farmers, commodity associations and agribusinesses, but also of the organizations' approach and capacities to analyze the issues as well as their advocacy or lobbying strategies. These tended to be of an adversary nature and dismissive of the government efforts or willingness to address the issues. The discussion noted that most of the difficulties faced were as a result of failure by government to implement or enforce regulations. For Zim-ACP, this underlined the need to build the technical capacity for advocacy and negotiation skills.

Participation in the meetings provided an opportunity for Zim-ACP to be on the ground to take advantages of opportunities that arise for implementing its activities or to refine its approach. 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 4.5.1-24.

MEETINGS ATTENDED BY STAKEHOLDER ORGANIZATIONS

During the reporting period, stakeholder organizations participated in a combined total of 29 policy relevant meetings (FACHIG =6; HPC = 4; LMAC = 4; ZCFU =9 and ZFU = 6) at which they represented their organizations' position on issues under consideration attached as Annex 3. Nearly all the meetings were at national level covering national issues. The meetings presented opportunities for advocacy and lobbying on issues of concern or interest to members of the organizations. However, in the majority of the cases, organizations did not have position papers outlining their case. Thus there is no documented evidence of how the organizations may have influenced the decisions of the meetings in favour of their members. This could be taken to indicate the lack of appropriate advocacy and lobbying strategies and skills. This shortcoming is to be addressed by instituting issue-based advocacy and lobbying training and mentoring.

OUTCOMES

When initially engaged in early 2011, LMAC members had misgivings on government efforts for implementing policy/regulatory/administrative procedure reforms to improve the business environment. They also felt that AMA and Ministry of Agriculture, recognized LMAC as a public-private consultative forum for the livestock and meat industry. On the side of government, there was misgivings on LMAC as it was perceived to be representing mainly dominant firms with vested interest in keeping our competitors and, in particular, not representing the interest of smallholder producers. Through our interaction and advice LMAC has adopted a positive and non-confrontational approach. It has been proactive in seeking and using Zim-ACP advice in submitting position papers and seeking redress on issues that are current and of general interest to the industry players and government. As a result, it has been listened and invited to the Ministry of Agriculture Strategic Planning meeting where Minister publicly acknowledged LMAC as a key stakeholder organization.

The establishment of a multi-stakeholder Task Force is intended to enhance the legitimacy of LMAC as a platform for policy dialogue and advocacy inclusive of all players, particularly the smallholder producers.

AGRICULTURAL REGULATORY MANAGEMENT SYSTEM INVENTORY, DATABASE AND REVIEW

Ongoing activities under the regulatory management system review are in two categories, namely (i) the creation of database of agriculture sector Acts and Statutory Instruments and (ii) undertaking regulatory review and providing advice on regulatory issues encountered by the stakeholders. Specific activities in the Quarter are outlined below.

REGULATORY INVENTORY AND DATABASE

The exercise to collate and build an inventory of Acts and Statutory Instruments of the agriculture sector was completed during the reporting period. The database, consisting 24 Acts of Parliament and 388 Statutory Instruments, was uploaded onto the Zim-ACP Website to be accessible to all. The oldest Acts are the Produce Export Act of 1921, the Scientific Experiments on Animal Act enacted in 1925, and the Dairy Act of 1938. The oldest Statutory Instrument is the Farmers' Stop Order Act proclaimed in 1963. All remain active.

With the completion of the task, regulatory research efforts are to be directed at local level regulations, e.g. local government authority bye-laws, which have implications on the performance of members of the representative bodies of farmers, commodity associations and agribusinesses, at local government levels.

Use of the Regulatory Reform Database

During the reporting period stakeholders in the livestock sector requested several statutes which were retrieved from the database. The livestock and Meat Advisory Council (LMAC) requested for poultry, animal health and stockfeed regulations. Notably of these statutory instruments Zim-ACP managed to provide LMAC with the rare SI 111/84 on Produce Export (Abattoir, Slaughter and Meat Hygiene) Regulations of 1984.

Zim-ACP provided legal interpretation on the law relating to Value Added Tax (V.A.T) on soya beans and a letter was drafted to the Ministry of Finance and Zimbabwe Revenue Authority (ZIMRA) advocating for the interpretation of soya beans as a VAT excluded good in terms of the VAT Act. Further, Zim-ACP provided advice to the LMAC on the payment of V.A.T on point-of-lay pullets.

Zim-ACP received a request from stakeholders from Chiredzi seeking assistance with interpreting and complying with Chiredzi Rural District Council bye-laws. A meeting was set up by LMAC and invited representatives from ZFU and the Abattoirs association. LMAC, with the assistance of Zim-ACP, submitted a request for dialogue with the RDC on the matter. Zim-ACP assisted in the drafting of

advocacy letters by LMAC, ZFU and the Zimbabwe Abattoirs Association based on analysis of the economics of providing slaughter services was for submitted to the Rural District Council. Zim-ACP undertook to develop and advise the ZFU and farmers on an advocacy and lobbying strategy to be used in lobbying for a reduction in cattle buyer's levies charged by rural district councils.

Table 3.2 lists the regulations that the LMAC sought assistance on with subsequent submission for redress to the Ministry of Finance.

Table 3.2: Regulations under review during the Quarter

Stage	Sector	Regulation	Comment
Stage 2 Presented for Stakeholder Consultation	Livestock: Soya Beans and Point of Lay pullets	Value Added Tax Act [Chapter 23:12	Issue discussed during membership meetings of the ZPA
Stage3 Presented for legislation/decrece	Livestock: Soya Beans and Point of Lay pullets	Value Added Tax Act [Chapter 23:12	The LMAC presented position papers to government for consideration
Stage 4 Passed/approved	Soya Beans	Value Added Tax Act [Chapter 23:12	Soya beans is now interpreted as a leguminous plant that is zero rated.
Stage 5 Passed for which implementation has begun	Soya Beans	Value Added Tax Act [Chapter 23:12	Soya beans is now interpreted as a leguminous plant that is zero rated

LIVESTOCK SECTOR REGULATORY REVIEW

An international expert, Alexander Shapleigh, was contracted to work with the Centre for Applied Legal Research (CARL) a local firm, to conduct the Livestock sector regulatory review. A capacity building workshop, held from 13-16 March 2012 at the Crowne Plaza Monomotapa Hotel, marked the commencement of the review of Acts of Parliament and Statutory Instruments pertaining to the animal health, stock feeds and poultry sectors of the Livestock and Meat Industry Commodity Industry Group. The workshop was used to bring together key stakeholders for the regulatory review so that there would be common understanding and consensus on the issues and the regulatory review process.

The workshop (details given in the section on Capacity Building) involved presentation of issues papers by the industry, i.e. the Stockfeeds Manufacturers' Association, Zimbabwe Poultry Association and Animal Health Industry and the respective regulators on aspects of the Acts of Parliament and Statutory Instruments pertaining to the stock feeds, poultry and animal health regulations that need review. Their preliminary analysis identified areas of concerns with the legal and technical provisions and the administrative procedures for the implementation of the Acts and Statutory Instruments that they recommended for reforms to improve regulatory environment.

The Workshop participants agreed on the regulatory review process to be coordinated by CALR. The preliminary issues papers were to be refined from technical to legal language. They will then be circulated for wider stakeholder consultation as part of the regulatory review process. The inputs by the stakeholders will be synthesized and will be the basis for drafting of white papers which will further be subjected for stakeholder consideration. The ultimate outputs will be memorandum of principles which will be passed on to the regulators for implementation.

Outcomes

The preliminary analysis by industry groups and regulators covered nine Acts and seven Statutory Instruments pertaining to the poultry, stock feeds, and animal health sub-sectors (Table 3.3).

Table 3.3 Regulations reviewed in the issues papers by industry

Sector	Act	Statutory Instrument
Poultry	Animal Health Act [Chapter 19:01]	Food and Food Standards (SI 109 of 1990)
	Food and Food Standards Act [Chapter 15:04]	Animal Health New Castle Disease (Quarantine Areas) (SI 365 of 1985)
	Produce Export Act [Chapter 18:17]	Animal Health New Castle (Control) Regulations (SI 193 of 1999)
	Farmers License and Levy Act [Chapter 18:10]	Public Health Regulations (SI 50 of 1995)
		Farmers License of Levy (Collection of Day Old Chick Levy) (S.I. 225 of 1998)
Stock feeds	Agricultural Research Act [Chapter 18:05]	
	Fertilizers, Farm Feeds and Remedies Act [Chapter 18:12]	
Animal health	Animal Health Act [Chapter 19:01]	
	Public Health Act [Chapter 15:09]	Public Health (Abattoir, Animal and Bird Slaughter and Meat Hygiene) Regulations SI 50 of 1995
		Animal Health (Import) (Amendment) SI 281 of 1999
Value Added Tax	Value Added Tax Act [Chapter 23:12	

The Workshop brought together the industry and the respective regulators to share a platform on issues of common interest that both want resolved through the regulatory review and reform process. This active participation and interaction between the industry and the respective regulators was a very positive aspect of the Workshop for Zim-ACP. It highlighted the contribution that Zim-ACP could make to the whole agriculture sector. As a result, additional allies for the program were identified or emerged, namely the Department of Veterinary Services.

CAPACITY BUILDING FOR EVIDENCE-BASED POLICY ANALYSIS, RESEARCH AND ADVOCACY

A Training Workshop to build local capacity and skills for reviewing/analyzing legislative acts and statutory instruments to identify aspects that need to be reformed to improve competitiveness of the agriculture sector was held from 13-16 March at the Crowne Plaza Monomotapa Hotel, in Harare. There were 37 participants (16 male, 21 female) from Zimbabwe Farmers Union (ZFU), Zimbabwe Commercial Farmers' Union (ZCFU), Livestock and Meat Advisory Council (LMAC), lawyers from the Zimbabwe Women Lawyers' Association (ZWLA), Zimbabwe Women Network and Resource Centre, independent consultants and resources persons from the Agricultural Marketing Authority (AMA), Ministry of Agriculture, Mechanization and Irrigation Development (AMID), Department of Veterinary Services (DVS), Department of Research and Specialist Services (DR&SS) and academic researchers from the University of Zimbabwe.

The workshop program covered international best practices, basic principles, methodological frameworks, technical, economic and gender analytical tools applied in reviewing current and proposed regulations. The program involved hands-on application of technical, economic and gender analytical tools in the analysis of (a) the current regulations of the poultry, animal feed and animal health regulations,

highlighting gaps, inconsistencies, outdated and/or archaic provisions that impact competitiveness and require to be reformed to inform stakeholder consultative process on needed regulatory review/reforms; (b) an assessment of the proposed changes to the regulations or proposed new regulations as to their implications for competitiveness and (c) making suggestion on aspects that need to be modified in order to enhance competitiveness and incorporate gender considerations.

The participants were equipped with knowledge and skills for undertaking an in-depth analysis of the legislative acts and statutory instruments and proposed reforms on competitiveness of the respective agriculture sub-sectors and for analyzing gender impacts of current and proposed regulatory changes. Three of the participants (2 male, 1 woman) were subsequently engaged as technical resource persons for the review of poultry, animal feeds and animal health regulations currently underway.

Another workshop output is a manual on guidelines on best practices for regulatory review for competitiveness in Zimbabwe. The manual covers the methodology, technical approach and the tools for application in Zimbabwe. The manual is available to CIG stakeholders and regulatory authorities in Zimbabwe for the review of the regulations (legislative acts and statutory instruments) for agricultural competitiveness. It is being used by the Centre for Applied Legal Research (CALR) in the review of the poultry, animal feeds and animal health regulations currently underway. The Workshop Report and draft manual are appended as Annex 4 and 5, respectively.

One of the planned activities in the Quarter with respect to capacity building for policy analysis was the holding of a national conference on agricultural competitiveness. The conference was postponed to Quarter 3 to allow for generation of adequate materials for presentation on competitiveness of at least four CIGs. This became necessary due to delays necessitated by the need to rationalize planned studies as result of the budget adjustments.

MAIN C1 ACTIVITIES/EVENTS PLANNED FOR NEXT QUARTER

The main activities planned for Quarter 3 are the following

Organizational Strengthening:

The activities for organizational strengthening will be anchored on the implementation of the individual organizational Action Plans focusing on the five strategic focus areas (i) organizational development, governance and management; (ii) service provision for membership recruitment and retention; (iii) resource mobilization and (iv) gender mainstreaming and (v) lobbying and advocacy for improved business environment at national and local levels.

A STTA will be engaged to assess services that can be provided by the respective farmers' organizations, agribusiness representative bodies and industry coordinating bodies such as HPC, LMAC. This will be responding to the need expressed by all the representative bodies for assistance with identifying and developing services to attracting and retaining fee paying members thereby generating revenue from subscriptions and fees. The consultant is expected to come up with Action Plans to be implemented by CFU, ZCFU, ZFU, DOHOPA, MAPA, HPC and other independent commodity associations.

A gender specialist will be engaged to mentor the organizations on specific actions for gender mainstreaming. The supported organizations will receive assistance in putting in place a credible system to collect, collate and regularly update a (gender disaggregated) membership database cascading from club or ward level through district, province to national level. This will help organizations provide a targeted service to their members while providing much-needed data for Zim-ACP to report on achievement of indicators.

For advocacy and lobbying, the Southern Africa Parliamentary Support Trust (SAPST) will be engaged to facilitate engagement with the various Parliamentary Portfolio Committees on issues of interest at commodity industry or national level. The Public Affairs and Parliamentary Support Trust (PAPST) will be engaged to assist in designing advocacy program on local issues and facilitate the organizations to engage their local Parliamentarian, Rural District Councils on the local issues.

CIG Strengthening

Two teams of local consultants, with the technical backstopping of a Business Reform Advisor, will undertake the CIBER Assessment of the Beef, Dairy, Cereal and Legume CIGs starting from May with the reports to be delivered in August.

Agricultural Regulatory Management System Inventory, Database and Review

The review of the regulations pertaining to the poultry, stock feeds and animal health initiated in Quarter 2 will continue in the forthcoming Quarter with the main focus being stakeholder consultations on the proposed reforms

Capacity Building for Evidence-Based Policy Analysis, Research and Advocacy

The national conference on agricultural competitiveness planned for 11-12 July presents an opportunity to engaged high level managers from both private and public sectors to learn and share experiences based on case studies or evidence from other countries and world regions on the role of the private sector in the design and implementation on reforms that foster agricultural competitiveness. The overall, long-term objective of the Conference is to strengthen the capacity of private and public stakeholders to design and implement strategies for enhancing or re-establishing agricultural competitive at commodity industry group and sector-wide levels in Zimbabwe.

3.2 COMPONENT 2: IMPROVING MARKET INFRASTRUCTURE AND INSTITUTIONS

Objective: Improved Market Institution Infrastructure and Institutions

Indicator ACP 1: Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc

Indicator ACP 3: Increase in client coverage and/or customer outreach of supported institutions/association/firms. Target: 500

Indicator 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: are undergoing capacity/competency assessment. 2012 Target: 4

Stage 2: are undertaking capacity/competency strengthening. 2012 Target: 4

Stage 3: are making significant improvements. 2012 Target: 0.

BACKGROUND

The thrust of Zim-ACP Component 2 is to support the re-building and strengthening of market institutional infrastructure and agribusiness services that foster competitiveness in the overall agricultural sector in Zimbabwe. Market institutional infrastructure considered needed would be those that addressed inefficiencies and constraints faced by the agriculture sector. The inefficiencies and constraints are characterized by (i) absence of reliable market information systems, (ii) dearth of financial services to support marketing activities by the agricultural producers and market services providers (wholesalers and retailers of agricultural inputs, suppliers of mechanical repair services, leasing services, etc.), (iii) anti-competitive behavior by both producers and buyers of crop and livestock produce, (iv) non-observance of production and marketing contracts by producers and contracting firms, (v) limited access to or absence of dispute resolving mechanisms, (vi) lack of or inappropriate or ineffective enforcement of as well as missing rules and regulations.

Non-financial market institutional infrastructure includes the commercial rules and regulations (such as property rights, contract enforcement, regulatory mechanism for anticompetitive behavior), vertically integrated schemes, market information systems, coordination of commodity exchanges, and producer and trade associations. Financial market infrastructure comprises all institutions, information, technologies, rules and standards that enable financial intermediation such as insurance, credit information or clearance bureaus, credit guarantee schemes, etc.

It was envisaged that implementation of Component 2 would involve identification and assessment of market institutional infrastructure and agribusiness services considered needed to be created, re-built or rehabilitated. This was to be followed by detailed technical feasibility assessment, financial analysis leading to business-cum-investment plan development. The business-cum-investment plans were to be available for potential private investors or used in developing Action Plans for providing technical support by Zim-ACP.

The study for the inventory and assessment of market institutional infrastructure, which had been scheduled to be undertaken in the reporting period, was shelved as part of the rationalization and prioritization of activities following the announcement of budget adjustment. Aspects of the study were to be covered in the assessment of specific market institutional infrastructure identified through the CIBER Assessment in Quarter 4 of FY2012. The market institution infrastructure considered include (i) national and sectoral systems for ensuring food safety, animal health and crop phytosanitary parameters; (ii) the adoption of standardized and verifiable processes that will enable horticulture farmers to meet established technical requirement and good agricultural practices for the local, regional and global markets; (iii) commodity exchange and warehousing, (iv) market institution infrastructure support services that could be offered through collective actions of commodity producers, industry or trader associations and farmers' organizations.

Thus, in lieu of the study, major efforts during the reporting period involved preliminary and exploratory discussions with (i) relevant national organizations and (ii) sponsors of existing or proposed other initiatives to review and confirm or refine market institution infrastructure for Zim-ACP to focus on under Component 2. The findings from the discussions were then to be the foundations for activities for C2 implementation in the subsequent Quarters. The activities and their outcomes are outlined below.

QUALITY STANDARDS

Zim-ACP approached the Standard Association of Zimbabwe (SAZ), the Scientific and Industrial Research and Development Centre (SIRDC), the Livestock Identification and Traceability Trust (LIT) and Plant Protection Institute of the Department of Research and Specialist Services to explore opportunities for providing technical assistance in support of national and sector systems for ensuring food safety, animal health and crop phytosanitary parameters to enhance competitiveness. SAZ is a private sector non-profit making entity supported through an industry levy. SAZ works with the industries to develop standards, advised that the development of the standards is initiated by the industry. On

agreeing on the need for standards for a product or manufacturing process, the industry approaches the SAZ for the development of the standards. SAZ puts up a technical committee of representatives from the industry to develop the standard. Once the standard has been developed it is registered by SAZ which puts it seal of approval.

In the discussion, SAZ indicated that a good number of standards in the agriculture sector needed updating to be consistent with regional and international standards. In responding to call for standards by various CIG, Zim-ACP was advised to facilitate the industries to engage and collaborate with SAZ in the development of the standards. SAZ agreed to support Zim-ACP in this endeavor through an MoU for collaboration.

Zim-ACP consulted the various CIGs in drafting the respective SOWs, to cover the following expressed needs:

- i. Stock feed manufacturers' call for standards for manufacturing of animal feed, including pet food. The background is that there are many enterprises, some in people's backyards that are manufacturing animal feed. Consumers are complaining of the standards and validity of the quality/nutrient content.
- ii. Livestock and meat (poultry, pigs and beef) desire for a Zimbabwe meat standards mainly for the purpose of guiding local consumers;
- iii. The issue of having a credible livestock identity and traceability seen as important for competitiveness in export markets;
- iv. Horticulture stakeholders advocating for (i) industry wide-accepted standards linked to international standards and quality assurance schemes for the production and procurement of horticulture produce to facilitate participation of smallholder producers in high value local and export market and (ii) request for the updating of quality testing services for exporters who are facing challenges with minimum residue levels and pests being detecting in their produce in destination markets.

COMMODITY EXCHANGE AND WAREHOUSE RECEIPT SYSTEMS

Zim-ACP scanned the environment for current activities related to the Commodity Exchange and Warehouse Receipt Systems in Zimbabwe. Discussions were held with Land Fortunes Commodity Exchange (LFCE), a private and wholly owned Zimbabwe firm that has developed an investment initiative to operate a virtual (electronic) commodities exchange platform where accredited agricultural commodity dealers would trade in maize, wheat, soybeans, sugar beans and other agricultural commodities on offer for exchange. Land Fortunes also intends to provide the following services complimentary to the commodity exchange (i) agricultural marketing information services, (ii) commodity storage through warehouse receipt services; (iii) input procurement services; (iv) building capacity of farmers, particularly smallholder farmers to understand and participate in commodity exchange and warehouse receipt services. The initiative, to be rolled out with the 2012 crop marketing season, has established partnerships with agricultural regulatory agencies and private sector service providers. The regulatory agencies include (i) AMA for the necessary registration to participate commodity marketing services as required by the AMA Act that provides for regulations for marketing coordination; (ii) the Department of Research and Specialist Services (DR&SS) with respect to the Warehouse Receipt Systems Act and the Ministry of Agriculture, Mechanization and Irrigation development (AMID). Partnerships with other private sector service provider include financial services with banks (CBZ, FBC and AGRIBANK) and insurance companies, as well as private entities owning or operating warehouses.

Areas of possible technical support identified by Land Fortunes include the following:

- i. Technical and financial assistance during awareness campaigns, both at farmer and corporate levels.
- ii. Financial assistance during the spot/cash marketing system before we can move into other risk management instruments like futures and options contracts.
- iii. Provision of technical training workshops for the staff of LFCE, including staff members of all players on the exchange platform.
- iv. Facilitating the networking of relevant partners.
- v. Technical and financial assistance in the setting up of the necessary operational infrastructure.
- vi. Assistance in the setting up of market information centers throughout the country.

Following consultations and further discussion with the Grain Millers and Stockfeeds Manufacturers Associations, it was decided to undertake an assessment of demand, technical and political feasibility of commodity exchange and warehouse receipt systems and to identify areas that may need further investment and technical support to establish or improve the functions of these market institution infrastructure. The study will also be used to gain information on regional experiences with respect to how such systems are performing or have performed in Zambia, Malawi, and South Africa and Ethiopia. Given the inter linkages in regional grain markets through informal and formal trade flows of grain, Zim-ACP had preliminary discussion with the SADC Trade Hub (SATH) for collaboration on this work to incorporate regional grain trade aspects as well a regional competitiveness issues in considering the establishment or operations of Commodity Exchange and Warehouse Receipt Systems.

MARKET INFORMATION SYSTEMS

The need for market information system, based on up-to-date dissemination technology, providing reliable, analytical and impartial commodity price and market information on a sustainable basis rank highest as needed to facilitate improved market efficiency and competitiveness among all the commodity industry groups and stakeholder organizations. Farmer organizations are interested in having the information systems as part of the services offered on cost recovery basis to members. The agribusiness commodity associations are interested in the collation and analysis of the market information to monitor and analyze trends in the various commodity markets for the purpose of informing and advising industry and government on emerging commodity issues.

Currently, CFU and ZFU collate and disseminate commodity and market information system. The ZFU disseminates Weekly Market Guides that provide information on prices and market opportunities, but their distribution is limited. ZFU disseminates to members via its provincial offices while CFU publishes the information in the Financial Gazette as a service to the agricultural sector. Both have interest in and have investigated possible dissemination through electronic technology, including bulk sms. However, AMA, which also collates and distributes commodity price and market information, is requiring that any such agricultural market information systems be verifiable as it is used in planning agricultural production and marketing.

Following expressed interest by CNFA, Technoserve, ACIDI/VOCA-PRIZE to provide technical support for the establishment of a marketing information systems, Zim-ACP teamed up these partners to collaborate on a joint initiative and with Zim-ACP developing a SOW for a feasibility assessment. A number of planning meetings were held. When the Technoserve put forward the *ESOKO* initiative and advertised for a local partner for the investments, the efforts of the collaborating partners were re-directed to supporting the Technoserve initiative. Zim-ACP put in abeyance any work that it had planned to work on the market information system. Zim-ACP's interest was then focused on facilitating its stakeholder organizations to interact with Technoserve on the *E-SOKO* initiative so that it would be developed (i) to meet the needs and interest of their members and (ii) for possibility of the organizations to participate as a

sub-franchisee for *ESOKO* local partner. Effort will be invested in assisting the farmers' organizations to improve on collecting information on their members' production activities and performance. The information will be used in analyzing farm performance, undertaking comparative analysis to bench-mark the performance and use the information for farm budgeting and planning. This will be done to promote competitiveness at the farm levels in support of commodity industry competitiveness. As part of the individual organization Action Plans, the individual organizations will be assisted to improve their information dissemination systems so that they reached as many members as possible.

AGRIBUSINESS FINANCE WORKING GROUP

Activities on agribusiness finance and marketing mechanism had been held in abeyance pending the findings of the USAID Agri-finance study. The Zimbabwe Agricultural and Rural Livelihood Financial Market Assessment Report, officially released in February, was passed to the Agribusiness Finance Working Group to study the recommendation and suggest possible activities for implementing (i) seven of the recommendations directed at Zim-ACP and (ii) other recommendations of interest to the banking and financial services sector. The AFWG instituted a Task team made up of representatives drawn from the agribusiness units of all major banks and other strategic organization. The Task Team is to engage the players in the banking and financial services sector market institutional infrastructure and/or business development services needed to facilitate improved access and supply of agricultural and agribusiness finance for agriculture and agribusiness.

MAIN EVENTS PLANNED FOR NEXT QUARTER

The main activities in the coming quarter will be undertaking studies for technical and financial feasibility assessment, developing investment-cum-business plans and specific Action Plans for technical support to the following market institution infrastructure:

- i. Quality Standards and Quality Assurance Schemes including Livestock Identification, Traceability;
- ii. Market Information Systems
- iii. Commodity Exchange and Warehouse Receipt Systems

The AFWG will be following-up on issues and gathering additional information in order to craft activities on financial market institutional infrastructure that are informed by identified needs in the agribusiness finance sector.

3.3 COMPONENT 3: IMPROVING AGRO-BUSINESS DEVELOPMENT SERVICES, AGRO-BUSINESS SKILLS, AND AGRO-PRODUCTION AND PRODUCTIVITY

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

Indicator ACP 1: Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc

Indicator 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

Indicator 4.5.2-7: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training

Indicator 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

Indicator 4.5.2-37: Number of micro, small and medium enterprises receiving business development services from USG assisted sources

SUMMARY

FY2012 Quarter 2 activities focused on reviewing the training process so as to come up with strategy for reducing the costs of training and at the same time, increase trainee contributions to offset the costs of training. During the reporting period, the program developed and produced a draft Farming as a Family Business (FaaFB) manual. The manual is the first of its kind to address issues of gender in the business of farming. When complete the FaaFB manual will be used for conducting ToTs in business, and then later for cascading business trainings in the agriculture and agribusiness sectors across the country. Development of the FaaFB manual is pivotal to ensuring that business modules delivered by Zim-ACP certified trainers during cascading are standardized. During the same period, Zim-ACP launched cascaded trainings for FY2012, covering the Mashonaland, Matabeleland and Manicaland regions. In quarter 2 of FY2012, Zim-ACP also trained enumerators who were later engaged by the program to monitor and report back on how cascaded trainings were proceeding across the country.

DEVELOPMENT OF THE FARMING AS A FAMILY BUSINESS MANUAL

Zim-ACP engaged a consultant through LEAD (one of the subcontractors to the program), to develop a gender transformative Farming as a Family Business (FaaFB) manual that infuses concepts of gender in development. A draft manual with 10 business modules was produced and submitted to Zim-ACP for review and comments. The manual will be illustrated to provide a visual representation of main ideas and messages covered in the modules, making it easier for smallholder commercial farmers to grasp concepts and ideas presented in the modules. Zim-ACP will organize a stakeholders' workshop in quarter 3 to get inputs and buy-in from potential users of the manual. The manual, which is in two parts (a reference book and a participants work book), will be used for the ToTs in business courses that will be organized for certified trainers, and then later for cascading trainings in the agriculture and agribusiness sectors. The manual will also be made available to parties with interest to further the planning and business management skills of smallholder commercial farmers in Zimbabwe. The changed structure of agriculture in Zimbabwe shows that more than 98% of producers are now smallholder farmers, with more than 60% of them being women. Support to this sector through business skills trainings, and harnessing the talents of all family members in the business of farming will lead to improved productivity, improved product quality, growth and expansion in the agriculture and agribusiness sectors of Zimbabwe.

TRAINING OF TRAINERS IN SPECIFIC BUSINESS AREAS

This activity will be conducted in quarter 3 of FY2012 following the finalization of the Farming as a Family Business manual which is currently under development. The Farming as a Business manual will be used during the ToTs in business as well as during the cascading process.

TRAINING STRATEGY REVIEW WORKSHOP

Zim-ACP hosted a one-day planning workshop with selected trainers to review the cascaded training process so as to prepare for supporting cascaded trainings planned to take off in quarter 2 of FY2012. The workshop which took place on the 24th February 2012 was attended by six certified trainers (3 females and 3 males) and four members of the Zim- ACP staff (1 female and 3 males). The certified trainers who participated in the training review process were drawn from SHDF (Harare), Bucklesbury (Harare), Roots (Mutare), Khanya Development Trust (Bulawayo), Market First (Mutare) and Health Excellence (Bulawayo). Participants were selected on the basis of having delivered good results during cascaded trainings that were implemented in FY2011. The main objective of the workshop was to review the training process and craft strategies for reducing overall training costs. The workshop specifically discussed ways of increasing trainee contributions towards training expenses, with the view to reducing subsidies and then removing them completely towards the end of FY2013. Following is a summary of issues that were discussed and agreed upon at the workshop.

- The subsidy provided by Zim-ACP will be reduced from the current 90% to 60% in the current financial year. The reduction and final removal of subsidies is in line with the program's objective to develop a market place where those that demand training services are able to access and pay for the services.
- In FY2012, trainee contributions towards training costs will be increased from \$5 to \$10 per person per two day training session
- Training class sizes to be increased from the FY2011 class sizes of 25 – 30 participants per training to 50 participants. This has a significant impact on reducing overall training costs. As part of the training costs cutting measures, the workshop recommended that trainers should identify cheaper training venues within the communities where they conduct trainings
- The contractual vehicle that will be used between trainers and Zim-ACP in FY2012 is a Blanket Purchase Agreement (BPA). The BPA will not obligate any funds, but funds will be obligated by the placement of BPA Release Orders as trainings are being implemented. The BPA will be employed following completion of the FaaFB manual

The strategic planning workshop laid a solid foundation upon which Zim-ACP will be collaborating with trained trainers to cascade business trainings in FY2012. The strategy that was adopted at the workshop will reduce the subsidy contribution by Zim-ACP by 50–60%, from \$30/trainee/day to \$12-\$15/trainee/day.

CASCADE TRAININGS WITH TRAINED TRAINERS

In quarter 2 of FY2012, Zim-ACP collaborated with six training firms that delivered good results for cascaded training that took place in FY2011. The training firms include SHDF and Bucklesbury (Harare based trainers), Roots and Market First (Mutare based trainers); and Khanya Development Trust and Health Excellence (Bulawayo based trainers). Table 3.4 summarizes the trainings that were supported by Zim-ACP during quarter 2 of FY2012.

Table 3.5 Attendance at Business Training Courses Conducted During the Quarter

Course Title	Training Firm	Grand Total		
		Male	Female	Total
FaaB	SHDF	66	434	500
FaaB Business Principles for Poultry Production	Roots Consultancy	49	148	197

FaaB Business Principles for Beef Production	Roots Consultancy	23	13	36
FaaB: Budgeting, Record Keeping, Marketing for Small Scale Farmers	Roots Consultancy	10	38	48
FaaB: Value Addition & Marketing of Horticultural Products	Roots Consultancy	27	68	95
FaaB	Bucklesbury Consultancy	223	278	501
Stock Control	Market First	23	70	93
Marketing	Market First	17	33	50
Management Concepts: Planning & Control of Agribusiness Activities	Health Excellence	82	141	229
Record Keeping & Money Management	Khanya Development Trust	14	18	32
Savings, Credit & Money Management	Khanya Development Trust	24	79	103
Marketing & Market Linkages	Khanya Development Trust	22	17	39
Record Keeping & Stock Control	Khanya Development Trust	42	48	90
Total Attendance		622	1385	2007

The results in the Table above show that 2013 enterprises (50% in the Mashonaland region, 26% in the Manicaland and 23% in the Matabeleland region) benefitted from cascaded business trainings conducted in quarter 2 of FY2012. Of the people that participated in cascaded business trainings, 1385 (69%) were females and 622 (31%) were males. The higher number of female participants in cascaded trainings is a reflection of the emphasis placed by Zim-ACP on inclusion of women and gender mainstreaming in its training programs. As part of efforts to mainstream gender, Zim-ACP supports short duration, non-residential trainings conducted in target communities rather than residential trainings that would take participants away from their home environments. Women are more likely to participate in short duration trainings conducted close to their homes than in long duration trainings that require them to travel long distances, away from their homes.



Farming as a Business training in session at Kandava – Seke district
Use of role plays during training



MONITORING TRAININGS IN THE PROVINCES

For effective monitoring of cascaded trainings, Zim-ACP trained 23 enumerators (13 females, 10 males), to monitor cascaded trainings. Priority for selection was given to recent graduates from the faculties of commerce in different universities and students who were looking for attachment opportunities. From the 23 enumerators who were shortlisted and

then trained, 12 (eight females, four males) were engaged to monitor cascaded trainings that were conducted in quarter two. These enumerators administered monitoring tools designed by the program to capture information on numbers of participants, dates & course duration, sex disaggregated data, enterprises supported, modules delivered and quality of participation by trainees. Monitoring tools that were completed in quarter two were submitted to the Zim-ACP Monitoring & Evaluation specialist for collation of gathered information. Baseline information captured in the process of trainings will be used to measure changes at enterprise level, which are attributable to the trainings.

SUPPORT TO BUSINESS SERVICE PROVIDERS/ BUSINESS DEVELOPMENT SERVICE PROVIDERS

ASSESSMENT OF BSPPS/ BDSPPS WITH POTENTIAL TO INITIATE, IMPROVE AND/ OR EXPAND DEMANDED SERVICES IN THE LIVESTOCK AND ANIMAL HEALTH SECTORS AND ACTION PLANNING

Zim-ACP did a call for expression of interest (EOI) for BSPPs/ BDSPPs that are willing and able to provide services demanded by the livestock and animal health sectors in Zimbabwe. Such services include, but are not be limited to the manufacture, distribution, retailing and offering training and advisory services on animal medicines, stock feeds, AI services, breeding, marketing and processing. A total of 29 EOIs were received, mostly from service providers that operate in and out of Harare. Zim-ACP will carry out a capacity assessment of those BSPPs that have potential to grow and increase service delivery to the livestock industry in Zimbabwe. The capacity assessment will identify gaps between the services currently offered against projected current and anticipated market demand. The results of the findings will be used to develop Action Plans to further the level of TA and/ or training required to increase growth and expansion of animal health, livestock marketing, livestock development and AI services delivery to the livestock sector in Zimbabwe. This activity contributes to: a) increase in client coverage and/or customer outreach of supported organizations, b) number of institutions/organizations that, as a result of USG assistance, are making significant improvements, c) number of institutions/organizations that, as a result of USG assistance, are undertaking capacity/competency strengthening, and d) number of institutions/organizations that, as a result of USG assistance, are undergoing capacity/competency assessment.

PROVISION OF TECHNICAL ASSISTANCE SUPPORT TO BSPPS/ BDSPPS WITH POTENTIAL TO INITIATE, IMPROVE AND/ OR EXPAND DEMANDED SERVICES IN THE LIVESTOCK AND ANIMAL HEALTH SECTORS

This activity will be conducted in quarters three and four of FY2012, following the completion of the capacity assessment and development of Action Plans.

3.4 M&E ACTIVITIES

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 to aid reporting and information provision for planning and decision-making purposes. Monitoring helps provide supporting evidence of progress and success. Through M&E efforts, management and USAID/Zim are well informed on Zim-ACP activities and results for their feedback into program implementation.

A major M&E activity during the reporting period was modifying the PMP indicators to align with the newly released Feed the Future indicators and the Feed the Future Monitoring System (FTFMS). Particular attention was paid to disaggregation of each indicator to allow for sufficient reporting and feeding into the FTFMS.

MONITORING OF ZIM-ACP ORGANIZED EVENTS

A major M&E activity during the reporting period involved collecting and maintaining a record of attendance of scheduled events by stakeholders. Program events whose attendance records were collected during the reporting period include:

- Presentation and Facilitation Skills workshop
- Strategic Planning Workshops with partner organizations
- Regulatory Review Capacity Building Workshops and
- Gender Mainstreaming Trainings.

Sex disaggregated data was collected for each event, collated and analyzed to check that all relevant stakeholder organizations were represented and that there was balance in representation of males and females in the meetings/workshops. Feedback was given to event organizers where major stakeholders were excluded or where there was poor representation from a particular group e.g. women, so that such situations would be avoided in future.

Completed records were entered in TAMIS (Technical and Administrative Management Information System) for collation and availability for management information.

The workshops and trainings were evaluated to solicit feedback from participants on event organization, content, standard of facilitation and whether the event was time well spent. The event evaluation allowed each attendee to give an overall score for the event, out of 100. The feedback from the evaluation was presented in the form of a workshop evaluation report circulated to workshop organizers and Zim-ACP management. The report served to provide lessons for organizing future events. Copies of these reports appear as Annex 6 of this report. For workshops that spun over more than one day, a daily evaluation form was completed by participants at the end of each day. The feedback from the daily evaluation form allowed for event facilitators and organizers to improve delivery and management of the ongoing event. Table 3.5 shows the events monitored during the reporting period, and evaluated using the standard Zim-ACP evaluation form (Annex 7), all the events were scored highly by the attendees.

Table 3.6: Workshops monitored during the reporting period

Date	Workshop	Attendance			Average score given by participants (out of 100)
		Total	Male	Female	
31 January to 2 February 2012	Presentation and Facilitation Skills	20	7	13	91.7
21 to 22 February 2012	ZCFU Strategic Planning workshop	19	14	5	87.1
22 to 23 March 2012	ZFU Strategic Planning workshop	30	27	3	83
23 to 24 February 2012	ZWPFT Strategic Planning workshop	17	8	9	88.3
29 February to 2 March 2012	FACHIG Strategic Planning workshop	27	14	13	89.5
19 to 21 March 2012	DOHOPA Strategic Planning workshop	10	6	4	87.5
19 to 21 March 2012	MAPA Strategic Planning workshop	9	5	4	99.6
13 to 16 March 2012	Regulatory Review Kick off and training	37	16	21	88.7

27 February 2012	CFU Strategic Planning workshop	3	2	1	*
27 February 2012	NADF Strategic Planning workshop	3	2	1	*
19 to 20 March 2012	Bulawayo Gender Mainstreaming, Women Empowerment and Advocacy training workshop	22	10	12	*
27 to 29 March 2012	Harare Gender Mainstreaming, Women Empowerment and Advocacy training workshop	24	8	16	*

SUPPORTING CASCADED TRAINING

The M&E unit participated in the training of 23 enumerators (10male, 13 female) invited to monitor business trainings conducted in March 2012. Changes in indicator disaggregation during the reporting period necessitated changes in the data collection tools for business enterprises receiving training. Enumerators had to be trained in order to familiarize with the modified data collection instruments.

The M&E unit managed to visit two of the 45 trainings conducted during the quarter. The objective of the monitoring exercise was to observe the training activity and check whether the data collection and reporting by the enumerators was taking place as planned. This involved

- Talking to the enumerator to find out what challenges he/she was facing during the monitoring exercise –a major challenge mentioned was illiteracy among the trainees making completion of the baseline questionnaire a long and grueling exercise
- Going through the completed baseline questionnaires to check that all areas were completed and that the information collected matched the situation on the ground
- Having informal discussions with a few trainees in order to get an idea of whether the training was time (and money) well spent
- Discussing with the trainer on how the training was progressing
- Addressing trainees (briefly) and telling them about Zim-ACP and the objectives of the cascaded trainings.

Feedback gathered from the monitoring visits and from trainers' reports was that trainees found the business trainings very interesting and beneficial. A challenge raised by trainers was that the target of 50 participants per course is too high a number. It affects learning negatively, especially adult learning. Trainers indicated that older people generally lose concentration when they are crowded. A figure of 25 to 30 participants was given as manageable as it allowed for everyone to participate. Those training in rural areas complained that large groups of participants posed learning and catering challenges since rural facilities are not big enough to handle such large groups. Available venues were not very spacious and it was difficult to get adequate furniture for all participants. In most cases trainees had to sit on the ground as shown in the picture below.



FaaB Training Guruve Central



Crowded trainees: FaaB Principles for Poultry Production, Sakubva Mutare

Data collected by enumerators on the 2,007 business enterprises trained during the reporting period was entered in TAMIS for collation and reporting. The database allowed for reporting on achievement of target figures (by category) of enterprises trained. Zim-ACP has a target of 5,000 micro, small and medium business enterprises to receive business development services in year two. From the database, a total of 2,007 business enterprises (1, 497 micro, 477 small and 33 medium) were trained during the reporting period. Some 46 percent (923) of the enterprises were female owned, while 25 percent (508) were male owned and 29 percent (576) were co-owned. The majority of business enterprises were producers [96.8 percent (1,943)]; 2.9 percent (58) were traders while 0.3 percent (three) were input suppliers or output processors. The target of 5,000 business enterprises to receive business development services in year two will be met as an additional 3,000 enterprises are targeted for support in quarter three and quarter four. These will include livestock and meat service providers and input suppliers coming on board in quarter three and four, respectively.

EVALUATION STUDIES

STUDY ON BUSINESS LEADER PERCEPTIONS OF THE INVESTMENT CLIMATE

The annual study was planned to gather and report on business leader perceptions of the investment climate in Zimbabwe. The background to this study is that people act on the basis of their perception of the investment climate (even if that is not wholly accurate) and their best guess of what the climate might be like in the future. An increasingly positive perception of Zimbabwe's business environment is expected to lead to greater levels of investment by domestic and foreign investors while poor perception of Zimbabwe's agribusiness climate can be expected to discourage investment.

Zim-ACP activities collectively and specifically on regulatory reforms, are expected to contribute to a positive investment climate for agribusiness. Findings from the survey are intended to help inform the Zim-ACP team whether the investment climate for agribusiness is perceived to be improving over the life of the program. A baseline survey to benchmark perception of agribusiness players was conducted in May/June 2011. The study, which was initially supposed to be an annual survey, has been postponed to next year (2013) when the impact of current on-going program activity on regulatory reforms is expected to have made impact on the ground. It was feared that the election mood prevailing this year to early next year, may cloud investor perceptions this year (2012). The study has therefore been postponed to next year when the elections atmosphere will be out of the way.

ADOPTION AND IMPACT STUDIES

Adoption study

A study to establish the number of business enterprises that applied new technologies or management practices during the reporting period (as a result of the program), was conducted on the 2,007 business enterprises that received training on Farming as a Business (FaaB) during the reporting period. The study was limited to training conducted during the quarter because most of the business training extended to trainees, lends itself to early adoption. It was reasoned that any trainees that had not applied the learned new techniques or management practices within one month of the training, were unlikely to apply later on. FaaB training conducted during the quarter covered a combination of the following topics: marketing, record keeping, business planning, costing & pricing, budgeting, finance management, resource mobilization, contracting, stock control, costing and pricing.

Telephonic interviews were conducted on the universe (2,007 trained businesses were targeted) by trained enumerators with the aid of a short questionnaire. The survey did not come as a surprise to the trainees as they had been told to expect a follow-up during the training. Some trainees had drawn-up action plans indicating how they would apply the learned techniques and management practices either as groups or individuals as part of the training. Three questions were asked during the interview –training received; practices applied and learned practices yet to be applied. The tool used to guide the interviews is attached as Annex 8. The data from the survey was captured, collated and analyzed in TAMIS with the help of a data capture assistant. The findings of the study were that of the 2,007 business enterprises that received Farming as a Business training, 85 percent (432 male owned, 784 female owned and 490 co-owned) had applied some of the learned management practices within a month of receiving the training. Areas mentioned as having been applied include:

- Record keeping: keeping various records including financial records, land use records, climatic records, planting records, output and yield records, crop maintenance records, sales records, stock records etc

- Separation of household finances from business finances for ease of accountability
- Calculating profit: making use of income and expenditure records to calculate profit or loss
- Planning: having drawn-up a schedule of activities to be carried out and the resources required, in preparation for the coming production season
- Budgeting: having projected, on paper, the quantities and associated costs of producing a product to marketing and projecting the income –enterprise production budget. Other budget mentioned was the cash flow budget
- Business Proposal writing: prepared a business plan for requesting for funding from financial institution
- Product promotion: printed fliers to advertise products available from business activities
- Improving product: through better grading and packaging; producing a better quality product to get a good price on the market
- Market research: have looked for a reliable market for products; have researched on what type and quality of products the market wants
- Applying good management principles: working hard, buying genuine products, having good relationship with employees, improving workers living and working conditions, assigning duties and following up on progress
- Timeliness of operations: having procured inputs -seeds, chicks, stock feed in preparation for a planned business enterprise
- Joined a group/cooperative to access funds.

Those that had not yet applied the learned techniques and/or management practices, gave some of the following explanations:

- Strategising on way forward
- Concentrating on field activities (harvesting) at the moment
- Creating space so as to start a chicken project
- Financial constraints
- Evaluating various options to get capital
- Planning to capitalise beef project from tobacco proceeds
- Planning, conserving pastures for beef project
- Ill health.

The general observation by trainers was that trainees involved in serious commercial activity were more inclined to keep records than those with intermittent businesses. One trainer reported visiting a dairy project belonging to one of the trainees as part of the training in the Guruve area. She saw comprehensive dairy enterprise records with details on number of cows milked per day, quantity of milk produced per cow per day and cumulatively for a week, month and a year; cows on treatment and type of medication given; the number of days left to resume milking, for the cow under treatment. She was able to give on-the-spot advice on how the records could be improved. The rest of the trainees in the group made an undertaking to start keeping different types of records, immediately after the training workshop.

Impact study

The expectation is that when business enterprises receive business training in areas where they most need it and in addition benefit from an improved business environment (conducive regulations due to effective advocacy work by representative bodies of farmers and agribusiness organizations), not only will business enterprises adopt the promoted techniques and management practices, long term changes will occur in the businesses in terms of

- Increased profitability of the business enterprise
- Increased number of jobs created and
- Increased investment in the business enterprise.

Profitability

Zim-ACP has a target of 295 business enterprises (excluding farms) operating more profitably or at above cost because of USG assistance in 2012. Zim-ACP provided support to 67 business enterprises (non-farm) last year (August/September 2011). Sufficient time had elapsed not only for application of learned management practices to have taken place, but for impact of the good practices to start showing in terms of business performance, during the reporting period. Telephonic interviews were conducted on the 67 business enterprises trained in Year one Quarter four to assess business performance during the reporting period. The interviews were conducted by trained enumerators with the aid of a short questionnaire attached as Annex 9. The findings of the survey were that of the 67 business enterprises that received business-type training, 22 business enterprises (32%) that were loss-making at the time of training, are now operating profitably; four business enterprises (6%) that were loss-making at the time of training, are still operating at a loss; while 41 (61%) that were operating profitably at the time of training, are now operating more profitably. The 67 businesses were mainly involved in input supply, selling of horticultural produce, bakeries and agro-processing.

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. Telephonic interviews were conducted on 2,389 business enterprises trained in Year 1 Quarter 4 to assess impact of Zim-ACP support on both investment and job creation using a questionnaire attached as Annex 10. It was felt that sufficient time had elapsed not only for application of learned management practices to have taken place, but for impact of the good practices to start showing in terms of business performance. The findings of the study were that the 2,389 business enterprises that received business-type training in August/September 2012 created new private sector investment to the tune of \$560,000 and a total of 890 jobs (430 male, 460 female) during quarter two, year two. Investment items mentioned include:

- farm machinery (tractor, disc plough, boom sprayer)
- ox drawn farm implements (scotch cart, mouldboard ploughs, cultivators, harrows, planters, rigger)
- poultry equipment (drinks, feeders)
- livestock (cattle, goats)
- hand tools (chainsaw, wheel barrows, picks, knapsack sprayer, hoes, shovels, rakes, garden forks, sickles, slashers)
- irrigation equipment (water pump, irrigation pipes, watering cans)
- vehicle (small truck, motor cycle) and
- building material.

A positive but non-quantifiable impact of the program was reported in Mutare where four participants from the previous trainings (August/September 2011) not only attended trainings during the reporting period but successfully competed to be the suppliers of broilers fed to trainees in five of eight trainings conducted in Mutare.

CHAPTER IV: ENVIRONMENTAL ISSUES

DEFORESTATION AND LAND DEGRADATION

Environmental considerations discussed during the reporting period include the importance of implementing environmentally friendly practices to preserve natural resources (flora and fauna) including soil and moisture and assure everyone's food security.

Environment issues came up at business trainings, during the reporting period. Issues that arose included:

- rampant cutting down of trees for firewood, construction of cattle pens, fencing gardens, curing bricks and collecting firewood for sale in urban areas
- brick molders defacing the landscape as they soil with no rehabilitation program in place
- *veld* fires destroying flora and fauna.

Trainers took the opportunity to educate trainees on the importance of preserving the environment. Trainees were encouraged to plant woodlots as a way preserving the environment. Where trainees indicated that they use thorny trees for fencing their gardens, they were urged to replace the cut down trees with new plantings. In Guruve, the trainer urged trainees to plant four trees for every tree they chopped down for garden fencing, to preserve the environment. In Lupane, where the majority of trainees were SHDF savings club members, trainees were urged to avoid cutting down trees for fencing, but rather use alternative fencing material like barbed wire. This could be achieved through club members saving towards this initiative. In Mutare, trainees attending a *Farming as a Business Principles for Beef Production* were encouraged to buy treated poles when constructing feeding pens rather than chop down trees. Trainers mentioned that treated poles had the advantage of lasting much longer and hence were cheaper in the long run.

Trainees were urged to play a meaningful role in the control of *veld* fires as environmental and socio-economic costs associated with *veld* fires negatively affects economic growth potential of the country. Some of the measures encouraged by trainers include use of fireguards and avoiding human activities such as reckless disposal of cigarettes, smoking out of bees for honey harvesting, land clearing, hunting, arson and improper household ash disposal.

In some areas such as Osborne, in Mutare, trainers noted that the Environment Management Agency was doing a good job of awareness campaigns on environmental protection and that the department of National Parks and Wild Life was helping in policing the area. They however wished that EMA efforts could be extended to Zimunya where they recommended that EMA put in place a massive campaign on environmental conservation involving alternative sources of firewood as well as promoting reclamation measures for the landscape.

On a positive note, in Sakubva, Mutare, trainers observed that caterers used off-cut wood as fuel for preparing meals for trainees, hence conserving the environment by not cutting down trees. There is an abundant supply of such firewood in Sakubva which is transported from timber processing in plantation forests of the Eastern Highlands. This firewood is available at reasonable prices. Sakubva trainees were encouraged to use this source for their fuel needs.

OTHER MESSAGES ON ENVIRONMENTAL CONSERVATION

In Bulawayo, Health Excellence reported that their trainings were planned and conducted with environmental conservation in mind. This involved proper planning and use of just the right quantities of resources. Their good planning and budgeting went a long way towards promoting and contributing towards conservation of natural resources, through their motto of 'reduce, reuse and recycle' of training materials and aids and other logistical items. Throughout the training sessions, trainees were encouraged to use resources sparingly to increase profits and directly contribute to environment conservation through reduce, reuse and recycle. Health Excellence also promoted use of organic inputs as much as possible. Participants were advised to substitute commercial fertilizer with organic fertilizer from animal droppings because this option is cheaper and more environmentally friendly.

CHAPTER V: GENDER ISSUES

ORGANIZATIONAL ASSESSMENTS

Organizational strategic planning and action planning workshops that were organized for partner organizations (MAPA, DOHOPA, ZCFU, ZWPFT, FACHIG, NADF, ZFU, CFU) were attended by a local gender specialist whose role was to give some awareness on gender and help ensure that gender issues were included in the action planning. Some of the gender and women empowerment issues included in organizational action plans include:

- Training of staff, leadership and members on gender mainstreaming in order to improve development and adoption of gender sensitive policies and approaches
- Development of a gender policy for the organization. For ZFU which has a gender policy, the action was to unpack the gender policy to leadership and staff to facilitate its adoption and implementation
- Have an agreed quota of women in leadership structures of the producer organizations at national, province and district level
- Having a gender disaggregated database that will help in the provision of targeted services for members.

DEVELOPMENT OF A GENDER MANUAL

A draft Gender Mainstreaming Manual was developed during the reporting period with the help of a local gender specialist. The manual is intended for use as resource material to capacity-build leadership and staff of representative bodies of farmers, commodity associations and agribusiness organizations. The manual is a repository of information on mainstreaming gender in organizational policies, programs and activities. The manual is intended for use in the training of trainers from partner institutions who will be expected to include sessions on gender mainstreaming during farmer trainings on agribusiness and technical courses. The trainers are also expected to act as gender focal persons within the organization to ensure that gender issues are discussed, taken into account and reported on in the organization.

GENDER TRAINING WORKSHOPS

To help pretest the draft Gender Mainstreaming Manual, two courses were organized on Gender Mainstreaming and Women Empowerment. One course held in Bulawayo on 19-20 March 2012, was attended by 22 trainees (10 male, 12 female) comprising ZCFU leadership Matabeleland North and South as well as trainers (technical staff) from ZCFU and ZFU Southern Region (Matabeleland North and South, Masvingo and Midlands). The second course held in Harare on 27-29 March 2012, was attended by 24 trainees (eight male, 16 female) comprising leadership of MAPA, DOHOPA, ZWPFT and FACHIG as well as trainers (technical staff) from ZCFU and ZFU Northern Region (Harare, Mashonaland West, Central and East). The technical staff included in these two gender courses is attached to training units of the organizations where they conduct farmer technical training. These staff received training from Zim-ACP on training skill and tactics in October 2011. These staff are earmarked to receive training from Zim-ACP on Farming as a Business which will be cascaded by the unions (using the trainers) to members at a fee. It is expected that these trainers will include gender and women empowerment sessions during the farmer trainings on FaaB and technical trainings. The two gender trainings (Bulawayo and Harare) therefore served two objectives. They capacity-built leadership and technical teams of producer organizations on gender mainstreaming and women empowerment as expressed in the organizational

action plans and gave feedback on the gender mainstreaming manual to the gender consultant and training facilitator. Lessons learned for these trainings were incorporated in a second draft that has been circulated to known partner gender specialists for their input and comments before finalization by the consultant.

GENDER IN REGULATORY REFORM

Gender issues were incorporated in the regulatory review activities during the reporting period. The PO awarded to Centre for Applied Legal Research (CALR) to organize a capacity-building workshop for participants from the economic and technical units of the farmers' and agribusiness representative bodies, research and academic institutions, regulatory bodies as well as private consultants on the regulatory review process incorporated a gender analysis. A gender specialist facilitated a session on gender concepts, gender analysis, gender dimensions in agri-business and gender mainstreaming. These topics were intended to impart knowledge on gender and gender issues so that participants have an appreciation of the importance of incorporating gender issues in the regulatory reform process. The gender session ended with a topic on gender in regulatory framework. Laws that enhance the status of women in Zimbabwe were discussed as well as the need to incorporate gender issues in the regulatory reform process. The group work exercises used to impart skills on the regulatory review process required that regulations be analyzed not only from a technical and economic angle, but also from a gender perspective. A gender checklist used during the exercise included the following questions:

- What gender issues emanate from this piece of legislation?
- How do the identified issues impact the Commodity Industry Group?
- Identify potential challenges which are likely to be encountered in mainstreaming gender in the regulatory instrument

Other than facilitating the workshop, the CALR SOW which spills into quarter three, includes facilitating the regulatory review of three sub-sectors, namely animal health, poultry, and stock-feeds. CALR will include a gender specialist in their team who will ensure an in-depth gender analysis of the legislative acts and statutory instruments for their impacts on competitiveness of the respective livestock and meat sub-sectors.

GENDER ISSUES DURING CASCADED TRAINING

Females made up 69 percent of participants in business trainings organized during the reporting period. Table 3.4 on page 26 shows that, with the exception of two courses, women were in the majority, overall, in the courses run during the reporting period.

The two courses are Farming as a Business Principles for Cattle Production and Marketing and Market Linkages. The former course was male dominated (64 percent male) because of men's interest and control over cattle. They therefore attended in their numbers so that they can improve their management practices and continue to derive benefits from the cattle. The trainers encouraged the participants to, in future, come as couples so that both husband and wife received the training on cattle management.

Women would benefit from the training as owners of cattle (proceeds from traditional marriages) and also as users of proceeds from cattle e.g. milk, meat, hide, draft, manure etc.

The second training that was male dominated took place at Mtshatsha, Heaney Junction a very traditional village about 30km out of Bulawayo. According to the trainers, the training was dominated by men both in terms of numbers attending and in participation during discussions. Where participants had come as a couple, it was noted that only the husband fully participated in discussions. Trainers encouraged the

women to participate through assigning exercises in small groups. Future business training in this area will include sessions on gender issues and women empowerment.

The proportion of women was high because they are the ones actively involved in market gardening and other income generating activities that created the pool for the FaaB trainings. The proportion of women was also high because a number of the training organizations (e.g. SHDF) work mainly with women groups, so although equal participation opportunities were afforded to both female and male participants, most men opted not to participate. The program will in future encourage involvement of husbands in the trainings as this has been shown to smoothen adoption of techniques and management practices.

REPRODUCTIVE ROLES OF WOMEN

In almost every group, a number of women brought suckling babies and toddlers to the training. These were accommodated by both the trainer and other trainees.



Women's triple role evident in the FaaB workshop, Guruve

CHAPTER VI: LESSONS LEARNED

LESSONS LEARNT UNDER COMPONENT 1

The Action Planning exercises with the ZCFU and ZFU revealed that the organizations' representativeness and relevance are under question or scrutiny by members, government and other stakeholders. Members are deserting the organizations as evidenced by very few who are paying their annual subscription. This is undermining the credibility of the organizations in representing their members. This informed Zim-ACP that its technical assistance to the organizations should assist in restoring their credibility as representative bodies to members, government and other institutions.

The strategic thinking and planning workshop to develop the Action Plans also informed Zim-ACP that ZFU, DOHOPA, MAPA, and to a little extent ZCFU, tend to rely on and come up with action plans that are tailored made to obtain donor resources or support. Once the donor support is no longer available, the organizations lose interest completed as they would not have ownership of the process and outcomes. Zim-ACP will therefore strive to ensure ownership and that the technical support be linked to addressing challenges faced.

During the Strategic Planning Workshops, it was revealed that ordinary members may not be appreciating the advocacy and lobbying roles, other than for inputs, because often there are no consultations and feed-back. In addition, there are no apparent advocacy and lobbying efforts on local issues, such as with Rural District Council for road maintenance or on bye-laws that are not facilitative of competitiveness at the producers' levels such as land unit tax and levies on cattle sales. Zim-ACP will therefore need to ensure that its technical assistance for building advocacy and lobbying should incorporate building capacity for local not just national policy issues.

The Associations under LMAC are professional and functional. They have regular monthly business meetings discussing issues/constraints, analyzing the markets (e.g. demand and supply of raw materials, projected demand), etc. As a result LMAC has indeed been proactive in seeking collaboration and our assistance on issues affecting the industry. The other organizations need to be assisted to adopt the business approach of LMAC.

LESSONS LEARNT UNDER COMPONENT 2

Given the national importance of market institution infrastructure, Zim-ACP considered that any efforts to develop envisaged activities and technical assistance should seek (i) up-to-date information on the market institutions in place, (ii) be either consistent or supportive of national initiatives for developing and strengthening them and (iii) obtain buy-in by and support from key national institutions with mandates for such market institution infrastructure in Zimbabwe. The process for obtaining information and buy-in from the national institutions is cumbersome and time consuming requiring several meetings and/or presentation of documented evidence that the Program activities were sanctioned by the parent ministry.

LESSONS LEARNT UNDER COMPONENT 3

Demand for training at the producer level is growing now, and there is a willingness to pay for services, for as long as the consumers of the service see value in what is offered. This demand is tied to the significant changes in the agricultural sector over the past decade, which resulted in the demise of large scale commercial farming and emergence of a large number of new small scale producers who have no experience with commercial agriculture. These new farmers require both business and technical trainings, among other things, to be able to participate meaningfully in the

mainstream economy. Business training modules must therefore mostly be tailored to address the business and planning skills gaps at the producer level than at other levels on the value chain.

Short duration and non-residential trainings that are conducted within the beneficiaries' communities are best suited to accommodate women as beneficiaries of agribusiness trainings. This is illustrated by the fact that out of the 2007 people that were trained in quarter 2, approximately 70% were women.

CHAPTER VII: CHALLENGES

CHALLENGES UNDER COMPONENT 1

1. Challenges for CIGs.

There are various challenges with respect to each of the six CIG initially identified to work with at the onset of the program, namely (i) Livestock & Meat, (ii) Horticulture, (iii) Grain/Cereals, (iv) Legumes & Oilseed, (v) Cotton and (vi) Trees Crops. The quest to strengthening the representative bodies is slowed down by the lack of an administrative infrastructure as well as the technical capacity within the umbrella agribusiness representative bodies (i.e. LMAC, HPC) and the individual commodity/producers associations for implementing actions arising from the meeting deliberations. The shortcomings limit their effectiveness in following on issues in addition to lack of ability to generation of evidence for ongoing lobbying and advocacy on issues affecting the commodity industry group and for improved agribusiness environment is greatly compromised. Below is an outline of the challenges Zim-ACP is facing with each CIG and the envisaged approach for address these challenges specific to each CIG.

(i) Livestock and Meat CIG

The Livestock & Meat, through LMAC, has recently been endorsed as stakeholder platform for public-private sector dialogue. A fully attended monthly meeting brings together close to 30 representatives of industry, public sector departments (Agritex, Research, Vets, police (on stock theft), Bankers' Association, Reserve Bank. The challenge with LMAC, as with its affiliated associations, is lack of technical and administrative infrastructure for generating evidence and implementing advocacy and lobbying strategies. The establishment of a multi-stakeholder Task Force is intended to enhance the technical and advocacy capacity that will further enhance the credibility and legitimacy of LMAC as a platform for policy dialogue and advocacy inclusive of all players, particularly the smallholder producers. An outstanding matter is lack of technical person to drive and implement evidence generation, advocacy and lobbying activities on a sustained basis. Zim-ACP and LMAC are exploring option for technical support via an LTTA.

(ii) Horticulture CIG

The HPC is responsive but is currently constrained administratively because it has one executive office in its secretariat, outdated computer hardware and focuses on established export-oriented producers. It is also viability challenges due to reduced inflow of subscriptions from the affiliated associations and individual members, mainly exporters. The members are not satisfied with the services being provided and HPC's role in a changed agriculture environment. There are also governance, management and transparency short-coming that are making members reluctant to pay or continue to pay membership subscription fees thereby threatening the survival of HPC.

Given the growing importance of smallholder producers and the growing demand in local and regional markets, there is need to build the administrative and technical capacity of HPC so that it can focus on and providing services to the smallholder producers, in as much as it needs to revamp the services to the exporters. The establishment of the Task Force representing large, small scale producers, exporters, wholesalers and retailers, all interested in workable solutions for the industry,

will strengthen the HPC. The development of manuals for standards and code of conduct will assist in facilitating services to and improved or new market linkages for smallholder producers.

Zim-ACP is working with the Task-force to engage HPC Board and members to address the shortcomings.

(iii) Grains/Cereals CIG

This is a critical sector in terms of national food security issues. What happens in the industry has direct and immediate impact/implications on food security, overall agricultural policy and politics of agriculture. The representative bodies of farmers and agribusiness in this industry are the various cereal/grain producers' associations affiliated to farmers unions (most if not all are non operational as independent organizations but as committees), the Grain Millers' Association of Zimbabwe (GMAZ), the Bakers' Association, National Association of Bakers' the Association of Independent Millers. AMA has a Grains Marketing technical Committee but the members are essentially individuals handpicked by the Minister. The CIG is widely polarized on many issues because one position may have negative impact on some players. The Grain Indaba was our attempt to bring all onto one platform to share their concerns or perspective on constraints and policy issues so that a common understanding and ultimately approach would development. It anticipated that the forthcoming CIBER Assessment will contribute significantly to building critical mass for policy advocacy for reforms or prepare the industry to embrace policy reforms. Our target is industry-wide support for the Grain Commodity Exchange and effective Warehouse Receipt System.

(iv) Legumes and Oilseed CIG

A National Soybean Association was formed in 2011 with the support of Technoserve. It is yet to be fully functional to provide a solid stakeholder consultative platform for advocacy and lobbying. Farmers are of the view that the Association is dominated by oil expressers and traders. Zim-ACP continues to maintain interest because of our relationship with the Stockfeed Manufactures' Association (SMA) and our interest in building the capacity of producers' associations affiliated to farmers' organization. The SMA is one of our Champions within LMAC. To build the relations we are proposing to engage the industry in a CIBER Assessment. Technoserve will be invited to participate.

(v) Cotton CIG

The Cotton CIG appears to be adequately organized and is supported through the Cotton Ginners' Association (CGA), AMA's Cotton Marketing Technical Marketing Committee to deal with cotton production and marketing issues. The main challenges faced are (i) pervasive problems with contract production due to side marketing of cotton by farmers and, what farmers claim to be unfair practices by the contractors, (ii) ever fluctuating lint prices that determine the local cotton producer price which leads to disruption in the markets due to disagreement on the cotton between producers and the ginners. The producers feel that they do not have much power as they are not able to march the technical and business strengths in the negotiation. They feel the power is uneven due to the dominance of the Ginners, cotton merchants and textile companies.

Zim-ACP sees the need to build the capacity of the producers, through the Federated Cotton Producers and Marketers' Association (FCPA), for advocacy and strengthened voice with the industry and the Cotton Marketing Technical Committee. Efforts is being invested in the organizational development and advocacy capacity of the Federated Cotton Producers' and Marketers' Association which we are supporting through the mother organization, FACHIG. To create goodwill with the CGA, the Executive Director Mr. Godfrey Buka, is one the members of the Agribusiness Finance Working Group. Zim-ACP has approached AMA to be invited to the AMA Cotton Marketing Technical Committee.

(vi) Tree Crops CIG

The entry point into this industry was the Coffee and Tea Producers' Association. The Chairperson, Mr. Muganyura, was one of the early persons to seek our support for strengthening the association. We were also attracted by that the association owned and operated a commercial entity, the Coffee Mill. As we engaged the Chairperson, we latter learned that World Vision and Technoserve were working with the association and industry on an initiative to revitalize the industry. Our plan was to re-engage the association on policy issues as from this current quarter. However, the issue of budget consideration given that the association is in Chimanimani, in Manicaland, meant that we had to review this plan.

1. CHALLENGES FACING FARMERS UNIONS

The Strategic Thinking and Action Planning Workshops held with the strategic leadership of ZFU, ZCFU, CFU, FACHIG, DOHOPA, MAPA, and ZWPSSPA highlighted the following general challenges faced by the organizations:

- i. The organizations rely heavily on revenue from donor funding to finance their operating costs with little coming from membership subscriptions and fees from services. ZFU, ZCFU and CFU are overburdened by administrative overhead costs as result of past EU support that expanded technical and administrative staff numbers. The organizations are struggling to cover the cost following the end of EU funding. ZCFU has not been able to pay salaries of staff for periods ranging from six to 12 months.
- ii. Due to financial stress organizations are not able to undertake programming activities at provincial and local farmer levels. Apart from coordinating input distribution schemes on behalf of government and development partners, ZFU and ZCFU do not provide other services to members. They do not have gender-disaggregated membership databases nor gender- segregated services. Due to lack of tangible benefits from services, members are deserting the organizations.
- iii. There are no on-going advocacy plans or activities. In-built mechanism for membership consultations and feedback, through the organizational structures, are weakened due to financial constraints.
- iv. All the unions and associations (with exception of CFU, FACHIG and NADF) acknowledge that they are faced by governance and leadership challenges. There is need to develop leadership succession plans and train incoming leadership on leadership, governance, advocacy and lobbying so as to improve their leadership skills.

To assist the organizations to address these weaknesses so as to strengthen organizational competences and effectiveness, Zim-ACP facilitated Strategic Thinking and Action Planning Workshops for the strategic leadership of the organizations to craft Action Plans to improve on organizational effectiveness in five strategic focus areas (i) increasing and retaining fee-paying members; (ii) improving services to members, (iii) effective gender mainstreaming to provide targeted services; (iv) effective proactive advocacy. The Action Plans are set for implementation from the beginning of Quarter 3 of FY2012 as outlined in Section 3.3.

CHALLENGES UNDER COMPONENT 2

The study for the inventory and assessment of market institutional infrastructure was shelved as part of the rationalization and prioritization of activities following the announcement of budget adjustment. In lieu of the study and to obtain information that the study would have provided, the technical team had to undertake consultation with (i) relevant national organizations or institutions with responsibility for market institutional infrastructure and (ii) sponsors of existing or proposed other initiatives. The purpose of the consultations was to obtain up-to-date information for

reviewing and confirming or refining market institutional infrastructure for Zim-ACP to focus on under Component 2. The consultation process was time consuming. Also the need to build critical buy-in from the respective private sector players, consultations for input tended to take longer than was ideal for timely development and implementation of activities for Component. As a good number of the envisaged market institution infrastructure entails collaborations with the public sector or, if not available the enactment of the necessary legislative framework, it was not possible to proceed without the consultation and involvement of the government.

CHALLENGES UNDER COMPONENT 3

The major challenge that was faced by trainers was identifying suitable venues that could accommodate classes of 50 participants.

In some communities, the donor syndrome that was created during the period 2000 to 2010 is still highly entrenched. Sentiments were therefore expressed that since program is donor supported, trainings should be offered for free.

CHAPTER VIII: NETWORKING & COLLABORATION

Networking and collaboration is an essential ingredient of Zim-ACP as it facilitates interested parties by commodities and by constraint areas to band together and engender solutions. This is really an aspect that is great valued by private sector actors in agriculture and supporting services. Within the development community, as well, Zim-ACP attempts to maintain open access to partners so that we may act together and may not overlap.

Zim-ACP sought collaboration with USAID partners and other donor-funded initiatives on activities that advance its objectives with a potential to yield positive results to achieve its performance indicators. Several opportunities were explored. These include the ZFU-CFU alliance (ZFAT) initiative supported by GIZ and the Technoserve e-Soko initiative outlined in Chapter 3 under Market Information Systems.

The Market Linkages Association (MLA) activities have potential to link smallholder producers to private sector commodities buyers. If such activities materialize, DOHOPA, MAPA and other smallholder commodity suppliers may benefit from participating or being MLA members. Zim-ACP would consider supporting these organizations with membership fees.

FAO facilitates and coordinates a number of agriculture sector coordination working groups, namely Livestock Cluster Working Group and the Agriculture Cluster Working Group. These meet on a monthly basis to share technical information as well as learn from experiencing in implementing various development programs sponsored by donors and various development partners as well as government own programs such as research, extension, food aid, etc. Zim-ACP participated and in encouraging its partner organizations to participating in these working groups as this accorded an opportunity to share and publicize Zim-ACP work. More importantly, Zim-ACP was able to use these forums to guide the stakeholder organizations to present their advocacy and lobbying cases from improved services.

There is scope, still to be exploited, to collaborate with Zim-AEID on policy issues related to activities on the value chains.

CHAPTER IX: CONCLUSION

CONCLUSION UNDER COMPONENT 1

The process of Strategic Action Planning informed Zim-ACP on the administrative and technical challenges it has to address in building the capacities of the representative bodies to be effective and credible in representing their members, provide needed services and for advocacy. There is a realization that there is need for leadership training so that the executives, directors, senior managers and the farmer leaders play their appropriate roles in the unions. Governance and organizational development will need to be give attention. The instituted monthly meetings will be critical to guide and monitor the implementation of the action plans.

The setting-up of the regulatory data base and the initiation of the regulatory review of the livestock and meat industry regulations demonstrated Zim-ACP value to the agriculture sector beyond the farmers' organizations.

The approach adopted to use the CIBER Assessment approach for identifying constraints that are being faced by the various CIGs has yielded another benefit, namely, providing a platform for public-private consultation and engagement on sub-sector as well as sector wide issues affecting the competitiveness of the CIGs. There is now need to build the technical capacities of the CIGs to maintain the momentum by supporting the CIG Task forces to be able to undertake evidence-based advocacy.

CONCLUSION UNDER COMPONENT 2

The time spent in engaging the public or national institutions and the private sector representative bodies was worthwhile. In the process of obtaining up-to-date information on the state of affairs, initiative underway and government's perspectives on building market institutional, Zim-ACP demonstrated its facilitate role and commitment to rebuild Zimbabwe's agricultural competitiveness. We gained further appreciation and support by key senior managers in the public sector.

CONCLUSIONS UNDER COMPONENT 3

A draft Farming as a Family Business (FaaFB) manual that emphasizes gender was developed. After finalization, the manual will be used by Zim-ACP and other stakeholders to develop the business skills of smallholder farmers in Zimbabwe

Zim-ACP adopted a training strategy that reduces subsidies from the FY2011 levels of 90% to between 40% and 50%. Subsidies for the FY2012 training season were reduced from \$30/trainee/day to \$12-\$15/trainee/day. The ultimate objective is to do away with the subsidies altogether

In quarter 2 of FY2012, 2007 enterprises (50% in the Mashonaland region, 26% in the Manicaland and 23% in the Matabeleland region) benefitted from cascaded business trainings that were supported by Zim-ACP. Of the people that benefitted from cascaded business trainings, 1390 (69%) were females and 617 (31%) were males.

Use of enumerators to monitor cascaded trainings is a cost effective way of getting feedback on how trainings are being conducted by certified trainers in the field. Monitoring also ensures that Zim-ACP does not pay more than what it is supposed to pay in support of cascaded trainings as enumerators provide feedback on the exact number of enterprises trained.

CHAPTER XI: ANNEXES

Annex 1: FTFMIS ACP Quarter 2 Year 2 Results Table

Annex 2: Summary of Organizational Action Plans

Annex 3: List of Policy Related Meetings Attended by Representative Bodies of Farmers, Commodity & Agribusiness Associations

Annex 4: CARL Workshop Report

Annex 5: Draft Manual: Guidelines on Best Practices for Regulatory Review for Competitiveness in Zimbabwe

Annex 6: Event Evaluation Reports

Annex 7: Standard Zim-ACP Event Evaluation Form

Annex 8: Adoption Study Questionnaire

Annex 9: Profitability Study Questionnaire

Annex 10: Job Creation Study Questionnaire

Annex 11: Success stories

ANNEX 1: FTFMIS ACP QUARTER 2 YEAR 2 RESULTS TABLE

The FTFMIS ACP Quarter 2 Year 2 Results Table is provided as a separate attachment to this report.

ANNEX 2: SUMMARY OF ORGANIZATIONAL ACTION PLANS

COMPILATION OF FARMERS ORGANISATIONS & COMMODITY ASSOCIATIONS ACTION PLANS

Zim – ACP organised several Strategic Planning workshops for the farmer’s organisations and commodity associations that we have partnered with. The workshops fall under Component 1 activities and were initiated as a follow up to the capacity assessments done for each organisation in 2011. Component 1’s overall approach is to build the capacity of organisations to improve the overall effectiveness to enable them to advocate for and support an improved agri-business environment.

Seven sessions were conducted and the workshops took on a participatory approach, where by the organization’s leadership in attendance brought up challenges they faced and proposed activities to strengthen their organizations.

The tables over leaf show the action plans derived from the strategic plan drafts (developed in the workshops’) and have been compiled under the five Strategic headings we identified.

These are:

- vi. Institutional Development/ Capacity Building Organizations
- vii. Service Provision for Membership Recruitment
- viii. Resource Mobilization
- ix. Gender Mainstreaming
- x. Lobbying and Advocacy

The main objective is stated and the subsequent activities that will be undertaken to achieve the objectives are adjacent in the table. Zim-ACP intends to monitor the implementation of the Action Plans in each organisation to ensure that the activities are carried out and Strategic plans are not abandoned after a while. From this document Zim-ACP intends to highlight the activities in which we can actively participate in and fall within our mandate to increase competitiveness.

Strategic Area 1:	Institutional Strengthening	
Farmers Organisation	Objective	Activity
MAPA	4.1 Acquire physical assets for MAPA	Acquire land for building offices Identify investors to finance building projects as well we furnishings
	4.2 Identify and recruit Human Resources required to run the MAPA secretariat	Prepare detailed job descriptions and person specification Recruit administrator to coordinate the association's activities
DOHOPA	4.1 Setting up DOHOPA offices to facilitate service provision for members	Construct storage facilities: Cold rooms – connected to electricity and/or solar panels MAPA to engage Horticulture Promotion Council in order to get more information on export licenses To collaborate with local authorities on road maintenance e.g. pothole fixing and reporting to the councillor to enable budgeting
	4.2 Document Human resources requirements to support various activities initiated by the association	Engage transport services with someone who has reliable transport Set up a remuneration system for paying staff and other volunteers Recruit an Administrator Recruit technically skilled staff such as quality controllers, food processors, drivers, security officer etc
ZCFU	1. Conduct a human resource audit to document current and future organizational capacity and human resources requirements	a) Assess human resources needs of the organisation and identify redundant posts b) Based on the report, streamline human resource and redeploy where possible
	2. Build capacity of staff to effectively contribute the organization's effectiveness	a) Conduct training needs assessment and design appropriate programmes b). Conduct annual staff performance appraisals to identify further areas of development.
	3. Improve institutional governance to effectively guide the institution and set appropriate policies	a) To train executive leadership on governance issues including fairness, accountability, transparency, discipline b) Conduct annual board evaluation
	4. To promote gender sensitive recruitment of staff and general members and leadership	a) Awareness campaigns on leadership and general managers b) Create a gender policy on recruitment selection and employment c) Resuscitate association of women in agriculture

d) Gender trainings

	<i>5. Initiate various activities to mobilize resources both internally and externally</i>	<ul style="list-style-type: none"> a) Partner with agro-dealer companies for members to buy inputs on discounts b) Review financial management systems in order to reduce pilferage and increase efficiency c) To identify and implement income generation projects d) Restructure membership fees to increase revenue base e) Improve repayment through member vetting for participating in initiatives
ZPSST	<i>Build Board capacity by June 2012</i>	Develop corporate governance charter
		Carry out Board induction
		Develop system for Board performance measurement
	<i>Set up provincial and regional structures by August 2013</i>	Set up committees
		Identify key areas to set up satellite offices
	<i>Develop Policies and Procedures by October 2012</i>	Develop finance manual
		Develop human resources manual
		Develop policies manual on gender mainstreaming
		Develop procurement manual
		Programming manual e.g. M&E, project design, etc
	<i>Develop marketing tools by June 2012</i>	Design marketing tools – brochures, banners
		Produce tools and distribute
	<i>Secure own offices by December 2012</i>	Assess need and cost
		Set up offices
	<i>Set up technical services unit by June 2012</i>	Design structure
		Carry out member needs analysis
		Develop training modules
		Develop operational manuals
		Recruit Technical Services Officer
		Develop training programmes
		Launch training and technical support services
	<i>Recruit key staff by December 2012</i>	Assess staffing needs
		Design contracts and terms and conditions of service
		Recruit initial key staff

FACHIG	<i>6.1 To assess progress and impact of activities and programmes implemented</i>	1 Training of staff and board on monitoring and evaluation
		2 Carrying out a baseline survey
		3 Developing a programme monitoring and evaluation tool
		4 Holding review meetings, workshops and AGM
		5 Checking, assessing and appraisal of results of programmes and activities
		6 Data collection
		7 Report writing (monthly, quarterly, annually and end of project)
NADF	<i>Objective 3.1 To review and standardise dairy association constitutions to ensure compliance with the statutory instruments.</i>	1. Compile and circulate copies of the constitutions
		2. Review, update and standardise the constitutions.
	<i>Objective 3.2 Develop capacity of medium scale Dairy farmers to make representation of issues that affect them</i>	1. Preparation of issues paper that would be used as a basis for Lobbying
ZFU	<i>Objective 4.1 Conducting needs assessment of Laboratory services to support agriculture</i>	2. Training emergent dairy farmers in advocacy skills
		Circulation of a draft scope of work to key players for input
ZFU	<i>Objectives 3.1: Increase leadership capabilities within ZFU structures through training at grass roots level (Club, Area, District)</i>	Identify leadership skills training needs for ZFU current and potential leaders
		Identify relevant courses for leadership development
		Organize and Conduct relevant trainings session
	<i>Objective 3.2: Introduce district coordinators in all districts to spearhead membership management and service provision for members.</i>	Develop a monitoring and evaluation system for the training sessions
		Develop ideal ZFU structure that accommodates district coordinators to include job descriptions and person specifications
		Establish Partners to fund coordinator costs for specific periods
		Recruit relevant persons to fill the district coordinators posts based on available sponsors
<i>Objective 3.3: To have adequately and relevantly trained staff i.e. academically and professionally to enable them to execute their</i>	Equip district offices and work place	
	Conduct Training needs identification	

duties efficiently (for improved performance)

	Analyze skills audit that highlights available skills in ZFU and the required skills to take ZFU to the next level
	Develop Training material for developing skills and employment of additional skills where necessary
	Identify required External Facilitators
	Conduct training activities to build the required skills
	Training Evaluation

Strategic Area 2: Service Provision for Member Recruitment

Farmers Organisation	Objective	Activity	
MAPA	1.1 Developing capacity of MAPA members in farming methods – conservation farming, seed varieties demonstration	Conduct a training needs assessment to identify farmers technical and soft skills training needs	
		Develop training materials for training farmers and collect training information from Agritex Officers and Agronomists	
		Agree with farmers on fees structure	
		Conduct a ToT for MAPA leaders on the use the new materials	
		Training Farmers in key technical skills and business management	
		Evaluate the effectiveness of the training sessions	
	1. 2. Collect and disseminate information needed by members	Hold monthly meetings and field shows and collect farmers’ information needs	
		Compile a report detailing farmers’ information requirements	
		Identify service providers and agree on how to best package information for farmers	
		Send monthly information to farmers through bulk SMS and also through monthly meetings and field shows	
		1. 3. Facilitate access to markets for MAPA members	Collection of information on production capacity and quality for key commodities
			Identification of markets for the products and negotiate contracts on behalf of members
Inform, mobilize, select and train farmers on the quality of product buyers are willing to pay for			
Collect, grade and package produce and supply to identified markets			
		Monitor use of products by customers to identify emerging needs	

<i>1.4 Facilitate and negotiate bulk buying of inputs by farmers from manufacturers.</i>	<p>Document types and quantities of seeds needed by farmers prior to the onset of the planting season</p> <p>Negotiate bulk purchase discounts from key input manufacturers</p> <p>Purchase and price inputs for resale to farmers</p> <p>Re-sale of inputs to farmers</p> <p>Set up a financial management and accountability system</p>
<i>5. 1 Improve marketing infrastructure to enhance access to markets</i>	<p>Development of collection points e.g. building sheds and ensuring security at collection points.</p> <p>Construct storage facilities: Cold rooms – connected to electricity and/or solar panels</p> <p>MAPA to engage Horticulture Promotion Council in order to get more information on export licenses</p> <p>To collaborate with local authorities on road maintenance e.g. pothole fixing and reporting to the councillor to enable budgeting</p> <p>Engage transport services with someone who has reliable transport</p>
<i>2.1 Promote value addition (processing) for key crops and vegetables</i>	<p>Prepare an investment plan for setting up a vegetable processing plant, warehouse system</p> <p>Identify investors to support project</p> <p>Acquire processing equipment</p> <p>Training of DOHOPA members in processing</p> <p>Marketing of processed products</p> <p>Producing for markets</p>
<i>2.2 Develop a warehouse system and facilities for use by members at a fee</i>	<p>DOHOPA to develop a warehousing system for local crops e.g. cold rooms for storage of perishable goods and shed for grading</p> <p>Negotiate with local leaders for DOHOPA to have land to develop its own structures</p> <p>Secure funding for the development of the warehouse and acquisition of equipment</p> <p>Seek services of a marketing expert for branding and packaging and marketing of DOHOPA produce</p> <p>Training DOHOPA leaders in warehouse management system and tools</p> <p>Operationalise the warehouse receipting system</p>
<i>2.3 Provide transport services to farmers</i>	<p>Seek funds for purchasing a 3 ton truck</p>
DOHOPA	<i>1. 1. To increase market access for our members through</i> Document member production capacity and quality of produce that

	<i>developing new markets for products e.g. FAVCO, Hotels, Fast foods, etc</i>	can be marketed
		Collect and package samples to be marketed to potential markets
		Mobilise farmers to produce according to market demands
		Set quality standards and rules for participation in set contracts
		Training of farmers to produce quality products as per contract demands
		Collection, grading and packaging and delivery of produce to the identified markets
		Monitoring and provision of after sales service to identify additional needs
	<i>1.2 Take advantage of government structures in order to marketing DOHOPA to potential investors and participate effectively in Government programmes in support of farmers.</i>	Regular meetings with government departments
		Always attend relevant government meetings ask solicit for opportunities to address DOHOPA ambitions
		Provide government structures with information on DOHOPA programmes
		Monitoring market trends
		Filed visits and demonstrations
		Participation at Agricultural shows and Trade Fairs
	<i>1.3 Information dissemination to members and markets</i>	Identify information needed by members and collect it from the market through linkages with key stakeholders like ZFU
		Hold regular meetings with members (bi-weekly) and share important information
		SMS members through their cell phones on key updates, weather patterns, market information, cost of inputs etc
	<i>1.4 To improve irrigation methods e.g. water pumps, pipes</i>	Facilitate means of easy access to engines e.g. Kaite providing that facility
ZCFU	<i>1. To restore confidence to our members by improving member services</i>	a) Facilitate well- structured production schemes for the benefit of members e.g. input schemes, produce marketing b) Implement membership fees recording accountability system and satisfactory disclosure to members
	<i>2. To improve information dissemination through newsletters, provincial monthly meetings, field visits, magazines through SMS</i>	a) To compile listed monthly publications and distribute to all members b) Monitor information needs of members and disseminate required information that includes: <ul style="list-style-type: none"> • Market updates • Price trends • Technical practices

		c) Develop and maintain a gender disaggregated database by marital status, sex, age
	3. Design needs-based training services for members	a) Collect actual training needs for members b) conduct training as needed by members
	4. To increase awareness of all health and counselling issues to all members and employees	a) Engage health workers and specialist medical experts i.e. National AIDS Council to share information with members c) Facilitate member access to insurance services
	5. Commercial provision of training services for members and others	a) Develop technical and managerial commercial courses b) Facilitation of training programs for members and non- members
	6. To encourage conservation farming practices and also firewalling against wild fires	a) Engage EMA, AGRITEX, and the Forest Commission on environmental management awareness (Soil erosion, environmental management policy)
	7. Ensure farmers are kept informed of new technologies/practices	a) Carry out research or collaborate with research partners on technological advances for the benefit of members. b) Disseminate research findings to encourage uptake of new technology by farmers
	8. Create local learning centres to ensure demonstration of technologies and best practices	a) Liaise with appropriate organisations interested to set up demo plots b) Identify farmers to participate in demonstrations c) Call for field visits, look and learn visits and create tours d) Awareness on the best practices to other members
NADF	Objective 1.1 Develop tools to improve access to information by members	1. Development of a detailed costing of the project including strategies for managing the website. 2. Sending contact details of a local consultant who has done similar work with ZIM-ACP to NADF
	Objective 1.2 Improving member services through provision of training and extension services	1. Setting up of an editorial committee to identify key areas to be updated and reviewed in the manuals. 2. Based on the issues identified, prepare a detailed budget and suggest consultants that ZIM-ACP can work with on the assignment.
	Objective 1.3 To engender the Zimbabwe Dairy Farmer manual for use by emergent farmers	1. Prepare a budget for engendering the manual. 2. Provide technical backstopping in the development of the manual to ensure materials is gender mainstreamed.
NADF	Objective 2.1 To design the project for the development of the ABS including budget and costing of service	1. Prepare detailed costing for the development of an ABS for emergent farmers 2. ZIM-ACP to finance the initial cost of setting up the system
FACHIG	1.1 To offer needs-based technical and business related capacity	1.1.1. Gender sensitive needs assessment

<i>building training programmes</i>	1.1.2. Training module design, review (modules available are crops, livestock, business skills, leadership, value addition of soybean, lobby and Advocacy) and development
	1.1.3. Provide both technical and business trainings eg business skills, marketing, contract management etc
1.2. To provide value addition services	1.2.1 Value chain analysis of commodities
	1.2.2 Feasibility analysis of commodities e.g. cotton , livestock, seeds and grain
	1.2.3 Resource mobilisation through co-financing such as cotton seed, groundnuts seeds ,livestock, processing machines etc
	1.2.4 Engaging in value addition processes on different products such as forgotten crops and vegetables, peanut butter, pen fattening, abattoirs, stock feeds
	1.2.5 Creating linkages with other key stakeholders in value addition chain e.g. Lyons, Agritrade facility etc
	1.2.6 Product market research
	1.2.7 Facilitate product marketing
	1.2.8 Organising look and learn to promote knowledge sharing
1.3 To enhance participation of farmers in contract development	1.3.1 Awareness meetings to raise understanding
	1.3.2 Lobbying for the use of vernacular language in contract writing
	1.3.3 Facilitating review of existing contracts
1.4 To facilitate gradual change of provision of services e.g, contributing training programmes, input material support etc	1.4.1 Awareness meetings
	1.4.2 Contributions towards different activities
1.5 To strengthen information and communication systems at organizational and programmes level	1.5.1 To develop an organizational web site
	1.5.2 Regular updating of website
	1.5.3 Facilitate holding of regular meetings at all levels
	1.5.4 Collection and dissemination of information such as market, policies
	1.5.5 Equipping district agricultural training and information centre with relevant information
	1.5.6 Building networks and linkages with ICT service providers
	1.5.7 Holding field days, look and learn visits to enhance information sharing and exchange
	1.5.8 Developing information dissemination tools like t-shirts, placards, magazines, posters, banners, calendars

	<i>1.6 To establish periodic markets to boost local economy</i>	1.6.1 Analysis and appraisal of existing stock and markets (seed and livestock)
		1.6.2 Setting up of periodic market centers
		1.6.3 Police, vet, council clearance
		1.6.4 Creating awareness through meetings, posters and adverts
		1.6.5 Linkages and negotiation meetings with potential buyers
		1.6.6 Facilitate holding of periodic market fairs
	<i>1.7 To encourage payment of membership subscriptions to improve service delivery</i>	1.7.1 Creating awareness on importance of membership fee payment, co-financing and financial management
		1.7.2 Training of farmer leaders on financial management skills
		1.7.3 Provision of Income Generating Projects and support to paid up members
		1.7.4 Linking paid up farmers with service providers, financial institutions and contractors
		1.7.5 Monitoring payment of subscriptions
FACHIG	<i>4.1 To reinforce the adoption of agronomic best practices</i>	4.1.1 Conservation farming training (farmers)
		4.1.2 Identifying experts to facilitate training on small grain crops production
		4.1.3 Training farmers on production of small grain crops
	<i>4.2 To adopt biodiversity conservation strategy and developing an early warning system for local levels</i>	4.2.1 Awareness training and meetings on climate change and biodiversity conservation
		4.2.2 Stakeholder consultative meetings, information exchange and visits
		4.2.3 Training of staff and farmers on early warning systems
		4.2.4 Implementation of strategies e.g. tree planting, small grains production, traditional vegetables, organic farming
	<i>4.3 To create good networking system with other stakeholders</i>	4.3.1 Attending stakeholder meetings
		4.3.2 Exchange visits
	<i>4.4 To enhance partnership with relevant Ministries, departments and other stakeholders e.g. irrigation on water supply for agricultural activities</i>	4.4.1 Outsource experts in irrigation scheme
		4.4.2 Rehabilitation of available irrigation schemes
		4.4.3 Establishment of low cost water supply systems e.g. sand abstraction and drip irrigation
ZPSST	<i>1. By the end of April 2012, the trust should have set up categories of members and determine a fee structure</i>	1. Finalize member categories and fee structure
		2. Develop a membership database disaggregated by sex, age, marital status, size of business, geographical area etc
	<i>2. By the end of August 2012 the trust should have started advertising for membership in all Zimbabwean farming magazines and electronic media and other outreach programmes</i>	1. Identify the relevant journals
		2. Advertise and make presentation on ZWFPT in magazines, newspapers and on radio

		<ul style="list-style-type: none"> 3. Set up Trust website 4. Put an article in the local daily newspaper and announce the setting up of the website
	<i>3. By the end of the year 2012 the Trust should have approached at least ten relevant organisations with proposals for partnerships</i>	<ul style="list-style-type: none"> 1. Identify relevant organisations and what they do 2. Explore the benefits that we can get from them 3. Determine the type relationship we want with them 4. Approach them for partnerships which are mutually beneficial
	<i>4. To provide access to production, processing and marketing information to the members of the association</i>	<ul style="list-style-type: none"> 1. Identify needed facilities 2. Identify and engage strategic partners 3. Set up processing facilities 4. Establish a brand for the products of the members & identify of markets 5. Develop contracts with customers and members
	<i>5. To facilitate organised marketing of small stock products locally, regionally and internationally</i>	<ul style="list-style-type: none"> 1. Identify information needs Engage strategic partners 2. Conduct and attend workshops-national, provincial, district and ward level
	<i>6. To improve production of s/l by facilitating access to inputs</i>	<ul style="list-style-type: none"> Identify required inputs for production by members Identify suppliers Enter into strategic partnership with suppliers- credit lines
	<i>7. To provide need based training in technical and business skills to the members</i>	<ul style="list-style-type: none"> Carry out a training needs assessment Identify and engage technical partners-LPD, Vet, AGRITEX, SMEs Develop training schedules Conducting production and business management training to members Conducting follow- up visits
CFU	<i>Tools in support of communication and information dissemination</i>	<ul style="list-style-type: none"> Action: Zim-ACP was to engage with Technoserve and advise CFU. Action: CFU to prepare a concept note highlighting demand and possible scenarios in the information services as well as develop terms of reference clarifying support needed from ZIM-ACP
	<i>Development of membership recruitment and retention strategies Review, adaptation and updating of training Manuals and Handbooks</i>	<ul style="list-style-type: none"> ZIM-ACP will circulate draft Terms of reference by 12 March 2012 CFU to work out a detailed concept of technical aspects of collaboration and the cost implications and submit to ZIM-ACP by 12 March 2012.
ZFU	<i>Objective 4.1 Recruit and retain 1.5 million members by the end of 2013</i>	<ul style="list-style-type: none"> Train leadership and members on membership mobilisation Conduct awareness meetings at major gatherings to inform potential members of benefits of being a ZFU member Production of promotional material Banners, Brochures, t-shirts, hats, caps, DVD's, Documentary, Magazines, Market Guides

	Visit existing commodity groups who are not yet members to share benefits of being a ZFU member
<i>Objective 4.2 To establish and strengthen existing structures at all levels especially existing ones</i>	Create an inventory of existing grassroots structures
	Sensitise, mobilise and facilitate formation of community associations
	Leadership capacity development at grassroots level
<i>Objective 4.3 To provide needs based services that improve member farming activities and viability</i>	Develop a system for collecting member needs from grass roots level annually
	Carry out a survey at all levels and design programs to address needs
	Farmer technical training (FaaB, Mushroom production etc.)
	Master Farmer Training Coordination
<i>Objective 4.4 Promote membership loyalty through member exclusive programmes</i>	Initiate stakeholder forum
	Establish farmer of the year competition
	<ul style="list-style-type: none"> • Judging criteria • Selection of judges • Judging
	Source prize donors
	Organize & implement Field days, green days Agric shows at all levels
<i>Objective 4.5 Improve access to inputs and markets for ZFU members</i>	Develop an Information Dissemination Strategy that reaches the grassroots
	Investigate the establishment of Information centres that include marketing of farmers produce and access to management services for farmers. The system to use Leaders as source of information
	Commodity Associations to establish input supply facilities
	Link farmers to input and output markets
	Training on negotiating skills
	Establish facilities for marketing farmers produce and managing existing ones such as bus stop shelters with marketing messages for member produce
	Improve access to information through use of information and communication technology such as cell phones

	<i>Objective 4.6 Establish a strong membership and base and vibrant commodity association</i>	Fully Constitute all structures democratically
		Carry out meetings and workshops at lower levels for Mobilization
		Train lower level structures in leadership training/mobilization/unionism And conscientize members
		Democratically constitute the association structures from the lower levels
		Organise marketing of a targeted commodity
		Train and empower the Commodity Association leadership in Basic Business Management
		Capture trading activities of the Commodity Association
Strategic Area 3: Farmers Organisation	Resource Mobilisation	
MAPA	Objective	Activity
	<i>3.1 Increase MAPA internal resources generation capacity</i>	Improve service provision to influence Executive's contributions and members' monthly subscriptions
		Agree and introduce training fees and service fees for farming contracts
		Increase member benefits such as linkages and access to information
	<i>3.2 Collectively market member produce in order to raise funds for administrative expenses of MAPA</i>	Identify markets and mobilise farmers to supply the markets. Farmers to pay a small fee for the service
		Develop a system for buying, weighing and packaging good quality products including selling of demo products
DOHOPA	<i>2.1 Promote value addition (processing) for key crops and vegetables</i>	Prepare an investment plan for setting up a vegetable processing plant, warehouse system
(*appears under both services and financial resources mobilisation headings)		Identify investors to support project
		Acquire processing equipment
		Training of DOHOPA members in processing
		Marketing of processed products
		Producing for markets
	<i>2.2 Develop a warehouse system and facilities for use by members at a fee</i>	DOHOPA to develop a warehousing system for local crops e.g. cold rooms for storage of perishable goods and shed for grading
		Negotiate with local leaders for DOHOPA to have land to develop its own structures

		Secure funding for the development of the warehouse and acquisition of equipment
		Seek services of a marketing expert for branding and packaging and marketing of DOHOPA produce
		Training DOHOPA leaders in warehouse management system and tools
		Operationalise the warehouse receipting system
	<i>2.3 Provide transport services to farmers</i>	Seek funds for purchasing a 3 tonne truck
NADF		
FACHIG	<i>5.1 To provide training on fund raising strategies</i>	6.1.1 Training of staff, CCs and board on fund raising and resource mobilisation strategies
	<i>5.2 To diversify income streams through provision of rentals, conference facilities and accommodation and periodic market fares</i>	6.2.1 Completion of training centre
		6.2.2 Advertising the training centre e.g. in newspapers, posters
		6.2.3 Letting out conference, accommodation and renting facilities (training centre and district offices)
		6.2.4 Setting up of market fares for periodic marketing of domesticated livestock and forgotten vegetables and crops e.g. nyevhe, nyimo, small grains
		6.2.5 Reviewing and Collection of market fares
	<i>5.3 To promote partnership with donors and financial services providers</i>	6.3.1 Sharing information with financial service providers and donors through website, e-mails, meetings e.t.c
		6.3.2 Drafting of proposals and business plans
		6.3.3 Presenting proposals and business plans to interested donors and financial service providers
ZPSST	<i>To have organisation operating by April. 2012</i>	Approach donors for start up funds for the next 12 months (April 2012 – March 2013)
		Offices
		Computers and accessories
		Furniture
		Salaries
		Vehicles (2)
		Operating expenses
		Projects expenses
		Branding
		Mobile processing truck

		Mobile poultry processing units
		Processing plant
		Refrigerated trucks (2)
		Delivery/collection trucks
		Processing expenses
		Outlets rentals and equipment
	<i>To have the organisation self sustained by December 2012</i>	To mobilise membership and aim to have 5000 members by December 2012
		To levy a development fee to members with 1000 birds and above (target 500 members)
		To offer commercial training for members and non-members for a fee (10 trainings)
		To organise shows, fairs, exhibitions
		To offer technical support to members and non members
		To offer branding, marketing and sales services
		To offer processing facilities for a fee (MPPUs)
		To offer processing facilities for a fee (plant)
		To encourage members to organise themselves into groups and form savings clubs, open bank accounts and buy inputs in groups
		To establish credit lines for members by getting into partnerships with providers of inputs such as day old chicks, feed, vaccines, equipment thereby increasing organizational inflows
	<i>To raise money from financial institutions and donors</i>	To apply for loans against deposits and savings
		To engage finance houses for order and debt financing and invoice discounting
		To engage the donor community for collateral
		To set aside 10% of all membership and subscription funds for security
CFU	<i>Action: CFU to develop a comprehensive list of key technical support areas that require support from ZIM-ACP for further discussion and negotiation.</i>	
ZFU	<i>Objective 5.1 Secure financial resources to fund district structures</i>	Identify sponsors interested in specific districts
		Establish viable functional savings & credit clubs that improve self financing

		Develop/Introduce and implement levy strategy and collection thereof
	Objective 5.2 Improve management of ZFU assets to maximise returns	Carry out an asset audit(capacity and utility, location)
		Introduce lease agreements and get them signed by all tenants
		Monthly collection of rentals at provincial level and Bank the proceeds
		Produce Monthly returns to Head Office/ Provincial Management
	Objective 5.3 Develop projects that raise funds for the Union	Negotiate discounts with other service providers
		Organise farmers into groups for access to the service
		Collect discount fees at local, level
Strategic Area 4	Gender Mainstreaming	
Farmers Organisation	Objective	Activity
MAPA	n/a	
DOHOPA	n/a	
ZCFU	1. To decentralise union activities to provinces	<p>a) National council to meet and assess who and what needs to be transferred</p> <p>b) Transfer identified assets to provinces</p> <p>c) Transfer all functions of provincial secretaries to provinces.</p> <p>d) Provinces to collect all funds from members and remit 40% to the Head Office.</p>
	2. To have at least 30% women representation in all union leadership structures (National, Provinces & Districts)	<p>a) Amend constitution to incorporate the Quota.</p> <p>b) Sensitisation of the membership</p> <p>c) Training on gender issues</p>
	3. To donate maize at least 10 tones from each province maize producing areas of Mash West, Mash Central, Mash East, Manicaland, Masvingo and Midlands.	<p>a) Mobilisation of maize and cattle in the provinces.</p> <p>b) Information department to encourage media to publicise the activity and get value from the initiative.</p>

	<i>At least 5 beasts per province from Matebeland South and Matebeland North.</i>	c) Liaison between targeted organisation and the provincial executives.
	<i>4. To address health and social issues affecting members of the farming community, farmers' workers and their dependants.</i>	d) Transportation of donations to target organisations. a) Partner with organisation in the health sector e.g. National AIDS Council. b) Partner with organisations that provide medical aid Schemes, legal services and distribution of condoms. c) Create awareness on health and social issues affecting the farming community
NADF	<i>Objective 2.2 Gender mainstreaming of collected information using the ABS</i>	To mainstream gender in the development of the ABS for emergent farmer businesses.
FACHIG	<i>3.1 To strengthen commodity associations (cotton, livestock, seed, grains and oil seeds)</i>	3.1.1 Creating awareness and membership drive through meetings 3.1.2 Setting up of commodity structures at all levels 3.1.3 Training workshops on foundation courses including GALS, governance, leadership, financial management 3.1.4 Facilitating holding of monthly, quarterly meetings and AGM
	<i>3.2 To enhance participation of farmers in value chain development</i>	3.2.1 Training of staff, board and commodity leaders on value chain development 3.2.2 Awareness meetings on value chain processes 3.2.3 Stakeholder mapping and building alliances 3.2.4 Creating platforms and opportunities for farmers to participate in value chains
	<i>3.3 To mainstream gender at organizational, programme and project level</i>	3.3.1 To develop organizational gender policy 3.3.2 To update gender disaggregated database 3.3.3 Training of staff, board and commodity leaders on gender 3.3.4 Need assessment to ensure targeted services
	<i>3.4 Analysing existing human and organizational</i>	3.4.1 Review of available resources (human and

	<i>resources</i>	organisation) 3.4.2 Recruitment and placement 3.4.3 Procurement
ZPSST	N/A	
CFU	Gender mainstreaming CFU policies	CFU and ZIM-ACP to work on restructuring policy and take consideration of gender issues in all activities and possibly include in the thought leadership as an issue.
ZFU	<i>Objectives 2.1: Engender all ZFU policies and tools to ensure effective participation of all in the institution's activities and leadership structures.</i>	Unpacking ZFU gender Policy to leadership and staff
		Review the gender policy to conform with the national gender policy
		Engender all ZFU policies and tools
	<i>Objective 2.2: Build capacity of ZFU staff, leadership and members on gender mainstreaming and awareness in order to improve adoption of gender sensitive activities and programmes.</i>	Conduct refresher training on gender mainstreaming to all staff members at district provincial and HO level
		Identify & organise training for gender focal persons at district & area level.
		Conduct training on Gender mainstreaming to ZFU leadership and members at all levels
		Up scaling RWA activities
	<i>Objective 2.3 Collect and analyse gender disaggregated data at all ZFU structures</i>	Build capacity of ZFU to conduct gender Analysis within ZFU
		Updating the database that is already disaggregated at Provincial level
		Updating the Gender disaggregated database
Strategic Area 5	Lobbying and Advocacy	
Farmers Organisation	Objective	Activity
MAPA	<i>2.1 Training of MAPA member in Advocacy and evidence based research</i>	Identify and negotiate with a service provider to assist with training of MAPA members on Lobbying and advocacy
		Organise and conduct training sessions in advocacy and lobbying
		Develop a MAPA advocacy agenda based on key issues affecting the association

		Conduct relevant research to gather evidence on issues affecting MAPA members
	<i>2.2 To advocate for new regulations such as regulations on water reservoir management by ZINWA through meetings with the councillor and ZINWA</i>	Prepare position papers on issues affecting MAPA members including the effects of water regulations
DOHOPA	<i>3.2 Lobbying and Advocating for an environment that fosters competitiveness and growth of farming activities of DOHOPA members</i>	Present the position papers to relevant authorities including ZINWA and the Councillor Lobby and advocate for changes in importation laws that affect members, servicing of road network among others
		Continuously collect feedback on market environment that affects competitiveness for our farmers Share information on DOHOPA challenges and achievements in contributing to community development Facilitate problem solving through institutions like ZFU on policy matters MPs and councillors on roads and land; the Police on matters of security, Agri-tex and Zim-ACP, SNV and other NGOs
	<i>3.1 Train DOHOPA leadership in lobbying and advocacy</i>	Identify partner institution to train members in lobbying and advocacy and evidence based research Conduct advocacy and lobbying training
FACHIG	<i>2.1 To enhance understanding of policy issues and legislations affecting the farming communities</i>	Develop an advocacy strategy for DOHOPA 2.1.1 To create a catalogue of relevant policies and legislations at national, province, district, ward and village level 2.1.2 Acquiring legal services to facilitate understanding of policy implications and equipping leaders on policy issues 2.1.3 Awareness workshops at different levels to understand policies and to encourage participation in policy formulation 2.1.4 Identification of policy gaps and shortcomings 2.1.5 To create advocacy agenda/position papers
	<i>2.2 To influence policy changes, enforcement and creation of new policies</i>	2.2.1 Training in lobbying and advocacy skills 2.2.2 Formulating advocacy strategy 2.2.3 Implement strategies 2.2.4 Building alliance with stakeholders on common issues
CFU	<i>Developing agricultural industry specific issues to be considered for advocacy at policy level</i>	<i>CFU to present proposals for such engagement to Zim-</i>

		ACP
ZPSST	<i>To advocate on behalf of the members on government policies affecting small stock production</i>	Training of the Association in Lobbying and Advocacy Identify policies and gaps in the legislature governing small livestock and how they affect farmers
ZFU	<i>Objective 1.1 To improve access to finance and infrastructure through lobbying for title deeds to farming land and access to land for district and provincial offices</i>	Lobby for the title deeds to address collateral challenges (lands Ministry) Lobby at local & district levels for allocation of stands for ZFU structures Develop business plan to construct offices Liaise with CP to tap into their funding Negotiate levies with Local Authorities and District Administrators Consider ways to efficiently collect levies.
	<i>Objective 1.2: Building capacity of members and staff to enable them to lobby and advocate for an improved agribusiness environment.</i>	<i>Liaise with partners who specialise in lobbying and advocacy to provide training for members, leadership and staff</i> <i>Organise stakeholder meetings and create discussion groups on lobby issues at all levels</i>
	<i>Objective: 1.3: Lobby for an improved agricultural environment that fosters growth of members and the agricultural sector</i>	<i>Lobby design of micro finance products that meet the needs of farmers</i> <i>Microfinance Learn from others (ZAMFI & Micro King) experiences on Local savings clubs savings and loans products.</i> <i>Attend meets with chiefs& headmen as entry points for lobbying</i> <i>Attend regular meetings with councillors and MP's at local levels and other relevant meetings on behalf of the Union</i>
	<i>Objective 1.4 Carry out evidence based research on key topics that affect ZFU members such as climate change among others</i>	<i>Establish MOU's with Academic Institutions on research and other areas of collaboration</i>

ANNEX 3: LIST OF POLICY RELATED MEETINGS ATTENDED BY REPRESENTATIVE BODIES OF FARMERS, COMMODITY & AGRIBUSINESS ASSOCIATIONS

List of Policy Related Meetings Attended by Representative Bodies of Farmers, Commodity & Agribusiness Associations, January to March 2012

#	Organization	Date of Meeting	Title/Type of Meeting	Organizations Participating and Issues Discussed	Location	Sponsor
1	ZFU	13 to16 January	Training workshop on Trade	Tariff Analysis and Trade Statistics in Zimbabwe; Trade Remedies (Safeguards, Antidumping and Countervailing Measures); and Trade Negotiations (Notification on Zimbabwe Intellectual Property Rights).	Harare	Min of Industry and Trade
2	ZFU	13 January	Lobbying and Advocacy of Land Rights	Role of Traditional Leaders in Land Allocation, Women's Land Rights and Empowerment Project and challenges faced by Women farmers.	Mazowe Hotel	Action Aid
3	ZCFU	20 to27 January	Strategic Planning meeting	Strategic Planning	Nyanga	Min of Agric
4	HPC	24 January	Agricultural Labour Bureau (ALB) Meeting	Discussion of newly gazetted wages	Harare	HPC
5	ZCFU	25 January	Zimbabwe Agricultural Society (ZAS) Annual General Meeting	Various- concerning ZAS & its stakeholders	ZAS Boardroom, Exhibition Park, Harare	ZAS
6	ZCFU, ZFU	26 to 27 January	Zimbabwe Seed Trade Association AFSTA Priority Setting workshop	Challenges, opportunities & priority for improving the performance of the seed industry in Zimbabwe.	Bronte Garden Hotel, Harare	Agriseeds
7	ZCFU, FACHIG	30 January to 3 February	Scaling up Food security in Africa Champions for Change Leadership Training	Champions workshop	Montclair Hotel – Nyanga	Africa Lead
8	HPC	31 January 2012	ZIMTRADE	Meeting between Mr. Sandamu and Mr. Kuhudzai	HPC Offices	HPC
9	ZCFU	31 January 2012	European Union Round table-SWOT Analysis	The role of the private sector and trade opportunities in the economic revival of Matabeleland	National Gallery, Bulawayo	European Union

10	LMAC	03 February 2012	Chicken Import Quota Meeting Department of Livestock and Veterinary Services	Chicken & Poultry import permits and quota allocation	DLVS Mo A, Harare	DLVS
11	ZFU	6 February 2012	BT Maize Seminar	Case Studies from other Countries and Prospects for Zimbabwe	University of Zimbabwe	
12	ZCFU, ZFU	7 February 2012	Jimat development Consultants European Union's IP-SFS Strategy workshop	Evaluation of project- Food security and strengthening livelihoods in environmentally fragile regions in Zimbabwe and future strategy reorientation.	Holiday Inn, Harare	JIMAT Development Consultants
13	ZCFU	7 to 8 February	Min of Agriculture, Dep't of Research & Specialist Services Variety Release Training workshop	Training for variety testing for variety release.	Agriculture Trust (ART) Farm	Min of Agric- R & SS
14	ZFU	9 to10 February	Scaling Up Food Security in Africa	Food Security Challenges Food Security Policies CAADP Framework, Pillars Inclusive approach to food insecurity Leading and managing change	Nyanga	Africa Lead on Leadership Training
15	LMAC	15 February	AMA Oilseeds Marketing Technical Committee (attended by Greame Murdoch, SMA rep),SMA, Farmer Unions, Private traders, National Soya bean Association, Oil expressers, etc)	Production, Marketing, Training, Imports and Exports, Inputs supply, market movements and prices, 5% duty on soya meal, estimated soya harvest, inadequate soya supply, input supplies, AMA/CBZ soyabean scheme, Production planning, marketing frameworks and financing options	AMA office, Harare	AMA
16	HPC	15 February	GAPWUZ, HPC	Meeting between Mr. Sandamu and Mr. Chisweto on labour wages in the industry	HPC	
17	ZCFU	15 February	Tobacco Industry & Marketing Board Breakfast Meeting	To mark the start of the 2012 tobacco selling season.	Boka Tobacco Auction Floor, Harare	TIMB
18	LMAC	16 February	AMA Interim Grain Marketing Technical Committee	Lending of funds for wheat production, concern over low maize stocks, concern over mealie meal pricing, import and export of grain	AMA office, Harare	AMA
19	FACHIG	23 to 24 February	Zimbabwe Association of	Identification of members' training needs	Cresta Oasis Lodge-	ZAMFI/ GIZ

			Microfinance Institutions (ZAMFI) training needs assessment workshop		Harare	
20	LMAC	27 February to 2 March	DR&SS Integrated Result-Based Strategic Planning Workshop (Principally DLPD staff and few people from associate departments)	DR & SS Department's 2012 Strategic Planning	Mandel Training Centre, Harare	DR&SS
21	HPC	6 March	Multi-stakeholder Meeting (Parastatals, seed houses, fertilizer companies, the banking sector, farmers organizations)	To discuss the position of the agriculture sector regarding the ZESA power cuts	Harare	Ministry of Agriculture
22	HPC	7 March	Export Development Committee Meeting	Strategic plan implementation		Zimtrade
23	ZFU	8 to 9 March	Medium Term Plan (MTP) Strategic Implementing Workshop		Holiday Inn Hotel in Mutare	
24	ZCFU	12 to 16 March 2012	Africa Lead Workshop	Training for Leadership and Advocacy for CAADP Workshop	Nyanga	Africa Lead
25	FACHIG	14 to 15 March	Zimbabwe Association of Microfinance Institutions (ZAMFI) Loan collection techniques and Loan securities workshop	Sharing experiences in and developing in loan collections techniques	Cresta Oasis Lodge-Harare	ZAMFI/ GIZ
26	FACHIG	16 March	Civil Society Organizations Information sharing meeting	Information sharing on issues for advocacy	Bindura Municipality Functions Hall-Bindura	Provincial Governor and Resident Minister
27	FACHIG	19 March	Provincial Agriculture Coordination Working Group Meeting	Development of work plans	Governor's Board room – Bindura	FAO
28	FACHIG	28 March	FAO Coordination Meeting	Information sharing on implementation of agricultural projects	Celebration Centre-Harare	FAO
29	ZCFU	27 March	Agritex Seke District Field Day	Field Tour	Muda Farm, No. 40 Seke	Agritex Seke
30	ZCFU	29 March	Zimbabwe Tobacco Seed Association (ZTSA) Annual General Meeting	Various- Concerning ZTSA & its stakeholders on technical and marketing issues of tobacco seed production	ART Farm Seminar room	ZTSA

31	ZCFU	27 to 30 March	Confederation of Zimbabwe Industries (CZI) International Business Seminar & Expo	Creation of business value chains and synergies	Rainbow Tourism Hotel, Harare	CZI
32	ZCFU	30 March	Zimbabwe Electricity Transmission & Distribution Company (ZETDC) 2012 Winter wheat crop power supply preparedness	Review of the performance of 2011 crop and winter wheat crop power supply preparedness	Electricity Centre, Harare	ZETDC
33	ZFU	30 March	Consultative Meeting on the COMESA Joint Fertilizer Procurement Initiative.	Partnering for fertilizer raw materials The consultant hired by COMESA will come up with a concept note that will be discussed in Kenya this month and scheduled dates were the 19 & 20 April 2012	Harare	Ministry of Agriculture, Mechanization and Irrigation Development (AMID)
34	FACHIG	31/ March	National Association of Co-operative, Savings and Credit Unions of Zimbabwe (NACSCUZ) general meeting	General Meeting and addressing issues of collaboration on activities and strategies for mobilizing internal investment resources	Harare Municipality Savings and Credit Co-operative (SACCO) Board room - Harare	NACSCUZ/ Ministry of SMEs and Co-operatives
35	ZFU	Ongoing	AMA Marketing Technical Committee Meetings for <ul style="list-style-type: none"> • Grain • Oilseed • Livestock • Cotton 	Issues on market coordination of grain, oilseed, livestock and cotton commodities	Unity Court, Kwame Nkrumah	AMA

ANNEX 4: CARL WORKSHOP REPORT



**REVIEW AND ANALYSIS OF REGULATIONS FOR AGRICULTURAL
COMPETITIVENESS**

**COMPILED BY THE CENTRE FOR APPLIED LEGAL RESEARCH (CALR)
[20 MARCH 2012]**

This is a report of a training workshop on the Review and Analysis of Regulations for Agricultural Competitiveness held at Crowne Plaza Monomotapa, Harare on 13 – 16 March 2012, supported by the Zimbabwe Agricultural Competitiveness Programme (Zim-ACP) with funding from USAID.

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List of Acronyms

AgCLIR	Agribusiness Commercial Legal and Institutional Reform
AMA	Agricultural Marketing Authority
ARC	Agricultural Research Council
BRG	Better Regulation for Growth
CALR	Centre for Applied Legal Studies
CIBER	Competitive Impacts of Business Environment Reforms
GCI	Global Competitiveness Index
GDP	Gross Domestic Product
LMAC	Livestock Meat Advisory Council
MCAZ	Medicines Control Authority of Zimbabwe
MP	Member of Parliament
RFP	Request for Proposals
SIRDC	Scientific and Industrial Research and Development Centre
USAID	United States Agency for International Development
Zim ACP	Zimbabwe Agricultural Competitiveness Programme
ZIMRA	Zimbabwe Revenue Authority
ZPA	Zimbabwe Poultry Association

1. BACKGROUND

The Zimbabwe Agricultural Competitiveness Programme (Zim-ACP), funded by USAID, commissioned the review and analysis of regulations affecting the livestock and meat sector in Zimbabwe. The review, which was requested by industry represented by the Livestock Meat Advisory Council (LMAC) and government represented by the Agricultural Marketing Authority (AMA), aims to increase competitiveness of the livestock and meat sector by improving the enabling agro-business environment established by law and regulations in the country. This is premised on the proved assumption that farmers, agribusiness, and government will benefit from an enabling regulatory environment that fosters competitiveness, thus allowing them to improve productivity and benefit from improved marketing conditions and access to local, regional and international markets.

As a preliminary step to the review process, the Centre for Applied Legal Research (CALR) was requested to organize and facilitate an inception and training workshop on the envisaged review. The broad objective of the workshop was to establish a common understanding amongst stakeholders in the livestock and meat sector on the review process and what it entails. The workshop was held at the Crowne Plaza/Monomotapa Hotel, Harare from the 13th to the 16th of March 2012.

1.1 Objectives of the Workshop

- Raise awareness amongst stakeholders in the livestock and meat sector on the review process
- Introduce international and national best practices on regulatory review processes to the stakeholders
- Expose stakeholders to salient regulatory review analytical tools and approaches that will be used in the review process
- Obtain initial buy-in for the review process from other quarters of industry and government

1.2 Participants

A total of 35 participants attended the workshop. The list of participants is attached hereto as “**Annexure A**”.

1.3 Facilitators

The workshop was conducted and facilitated by the following:

- Mr Nyasha Chishakwe - CALR
- Mr Alexander Shapleigh – International Consultant/Expert
- Mr. Brian Crozier - CALR
- Ms Yvonne Masvora - CALR
- Mr Ronald Chari - CALR
- Mrs Charity Kayiya - CALR
- Mr Tendai Bonga - CALR
- Miss Ruvimbo Chanduru – CALR

1.4 Programme

The workshop was executed through PowerPoint presentations, plenary and group discussions and practical activities. The workshop programme is attached as “**Annexure B**”.

2. Overview of Key Issues that Arose from the Workshop

2.1 Vital Emerging Points

(a) International Best Practices

(i) The distinction between “top-down” (government-initiated) and “bottom-up” (private sector/industry generated) regulatory reviews was appreciated by the participants. It became apparent that both approaches are needed and relevant in Zimbabwe, i.e., a “mix of the two” or “a bit of both” approaches can/will/should be applied simultaneously.

(ii) The importance of value chain analysis as a key starting point for regulatory analysis was noted. It was confirmed via feedback and discussion throughout the workshop that use of the “Value Chain Framework” (USAID best practice) and the “CIBER” value chain-based methodology (DAI and Zim-ACP) is the indicated “bottom-up” approach.

(b) Competitiveness

Throughout the workshop, the central concept of competitiveness was examined, covering competitiveness at each level in industry value chains as well as national competitiveness objectives. The trade-offs between specific measures (regulatory reforms) to increase profitability and competitiveness vs. impacts of the same measures on national objectives (GDP growth, employment creation, adherence to international trade agreements, consumer prices, etc.) was also explored in detail.

(c) The Zimbabwe Legal System as it relates to Regulatory Reforms

The key distinction between the legal process for amending an Act of Parliament vs. a Statutory Instrument or Regulation (that is subordinate to a given Act), was appreciated. Participants gained a full appreciation of the detailed legal procedures for both cases.

(d) Sunset Clauses

The concept of sunset clauses that enable statutory instruments to lapse after a specified period of time or after a specific event, is not widely applied in Zimbabwe but relevant for future statutory instruments (new legislation or amendments to existing legislation). This was noted as a pertinent approach to deal with the multitude of statutory instruments that are in the livestock and meat sector (some of which are no longer relevant but still legally effective).

(e) Standard Guidelines/Manual for Regulatory Reviews

The “Draft” Guidelines for Regulatory Review, Research and Analysis for Agricultural Competitiveness were presented and positively received. There was consensus that a standard “due process” should be applied to all regulatory reviews. During the workshop, the draft Guidelines were further elaborated and they will be fully spelled out in Final Guidelines to be produced.

(f) Importance of Consultations

- (i) Wide consultations with stakeholders at all levels was thoroughly examined and re-emphasized as being essential for successful regulatory reviews. On the private sector side this was noted to include consultations with farmers unions and agribusiness associations on the content of Issues Papers for feedback and input into the preparation of final White Papers. On the government side, final “national-level” consultations were seen as an important key step (after the White Papers and prior to the Memoranda of Principles) to convince the lead government ministry (Ministry of Agriculture in our case) to use the Memoranda of Principles prepared for enactment of the specific regulatory changes into law.
- (ii) For successful regulatory reform, it was further stressed and confirmed by the Workshop participants that government regulators responsible for administering a given Act or Statutory Instrument, including especially their application and enforcement in practice, must be engaged from the beginning through the end of the regulatory review process. Government “buy-in” and reaching consensus between government regulators and industry leaders on the details of the need for reforms, including government’s specific objectives to improve regulatory enforcement, are essential. In most cases, the lead interlocutors will be the AMA, Veterinary Service, and the Department of Research and Specialist Services (DR&SS) on the government side and the LMAC (Livestock and Meat Advisory Council) on the industry side.
- (iii) It became clear that there will be cases where more than one Ministry in addition to the Ministry of Agriculture, Mechanization and Irrigation Development is involved in a regulatory reform. Two clear cases in point are the Ministry of Health (animal health regulations) and the Ministry of Science and Technology (GMO animal feeds).

(g) Gender Mainstreaming

The concept of gender mainstreaming and importance of applying gender analysis as an integral part of regulatory reviews was presented and thoroughly debated by the participants.

(h) Informal Sector

Throughout the workshop, the participants considered the reality that the majority of small agricultural producers in Zimbabwe is often comprised of informal (not formally registered) business activities. The issue was examined from many angles, including gender dimensions (women entrepreneurs often predominate in informal sectors), “pro-poor” objectives, and substandard products. Possible negative competitiveness impacts on informal entrepreneurs due to regulatory reforms were highlighted as an area to consider carefully.

(i) Holistic Review of Acts

It was noted that when reviewing an Act that is recommended for reforms/amendments, it is important to look at the full content of the Act and changes that may be needed in addition to those parts of the Act that are directly related to competitiveness concerns.

(j) Monitoring the Process

It was agreed that there should be an oversight group established to monitor and evaluate the implementation of the regulatory review process as it unfolds. The group will most likely consist of representatives named by the AMA (Livestock Marketing Technical Committee) and LMAC.

2.2 Assessment of Learning & Skill-Building

(a) Training Material

Detailed training material were used in the Workshop consisting of three lists of questions to be considered in undertaking Technical Analysis, Economic Impact Analysis, and Gender Analysis, respectively. The training material was derived from the Draft Guidelines, emphasizing competitiveness impacts of regulatory reforms across the three analytical dimensions.

(b) Critical Skills Development

Three case studies were used as the basis for building skills in analyzing specific Acts and Statutory Instruments. The case studies focused on illustrative regulatory reforms being considered for the Animal Health, Poultry and Animal Feeds sub-sectors, respectively. Each case study involved approximately two hours of review and feedback by the workshop participants, who were broken out into three Break-Out Groups (Groups A, B and C). For each case study, each Break-Out Group was given an assignment to analyze one dimension of the case (i.e., Technical, Economic Impact or Gender analysis). The assignments rotated from case to case, such that each Break-Out Group had one opportunity to examine a case from each of the three analytical dimensions—all participants built skills involving each of the three types of analysis.

(c) Quality of Report Backs by Break-Out Groups

The above methodology was successfully employed. Rapporteurs (and other members of the Break-Out Groups) demonstrated a significant grasp of the subject matter and analytical techniques during their plenary Report Back presentations.

(d) Diversity of Participants

The fact that a mix of industry, government, university, independent consultants and Zim-ACP participants comprised each of the three Break-Out Groups helped ensure lively debate within the groups and mutual learning.

(e) Workshop Evaluation Comments

The evaluation comments at the end of the workshop and for each individual session were, on the whole, very positive; which is a further indication of the value of the skill-building and knowledge-conveying objectives of the workshop as viewed by the participants.

3. Detailed Report on the Workshop Proceedings

3.1 Preliminaries

3.1.1 Opening Remarks

The opening remarks were made by the Mr. Mario Beffa of the LMAC and Mr. Kingston Mujeyi from the AMA.

Mr. Mario Beffa

Mr. Beffa gave a brief background of LMAC and the work that they do. He noted that the LMAC was established in 1994 and its major role is to advise the Ministry of Agriculture as necessary. It also aims to protect, promote and further the interests of those entities engaged in the Livestock and Meat industry in Zimbabwe. The council also furthers the promotion and development of a sound, healthy and economically viable Livestock and Meat Industry. He went on to mention the problems that plague the Livestock and meat industry and the need for them to be addressed. The issues mentioned were the following;

- The competition faced by the formal sector from the informal sector particularly with regards to poultry;
- The uncertainty with regard to the statistics in the informal sector which would ultimately result in the difficulty of regulating that sector;
- Difficulties with feeds due to the low cereal grain production;
- An excess of imports over exports. It was mentioned that Zimbabwe is now a net importing country;
- The taxes and duties together with the draconian measures are hurting the formal sector, for example the cumbersome registration procedure involved in the importation of drugs.



Mr. Kingston Mujeyi

Mr. Mujeyi mentioned that the AMA is a regulatory body established by statute which aims to ensure the proper marketing and fair pricing of goods in the agricultural sector. He mentioned that there is a need for up to date tools to ensure an effective legislative framework. He also revealed that stakeholders have been struggling to review regulations and that there is a need for increased stakeholder input.

3.1.2 Introductions and Overview of the Workshop – Mr. Nyasha Chishakwe

Mr Chishakwe welcomed everyone to the workshop, and requested the participants to introduce themselves in turn. After the introductions, he went on to give an overview of the workshop objectives as well as the intended outputs of the workshop and the entire regulatory review process. He noted that the workshop was indeed an inception meeting coloured by awareness raising and training elements. On the workshop outputs, he emphasized the need for the workshop to establish a common understanding of the process amongst stakeholders and an appreciation of the analytical approach that will be used. On the review process, he highlighted the existence of outdated laws in the livestock and meat sector that are not in tandem with the current circumstances, and the imminent need for reform. He also gave a brief outline of what the review process will entail, i.e.:

- Development of Issue papers
- Wide Consultations -
 - ◆ Obtaining input from various stakeholders across the country
- Development of White Papers
- Development of Memoranda of Principles



3.2 Presentations and Practical Exercises

The proceedings were composed of presentations by Mr. Alexander Shapleigh (International Consultant/Expert); Mr. Brian Crozier (CALR); Mr. Nyasha Chishakwe (CALR); Dr. Unesu Oshewokunze-Obatulu (Director, Veterinary Services); Dr. Mario Beffa (LMAC); Mr. Paidamoyo Makotsa (National Foods); and Mr. Mutengwa (DR&SS). Each presentation was followed by a discussion, where recommendations were made on how the process could be enhanced and what analytical measures could be taken. This was then followed by three practical exercises based on three different case studies on the following pieces of legislation:

- ❖ The Public Health Act [Chapter 15:09] and the Public Health (Abattoir, Animal and Bird Slaughter and Meat Hygiene) Regulations of 1995 (a summary of the Public Health Act for purposes of the practical exercises is hereto annexed as **Annexure C**);
- ❖ The Food and Food Standards Act [Chapter 15:04] and the Food and Food Standards (Poultry, Poultry Meat and Poultry Products) Regulations of 1990 (a summary of the Act is hereto annexed as **Annexure D**);
- ❖ The Fertilizer, Farm Feeds and Remedies Act [Chapter 18:12] (a summary of the Act is hereto annexed as **Annexure E**)

The case studies were to be examined from three angles which were the technical analysis, the economic impact analysis, and the gender analysis.

3.2.1 Day 1– 13 March 2012

(a) Presentation by Mr. Alexander Shapleigh - Regulatory Reviews for Competitiveness International Best Practices (hereto annexed as Annexure F)

This was a presentation on current International Best Practices in regulatory reforms, with a particular focus on the impacts of regulations on economic competitiveness. The focus of the presentation was divided into the following 3 topics:

- ❖ International benchmarking;
- ❖ “Top-down” Regulatory Reforms;
- ❖ “Bottom-up” Regulatory Reforms.

International Benchmarking

He noted that there are two widely respected and frequently cited international benchmarking exercises, particularly as they relate to competitiveness and regulations. With respect to international benchmarking, there is the World Economic Forum “Global Competitiveness Index” and the World Bank/IFC “Ease of Doing Business Index.” With the World Economic Forum Global Competitiveness Index (GCI) there is benchmarking and ranking of competitiveness by country based on a number of factors affecting national reputations and perceptions at a global level. The GCI covers a wide range of dimensions of competitiveness including Agriculture, which are revealed on the 12 GCI pillars. The World Bank/IFC “Ease of Doing Business” Index is the most frequently cited international benchmark which cites 10 doing business areas of regulation. It assesses the efforts that have to be gone through in order to carry out a business and the findings are ranked with specific reference to the areas of regulation. Zimbabwe’s specific current scores and ranking internationally on both indexes were presented in detail, demonstrating the long road ahead for Zimbabwe.

Top-Down and Bottom up Regulatory Reforms

With regard to the top-down and bottom-up methodologies the basic distinction between the two is that the top-down methodology is usually government led whereas the bottom up methodology is initiated at the business level and private sector inspired. Both however aim at reviewing existing and proposed new regulations to be sure that they are really needed and justifiable.

Top-Down Regulatory Reforms

Within the top-down regulatory reforms there are what are known as the “Regulatory Guillotine” approach pioneered in Sweden and elsewhere, the Regulatory Impact Analysis (RIA) methodologies now in use in most OECD countries and being introduced in developing countries during the past ten years (the latter initiatives being heavily supported by the IFC’s “Better Regulation for Growth” [BRG] program).

With the Regulatory Guillotine there is a rapid review of large numbers of regulations eliminating those that are no longer needed without incurring lengthy and costly legal action on each regulation due to its quick and decisive nature. The RIA goes beyond the guillotine and systematically analyses desired

objectives and impacts through detailed study and consultation with affected parties. It concentrates mainly on the “flow” of new regulations in addition to changes to the “stock” of existing regulations.

There exists a long and rich list of IFC Handbooks and Toolkits related to Regulatory Reforms. The BRG program has disseminated these documents as “widely practical and operational guidance that will help developing countries to design and implement effective regulatory reform programs.”

Bottom-Up Regulatory Reforms

Within the bottom-up reform there is a fundamental emphasis on analysis of value chain frameworks and regulatory reforms. Under this there is a very specific focus on the competitiveness constraints at different levels of given value chains. Constraints may lie within any part of the markets and regulatory systems affecting the value chain. The focus should be on factors most directly affecting competitiveness such as product quality, price, reliability of supply, flexibility as well as time from order to delivery. It is especially important that there be established “well articulated chains” encompassing loyalty, trust, and equitably shared benefits. Most successfully operating value chains have “anchor firm” leaders, usually the major processor or seller into end markets (domestic or export), as well as access to credit through what is known as “value chain finance,” which is an emerging solution for agricultural finance.

Some of the typical regulatory issues relating to the competitiveness of Agribusiness Value Chains that directly or indirectly affects costs and profits include: tariff regimes, e.g., effective tariffs on raw materials vs. finished products; non-tariff barriers in the way of quotas, compliance with quality standards, and GMO restrictions; environmental and food safety regulations; business inspections including licences and fees; labour and workplace legislation; credit regulations; and land and property use rights.

The Agribusiness Commercial Legal & Institutional Reform Diagnostics (AgCLIR) is a methodology applied and used by USAID since 2008, primarily in Africa. The methodology was successfully completed in Mozambique and Zambia in 2011, Tanzania and Uganda in 2010, Nigeria and Senegal in 2009 and in Ghana in 2008. The methodology provides data-rich, in-depth analysis of the agribusiness enabling environment including farming, processing, exporting and other agriculture-related businesses. The methodology diagnoses root causes and inefficiencies of under-performing agriculture sectors in four dimensions, namely (a) legal and regulatory frameworks, (b) implementing institutions, (c) supporting institutions, and (d) social and market dynamics.

In a case study example of Mozambique (2011) the summary of the AgCLIR Diagnostic findings were as follows:

- Business Licensing fees/procedures - Regulators not held accountable for established costs and required timeframes
- Extension Services - Small producers woefully served by government agricultural extension services
- Labour Law - “Crippling redundancy” requirements discouraged the hiring of more workers
- Lines of Credit - Land cannot be used as collateral, but Mozambique has developed “relatively robust” systems for moveable collateral
- Contract Farming Relationships - More informal as opposed to formal contracting (“side-selling” undermines value chain cohesion)



- Agricultural Industry Associations - The private sector does not effectively lobby before government
- Taxes - Agricultural inputs (seeds, chemicals, machinery are not classified under “retail commerce” and carry higher sales taxes)

Finally, under Bottom-up Regulatory Reforms, the “CIBER” Assessments (Competitive Impacts of Business Environment Reforms) now being applied in Zimbabwe were reviewed. The CIBER assessments focus on specific agribusiness sub-sectors, organized into Commodity Industry Groups (CIGs).

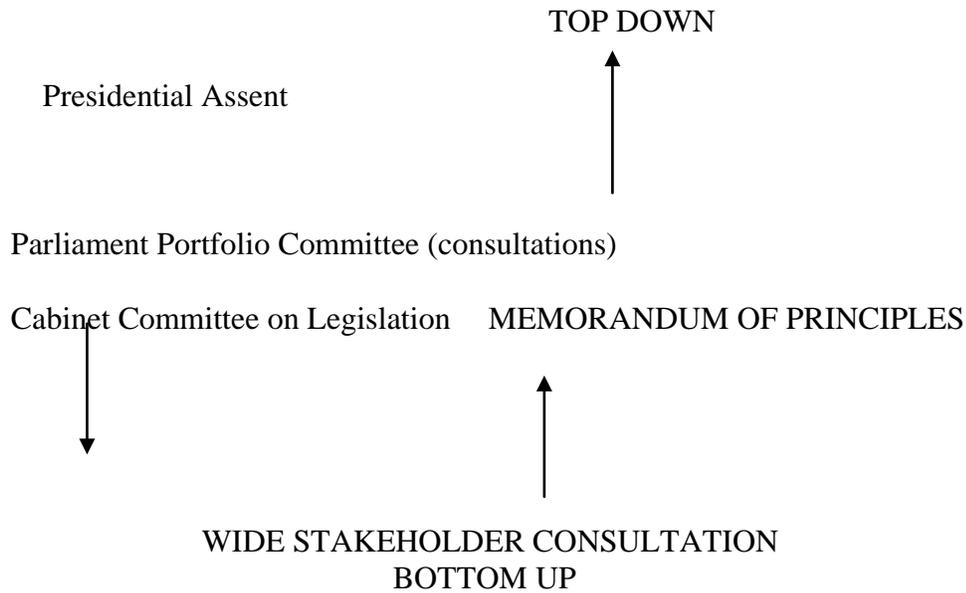
Most CIBER assessments rely on well-researched value chains. A participatory “bottom-up” assessment process helps identify high priority regulatory reforms and also assists towards the development of a plan of action. Internationally CIBER is now a “cutting-edge” best practice methodology with a five-step approach:

1. Prepare strategic analysis of markets and competitors (new or from value chain analysis);
2. Identify key elements of the business environment that affect competitiveness;
3. Assess the benefits and costs of business environment reforms that target the constraints (or reinforce positive impacts);
4. Assess the political and administrative feasibility of specific reforms; and
5. Develop (and implement) advocacy plans to support reform initiatives.

The presentation concluded with a slide on “CIBER in Zimbabwe - Where are we now”? An inventory of Zimbabwean laws, statutes, decrees and other regulatory instruments has been established by Zim-ACP (400+ legal instruments) and CIBER Assessments have been completed for Zimbabwean poultry, pork, horticulture and stock feeds sub-sectors. Draft issues papers and economic impact modelling completed for the first three of these sub-sectors. There has been initial success in accomplishing specific regulatory reforms, e.g., the increased duty on imported wheat flour announced in the most recent government budget. Due process preparation of standardised White Papers based on more thorough analysis and broad-based consultations is next in order of business, and emphasized as the primary topic of the Workshop.

Discussion and Recommendations

- While there is a bias internationally towards the top-down approach (generally neutral with regard to impacts on specific economic sectors), the bottom-up approach, particularly the CIBER analysis, is the one that appears to fit best with the current regulatory review process in Zimbabwe. It was suggested that means be explored to find ways to implement a combination of both approaches, including points where the two approaches converge. The merging of the two approaches was illustrated by Nyasha Chishakwe in the following diagram:



- It was agreed that Government must play the lead role in top-down regulatory reforms and that there should be inter-ministerial consultation. However, this is often difficult due to problems of political will, hence the issue of political will would need to be addressed first. This again argued for pursuing alternative bottom-up approaches undertaken simultaneously with government-led reform initiatives. For agriculture sector initiatives, the Livestock Market Technical Committee of the AMA would be the likely lead government agency, under mandates from the Ministry of Agriculture.
- Whether top-down or bottom-up, the extensiveness of consultation needed for regulatory reforms is very high. Particularly when regulatory reform recommendations reach decision levels, the prior analysis and consultation process should not come as a surprise to the Minister of Agriculture, who will be responsible for acting on the reform recommendations. Best practices in conducting consultations was confirmed as critical for the process.
- It was pointed out that there is a need to be sensitive to a situation where competitiveness is going to be put forward by those who directly benefit from it, and that is therefore critical that the possible differential impacts of reforms on other interested parties be clearly laid out and explained, with the objective of getting the government and the private sector on the same page.

(b) Presentation by Mr. Brian Crozier – Regulatory Review Process in Zimbabwe (hereto annexed as Annexure G)

Mr. Crozier focused on regulatory review processes in Zimbabwe. He noted that the main tool in the improvement of legislation lies in a review process which usually entails amending the existing

legislation or replacing it. Therefore in order to be able to successfully achieve this and yield the desired results, one should be fully aware of the legislative processes involved.

The two main types of legislation that exist are Acts of Parliament which are passed by parliament and assented to by the President, and Regulations which are pieces of legislation made by the President or a Minister in terms of a power conferred by an Act of Parliament.

The basic process for passing an Act of Parliament is as follows:

- A proposal for enacting or amending the legislation is put forward by the Government Ministry or department. However these proposals may be put forward by interested parties or organisations that then in turn may persuade the relevant Government Ministries to take their drafts through to parliament.
- Once these proposals have been accepted by the responsible Ministry, they are then adopted as part of the Government's legislative programme through the Cabinet Committee on Legislation. This committee examines proposals for legislation and can either approve or disapprove them, subject to confirmation by the Cabinet.
- The approval of the proposals is based on a Memorandum of Principles, prepared by the Ministry, setting out the principles or essential features of the proposed Bill. This memorandum is submitted to the secretary of the committee, who then circulates it to all other Ministries for consideration.
- If the committee then approves, drafting instructions are sent to the Attorney General's office. The drafting process takes place up until the Bill is printed and then published in the Gazette. It is at this point that public hearings with members of the public and interest groups takes place. The Bill then follows the following procedure in parliament:
 - First Reading – here the bill is read out by the Speaker and no debate takes place;
 - Report by Parliamentary Legal Committee – the bill is sent to this committee to determine whether, if enacted, it would contravene any provision of the Constitution;
 - Second Reading – it is at this stage that the Minister explains the principles of the Bill and debate on these principles follows;
 - Committee Stage – here the title of each individual clause is debated;
 - Report Stage – in this stage the Chairman of the Committee of the Whole House reports to the Speaker on whether the Bill passes the committee stage, with or without amendments;
 - Third Reading – this is the final stage where debate on the principles may take place through the Parliamentary Portfolio Committee responsible for the Ministry in question;
 - Once the bill has been passed by parliament it is then sent to the President for assent and is thereafter published in the Gazette as an Act of Parliament.

It is important to note that the amendment of an Act of Parliament is an extremely lengthy and difficult process. With Statutory Instruments (i.e., Regulations) the government Ministry that wants the Regulations amended or enacted must send a draft of the proposed regulations to the Attorney General's Office for drafting and the chief legal drafter thereafter decides whether they should be submitted to the Cabinet Committee on Legislation. The regulatory amendments, after or without the Committee's

approval depending on the case, are then sent to the Government printer for publication in the Gazette. This process is much simpler than passing or amending an Act of Parliament.

Because Regulations are so much easier to enact or amend than Acts of Parliament, anyone who is trying to reform the law in a particular sector should see if it is possible to affect the reforms through Regulations. However with the first procedure, Ministries are kept informed of all proposals for draft Bills as it is circulated within Ministries and is debated by the different Ministries. Although there is this advantage the main drawback is that the formal process of consultation takes place solely within government and interested parties outside government have very limited opportunity to express their views and put their suggestions. This comes back to the concern that the importance of consultation with such interested parties is often overlooked.



Discussion and Recommendations

- It was suggested that to avoid having to enforce outdated legislation that is not in line with current practices, there is a need to consider the use of sunset clauses which bring a statute to an end after a certain period has elapsed or after a specific event occurs.
- It was noted that in most, if not all cases, the law-making process often leaves out those affected by those laws (i.e. the stakeholders). It is important that due diligence be done, through consultations, in order to guarantee the interests of the public to make sure that their concerns, which may guarantee the success of the process, are catered for. This concern brought the discussion back to the issue of finding a way to create a good understanding between the public sector and the private sector and ultimately ensure joint ownership of the process.
- A point was raised on the need to educate the public and to ensure that they understand that their interests are being safeguarded. If a system of this sort is in place then a good law in the context of it being fully understood is guaranteed. Therefore it is more appropriate to conduct awareness-raising before the law is made to ensure the adequacy of consultation. It was noted that the process must be as inclusive as possible and this must be a best practice.
- It was suggested that there was need to strike a balance between the focus and interests of LMAC (i.e., competitiveness) and the focus of the AMA (i.e., regulation), and these two parties need to be the facilitators of the process. On the same point, it was highlighted that government does have a common interest with the private sector in growing the economy. However, there is need for people to conform to the minimum of norms; once this happens the focus can then shift to competitiveness.

- It was recognized that there is a multitude of regulations presently within the system even though people might tend to think that an area of concern is not regulated at all. It is simply a matter of knowing where to find the regulations, which is a problem in itself because of the problem of the accessibility of these regulations.
- It was therefore suggested if there can be an arrangement where Ministries with overlapping interests can collaborate. It is difficult to have collaborating Ministries in this regard. This overlap should be sorted out by cabinet but ideally speaking the laws themselves should not give rise to that difficulty.
- Where conflicting statutory instruments exist, there are difficult problems of interpretation. The court would have to interpret the statutory instruments. Where they cannot be interpreted it is often difficult to determine which Ministry or department has “claim” to that regulation. The scope of the law should not depend on individuals but should be clear enough to be able to see where the boundaries are.

(c) Presentation by Mr. Nyasha Chishakwe – Status of Agricultural Regulatory Reviews in Zimbabwe (hereto annexed as Annexure H)

Mr. Chishakwe’s presentation focused on existing regulatory gaps in Zimbabwe’s agricultural sector based on stakeholder’s perspectives. He noted that the presentation was a synopsis of the regulatory and institutional gaps from a competitiveness lens, based on a study commissioned by Zim-ACP in 2011 that identified stakeholder perspectives on whether the regulatory environment is either inhibitive or facilitative of their operations.

The study classified the commodity value chain into the following 5 segments; (a) *pre-farm level* (i.e., activities necessary for the production and distribution of farm inputs and resources); (b) *farm level* (i.e., actual farming activities); (c) *processing level* (i.e., activities concerned with the industrial processing of commodities); (d) *distribution level* (i.e., the channelling of commodities and processed products to markets); and (e) *trade and consumption level* (i.e., marketing and sale of the commodities and processed products to consumers). The study obtained perspectives from stakeholders in all 5 segments, perspectives from stakeholders on Regulators’ roles in formulating, enforcing/implementing, and reviewing regulations, and perspectives by Regulators on their capacity to formulate, enforce/implement, and review regulations.

Key inhibitive regulatory instruments were identified in all five segments and the stakeholder perspectives in relation to this were generally as follows;

- The high administrative costs of complying with regulations often give rise to cases of illegal activity, e.g., operating without registration licenses or illegal importing. In other words, there are barriers in the law which promote non-compliance;
- Research is not being undertaken. The law itself was fine, internally, but there were external factors which were making its implementation difficult;
- The levies and fees associated with regulations do not justify the services that are provided;
- Farmers are generally feeling that they are being over-regulated;

- The industry is facing unfair competition from cheap imports because tariffs are not being placed on imported finished products;
- They also felt that stakeholder consultations are not done extensively and that the law/regulation formulation process is not efficient as it is unnecessarily lengthy;
- They felt that some laws create overlapping mandates that lead to confusion with respect to enforcing them;
- The stakeholders felt that there are no institutionalized mechanisms that are specifically designed to evaluate the impact of laws and regulations for purposes of legislative review.

Perspectives on the roles of Regulatory Authorities in formulating appropriate laws varied amongst the stakeholders. Some felt that the participation of the regulatory authority is often just carried out as a mere formality without giving due regard to the substantive issues and without mirroring the desired output. Other felt that there was an element of selective participation with respect to different forms of bias among the regulatory authorities, while others felt that the regulatory authority could not be bothered to participate.

With regard to stakeholder's perspectives of the Regulatory Authorities on enforcing laws, some felt that there was a lack of enforcement capacity due to the lack of resources, others felt that there was inconsistent enforcement, and some felt that there was no enforcement at all.

All stakeholders interviewed were of the view that there was no deliberate process to evaluate the impact of regulations by the regulatory authorities. They also thought that the review process, particularly on matters affecting the agricultural sector, was extremely irregular.

Discussion and Recommendations

- It was noted that there is a need for an industry-wide institution with government backing, particularly a public-private partnership, to make sure that regulations are regularly reviewed for their impact (such as RIA-based economic analysis). This will be possible if there is a good understanding between the public and private sectors so they that they can jointly own authorship of the review processes.
- It was recognized that there is a need to have a formalized and institutionalized method of reviewing legislation/regulations. This can be done through identifying the problem areas from both the private sector and the government side. This can be done through a series of workshops on identifying institutional bottlenecks affecting the implementation of reforms.
- It was acknowledged that, in regulatory reviews it is important to simplify legal terminology into understandable language for the benefit of stakeholders (e.g., smallholders) who may not be able to comprehend. This was seen as pertinent for the envisaged review process.

(d) Presentation by Mr. Alexander Shapleigh – Draft Guidelines to Regulatory Review, Research and Analysis for Agricultural Competitiveness. (Hereto annexed as Annexure I)

Mr. Shapleigh's presentation focused on guidelines for regulatory reviews. He noted that the purposes of having a standard Guideline/Manual include the following:

- The Need for a Rational “Due Process” Review of Regulatory Reform proposals;
- Guidelines that draw upon international best practices adjusted to Zimbabwean Realities;
- A living Document improved with practice.

The draft guidelines as presented include standard research and analysis tasks including technical analysis, economic impact analysis, and gender analysis. Environmental analysis (as needed) is subsumed under the technical analysis. Preliminary legal analysis pointing toward anticipated legal steps for amendments of Acts and/or Regulations is also included.

Within the technical analysis, there needs to be an identification of the problem, a value chain analysis, an examination of precise competitiveness impacts, an examination of the magnitude of the problem, the sources consulted, the allies and the opponents of the review process and overall conclusions. These criteria were subsequently applied in the technical analyses of the practical group case-study exercises.

Within the economic impact analysis, there needs to be a business impact analysis with regards to costs and competitiveness as well as the economic impact of the regulatory change on the broader socio economic factors. Analytical methods suited to addressing the problem then need to be identified and the quality and reliability of the economic analysis needs to be assessed.

The gender and legal analysis standard research tasks are evident in the respective presentations and discussions by Yvonne Masvora, summarized below, and Brian Crozier, summarized above.

Mr. Shapleigh also presented a draft standard template for White Papers, as part of the overall Guidelines Manual, as follows;

- Key features of White Papers – They should be complete but concise (maximum 8-pages), use a recognizable template that is used repeatedly and builds a track record for credibility, lend themselves to the media communications
- Detailed standard template – initially there must be the executive summary, then succinct summaries of all the analyses undertaken of the Acts/Regulations recommended for amendments, then a summary of consultations undertaken, and end with a bulletized list of the specific amendments proposed.

[Note: The Draft Guidelines Manual was used in the Workshop as a source for preparation of training materials. A Final Guidelines Manual will be produced over the course of the next two months based on actual experience in undertaking regulatory review processes of Acts and Regulations affecting the Animal Health, Poultry and Stock Feeds sub-sectors.]

3.2.2 Day Two – 14 March 2012

(a) Presentation by Mrs Yvonne Masvora – Gender Dimensions of the Business Environment (hereto annexed as Annexure J)

Ms. Masvora’s presentation focused on the importance of gender sensitization in general, and in particular its importance in regulatory frameworks affecting the agricultural sector. She noted that the main purpose of considering gender dimensions is due to the fact that gender inequities do exist in Zimbabwe within the

agricultural sector in terms of decision making, enterprise responsibility, training, labour and staff composition. The Zim-ACP approach is to mainstream gender into all program activities, instilling gender sensitivity in all dialogue, discussions and debate.

When one thinks of gender, the biological dichotomy and how it affects the roles of men and women come to mind. It is important to note that women have just as much of a part to play as men in any sector; however, it can be said that given the history of the female role in society, gender receives inadequate attention. The focus of gender considerations is:

- To understand the key concepts covered in any gender analysis;
- To understand the importance of undertaking a gender analysis;
- To understand the meaning of gender mainstreaming and the gender dimensions in the agricultural sector;
- To see how gender issues can be successfully integrated in a regulatory review process.

In order to achieve the successful incorporation of gender issues in the regulatory review process, there is a need for every other process to mainstream the concept of gender. This will then go towards the achievement of parity between men and women and equal access and control over resources. Unfortunately, as with all good things, gender mainstreaming is not without its faults. There are obstacles that arise with it and these include:

- Non-transparency of regulatory processes;
- Absence of consultative processes;
- Assumption of representation;
- Limited information on gender issues;
- Deficit in civil society effectively engaged in gender mainstreaming of policies;
- Weakness of gender monitoring of impacts;
- Regulations as an expression of cultural values;
- Barriers to mobilizing political will.

Within the gender analysis, there are 5 frameworks which aid in ensuring the success of any gender analysis. These are;

1. The Harvard Analytical Framework/ Gender Roles Framework – this framework focuses on adequate data collection at the individual and household levels and adapts well to agricultural and other rural production systems. The data that is collected relates to the roles of men and women in the household and the community.
2. The Moser Gender Planning Framework – this framework links the productive, reproductive and community management roles of women in the development planning process and the implications that these roles have for women's participation in the development process.
3. Gender Analysis Matrix – the framework uses community based techniques to elicit and analyse gender differences and to challenge community assessments about gender. It is intended for use by the community for self identification of their problems and solutions as opposed to the Harvard Analytical Framework which excludes the participants themselves from their own analysis.

4. Women's Empowerment Framework – this model is explicitly political, arguing that women's poverty is a consequence of oppression and exploitation and that to reduce poverty women must be empowered.
5. The Social Relations Approach – this framework locates the family and household within the network of social relations connecting them to the community, market and state.

The overall need to integrate gender issues in the regulatory process requires that certain practices be adopted. These include the avoidance of using gender-specific terminology, non-discrimination based on sex and gender as entrenched in the Constitution of Zimbabwe, affirmative action measures in the workplace and equal access to resources.



Discussion and Recommendations

- The component of gender issues in the workshop sparked a great deal of debate and interaction. This was mainly attributed to the controversial nature of the concept of gender, however a number of crucial issues arose and this gave rise to a number of useful recommendations, particularly recommendations on the analytical approach.
- Concern was raised from the participants that approaches are being imported and this is posing a threat to the erosion of cultural values and mores. It was suggested that some of these reforms should be home-grown and that these changes should be implemented internally. However, in response to this concern and suggestion, it was said that where two values are concerned there may arise the need to sacrifice or trade off one value in favour of another. But, obviously there must be a balance in how much of a sacrifice is made in pursuit of another goal.
- With regards to the problems faced in incorporating the cultural perspective in gender issues, note has to be taken of the two systems of law that exist in Zimbabwe, the General Law and Customary Law. The co-existence of these two systems often creates inequalities. The approach in Zimbabwe is that Customary Law remains fluid and leaves room for the acceptance of certain practices that are in line with the modern Constitutional and legal dispensation.
- The gender analysis needs to acknowledge a system where the efforts of both men and women have a middle ground where they meet. In other words there needs to be a top-down methodology

from those who are able to give way for these reforms and a bottom-up methodology from those who seek the changes, and then a merging of ideas from both sides to ensure that no issue is left unaddressed.

- With regards to the 5 gender analysis frameworks, an assessment of the community must first be done, that being an assessment of the effect that each framework might have on the community. From that assessment, it then becomes easier to select which framework works best in the chosen community. So this analysis would entail consultation with the public and finding out from them what their needs are and what changes they would like to see as well as the factors that affect their preferences. This is one principle of the Gender Analysis Matrix framework.
- There also needs to be an incorporation of gender issues at the education level so that the awareness on gender issues is raised earlier on in the development of children. This therefore emphasises the need for raising awareness through education.
- With gender mainstreaming there is need to have a collative process articulating a shared vision of sustainable human development and translating it into reality through policy programmes, budgets and projects. Hence there is a need for the participation of all men and women at all levels from household level through to the national level, be it in policy making, legislation drafting, program implementation and program monitoring and evaluation.
- Often when discussing gender issues a myriad of conceptual issues arise particularly in relation with the overall ideas of gender issues and where the line should be drawn in relation to feminism. There is a need to distinguish between equity and feminism. The issue of equity between sexes is generally accepted and compatible with our cultural practices to a certain extent, but the interpretation of feminism gives the impression of extremism.

(b) Presentation by Dr. Ushewokunze Obatulu – Presentation of Issues Paper on Animal Health Sector Regulations. (Hereto annexed as Annexure K)

Dr Anesu Ushewokunze-Obatulu is the Director of Veterinary Public Health, Animal Disease Diagnostics and Animal Health Research (Veterinary Technical Services) in the Ministry of Agriculture. She provided an insight into the key objectives of Veterinary Legislation as well as the different issues related to the enforcement of Veterinary Legislation.

She noted that the key objective of Veterinary Legislation is to provide for the eradication and prevention of the spread of animal pests and diseases and for incidental matters. However, it has been difficult for the Veterinary Authority to enforce and uphold this objective because of the existing problems and difficulties that plague this area of regulation.

One of the major issues in this regard is the out datedness of the legislation. With the scientific developments, new world trade order and developments in information-based decision support there is a need to bring the legislation up to date so that it is in line with the current developments.

Moreover, due to the lack of understanding and awareness of laws and regulations, the system of Veterinary control measures is exposed to illegal activity and non-compliance. The lack of resources,

particularly with regards to the construction of fixtures and apparatus also adds to the difficulties in enforcing the veterinary legislation.

The lack of control over orphaned food commodities such as dried fish, quelea birds and flying ants as well as the lack of control over informal food vendors is a major gap in Animal Health Legislation as well as Public Health Legislation. This is made worse by the non-use of formal risk analysis to determine which products to worry about for importation and transit.

(b. bis) Presentation by Dr Shumba – Animal Health, Pre-requisites for Veterinary Legislation; Veterinary Pharmaceuticals and Biological Safeguards.

The purpose of this presentation was to complement the previous presentation by Dr Ushewokunze-Obatulu, particularly with regards to the pre-requisites for veterinary legislation. She focused on veterinary pharmaceuticals and biological safeguards.

Dr. Shumba noted that the medicines and biological vaccines fall under the regulatory authority of the Medicines and Substance Control Act of 1971 and is the responsibility of the Medicines Control Authority of Zimbabwe (MCAZ). MCAZ ensures the safety and efficacy of the product before use and administration. The MCAZ is conferred with the regulatory mandate to register medicines, keep a medicine register and restrict and control medicines and other substances that are used in the country. This law is important for animal health product manufacturers because its scope is not limited to medicines for the treatment of human beings only but also extends to veterinary medicines for the treatment of animals as well.

With this in mind there exist a number of constraints per the Animal Health Industry Committee and these are the following:

- Medicines that are currently registered are few and the cost of registration of medicines is high. This gives rise to the difficulty of accessing these medicines.
- This difficulty is worsened by the high cost of importation as well as the delays in approvals for the importation of unregistered medicines which would lead to economic losses.
- Collaboration between the Ministry of Health and Child Welfare and the Department of Veterinary Services does exist but the Department of Veterinary Services needs to take more control of the process.

Discussion and Recommendations

- It was proposed that all meat inspection be done by the competent authority, that being the Department of Veterinary Services. This proposal is based on the fact that the Public Health (Abattoir, Animal and Bird Slaughter and Meat Hygiene) Regulations of 1995, which apply to the slaughter of all birds and animals, falls under the Ministry of Health and Child Welfare and not the Department of Veterinary Services. It was argued that when it comes to exporting meat produce, no country is likely to accept any meat or meat products that are not certified by the authority with the technical competence to do so.

- It was concluded and generally agreed that in order to re-align ourselves with the international system of standards, the issues of Animal Health, meat inspection and all related issues should come under one competent authority which sets a standard bar of principles that would need to be followed in order to ensure the successful enforcement of the Veterinary Legislation.
- It was also agreed that there ought to be authority to be able to regulate to ensure that the consumer has access to registered products.

(i) Practical Group Activity: Technical, Economic, Gender Analysis of Animal Health Regulations.

The first practical group activity involved the analysis of the Public Health Act with particular attention being paid to the Public Health (Abattoir, Animal and Bird Slaughter and Meat Hygiene) Regulations of 1995. A summary of the issues relevant to the practical exercise in the Act and the regulation were summarised and a copy of this summary is annexed hereto. Participants were divided into 3 groups and each group was to examine the case study from the analyses they were allocated, for example Group A was carrying out a Technical analysis, Group B was carrying out an Economic Impact analysis and Group C was carrying out a Gender analysis of the case study. A list of all the group members is provided and hereto annexed as “**Annexure L**”. As a general guideline, each group was provided with a list of question and these questions are hereto annexed as “**Annexure M**”. Each group gave a report back on their findings and these findings are outlined below.

Group A - Gender Analysis: Report Back

This group picked up that on face value gender issues are difficult to identify. This is because gender is a fluid concept and can be picked up by inference.

However they were able to pick up on the following issues;

- The use of gender specific terminology - This issue was explained in the context of the use of the word “him” in the legislation as opposed to “him or her.” If one looks at most South African legislation, there is always an interpretation clause at the beginning of the Act which states that any reference to the words him, he or his shall be interpreted as him/her, he/she and his/her. Although there is an interpretation Act, it is not accessible to distinguish gender roles in the instrument.
- The period of enactment of the Legislation - The act was enacted in 1925. This time was a period where society was mainly patriarchal thus meaning that the legislature at the time could not have possibly considered gender issues. This goes to the issue of the out-datedness of the legislation as it is not in line with current gender mainstreaming developments.
- With regard to the Advisory Board and its composition, it was stipulated that gender representation should be balanced.
- It was noted that the accessibility of slaughter houses may hinder women’s contribution to the industry. This is mainly because the conditions of these slaughter houses are not in an environment that is suited to the physiological needs of women and this needs to be addressed.

This is also exacerbated by the fact that the industry is male dominated thus pointing out the importance of gender mainstreaming in the review process.

- It was observed that it is important to consider whether the Minister and other government officials are gender sensitive. If they are gender sensitive, the process of gender mainstreaming is simplified as people's mindsets and perceptions will be better suited to the process itself.
- On the point of changing the perceptions of those in the industry and the public as a whole, the societal roles of women need to be addressed to curb the problem of discrimination in the workplace, i.e., the slaughterhouses. It is here that the Frameworks for gender analysis can be used.

Plenary Discussion

Concern was raised over the size of the informal industry with regards to the sale of meat and it was noted that the major players in this sector are women. It was noted that there might be a need to balance the need for a livelihood for these women and the need for gender mainstreaming in the formal sector. Which issue takes precedence?

There was a general consensus that the issue of livelihood can be addressed after the whole analysis takes place. It was also stated that this issue needs to be addressed more holistically to take into account the Public Health factors concerned with the informal sector. For example, those women who are raising poultry are the ones who slaughter them, dress them and package them and then sell them to the public without undergoing any form of inspection or regulation by the relevant authority.

Group B – Technical Analysis: Report Back

- The group noted that the technical specificity of the regulation/law/policy that is being reviewed is the Public Health Act [Chapter 15:09] and the Public Health (Abattoir, Animal and Bird Slaughter and Meat Hygiene) Regulations of 1995. The technical subject matter is the Abattoir, Animal and Bird Slaughter and Meat Hygiene.
- There are a set of interconnected existing regulations which can be identified from the Slaughter and Meat Regulations of 1945, Slaughtering and Meat Inspection (Amendment) Regulations of 1970, Public Health (Abattoir, Animal and Bird Slaughter and Meat Hygiene) Regulations of 1995. The aim is to harmonise the legislation under the Ministry of Health in order to have an effective policy which is standardised.
- The specific changes being proposed are new regulations which bring meat inspection under one body, that being the Ministry of Agriculture, in order to increase efficiency and quality control which enables those qualified to work in their trained area of expertise.
- Those affected by these proposed changes include the current administrator, the new administrator, abattoirs and abattoir operations, the Public Health Sector, the Veterinary Services and the Ministry of Agriculture.

- The stakeholders/components within the value chain directly impacted by the regulation include:
 1. The farms or areas where the animals are raised;
 2. The feed sources;
 3. Abattoirs;
 4. Transportation;
 5. Wholesalers;
 6. Consumers.

- In terms of the direct impact of the proposed changes on firms in the value chain and the industry sector as a whole, particularly with regards to competitiveness, there is more production of quality goods. Technology access is mainly determined by the international standards, and an increase in skilled labour. Because meat inspectors are trained by the Department of Veterinary Services, health and safety rules are more tightly enforced, and certification of products is done by the Veterinary Services/ Veterinary Public Health officer.

- In looking at the problem in industry-wide or national terms, the problem is growing due to the growth in the number of abattoirs and private abattoirs. There is a need for close monitoring since, at times, they do not report any cases or suspicions due to fear of loss of property through seizure of condemned products. Measures need to be taken for abattoir operations and meat inspectors to avoid conflicts of interest, especially those inspectors employed by the abattoirs.

- The sources of law that would need to be consulted to fully analyse the dimensions of the problem include:
 1. The Namibian Meat industry Act;
 2. The Meat and Livestock Australia Act;
 3. Botswana legislation, which covers the whole value chain through industry wide regulations.

- The likely allies of the proposed regulatory change include the Ministry of Health and Child Welfare and the Ministry of Agriculture. Their support can be mobilized by telling interested parties what needs to be done and how it needs to be done. Their views also need to be noted on the relevant proposals and careful consideration needs to be given on the views expressed. Support can further be mobilized if proper consultation is carried out to enable the enactment of good and effective legislation.

- The likely opponents of the proposed regulatory change may include abattoir and butcher operators. In order to mitigate their concerns and produce win-win solutions, there is a need to push for consultation. People who are consulted have an obligation to express their views if the proposed regulatory change is to succeed.

Plenary Discussion

It was observed that there is a tendency to ensure the full enforcement of legislation where products are for export and not local sale. It was therefore emphasised that there needs to be a uniform standard

whether the meat or meat products are for export or for local consumption. Both measures should be subject to the same high standard.

Group C – Economic Analysis: Report Back

The group noted that they carried out a business impact analysis, and direct as well as indirect economic costs associated with the problem under review were identified. Before identifying the costs it was important to note that the main problem encountered with administering the Act is the incapacity within the Department of Veterinary services. The direct costs were identified as follows:

- Construction of the premises;
- Registration fees and inspection fees for slaughter houses;
- Inspection for the processing. This includes inspection of live animals and carcasses.

The indirect costs were identified as follows:

- Social costs to the public, particularly with regards to undetected diseases;
- Lost export markets at farm level. As price levels go down this becomes a cost to the farmer;
- Diseases spread to other farmers from the uninspected abattoirs.

The industry itself and the stakeholders along the value chain as well as the public at large (if there is no easy detection of diseases) are the ones incurring these costs. The cost savings that will occur if the proposed new or changed regulation is put in place are illustrated as follows:

- Duplication of efforts by the Ministry of Agriculture and the Ministry of Health usually leads to the delayed detection of diseases. If these efforts are put under one system of administration there would be early detection of diseases while the animals are still alive which would ultimately lead to less condemnation of carcasses. This cuts losses to the farmer and thus increases their income.
- Surveillance of emergency/risk controls by the Department of Veterinary Services would curtail future animal loss.

The positive impacts that may occur in terms of improved market access, availability of critical inputs, or other factors affecting the bottom line profitability of the firms or groups of firms affected include the following:

- The Department of Veterinary Services gives internationally accepted certification of meat and meat products. This is because the credibility of the inspections is improved;
- More markets can then be accessed if the overlapping mandate of the two Ministries is removed and the Department of Veterinary Services is provided with the resources to successfully do its work. The Department can then multi-skill existing departments and thus maintain the ability to carry out its mandate effectively.
- Improved access to markets will bring more income into the industry.

Among those who run and facilitate Abattoirs and Slaughterhouses, there seems to be a feeling of dislike for DVS inspectors. This could well possibly lead to a compromise in the quality of meat being sold to the public as butcheries will just sell to the public without going through the inspection procedures first.

It was concluded that with enough detail which can be acquired through more investigation, a case can be built for the magnitude of impacts of the proposed regulatory change for the country's overall competitiveness.

With regards to economic modelling and analytical methods, a standard cost model spelling out the costs and benefits along the value chain should suffice to fully spell out the net benefit-cost impacts of the proposed regulatory change. The CIBER process as a value chain framework will be most effective, at least cost, for the purposes of this reform initiative.

The assumed positive net economic impacts need to be widely publicized in order to gain full understanding and support for the change, especially discussions between the Ministry of Health and the Ministry of Agriculture.

The best experts to engage on the economic impact analysis for this regulatory change proposal include:

- The Department of Veterinary Services;
- Livestock economists;
- Agricultural economists;
- Officers of the Environmental and Health Affairs;
- Farmers.

Plenary Discussion

An impact associated with the problem under review was identified, that being the impact on the tourism industry. This impact relates to the negative reputation that may result from this problem in the eyes of the international community and one outbreak can bring the tourism industry into disrepute. This will have a huge negative economic impact on the country as a whole, as Zimbabwe's economy is largely dependant on the tourism industry.

3.2.3 Day Three – 15 March 2012

(a) Presentation by Mr Mario Beffa – Zimbabwe Poultry Association: Poultry Sector Regulations (hereto annexed as Annexure N)

Mr. Beffa made a presentation on the laws and regulations affecting the poultry sector. He noted that the relevant Acts that regulate the sector include the Animal Health Act [Chapter 19:01], the Farmers License and Levy Act [Chapter 18:10], the Agricultural Research Act [Chapter 18:05] and the Food and Food Standards Act [Chapter 15:04].

The Animal Health Act provides for the eradication and prevention of the spread of animal pests and diseases as well as the prevention of the introduction into the country of animal pests and diseases. However, the increase in the illegal importation of meat and meat products due to the growing demand of certain meat products such as offals and pork bones and the growth of the informal sector and the threat it poses to the competitiveness of the formal sector are problems that the poultry sector is plagued with on a regular basis. In order to curb these difficulties, there needs to be improved surveillance at the border posts to ensure that disease-free products are being brought into the country. There also needs to be an inspection of livestock to be carried out on a regular basis. The Veterinary Department also needs to give regular and immediate notice of outbreaks as they occur.

The Farmers License and Levy Act provided for the licensing of farmers and collection of levies on specified agricultural products and the protection, promotion and furthering of the interests of farmers. However, now the contribution of levies to fund community associations is voluntary. Therefore as there will be no further development of this Act from a statutory point of view, this Act will be moribund, unless farmers unify and demand statutory registration for licenses and levies.

The Agricultural Research Act provides for the Agricultural Research Council's functions and duties which include: keeping under review and promoting all the aspects of agricultural research; carrying out agricultural research in certain circumstances; and making provision for the financial affairs of the ARC. However, the ZPA is unaware of the constitution and operation of the ARC and has never been consulted as to the membership of a ZPA representative thereon and the current members of the ARC are not known. To remedy this, the ZPA should confirm that it is a recognised producer association for poultry in terms of this Act, take an interest in the work of the ARC from a poultry perspective, and consult with the Minister with the objective of having a ZPA person appointed to the ARC.

The Food and Food Standards Act provides for the sale, importation and manufacture for sale of food in a pure state; prohibits the sale, importation and manufacture for sale of food which is falsely described; and provides for the fixing of standards relating to food and matters incidental thereto. The Act falls under the control of the Minister of Health and Child Welfare who is empowered to deal with adulterated or falsely described food.

Plenary Discussion

It was observed that despite the market and the demand for offals and related products, there still needs to be improved surveillance at the border posts as well as tightened regulation of these products because there is a heightened risk of infection.

(i) Practical Group Activity: Technical, Economic, Gender Analysis of Poultry Regulations

The second practical group activity involved the analysis of the Food and Food Standards Act [Chapter 18:12] with particular attention being paid to the Food and Food Standards (Poultry Meat and Poultry Products) Regulations of 1990.

The same sets of questions that were provided for the first practical exercise were provided for this exercises and the same procedure was followed. Each group gave a report back on their findings and these findings are outlined below.

Group A – Technical Analysis: Report Back

- The group noted that the technical specificity of the regulation/law/policy that was being reviewed is the sale, importation and manufacture of food and the standards of that food. This is a set of interconnected existing regulations.
- The Act does not seem to have issues for modification but the issues the enforcement of the regulations is of importance. The inspectors under the regulations are not active but only carry out

their duties when requested and even when requested they do not carry them out promptly. This needs to be addressed and the specificity as to the duties of the inspectors needs to be looked at and rigorously applied.

- The regulations in question affect importers, producers, retailers and consumers.
- There has been a relevant and thorough value chain analysis and the firms within the specific value chains which are most directly impacted by the regulations are the following:
 1. Input suppliers for poultry production – feeds, eggs, equipment in poultry houses, vaccines, labour;
 2. Producers – processing and packaging;
 3. Retailers and consumers.
- The problem is highly significant to local producers as they need to compete with cheap illegal imports and this is exacerbated by the demand for cheap goods.
- In order to fully analyze the technical dimensions of the problem the sources that need to be consulted are the following:
 1. the private sector – input suppliers, SAZ, LMAC (producers) and private labs;
 2. the public sector – the veterinary services, ZIMRA, Ministry of Health and the Ministry of Industry and Commerce;
 3. Independent experts – consultants.
- The likely allies of the proposed regulatory change are the producers as they are likely to be exposed to a bigger market, the input suppliers particularly the stock feeds suppliers, the laboratories and the Government as these changes are likely to curb unemployment and there may be an increase in the revenue collected from the local industry.
- The likely opponents of the proposed regulatory change are the consumers as there is a demand for cheap products, retailers of these cheap products as the regulation of these products is low, and those who import these cheap products. Their opposition can be mitigated through consultations and education on the health risks of these products.



Group B – Economic Analysis: Report Back

- The group reported that they undertook a business impact analysis, and direct as well as indirect economic costs associated with the problem under review were identified. The direct costs were identified as follows:
 1. Training the required experts (inspectors);
 2. Storage;
 3. Transportation;
 4. Compensation;
 5. Laboratory costs;
 6. Packaging and labelling.
- The indirect costs were identified as follows:
 1. Delays on putting the product on the market;
 2. Risk to consumers, health wise.
- With regard to who is incurring these costs it is important to note that, in principle, once you introduce a standard the whole value chain is affected. The following firms in the value chains are incurring these costs:
 1. The producers – this relates to transport costs as well as the cost of testing which can fall on the producer;
 2. The processors – the delays in putting the product on the market which could be costly;
 3. The consumers.
- The cost savings that will occur if the proposed new or changed regulation is put in place include:
 1. The increase in efficiency which results from having a board with better representation, and a multi-disciplinary approach could result in decreased costs, i.e., storage and transport.
- As a positive impact of the proposed change, the setting of standards is likely to increase confidence in the producers, hence they will be able to increase their exports. Therefore the producers will be encouraged to aim for higher standards.

Other positive impacts include the following:

 1. The prevention of inferior products coming into the market thus allowing local producers to thrive with the ultimate positive impact on job creation;
 2. Although the consumers stand to lose out on access to cheaper products, this is a short term negative impact. The long term positive impact is that they are exposed to regulated products which do not pose a threat to their health;

3. There will be increased revenue in the Tourism sector as the international community will feel safer in relation to the goods they will consume in Zimbabwe.
- It was concluded that a case can be built for the magnitude of the impacts of the proposed regulatory change for the country's overall competitiveness. In this regard, the local industry is being affected as they are having difficulties with competing with cheap imports thus affecting their competitiveness.
 - The economic modelling or analytical methods that can be used to fully spell out the net benefit-cost impacts of the proposed regulatory change include quantifying the volume of products coming in and the costs as well as quantifying the effect on local industries.
 - The analytical method that will be the most effective for the purposes of this reform initiative is the cost-benefit analysis. The assumed positive net economic impacts need to be widely publicized in order to gain full understanding and support for the change. It must be noted that there is a need for buy-in by consumers, telling them about the overall health benefits. As for producers there is a need for them to be able to meet the demand.
 - The best experts to engage on the economic analysis for this regulatory change proposal are micro economists.

Group C – Gender based analysis: Report Back

- The group noted that the gender issues emanating from the legislation were as follows:
 1. The use of gender specific terminology;
 2. The period of the enactment of the legislation. This time was a period where society was mainly patriarchal thus meaning that the legislature at the time could not have possibly considered gender issues. This goes to the issue of the out-datedness of the legislation as it is not in line with current gender mainstreaming developments;
 3. There is a possibility that the composition of the advisory board may not be gender sensitive as there is no indication of how many men or women must be on the board.
- The impact of the identified issues on the livestock and meat industry are as follows.

Poultry production is to a large extent carried out by women, particularly by the informal sector and in rural areas, giving rise to several observations:

 1. The regulations refer to every product – this is not practical in the rural/informal sector. This may work against women wishing to export their produce. The statutory instrument is silent on who is being regulated.
 2. In relation to safeguarding the interests of foreign markets, the domestic market is not catered for. This comes as a disadvantage to women as the care givers for those affected by poor standards.

3. Since women are major players in the industry, particularly the informal sector, there is inadequate representation for women and this may result in important issues being ignored.
 4. In relation to food handlers there are gender issues that may arise as the perception of the nature of women as care givers is still dominant, thus this can result in the view that women perform better in the industry. However they are currently marginalised due to the harassment of women by male inspectors and confiscation of whole consignments.
- The potential external challenges in mainstreaming gender include the following:
 1. With regards to analysts and inspectors there may not be enough qualified women to take up the jobs in the industry.

(b) Presentation by Mr Paidamoyo Makotsa – Issues Paper on Animal Feeds Sector Regulations (hereto annexed as Annexure O)

Mr. Makotsa's presentation focused on the laws and regulations affecting stock feeds in the country. He noted that due to the shortage in cereal production, a large part of the local stock feed production raw material base is imported. Twenty years ago the situation facing the industry was different as major raw materials used were available locally and only additives or remedies were imported. This is an area of concern in the animal feeds sector and the regulations seem to do little in this regard.

Animal feed production regulations fall under the Fertilizers, Farm feeds and Remedies Act (Chapter 18:12) revised in 1996. Before 1996 this Act had been reviewed in 1976 and 1963 respectively. The reviews have been on updates of terms and no reviews to the Act have been done to address competitiveness of the industry.

There have been developments in the animal feed sector such as technological advances (new manufacturing processes), a wider raw material base on each product, genetic advances in animal breeds which demand new approaches to animal feed production, new laboratory feed analysis procedures, the use of a wide variety of feed additives /remedies, and new global feed safety standards.

This has given rise to the need to review the Fertilizers, Farm Feeds and Remedies Act [Chapter 18:12]. The review of this Act can be justified for the following reasons:

- The Act is being administered through the Soil and Chemistry Research Institute. This institute, while relevant to fertiliser producers, is not necessarily relevant to farm feed producers because there are no livestock/feed experts housed within this Institute.

Interpretation of animal feed test results and terms covered in the Act is therefore compromised.

- In Section 2 of the Act the definition of the term 'remedy' only covers substances related to the health of the livestock and does not include growth promoters which are widely used by in modern-day feed production. The word 'remedy' is more applicable to crops and the most suitable phrase in stock feed production terms is 'feed additives.'

- In Section 4 of the Act which deals with registration of farm feeds there is need for a clause which stipulates the registration procedures for imported farm feed which is coming into the country as complete mixes. There is need for the Feed Registrar to visit the feed factories from where this feed is coming to make sure that there is compliance with standard good manufacturing practises to prevent dumping of cheap poor quality stock feeds on the local market, e.g., GMO-based stock feeds.
- Registration of feeds should be based upon standards that the industry and other stakeholders can agree to; currently these standards are not clear.
- A central testing laboratory should be used in the registration process and methods of analyses should be published for consistency of results in order to reduce conflicts related to different laboratory procedures.
- Instead of registering a feed per se, other countries are moving towards registering a factory, and we think this is progressive. If the authorities audit a factory and then register it based on some parameters, surely all feed coming out of it should be trusted?
- It is also suggested that the Act should make reference to a Code of Ethics to be observed by all in the business of feed manufacturing - like other industries, e.g., RSA.
- The Act states the quality of a feed by stating a nutrient specification figure, e.g., Crude Protein of 21%. In animal science this is not workable - we work with ranges because rarely does a chemical analysis give an exact figure. If the result is 20.8%, is the feed then considered sub-standard? We now have technologies such as formulating a feed based on amino acid profiles whilst paying little attention to the crude protein. Such a feed will be correct, but using amino acid profiles to formulate feeds is not addressed in the Act. This needs to be updated.
- Section 9 stipulates that sterilising plants should not be used without such plants being registered. The same should apply to all farm feeds plants or stock feed plants.
- Section 17 sub-section (g) covers offences and penalties need to be reviewed. A fine of less than \$100 for contravening this Act is not restrictive.
- The industry suggests bans to be imposed for offenders to make sure that opportunists do not take advantage of gaps in the Act.
- There is need for a register of professionals in the Animal feed industry who will be allowed to formulate feeds for the public. This improves feed safety and feed related issues can be easily traced.

(b. bis) Presentation by Mr Mutengwa from the Chemistry and Soil Research Institute under the Department of Research and Specialist Institutes.

This presentation was made to complement the previous presentation from the viewpoint of the Chemistry and Soil Research Institute (i.e., the regulator of stock-feeds). Mr Mutengwa noted that the remedy

component under the Fertilizers, Farm Feeds and Remedies Act [Chapter 18:12] in relation to soil research refers to the following remedies:

- Gypsum, Soil Conditioners and Pesticides.

The aim of him mentioning this was to address the difficulties in defining what a remedy is in this context. It was also pointed out that it is not the mandate of the registrar to visit on issues of impartiality. The registrar only does the registration. The issue of the payment of fines on feeds (and the determination of their levels), particularly at the border, is the responsibility of the Ministries of Home Affairs and Justice as they have the power and ability to enforce criminal penalties such as fines.

Plenary Discussion

It is generally agreed that the areas that need to be addressed are the non-deterrence of fines imposed on un-registered stock-feed manufacturers. Currently this issue is determined and administered by the country's criminal justice system; that is not in sync with the requirements of the sector. It was also noted that there may be need to unbundle the legislation and establish separate regulators outside DR&SS to avoid difficulties associated with efficiency and impartiality.

(i) Practical Group Activity: Technical, Economic, Gender Analysis of Stock Feeds Sector Regulations

The second practical group activity on Day 3 involved the analysis of the Fertilizers, Farm Feeds and Remedies Act [Chapter 18:12].

The same sets of questions that were provided for the first practical exercise were provided for this exercises and the same procedure was followed. Each group gave a report back on their findings and these findings are outlined below.

Group A – Economic Impact Analysis: Report Back

- The group noted that the direct costs of the problem under review include transport costs of transporting samples, laboratory costs particularly with regard to equipment, and the recruitment of experts. The indirect costs include registration of the feeds and fertilizers, the registration for a GMO Free certificate, and the registration for a Plant and Pests Protection Certificate.
- The government is incurring the costs relating to the lab costs of technical equipment. The importers of the feeds are also incurring costs with regard to the registration procedures and certification processes.
- The positive impacts that will occur as a result of the proposed regulatory change include the improvement of market access through the increased confidence in the industry as a result of increased regulatory measures on unregistered feeds.
- The negative impacts would be on the producers of sub-standard feeds. However the positive impact of the strict regulation of these sub-standard feeds would result in a decrease of losses to farmers of their animals as they would now use standard regulated feeds.

- The broader socio-economic impacts are that there is a reduction in the health risk to the general public, but that there are also losses of jobs in the informal sector -- therefore the government would have to focus on curbing unemployment in the formal sector. There is also increased revenue on the taxation of certified standard feeds, and there would be overall national GDP growth due to the increased confidence in the industry.
- A case can be built for the magnitude of the impacts of the proposed regulatory change for the country's overall competitiveness because the problem under review if left unaddressed can have a ripple effect on other sectors. For example, the competitiveness of stock feed producers is diminished by "backyard" stock feed producers. Sub-standard feeds which are unregulated are sold to livestock farmers who in turn face the risk of losing their livestock due to feeding their animals. They are therefore faced with the difficulty of having to import feeds which can be costly and this may hinder growth in the livestock industry thus exacerbating the overall export/import balance of the country.
- A cost-benefit analysis can be used to spell out the net benefit-cost impacts of the proposed regulatory change. The analytical method that can be used for the purposes of this reform initiative is a post assessment exercise for the proposed change.
- The assumed positive net economic impacts need to be widely publicized in order to gain full understanding and support for the change. This is because not everybody is trained to fully understand the working of carrying out an economic impact assessment or informed enough to make a decision that is deemed to be socially or economically viable.
- The best experts to engage on the economic impact analysis for this regulatory change proposal include livestock economists, stock feeds manufacturers, inspectors, and the Ministry of Trade Industry and Commerce.

Group B – Gender Analysis: Report Back

- The group noted that due to the fact that a large part of the informal sector (especially in relation to poultry production) is female dominated, the processes that exist result in feeds becoming too expensive for that section of society. The Act does not recognise feeds made in informal establishments but in reality most people use these feeds, especially the women involved in informal poultry production.
- The drugs used in the manufacturing processes are not being measured to their level of specificity and this may have health problem on vulnerable groups like pregnant women.
- The terminology used in the Act is not gender sensitive.
- The lack of regulation in the informal sector which is largely dominated by women may result in the diminishing of the competitiveness in the livestock and meat industry. This may be a direct result of the fact that there is growing support and encouragement for these women to start small businesses at the expense of the formal livestock and meat industry.

- Proposals to mainstream gender may have the overall effect of lowering standards and this might be resisted. This might have an effect of the competitiveness of the industry locally and internationally.

Group C – Technical Analysis: Report Back

The group reported that the technical specificity of the regulation/law/policy that was being reviewed is the Fertilizers, Farm Feeds and Remedies Act [Chapter 18:12]. This is a proposed change to an existing regulation.

The specific changes being proposed are:

- The need to unbundle 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 animals.
- Reference to the use of standards – manufacturing plants and processing standards and specification of the quality of feeds in terms of performance criteria;
- Separation of powers – regulation and analysis;
- With regards to fines it may be better to have this as part of a statutory instrument;
- Appeals by the applicant need to have a specific time period;
- There needs to be a professional code of practice for feed manufacturers and a registry of manufacturing plants as well as a register of professionals.
- There is need for a statutory body to oversee the Act, in terms of accountability issues.

Those affected by these proposed changes include the feeds manufacturers (registered and unregistered), the current regulator, the prospective feeds manufacturers and the buyers of the feed.

The firms within the value chain directly impacted by the regulation include:

- The input suppliers, particularly of remedies and cereal grains;
- The stock feeds manufacturers;
- Traders and farmers;
- Consumers.

There has been a CIBER analysis for the poultry and pig sector but there has been no consultation of the beef, dairy, fish and small stock sectors.

The direct impact on firms in the value chain and the industry sector as a whole, particularly with regards to competitiveness include:

- There is better market access;
- There is better regulation of banned substances such as growth hormones;
- Better screening of remedies to allow for the importation of appropriate technologies for the industry;
- Ethics for professionals;
- Health and safety and quality issues addressed as part of business ethics.

In looking at the problem in industry-wide or national terms, it is quite significant particularly in terms of assurances that can be given in relation to value for money, health and safety, market access and quality assurance.

The sources that would need to be consulted to fully analyse the dimensions of the problem include:

- Registered manufacturers;
- The Stockfeeds Manufacturers Association;
- Private feed analytical labs;
- The Animal Health Industry Council;
- Independent third party experts;
- LMAC;
- Standard Association of Zimbabwe;
- Farmer unions.

The likely allies of the proposed regulatory change include:

- The Consumer Council of Zimbabwe;
- The SAZ;
- The Ministry of Agriculture;
- Animal welfare groups;
- SIRDC (metrology) to deal with measurement of drugs.

Their support can be mobilized by making them part of the stakeholders consulted and, if a body is created, making them part of that body.

The likely opponents of the proposed regulatory change may include unregistered manufacturers, importers of feed, and the current regulator. In order to mitigate their concerns and produce win-win solutions, there is a need to push for negotiation, participatory consultation and raising awareness. People who are consulted have an obligation to express their views if the proposed regulatory change is to succeed.

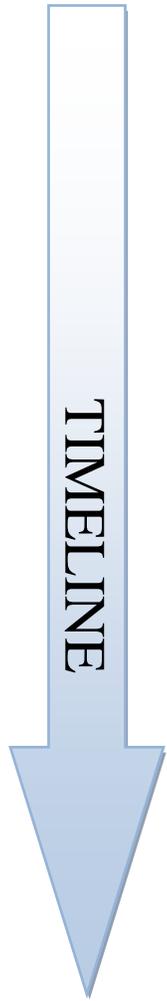
3.2.4 Day Four – 16 March 2012

WAY FORWARD AND RECOMMENDATIONS

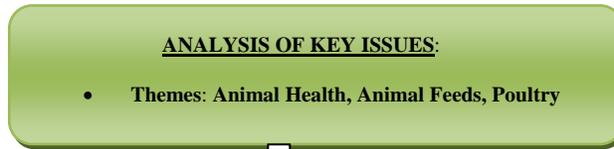
(a) Way forward: Review of Livestock and Meat Industry Regulations for Competitiveness

A flow chart depicting the entire review process being embarked upon was presented and is shown below:

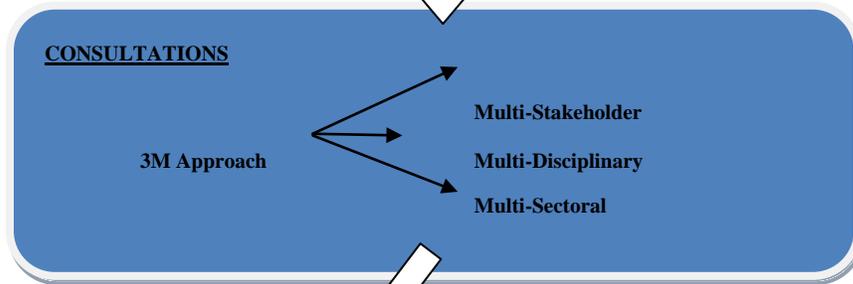
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STEP 1



STEP 2



STEP 3



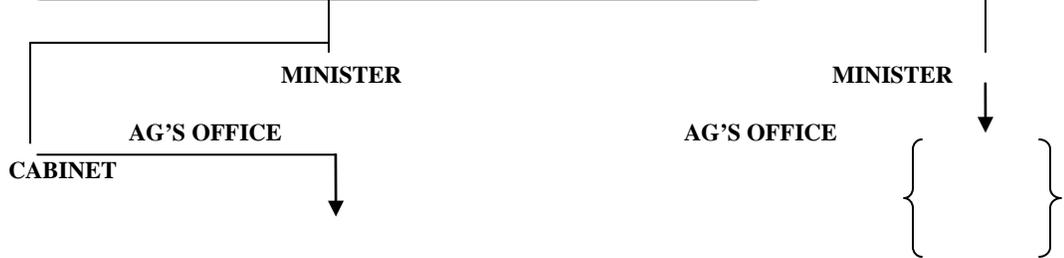
STEP 4



STEP 5

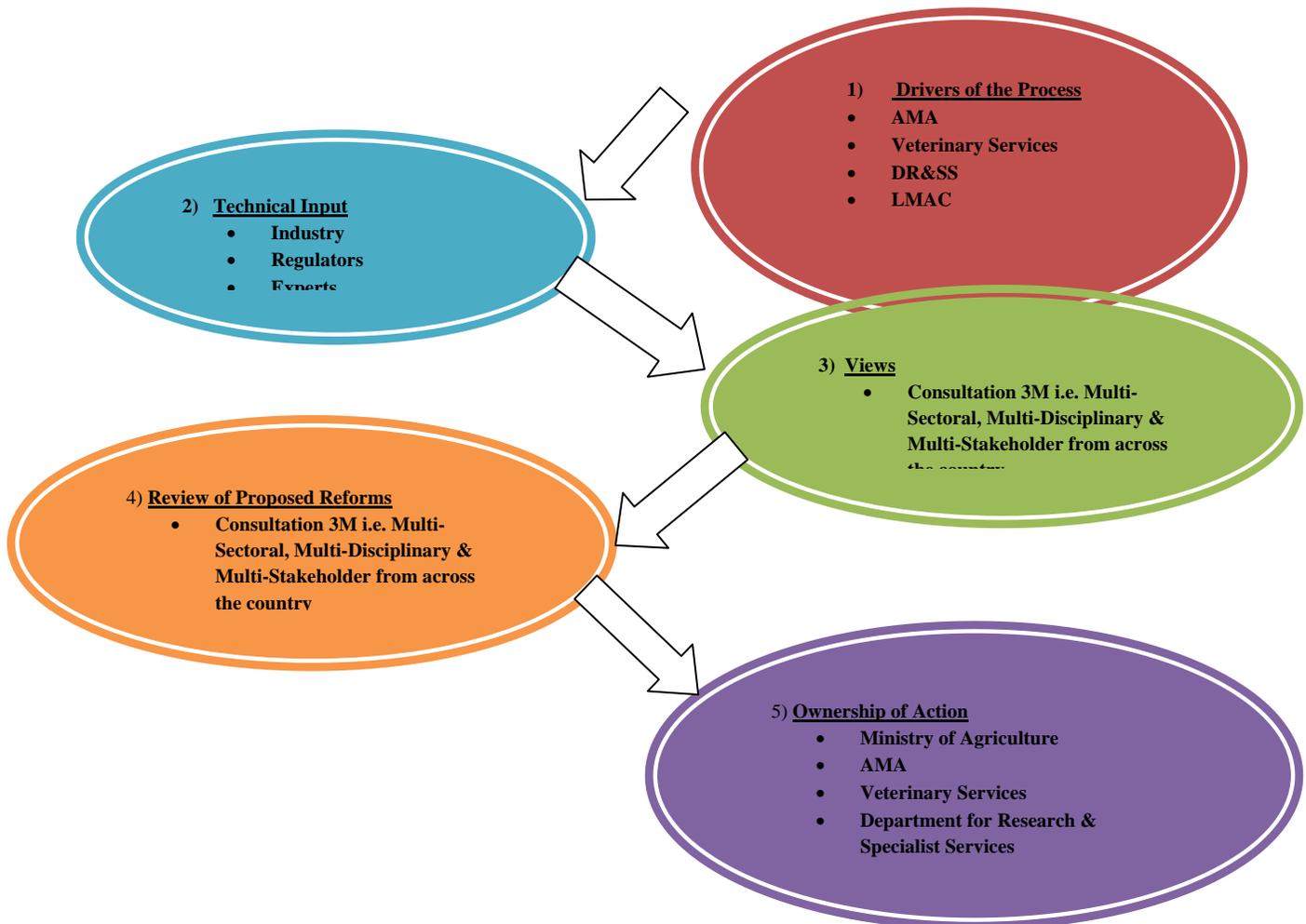


31 MAY 2012



The roles of the stakeholders within the process were also presented. These roles are illustrated below:

STAKEHOLDER ROLES



(b) Further Recommendations on the Process and the Analytical Approach.

After all the proceedings were concluded the participants were asked if they had any further recommendations of the analytical approach and the process, in addition to the recommendations that were made throughout the workshop.

These are as follows:

There is a need to involve other Ministries in the process. These include:

1. The Ministry of Justice;
2. The Ministry of Local Government – to be directly involved;

3. The Ministry of Home Affairs – in relation to the restriction of the movement of livestock;
 4. The Ministry of Finance – to be directly involved;
 5. The Ministry of Industry and Trade – in relation to market access issues;
 6. The Ministry of Regional Integration;
 7. The Ministry of Empowerment and Indigenisation.
- There may be a need to consider the possibility of having a stand-alone act.
 - Time as a constraint needs to be considered and we need to review what we can achieve in the time we have.
 - There is a need to immediately start engaging the other ministries.
 - There needs to be a monitoring mechanism for the whole process. This gives rise to the issue of who can be the best monitor of the process. The best entities to monitor the process are the driver of the review process themselves.
 - It is ideal, for their terms of reference, to monitor from the beginning to the very end. It should not only be restricted to outputs but should go to the outcome as well.
 - There should be a stakeholder-Ministry interface.

4. FINAL WORKSHOP RECOMMENDATIONS

The final recommendations which came from the workshop are divided into two, namely; *recommendations on the review process*, and *recommendations on the analytical approach*.

Recommendations on the Review Process

1. There needs to be a combination of both the top-down and bottom-up approaches and they should have a point where they converge.
2. There is a need to get government and the industry on the same page. This entails finding a way to create a good understanding between the public sector and the private sector and ultimately ensure joint ownership of the process.
3. There is also a need to educate the public and to ensure that they understand that their interests are being safe guarded.
4. There needs to be a monitoring mechanism for the whole process.
5. Legislation needs to be passed under Ministries with the technical competence to deal with the requirements and provisions of the legislation. There should be an arrangement where Ministries with overlapping interests can collaborate. This overlap should be sorted out by Cabinet but ideally speaking the laws themselves should not give rise to that difficulty.
6. The role of the AMA has been misunderstood and clarity on the role they play in the industry needs to be provided.

Recommendations on the Analytical Approach: Initial Thoughts

1. There is a multitude of regulations present within the system. It is a matter of knowing where to find the regulations, which is a problem in itself because of the problem of the accessibility of these regulations.

2. Where conflicting statutory instruments exist, there are difficult problems of interpretation. The court would have to interpret the statutory instruments. Where they cannot be interpreted it is often difficult to determine which Ministry or department has “claim” to that regulation. The scope of the law should not depend on individuals but should be clear enough to be able to see where the boundaries are.
 3. With regard to fine levels, the Ministry of Justice is supposed to review fine levels and the levels would be fixed by a statutory instrument which is amended from time to time. With fees, they have to be published in the statutory instrument. If not published, the setting of these fees is open to abuse and corruption and this therefore encompasses changing the Act, which is in itself is a lengthy process.
 4. Some of the reforms concerning gender and gender mainstreaming should be home-grown. These changes should be implemented internally rather than getting prescription from elsewhere.
 5. The gender analysis needs to acknowledge a system where the efforts of both men and women have a middle ground where they meet. In other words there needs to be a top down methodology from those who are able to give way for these reforms and a bottom up methodology from those who seek the changes, and then a merging of ideas from both sides to ensure that no issue is left unaddressed.
 6. With regards to the 5 gender analysis frameworks, an assessment of the community must first be done, being an assessment of the effect that each framework might have on the community. From that assessment, it then becomes easier to select which framework works best in the chosen community. So this analysis would entail consultation with the public and finding out from them, what their needs are and what changes they would like to see as well as the factors that affect their preferences. This is one principle of the Gender Analysis Matrix framework.
 7. With gender mainstreaming there is need to have a collative process articulating a shared vision of sustainable human development and translating it into reality through policy programmes, budgets and projects. Hence there is a need for the participation of all men and women at all levels from household level through to the national level, be it in policy making, legislation drafting, program implementation and program monitoring and evaluation.
 8. There is a need to distinguish between gender (i.e. equity) and feminism. The issue of equity between sexes is generally accepted and compatible with our cultural practices to a certain extent, but the interpretation of feminism gives the impression of extremism, therefore to some extent there is a need for that conceptual definition, before embarking on gender mainstreaming
 9. Enforcement of laws must be done by a competent authority.
 10. There is need for recognition of producer associations especially for poultry.
 11. There is a need to unbundle the legislation so as to make it easier to comprehend and so that the process of raising awareness is simplified.
 12. There is a need to consider the sunset clause, as a useful tool in managing regulations, which brings the statute to an end after a certain period has elapsed.
-



---THE END---

ANNEX 5: DRAFT MANUAL: GUIDELINES ON BEST PRACTICES FOR REGULATORY REVIEW FOR COMPETITIVENESS IN ZIMBABWE

The Draft manual: guidelines on best practices for regulatory review for competitiveness in Zimbabwe is provided as a separate attachment to this report.

ANNEX 6: EVENT EVALUATION REPORTS

The event evaluation reports is provided as a separate attachment to this report.

ANNEX 7: EVENT EVALUATION FORM

[Insert Workshop Title]

[Insert Dates]

Evaluation Form

	Please tick one cell in each row of these four columns to indicate which statement applies to each aspect	Strongly agree	Agree	Disagree	Strongly Disagree
					
CONTENT					
1	The workshop met your expectations				
2	I will be able to apply the skills gained				
3	The sessions were well organized and easy to follow				
RESOURCE PERSONS					
A. Knowledge of subject:					
5	The presenters were knowledgeable				
6	The quality of presentation was good				
7	The presentations were interesting and practical				
B. Facilitation					
8	Group work was beneficial for in-depth discussion of issues				
9	Adequate time was provided for group work and discussions				
C. Ability to answer questions:					
10	Participation and interaction were encouraged				
11	Adequate time was provided for attendee questions				
GENERAL EVALUATION					
12	Was your time well spent in this workshop?				

How do you rate the workshop overall (out of 100)?

.....

Other comments/ suggestions

.....

.....

.....

ANNEX 8: ADOPTION STUDY QUESTIONNAIRE

For the business enterprises supported this quarter under Cascaded Training (Component 3)

Name of Interviewer.....

Name of Respondent.....

1. Course Attended this quarter

Course Title	Trainer	Venue	Dates

2. Course Attended last year

Course Title	Trainer	Venue	Dates

3. What new technologies or management practices did you learn in the training you attended?

.....

4. Of the new technologies or management practices that you learned in the training(s), what did you apply in your business?

.....

5. Which learned technologies or management practices do you plan to apply in future?

.....

ANNEX 9: PROFITABILITY STUDY QUESTIONNAIRE

Data Collection Tool for Indicators 4.5.2-43 on Profitability

Name of Interviewer.....

Name of Respondent

1. Course Attended last year

Course Title	Trainer	Venue	Dates

2a. What income generating activities are you involved in?

.....
.....

2b) Is your business operating at a profit?

2c) Give an estimate of the business' profit (or loss) in the past quarter (Jan-Mar)

.....

2d) Was your business operating at a profit before you attended any of the business training courses?

.....
.....

ANNEX 10: JOB CREATION STUDY QUESTIONNAIRE

Data Collection Tool for Indicators 4.5.2-38 on Investment and 4.5.2 on Jobs

Name of Interviewer.....

Name of Respondent

1. Course Attended last year

Course Title	Trainer	Venue	Dates

2. What investment (use of resources intended to increase future production output or outcome) did you make in the business this past quarter (Jan to March)?

.....

3. How many **additional** employees did you hire this past quarter (Jan to March)?

a) Full time.....Male.....Female.....

b) Part time.....Male.....Female.....,

Average length of employment for part timers

ANNEX 11: SUCCESS STORIES

The success stories are provided as a separate attachment to this report.