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ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM ANNUAL WORKPLAN – YEAR THREE

(OCTOBER 2012 – SEPTEMBER 2013)

CONTRACT NO. EDH-I-15-05-00004-00
TASK ORDER EDH-I-15-05-00004-00

SEPTEMBER 2012

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

ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM ANNUAL WORKPLAN – YEAR THREE

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Program Title: Zimbabwe Agricultural Competitiveness Program

Sponsoring USAID Office: USAID | Zimbabwe

Contract Number: EDH-I-00-05-00004-00, Task Order No. 4

Contractor: DAI

Date of Publication: September 2012

Author: DAI and its Subcontractor Partners

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

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ACRONYMS

ACBF	Africa Capacity Building Foundation Business Service Providers
ACP	Agricultural Competitiveness Program
AFWG	Agriculture Finance Working Group
AGRITEX	Agricultural Technical and Extension Services
AMA	Agricultural Marketing Authority of Zimbabwe
BSP	Business Service Providers
CA	Commodity Association
CBO	Community Based Organization
CIBER	Competitiveness Impacts of Business Environment Reform
CIG	Commodity Industry Group
COMEZ	Commodity Exchange in Zimbabwe
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
COMEZ	Commodity Exchange in Zimbabwe
CFU	Commercial Farmers Union
CZI	Confederation of Zimbabwe Industries
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
DR&SS	Department of Research and Specialist Services
DVS	Department of Veterinary Services
EU	European Union
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization
FO	Farmer Organization
FtF	Feed the Future
FY	financial year
GMAZ	Grain Millers Association of Zimbabwe
GMB	Grain Marketing Board
GOZ	Government of Zimbabwe
HPC	Horticulture Promotion Council
LMAC	Livestock & Meat Advisory Council
LOE	level of effort
LOL	Land O' Lakes
LOP	Life of Program
LTTA	long-term technical assistance
M&E	monitoring and evaluation
MLWG	Marketing Linkages Working Group
MMM	Monthly Management Meeting
MoU	memorandum of understanding

MSU	Michigan State University
NGO	nongovernmental organization
PMP	Project Monitoring Plan
RAP	Regional Agricultural Policy of Zimbabwe
RDC	Rural District Councils
SATH	SADC - Trade Hub
SME	small and medium-sized enterprise
STTA	short-term technical assistance
TAMIS	Technical and Administrative Management Information System
TA	technical assistance
TFC	Trade Finance Capital
ToT	training of trainers
TraiNet	Training, Resource, Advocacy and Information Network
TWG	Technical Working Group
USAID	United States Agency for International Development
USG	United States Government
WAM	Weekly Activities Meeting
ZADT	Zimbabwe Agricultural Development Trust
ZCFU	Zimbabwe Commercial Farmers Union
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZFU	Zimbabwe Farmers Union
ZIM-ACP	Zimbabwe Agricultural Competitiveness Program
ZIM AIED	Zimbabwe Agricultural Income and Employment Development Program
ZNCC	Zimbabwe National Chamber of Commerce
ZNFU	Zimbabwe National Farmers Association
ZWLA	Zimbabwe Women Lawyers' Association
ZWPFT	Zimbabwe Women Poultry Farmers Trust

PMP INDICATORS AND TARGETS

Indicator Summary	Year 1 Target		Year 1 Actual		Year 2 Target		Year 2 Actual*		Year 3 Target	
4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by Feed the Future (FtF) implementation	0		0		\$1,600 000		\$865,150		\$2,650 000	
4.5.2-43 Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	0		0		295		129		400	
4.5-2 Number of jobs attributed to FtF implementation	0		0		500		1211		2,000	
ACP 1 Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc	0		0		\$100, 000		\$159,693		\$150,000	
ACP 2 Improvement in services to members by representative bodies of farmers, commodity associations and agribusiness organizations i.e. ZFU, ZCFU, CFU, PPAZ, ZPA, MAPA, DOHOPA, FCPA, ZWPFT, LMAC, SMA, Abattoirs Association of Zimbabwe, FACHIG, HPC	250,000		215,841		262,500		221,428		276,000	
ACP 3 Increase in client coverage and/or customer outreach of supported market facilitation institutions /organizations	0		0		500		0		625	
4.5.2-42 Number of private enterprises, producer organizations, water user associations, women's groups, trade and business associations and community-based organizations that applied new technologies or management practices as a result of USG assistance	500		1,510		4,889		3,712		6,000	
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 Undergoing capacity/competency assessment Stage 2 Undertaking capacity/	Stage 1	2	Stage 1	0	Stage 1	4	Stage 1	25	Stage 1	4
	Stage 2	1	Stage 2	0	Stage 2	4	Stage 2	0	Stage 2	4

Indicator Summary	Year 1 Target		Year 1 Actual		Year 2 Target		Year 2 Actual*		Year 3 Target	
competency strengthening Stage 3 Making significant improvements	Stage 3	0	Stage 3	0	Stage 3	4	Stage 3	0	Stage 3	4
4. 5.1-24 Number of Policies/Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case: Stage 1: Analyzed Stage 2: Drafted and presented for public/stakeholder consultation Stage 3: Presented for legislation/decreed Stage 4: Passed/approved Stage 5: Passed for which implementation has begun	Stage 1	1	Stage 1	1	Stage 1	15	Stage 1	49	Stage 1	20
	Stage 2	1	Stage 2	1	Stage 2	12	Stage 2	14	Stage 2	15
	Stage 3	0	Stage 3	0	Stage 3	6	Stage 3	10	Stage 3	8
	Stage 4	0	Stage 4	0	Stage 4	2	Stage 4	4	Stage 4	3
	Stage 5	0	Stage 5	0	Stage 5	0	Stage 5	4	Stage 5	4
ACP 5 Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings	30		14		70		46		85	
4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	50		72		100		147		120	
4.5.2-11 Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	1,000		2,389		4,889		5,947		6,000	
4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources	1,000		2,389		5,000		5,927		7,500	

*Figures updated to Quarter 3, Year 2. Figures to Quarter 4, Year 2 being updated; will be available 31 October 2012

PREFACE

Since the signing of the project's Memorandum of Understanding (MoU) with the Ministry of Agriculture in November 2011, Zim-ACP has accelerated its pace and has many achievements, including the following:

- Formation of an Agricultural Finance Working Group (AFWG) and development of strategies to address restrictions in credit and other financial issues.
- Promotion and guidance of Task Forces for livestock/meat and horticulture.
- Identification of issues, evidence-based solutions development, and advocacy training in livestock/meat and horticulture.
- Preparation of partner LMAC for a successful role in dialoguing with the Minister of Finance and influencing his budget decisions.
- Presentation of animal health and levy issues to public sector actors for resolution.
- Rallying of grain growers and millers to create a common agenda.
- Success in convincing cotton growers and ginners to together confront hitherto intractable differences and come together to lobby on common issues.
- Seminal preparations for CIGs (Commodity Industry Group) organizations in tree crop and oil seeds and pulses.
- Organizational and technical competence diagnosis of nine principal membership-based partners: (ZFU, ZCFU, MAPA, DOHOPA, ZWPFT, FACHIG, LMAC, HPC, CFU) action plans devised and monthly follow up sessions initiated.
- With Zim-ACP participation, a Presidents' Council of the four principal farmers unions (ZFU, ZCFU, CFU and ZNFU) is being resuscitated for quarterly meetings and to provide feed-in to the Minister of Agriculture.
- Cascading of training to firm level by graduates of Training of Trainers (ToTs,) reaching 14,000 participants while building the awareness for the needs for this type of training to enhance productivity and competitiveness.
- Assessment of animal care providers towards fulfillment of actions plans to improve their offer.
- A two-day conference sponsored by Zim-ACP, Agricultural Competitiveness Conference, held on July 11-12, 2012, was attended by the US Ambassador, Minister of Agriculture, Permanent Secretary of Agriculture and the USAID Mission Director, and included high level private and public sector participants and international speakers. Arising from this is a proposed Joint Agricultural Forum (JAF) to be headed by the Permanent Secretary (PS) of Agriculture. This is the first real step in public-private dialogue in this sector.
- The overt acceptance of USAID support via Zim-ACP by the Minister of Agriculture. This was exhibited by Minister of Agriculture by sharing the same podium with the American Ambassador at the

Competitiveness Conference. The appearance of both these leaders at the same time gave high credibility for the project in the eyes of both government and private sector.

- Challenges: The project is not without challenges, the most notable being a) consultant fee restrictions that often makes it difficult to access the most preferred consultants at times that may come from countries in the region and other non-US or local experts; and b) an anticipated 15% LOP budget reduction which affects programming.
- The road to supporting private sector dialogue for an enabling business environment with government is a rocky one in Zimbabwe, given its history, requiring much patience and persistence. Nonetheless, with dedicated partners and signs of receptivity in the public sector, progress is notable.

EXECUTIVE SUMMARY

INTRODUCTION

Our goal remains to provide support to the growth of the Zimbabwean agricultural economy with the objective of increasing employment and income. Our approach to accomplishing these objectives remains: 1) strengthen representative farmer bodies, 2) improve the market infrastructure and institutions and 3) improve capacity building by ensuring a supply of quality training to the sector.

Through a dual approach of building a cadre of trainers and training materials to strengthen business services for the sectors and stimulating market demand through cascaded training, we are now turning to a greater integration of training directly related to and in support of Component One and Component Two. We believe this will provide greater support and impetus to a Zimbabwe's competitiveness. At the same time, great emphasis this year will be put on building market infrastructure by strengthening the institutions that are responsible for standards as well as providing support to compliance with standards by working through the Commodity Industry Groups and associations.

STRATEGIES AND ACTIVITIES

Our strategies for this year will build on foundations already set in place by continuing to embed the competencies developed in the past year and building new skills and competencies in strategic areas:

- We will work more directly with our clients on achieving substantive reforms in regulations and policies through continually improving advocacy skills supported by evidence-based analysis.
- We will continue to strengthen our partner Commodity Industry Groups (CIGs) through supporting strategic thinking, and continuing to develop organizational and technical competences to provide services that are valuable to members as a stepping stone to sustainability.
- In this year we will take a more pro-active approach to tendering solutions to market institution gaps in marketing and finance building upon the initial steps.
- As noted earlier, we will begin to focus on standards as part of Component Two's support to building market infrastructure both with the implementing institutions and the organizations that need to use them. We will work through the CIGs and associations to reach out to other USAID projects to reach the farmers. We will also work with the cadre of trainers to build their capacity in standards. While supporting Component Two, we will also weave this through Component One and Three.
- Having upgraded a cadre of business trainers and supported their market growth through cascading, we will now turn to widening this scope to enhance their capacity in standards to promote (without subsidy) the use of our certified trainers through our membership association clients, in this way not only improving firm-level performance but providing the associations *a new service offering* to members and potential members. In this way we will fully embed Component 3 into Components 1 and 2 to serve both the improvement of representative bodies and supporting market infrastructure to ultimately provide a concrete impact at firm and farm level.

The Activities chosen (See Annex 6.1 Activity Schedule) are ones that will produce the outputs and yield the outcomes required in our Results Framework; namely.

Zim-ACP Results Framework		
Component 1: Representative bodies of farmers and agribusiness organizations strengthened.	Component 2: Market infrastructure and institutions improved.	Component 3: Agribusiness development services improved.
Outcomes: 1. Improvements in services to male and female members by representative bodies of farmers, commodities associations and agribusiness organizations; 2. Increase in number of regulations presented for legislation and passed / approved as a result of USG assistance.	Outcome: Client coverage increased by supported market infrastructure and institutions.	Outcomes: 1. Increase in net revenues generated by assisted business enterprises; 2. Employment increased through job creation; 3. Increase in resources leveraged through partnerships.
Outputs: 1. Increase in number of admin procedures / regulations / policies analyzed and presented for debate by male and female stakeholders; 2. Individuals trained in policy analysis, research and evidence-based advocacy.	Outputs: 1. Variable markets infrastructure and institutions supported; 2. Institutional action plans developed.	Outputs: 1. Agribusiness enterprises supported.

PROJECT LEVEL INDICATORS, TARGETS AND PROJECTED RESULTS

The Zim-ACP “Results Framework” and PMP indicators, targets, and projected results support the overall project objective to “Increase competitiveness of Zimbabwe’s agricultural private sector”.

The three key indicators for Year 3 of the program are:

- 1) increased value of private sector investment in agriculture (Indicator 4.5.2-38);
- 2) increased number of firms and Civil Society Organizations engaged in agricultural and food security-related services, operating more profitably (at or above cost) (Indicator 4.5.2-43); and
- 3) increased number of jobs attributed to FtF implementation; are projected to register US\$2.5 million in new investment, 400 firms and civil society organizations operating more profitably and 2,000 new jobs created in FY2013.

The program is well integrated at outcome and output level with the three components often serving to achieve common indicators. As the program accelerates its support in “Strengthening Representative Institutions” in the agricultural economy, under Component 1, this will contribute towards the following results:

- An incremental US\$150,000 in value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc. (Indicator ACP 1).
- Improvement in services to members by representative bodies of farmers and agribusiness organizations that will result in membership increasing to 276,000 (Indicator ACP 2).

- At least 85 (eighty five) representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings (ACP 5).
- 6,000 private enterprises, producer organizations, 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 2.5.2-42).
- A number of Policies/Regulations/Administrative Procedures undergoing each of the following stages of development as a result of USG assistance: 20 analyzed; 15 drafted and presented for public/stakeholder consultation; 8 presented for legislation/decreed; 3 passed/approved; 4 passed for which implementation has begun (Indicator 2.5.2-24).
- 120 individuals receiving USG supported short-term agricultural sector productivity or food security training (Indicator 2.5.2-7).
- 6,000 food security private enterprises (for profit), producers organizations, women’s groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance. (Indicator 4.5.2-11).
- 7,500 micro, small and medium enterprises receiving business development services from USG assisted sources. (Indicator 4.5.2-37).

These targets and activities have been developed within an implementation agenda and framework that have been shaped in concert with Zim-ACP stakeholders early in the project and will continue to guide the program priorities and pace of delivery to strengthen representative institutions in:

- Bringing to the surface and making clear stakeholders’ issues impacting the competitiveness of Zimbabwean agriculture.
- Developing dialogue and advocacy for change to enable an agribusiness environment that fosters competitiveness.
- Enticing members to participate effectively in their CIGs through supporting these institutions to cater to their needs.

Zim-ACP management views “Improving Institutional infrastructure and Institutions” of Component 2 as a critical merge point of policy and regulatory reform (Component 1) and the delivering of productivity enhancing skills and services (Component 3) by being informed on crucial institutional market gaps where improvements of access to service delivery can unleash market dynamics for competitive use by enterprises. Because of the integrated nature of the program, several of the business enterprise level indicators and targets listed under Component 1 will be achieved through contribution from Component 2. During year 3 of Zim-ACP, additional achievements under Component 2 will include:

- An increase of at least 625 in client coverage and/or customer outreach of supported market infrastructure/institutions (Indicator ACP 3).
- Capacity/competency assessment and follow-up Zim-ACP support delivered to at least four (4) Zimbabwe market institutions; and at least four (4) key institutions/organizations recording significant improvements following Zim-ACP support (Indicator ACP 4).

The primary objective embodied in Component 3 of Zim-ACP is to improve agro-businesses development services, agro-business skills and agro-production and productivity. Over the past two years of the program, Component 3 has created a cadre of business master trainers and stimulated demand for training through provision of subsidized training services to the agriculture private sector. A Farming as a Family Business (FaaFB) manual was developed to close the gap in agribusiness training available in the local market. In Y3 Zim-ACP will drop cascaded training, and training will be completely integrated into Components 1 and 2 of the program, contributing towards attainment of the indicators and targets presented under Components 1 and 2. Training activities will specifically be targeted at:

- Enhancing organizational effectiveness and accountability of farmer unions, commodity associations and agribusiness associations through leadership and management skills development.
- Developing the analytical and evidence based advocacy capacity of stakeholders, with the ultimate goal of improving the enabling agribusiness environment for male and female farmers, agribusinesses and investors.
- Developing the capacity of membership organizations to offer fee based training services to male and female members and non-members of the organizations in order to build sustainability of the organization.
- Increasing the capacity of private training institutions, membership organizations and wholesale input suppliers to deliver demanded business trainings to agribusinesses across the country.

GENDER

Zim-ACP will mainstream gender through each of the three components so as to increase the awareness of the particular needs and benefits of women farmers/businesspeople and women's organizations so that they can be understood, accepted and addressed. CIGs and the underlying organizations will receive a gender manual and are expected to mainstream gender in their policies and program activities. The mainstreaming, as evidenced in the body of this plan and the Activity Schedule, will not simply aim at numbers but will permeate the components so as to promote a just view of women empowerment to gain an equal standing and development of their potentials alongside men.

ENVIRONMENT

Zim-ACP will mainstream environmental issues in both its work with regulatory reform activities under Component I, as well as in provision of technical assistance to Business Service Providers and market institutions. Analysis of policies and regulations will include an analysis of the possible environmental effect of the proposed new or modified regulations.

MONITORING AND EVALUATION

Zim-ACP monitoring and evaluation system will collect and maintain data for reporting on program activities. The data will be entered in the TAMIS database management system which allows for collation, analysis and reporting.

Several studies will be conducted to assess application of learned practices as well as impact of the program on profitability, job creation and investment.

Building on the year one Agribusiness Leaders' Perceptions Study that baselines and grades constraints, a biennial survey will establish a time-series of data to both gauge improvements and deteriorations that will determine investment probabilities and indicate levels of influence of government and international programs on improving the investment environment.

MANAGEMENT AND GOVERNANCE

Zim-ACP will maintain a robust system of management and governance based on:

- Financial and Contractual Management
- USAID/Zim-ACP Regular Meetings
- Partners' Meetings
- TAMIS
- Advisory Committee
- Management meetings
- Management reviews
- Reporting
- Audits

CHAPTER I: INTRODUCTION

1.1 ORGANIZATION OF THIS WORKPLAN

This workplan is the product of much preparation and interchange. Now having nearly two years of implementation experience under our belts has also given us convictions on how we can best proceed so as to fulfil our objectives and our indicators. The Workplan remains organized around the three Components as originally laid out. It is important to note that Component 3 (Training) is now integrated into and supports fully Components 1 and 2.

1.2 GOALS AND OBJECTIVES

Our goal remains to support the continued growth of the Zimbabwean agricultural economy with the objective of increasing employment and income. Our approaches to accomplishing this goal continue to include: 1) strengthen representative farmer bodies; 2) improve the market infrastructure and institutions; and 3) support the first two approaches through capacity building by training.

This year we are putting the training component in direct service and support of the first two components so that there is a multiplier effect on competitiveness and sustainability. We will continue the advocacy and institutional strengthening in Component 1, while increasing the focus on Component 2 to build and promote solutions to deficiencies on market institution and infrastructure.

1.3 RESOURCES AND CONSTRAINTS

With anticipated reduction of LOP budget from \$15m to \$13.3m and with LOP probably extending 4 to 7 additional months, financial constraints will be felt immediately in Y3, with the main casualties being expat TA and holding of external workshops. The doing away with subsidized training to build market for our certified trainers will save \$200,000 or more per annum but we still need to reduce another \$400,000.

CHAPTER II: STRATEGIES AND ACTIVITIES

2.1 STRATEGIES

Our principal strategies for the initial two years have been to:

- Build trust among stakeholders of the project and strengthen the dialogue about the competitiveness agenda between the private and public sector.
- Form industry groups (CIGs) that can develop positions to promote competitiveness for their industry and advocate for those strategies.
- Educate and facilitate those groups (CIGs) as informed voices of the private sector.
- Assist membership-based agricultural organizations to become competent organizationally and technically, in particular as articulate representatives of their members.
- Promote public-private dialogues so that government will understand the benefit of working with the private sector and adopt an attitude of partnering with them.
- Identify institutional market gaps that need improvement to promote sector competitiveness.
- Improve the offer of capacity-building to the sector and help it build demand for training.

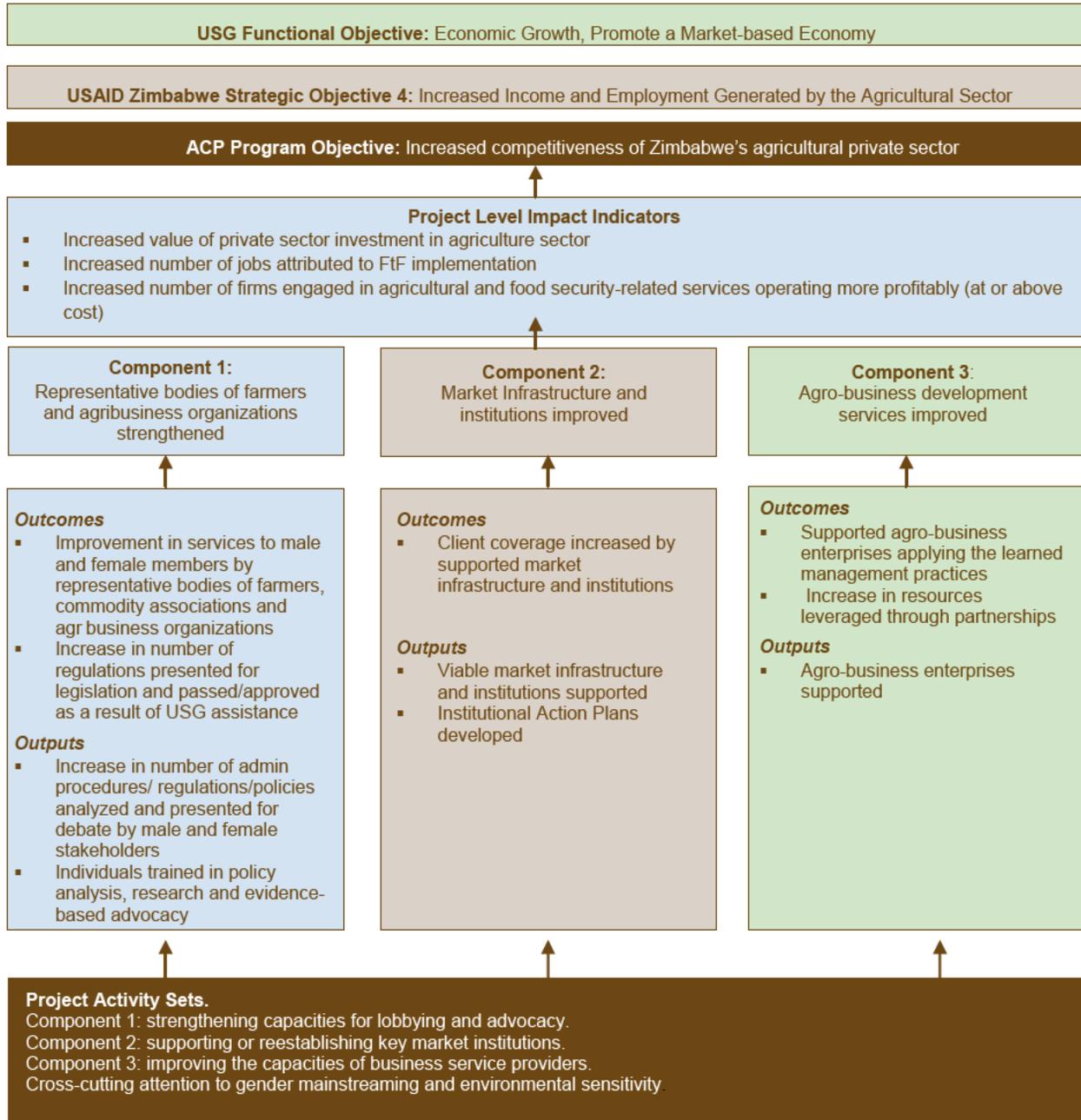
While fulfilling these strategies, we did not lose track of our indicators and have in most cases far surpassed their targets in the past year. With general success in improving our clients' competence and positioning we are confident of yet greater outcomes and impacts this year.

For Year 3 we are making adjustments in our strategies to build on foundations set in place:

- We will work more directly with our clients on their achieving substantive reforms in regulations and policies through advocacy and lobby.
- Having upgraded a cadre of business trainers and supported their market growth through cascading, we will now turn to widening this scope to include standards capacity building and promotion of (without subsidy) the use of our certified trainers through our membership association clients. This will result in improving firm-level performance and providing the associations with key services that they can provide to members and potential members to build their clientele and increase their sustainability. In this way we will fully embed Component 3 into 1 and 2 to serve both improvement of representative bodies and market infrastructure while concurrently providing impact at the firm level.
- We will take a more pro-active approach to tendering solutions to market institution gaps in marketing and finance.
- We will continue the strategic emphasis on strengthening our partner CIGs (Commodity industry Groups) in organizational and technical competences.

2.2 ACTIVITIES

FIGURE 1: ZIMBABWE ACP RESULTS FRAMEWORK



2.2.1 PROJECT LEVEL

Objectives: Increase competitiveness of Zimbabwe’s agricultural private sector.

4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by FtF implementation. Target: \$2,650,000.

4.5.2-43 Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance. Target: 400.

4.5-2 Number of jobs attributed to FtF implementation. Target: 5,000.

Essentially, these three top-level indicators and their targets are meant to be the outcomes supported by the attainment of the indicators/targets within the three components of the project.

2.2.2 COMPONENT 1: STRENGTHENING REPRESENTATIVE INSTITUTIONS

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

ACP 1 Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc. Target: \$150,000.

ACP 2 Improvement in services to members by representative bodies of farmers, commodity associations and agribusiness organizations i.e. ZFU, ZCFU, CFU, PPAZ, ZPA, MAPA, DOHOPA, FCPA, ZWPFT, LMAC, SMA, Abattoirs Association of Zimbabwe, FACHIG, and HPC. Target: 276,000

ACP 5 Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings. Target: 85

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. Target: 6,000

4. 5.1-24 Number of Policies/Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case:

- Stage 1: Analyzed. Target: 0
- Stage 2: Drafted and presented for public/stakeholder consultation. Target: 6
- Stage 3: Presented for legislation/decreed. Target: 8
- Stage 4: Passed/approved. Target: 8
- Stage 5: Passed for which implementation has begun. Target: 2

4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training. Target: 120

4.5.2-11 Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance. Target: 6,000

4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources. Target: 7,500

2.2.2.1 Background

The activities for Component 1 are based on the Concept Notes submitted and discussed with USAID, stakeholder review of the activities undertaken in Y1 and Y2 and assessment of opportunities presented by changes in the policy environment. Having built the foundation, secured participation, support by the stakeholders and recognition through the Agricultural Competitiveness Conference, the strategic thrust in Y3 is “moving from analysis to implementation” to achieve sustainable outcomes envisaged when Zim-ACP was conceived, build a foundation for Zim-ACP's exit and prepare the representative bodies of farmers, commodity associations and agribusinesses to continue beyond Zim-ACP. This will be through providing technical support in the implementation of actions plans developed by the organizations and CIG Taskforces in Y2. The actions plans focus on six strategic focus areas aimed at building or strengthening organizational competence, credibility and effectiveness of representative bodies of farmers, commodity associations and agribusinesses for evidence-based advocacy and dialogue for an enabling agribusiness environment that fosters competitiveness.

The development or implementation of the activities are informed or take advantage of opportunities arising from the economic and political transformation underway. The 2012-2032 Agricultural Policy Framework recognizes stakeholder consultations in line with CAADP principles. The Ministry of Agriculture, Mechanization and Irrigation Development is warming up to stakeholder consultation and participation in agricultural policy formulation and debates. These developments call for enhancing the role of agribusiness representative organizations such as LMAC and HPC and their respective affiliated commodity associations, in addition to those of the four recognized farmers' unions, as strategic partners in the formulation and implementation of agricultural policy and strategies. The effectiveness of these organizations will be paramount for their participation in the various policy dialogue forums that are emerging. The resuscitated Presidents' Council by the farmers' unions is basically an advocacy forum.

The Joint Agricultural Forum for Agricultural Productivity and Competitiveness that resulted from the Agricultural Competitiveness Conference on 11-12 July presents an opportunity to enhance and support private and public sectors to engage in the design and implementation of reforms that foster agricultural competitiveness at commodity industry group and sector-wide levels in Zimbabwe. Accordingly, the research findings of background studies, CIBER Assessment, topical issues under consideration through the CIGs will be used in developing evidence-based and position papers to be submitted for the policy dialogue.

In Year 3, training will be incorporated in all the aspects of the strategic focus areas as it is vital for building the capacity of the organizations and their members (both men and women) to be effective change agents and players in a transforming political and economic environment. Zim-ACP will use the insights from the cascaded training approach to build the capacity of the farmers' organizations to offer services to male and female members through contracts with commercial service providers. Training under C3 will also be integrated in C2 activities to strengthen institutional capacity.

Collaboration with USAID-Supported Partners and Initiatives

Zim-ACP will actively collaborate with USAID/Zim-AIED in activities supportive of capacity building of smallholder horticulture producers (DOHOPA, MAPA) to participate effectively in high value horticulture markets through training in quality and market-based production, organizational development to build economies of scale for effective market linkages and linking their members to financial services providers of credit, including credit referencing.

2.2.2.2 Overall Approach

Strengthening institutions will include individual organizations; the broader commodity industry groups (CIGs) or value chains, and inter-organizational linkages within and outside the CIG to address multi-linked problems requiring the participation of various actors, organizations and institutions. Appendix 6.6 gives the conceptual framework for strengthening organizational capacities in six strategic focus areas, namely, evidence-based advocacy, and services provision to members, mobilizing resources to sustain the organization, having effective governance and management system, gender and environment mainstreaming as well as effective participation and representation in industry and national forums. The strategic thrust has a two-prong approach around which activities will be based, namely:

(a) Building organizational competences of the farmers' organizations to be credible and viable organizations through improved governance, management, offering services needed by members thereby attracting and retaining fee-paying members; and to be competent and effective in representing and advancing the members interests, including evidence-based advocacy, on issues affecting their members at local, provincial and national levels.

(b) Facilitating collective action by CIG members in adopting and implementing short and medium term competitive strategies and advocating for improved agribusiness environment for the respective CIGs.

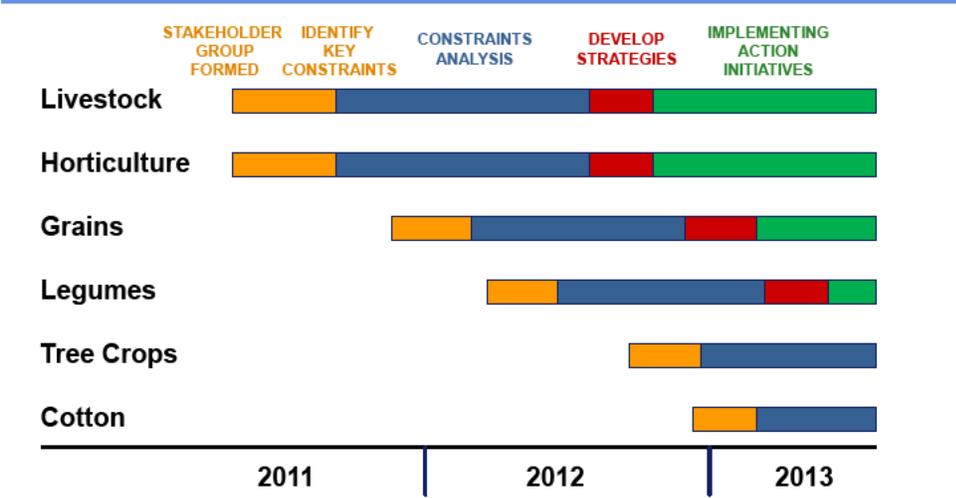
Technical assistance, through STTA support, will be provided for the participatory development and review of strategic plans developed in Y2, and for the implementation and monitoring of the action plans as well as training to build requisite organizational capacity in a given strategic focus area. The technical support will be provided to the organizations to implement the Action Plans at both national and provincial (and if warranted, at district levels) on the basis of assessed need and where impact will be greater for the organizations and Zim-ACP objectives. All the organizations have expressed the need for direct support for some of their own initiatives. As envisaged in the MOUs with the organizations, the support will be given if it will leverage buy-in and effective collaboration in the implementation of the action plan activities to achieve Zim-ACP objectives.

A number of localized and special interest farmers' organizations, such as Farming Syndicates and Women Farming and Agribusiness umbrella organizations, have emerged in the past year. Some have approached Zim-ACP for technical assistance. The technical assistance will be provided upon assessment of their organizational objectives, relevance, and administrative capacity and how the technical support will leverage advocacy and facilitate the attainment of the Zim-ACP objectives and PMP indicator targets.

Regarding CIGs, Zim-ACP will work with all six CIGs, namely Livestock and Meat, Cotton, Grains, Oilseeds, Horticulture and Tree Crops. See figure 1.1 for an illustration of the different phases of the work undertaken with the six CIGs. The focus will be on consolidating the commodity or cluster development approach and adoption of competitiveness strategies and management practices at firm and industry levels.

Zim-ACP will foster dialogue and advocacy for the various actors to have a commodity industry perspective and to embrace competitiveness instead of protectionist intervention by government. Through STTA support, information generated from the CIBER assessments of the CIG and end-market analysis studies will be used to guide the development and facilitate implementation of CIG competitiveness strategies essential for guiding medium to long term investment in the CIGs. Middle-level managers of agribusiness firms will be trained so that they are better informed and equipped to apply competitive management practices.

Figure 1.1: Phases of ACP Work Done with the Six CIGs



Zim-ACP will collaborate with the Confederation of Zimbabwe Industry (CZI) which is spearheading the adoption of the agricultural/agribusiness value chain or cluster development approach as a strategy for revitalizing the agro-processing and manufacturing industries that are facing viability challenges due to low capacity utilization, high costs of electricity, and unavailability of lines of credit with high cost for any credit availed.

In order to build sustainability, we will continue to link the training services providers, who were involved in the ToT and cascaded training under Component 3, with private training institutions offering short-term agriculture training such as Watershed College, Blackfordby College, etc. We will develop business links between these two groups and with farmers’ organizations in order to address training needs demanded by male and female members.

2.2.2.3 Activities

The activities to be implemented cover all the strategic focus areas outlined above and are designed to yield an improved enabling environment for the agribusiness sector. These will also address the indicator targets with special attention to gender equality and environmental protection.

Activity 1.1 Regulatory Review and Analysis for Competitiveness Enhanced

Activity Description: The regulatory research and analysis will be devoted to offering technical support and advice to ZCFU, ZFU, FACHIG, DOHOPA, MAPA, LMAC, HPC Task forces and other stakeholder organizations to implement their Advocacy Action Plans for (i) regulatory reforms which will enable effective participation in market opportunities being created through preferential trade areas and other global markets and (ii) stakeholder organizations to review, with technical support, sector wide policies/ administrative procedures/ regulations inhibiting competitiveness in local and potential regional markets. Specifically, the Livestock and Meat CIG will be advocating for (i) the review and enforcement of the Fencing Act, (ii) the development of Animal Welfare Act as animal welfare is an emerging competitiveness factor in global markets, (iii) a review of the governance and administrative procedures of the Department of Veterinary and Animal Production with respect to issuance and monitoring of import permits for meat products, veterinary inspection fees charged at abattoirs, deployment of more staff at border posts to improve on animal port health services, and review of lengthy processes and exorbitant charges for importing and registration of veterinary medicines. The Stockfeeds Manufacturers' Association (SMAZ) is advocating for review of the Act governing the manufacturing and trade in animal feed to make it tighter to protect buyers of the products from fake and or poor quality products. The SMAZ and the Zimbabwe Poultry Producers' Association (ZPA) are advocating for a review of acts and statutory instruments pertaining to food health standards to make them up-to-date with international practices and technology development. The Grain Millers' Association is advocating for establishment of statutory instruments to regulate quality of milled products.

Zim-ACP will explore opportunities and assist (i) the agriculture sector stakeholders to review their regulations as outlined in the 2012 -2032 Agricultural Policy Framework of the Ministry of Agriculture, Mechanization and Irrigation Development.

Counterpart: ZCFU, ZFU, CFU, HPC, LMAC, FACHIG, DOHOPA, MAPA, Parliamentary Portfolio Committee on Agriculture.

Cost:

Item/ Activity/Task/ Event	LOE (days)	Rate/Unit costs	Assumptions
External STTA 10 days x 2 qtr x 2 persons			Sandy Shapleigh and Alec Hansen to travel to Harare for 10 days over 2 quarters to mentor and guide regulatory review
STTA Resources persons for specific studies or tasks			Resource persons to undertake specialized tasks as per schedule or required by Shapleigh or Action Plan for regulatory review
Stakeholder consultative meeting for regulatory review			30 persons at each meeting costs of transport & meals
Workshop facilitator/admin resource person			One resource person/facilitator to facilitate or assist with presentation on some session
Technical support for development & implementation of Regulatory review Action Plan			Regulatory review work to be undertaken by firm

Outcomes and Outputs: Improvement and enhancement of the interaction between public, private, civil-society and academic sectors at provincial and national levels is envisioned through cooperation and collaboration on addressing constraints to competitiveness; improvement in administrative procedures and reduction in the cost of regulatory compliance.

Related Performance Indicator(s): 4.5.2-24, ACP 5, 4.5.2-11

Activity 1.2 Organizational and Representative Competences of Farmer Organizations Strengthened

Activity Description: The Zim-ACP will work with individual farmers' organizations to improve their management and governance so as to build and strengthen their organizational credibility, competences and effectiveness in representing members' interest, offering services to members to improve on productivity and advocate for improved business environment that fosters competitiveness at the producers' levels (i.e. district and provincial levels) and the whole agriculture sector. The activities will be focussed on six strategic focus areas, based on the organizations' Strategic Plans crafted in Y2. The six strategic focus areas are aimed at building or strengthening organizational competence, credibility and effectiveness of representative bodies of farmers, commodity associations and agribusinesses for evidence-based advocacy and dialogue for an enabling agribusiness environment that fosters competitiveness. These are:

1. Strengthening organizational governance and management to build credible representative bodies;
2. Enhancing service provision to members as a strategy for member mobilization;
3. Resources mobilization for self-sustaining organizations;
4. Enhancing advocacy and lobbying effectiveness in driving and influencing the policy environment through changes in policies, regulations and administrative procedures;
5. Gender mainstreaming; and
6. Mainstreaming environment in organizational activities.

Activities for strategic focus area 1- 4 are intended to facilitate Zim-ACP achieve its PMP indicators and targets while providing tangible benefits to the organizations. Specific activities to be implemented on each strategic focus area are outlined below.

ZFU, ZCFU, FACHIG, DOHOPA, MAPA, ZWPFT and commodity associations will be mentored, through bi-weekly meeting and STTA guidance, in implementing Actions Plans.

Organizational Governance and Management Strengthened

The organizational capacity assessment of ZFU, ZCFU, CFU, FACHIG, DOHOPA, MAPA revealed general weakness in governance and management (in particular ZFU, ZCFU, HPC), inability to meet operating costs (all unions, LMAC and HPC) as well over reliance on donor support (mainly ZFU, ZCFU, FACHIG). Technical support will be provided to the organizations to review and improve, if needed, their organizational structures to improve on governance, representativeness, as well as making the organizations lean for purpose of meeting operating costs.

Training on leadership and organizational development will be instituted to improve governance and management so as to build credibility, organizational competences and effectiveness for representing members' interests.

The organizations will be assisted to develop leadership development programs for youth and women so that they are equipped to contest for leadership and if elected to be effective in their roles.

Capacity for Service Provision Developed and Strengthened

Currently, all farmers' organizations and producer associations are struggling to attract and retain fee-paying members. Both current and prospective members are expressing that they do not see the tangible value of being members. It is envisaged that developing and improving services to members would motivate members to join and retain their membership thereby contributing to revenue generations for the organizations from subscriptions and fees.

STTA support will be provided to assess services needed by members and develop implementation mechanisms to be adopted by each union in offering these services on commercial basis as a strategy for raising revenue while supporting improvement in technical and organizational competencies of the members for improved productivity and effective participation in markets.

The organizational Action Plans of ZFU, ZCFU, DOHOPA and MAPA indicate need for technical support to (i) building capacity to negotiate and enter into contracts with training service providers for the latter to offer training to members on commission basis, (ii) establishing dispute resolution mechanisms for members aggrieved with service providers, (iii) development of business and marketing plans for potential value addition business venture, (iv) collecting and analyzing market information and timely disseminating to members,

All organizations will be assisted to upgrade or develop membership databases that will facilitate each organization reach out to all prospective and current members, especially women as well as apply the database in designing and targeting the services to be developed.

Technical support for strengthening producer associations in the cotton and tree crop CIG will be developed from the findings and recommendations of the CIBER Assessment studies to be commissioned in Year 3, Quarter 1.

Gender Mainstreaming Strengthened

A Gender Specialist will assist the organizations implement their Gender Action Plans designed to meet gender mainstreaming activities relevant to the needs of each organization.

The gender specialist will mentor the gender focal persons and leaders, who underwent training in gender mainstreaming, to implement the specific gender mainstreaming activities within each organization;

Advocacy and Lobbying Capacity Developed and Strengthened

As part of capacity building for advocacy and lobbying in Year 2, ZCFU, ZFU, DOHOPA, MAPA, FACHIG developed Advocacy and Lobbying Action Plans based on issues that they would proactively advocate for on behalf of their members. The issues cover policy or development strategies, regulations or

administrative procedures whose reform would improve the business environment in which members operate. Zim-ACP will provide technical support for the implementation of the Action Plans. Bi-weekly meetings will be instituted to assist and enable each organizations to proactively identify and follow-up on issues for advocacy.

Zim-ACP will use a hands-on mentorship advocacy program based on specific issues of concern to members. The program will be used to develop, guide and facilitate implementation of Advocacy Action Plans. It will include support for research and analysis to generate evidence-based position papers for submission to relevant bodies, including regulatory agencies, Ministries, local and provincial governments as well as other private sector entities, e.g. mines, inputs supplies, etc. Press reports and the events calendar issued by the SADC Parliamentary Support Trust on Parliamentary Portfolio Committee meetings will be used to identify opportunities for advocacy.

At district and provincial levels, Zim-ACP will engage the PAPST to facilitate the advocacy and lobbying for FACHIG, DOHOPA, MAPA as well as provincial leadership of ZFU and ZCFU.

Zim-ACP will continue to attend and participate in the meetings of the CIG associations to maintain contact and advise on opportunities for advocacy that arise from agenda items under discussion. This role could be tasked to the LTTA technical support to LMAC and HPC being proposed as discussed below.

Counterparts: CFU, ZFU, ZCFU, FACHIG, DOHOPA, MAPA (at national and provincial levels)

Cost:

Item/ Activity/Task/ Event	LOE (days)	Rate/Unit Costs	Assumptions
STTA for organizational leadership development			Local STTA to mentor unions
External STTA for development of services			STTA to travel to Harare for 10 days for study and development of services to be offered by organizations
STTA for mentor advocacy and lobby as per Action Plan of organizations			STTA for implementation of organizations' advocacy and lobbying Action Plans spending 2 days per organization per month over 4 quarters
STTA for mentor gender mainstreaming as per Action Plan of organizations			STTA for implementation of organizations' gender mainstreaming Action Plans spending 2 days per organization per month over 4 quarters
STTA for data base develop and implementation			Local consultant
Stakeholder consultative meeting in Provinces (Mash Central, Mat North & South)			30 persons at each meeting costs of transport & meals
Workshop facilitator/admin resource person			One resource person/facilitator to facilitate or assist with presentation on some session
Website development & hosting			8 organizations (ZCFU, ZFU, FACHIG, HPC (for MAPA & DOHOPA & other associations), LMAC

Technical support for development & implementation of Action Plan activities with Unions, Association			Support will be provided for each organization to implement Action Plan activities including printing costs for information
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Outcomes and Outputs:

- Organizational governance and management improved to building credible representative bodies;
- Service provision developed as strategy for member mobilization and retention;
- Enhanced farmer services embedded within agribusiness practices;
- Resources mobilization strategies for self sustaining organizations established; and
- Advocacy and lobbying strategies and action on specific issues undertaken to influencing the policy environment through changes in policies, regulations and administrative procedures.

Related Performance Indicators: ACP 2, 4.5.2-11, ACP 5

Activity 1.3 CIGs Private-Public Sector Dialogue Strengthened for Collective Action for Competitiveness

Activity Description: Zim-ACPs will enhance, through LTТА support, organizational and technical capacity of LMAC and HPC CIG Task Force Teams to generate evidence and disseminate, through policy briefs and other forums, information for public-private dialogue and lobbying and advocacy by each CIG and collectively, for improved agribusiness environment that fosters competitiveness.

The LTТА provided to HPC will focus on (i) the organizational development/strengthening of smallholder associations affiliated to HPC (inclusive of DOHOPA, MAPA, Negomo Syndicate, and other smallholder horticulture organizations); (ii) facilitate the development of industry-wide quality standards and code of conduct that facilitates smallholder horticulture producers access to high value horticulture markets and (iii) coordinate training and other support to association members and (iv) re-establish and update the collection and collation of trade and business data required for analyses and decision making by both the private and public sectors. HPC will be assisted to come up with strategies for facilitating coordination of smallholder producers to improve on production efficiencies, quality and economies of scale to be able to effectively and competitively participate in local and regional markets.

The LTТА seconded to LMAC will proactively identify research and analyze issues affecting the Livestock and Meat Industry, including marketing trend analysis for forward planning by the association affiliated to LMAC. One of the tasks will be develop a strategy for improving services to members so that they see value in paying their subscriptions to support LMAC.

STТА technical support will be provided for the development and establishment of the Joint Agriculture Forum also termed the Zimbabwe Initiative (or Partnership) for Improved Agricultural Productivity and Competitiveness (ZIAPC) being spearheaded by the Confederation of Zimbabwe Industries (CZI). The JAF is envisaged as mechanism for coordinating the various agribusiness representative bodies and a platform for private-public sector dialogue on issues affecting the agribusiness sector and develop consensus on strategies for improving the productivity and competitiveness of the various CIGs at production, processing and marketing levels to better able to exploit agribusiness-related opportunities in the country, region and globally.

CIGs will be guided through periodic STTA support in the development and implementation of competitiveness strategies for their industries and firms. The strategies will guide future market development and investments for the growth of the CIGs as well as enhancing competitiveness factors such as quality assurance systems.

Zim-ACP will attend scheduled meetings of the LMAC and HPC and those their affiliated associations to maintain contact and take opportunities for technical advice on issues arising from agenda items under discussion as well as monitoring the progress they will be making in undertaking advocacy.

Counterpart: HPC, LMAC, Cotton, Tree Crops and Grains and Legume CIG and affiliated associations, CZI.

Zim-ACP will partner with Zim-AIED in coming up with the specific actions that add value to both Zim-ACP and Zim-AIED support to the smallholder horticulture at association and producer levels, respectively.

Cost:

Item/ Activity/Task/ Event	LOE (days)	Rate/Unit Costs	Assumptions
External STTA (Alec) 10 days every qtr			Alec Hansen to travel to Harare for 10 days every 2 months to mentor organizations & CIGs on implementing competitiveness strategies
STTA Resources persons for specific studies (e.g., CIBER) or tasks Tree Crop & Cotton CIBER anticipated			Resource persons to undertake specialized tasks as per schedule or required by ALEC or JAF
Task force/Stakeholder consultative meeting			20 persons at each meeting costs of transport & meals
Workshop facilitator/admin resource person			One resource person/facilitator to facilitate or assist with presentation on some session
Technical support for development & implementation of activities with Association, CIGs & JAF, printing & distribution of policy briefs			For development of standard meetings etc, JAF institutional development costs

Outcomes and Outputs:

- Improved research and understanding of the enabling environment surrounding key value chains.
- Increased opportunity for public private dialogue around key enabling environment issues.
- Strengthened industry representative organizations.
- Increased use of Public Private Partnership investment model.

- Critical constraints to strategic value chains identified and developed for business action.
- Agribusiness partnerships supported to innovatively address constraints.
- Improved availability and communication of market information between value chain stakeholders.
- CIG Competitiveness strategies crafted and implemented.

Related Performance Indicator (s): ACP 2, ACP 5, 4.5.2-11

Activity 1.4 Improved Capacity for Policy Research, Analysis and Evidence-based Advocacy

Activity Description: In Y3 the focus for the capacity building will be on competitiveness analysis and synthesizing research finding into policy briefs to be distributed to stakeholders as information and for advocacy and lobbying on specific issues. Skills for competitiveness analysis will be built around the development of competitiveness strategies and the application of competitiveness management practices focusing on participants in middle-level management position in private sector agribusiness firms. The training will be done through the STTA providing guidance in the development and implementation of competitiveness strategies.

Policy research and analysis for evidence-based advocacy will be based on the research findings of background studies, CIBER Assessment studies and topical issues under consideration by the various CIGs. SOW of incoming external STTAs will include facilitating capacity building workshops to build knowledge and skills for (i) value chain constraints analysis, (ii) regulatory review for competitiveness, (iii) costs modeling for impact analysis of proposed changes or reforms in policy/regulations/administrative procedures and (iv) synthesizing economic analysis papers into position papers for advocacy. This approach is cost-effective and recognizes that incoming external STTAs have skills and expertise that may be unavailable in Zimbabwe.

The capacity building activities will be decentralized to capture participants from the provinces.

Departments of Agricultural Economics and Agribusiness at University of Zimbabwe, Chinhoyi University of Technology, Bindura and Great Zimbabwe Universities have expressed interest in participating in and collaborating with the Zim-ACP capacity building program for policy analysis, research and evidence-based advocacy. Their interest involves running short-term training workshops and graduate student research. This presents an opportunity to institutionalize the capacity building program. However, modalities of the collaboration need further consideration as these are state universities.

Counterpart: ZFU, ZCFU, CFU, FACHIG, DOHOPA, MAPA, Departments of Agricultural Economics, SERA/ZEPARU.

Cost:

Item/ Activity/Task/ Event	Assumptions
STTA Resources persons	1 training workshop per QTR Material preparation: 4 days Presentation at training: 4 days Report writing/follow-up: 2 days
Workshop training expenses & material	30 persons for each w/shop

Workshop facilitator/admin resource person		One resource person/facilitator to facilitate or assist with presentation on some session
Technical support for development & implementation		For development of standard meetings etc.

Outcomes and Outputs: A cohort of up to 100 persons drawn from technical units of farmers’ organizations, academic and research institutions as well as independent consulting firms would have their skills and knowledge to undertake competitive analysis, synthesize research findings into policy brief and present these at technical meetings for advocacy and lobbying, developed.

Policy issues identified and analyzed systematically

Evidence-based policy brief drafted and circulated to relevant forums and stakeholders.

Related Performance Indicator (s): 4.5.2-24, 4.5.2-7

2.2.3 COMPONENT 2: IMPROVING MARKET INFRASTRUCTURE AND INSTITUTIONS

Objective: Improved Market Institution Infrastructure and Institutions

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

ACP 3 Increase in client coverage and/or customer outreach of supported market facilitation institutions/organizations: Target

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. Target: 4
- Stage 2. Target: 4
- Stage 3. Target: 4

2.2.3.1 Background

The thrust of Zim-ACP Component 2 is to support the re-building and strengthening of both financial and non-financial market institutional infrastructure that smoothen market functions and agribusiness services that foster competitiveness in the overall agricultural sector in Zimbabwe. The Concept Note on C2 thrust discussed with USAID set the direction for the activities to be implemented. Consultations with the national institutions responsible for SPS, food standards, quality assurance systems and accreditation (that is SAZ, Plant Protection Institute, Dairy Services, SIRDC, SADC Accreditation Services (SADCAS) and the multi-sectorial SPS Committee), and the stakeholder consultative processes through the CIBER Assessment studies, in Quarter 3 of Year 2, confirmed the market institutional infrastructure needed to smoothen market functions. The existing situation can be characterized by (i) absence of reliable market information systems, (ii) dearth of financial services to support marketing activities of 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. The non-financial market institutional infrastructure includes commercial rules and regulations (such as property rights, contract enforcement, regulatory mechanism for anticompetitive behavior), market information systems, market coordination through commodity exchanges and warehouse receipt systems. The financial market institutional infrastructure includes support for development or improvement of information, technologies, rules and standards that enable financial intermediation such as insurance, credit information or clearance bureaus and credit guarantee schemes.

Competitiveness requires the CIG players to benchmark their production systems and products to internationally accepted good agricultural practices, quality standards, assurance and accreditation systems. Zim-ACP will work with the CIG representative bodies of farmers, commodity associations and agribusinesses to adopt these and improve on their systems. In this regard, Zim-ACP will provide technical support to enhance the capacity of national institutions responsible for SPS, food standards, quality assurance systems and accreditation.

Collaboration with USAID-Supported Partners and Initiatives

In collaboration with USAID/Zim-AIED, provide technical support to the HPC to work with horticulture stakeholders to develop (i) industry wide-accepted standards linked to international standards and quality assurance schemes and (ii) industry-wide code of conduct for the production and procurement of horticulture produce for the local market. Both are intended to guide and improve smallholder effective and competitive participation in the local horticulture markets. The code of conduct is intended to moderate the conduct of the producers, wholesalers and retailers to reduce tendencies that disadvantage smallholder producers in marketing their produce. The technical support will include updating existing manuals to incorporate new information on standards and making them smallholder friendly. Zim-ACP will review opportunities to work with USAID supported tools provided in conjunction with the International Trade Centre for StandardsMap, TradeMap and ProductMap.

In collaboration with Land o' Lakes provide technical support to the National Association of Dairy Farmers (NADF) and the Zimbabwe Dairy Industry Development Trust (ZDIDT) to upgrade the production manuals to incorporate new information on quality standards for the production and marketing of milk to guide smallholder dairy producers. Zim-ACP will be collaborating with Land o' Lakes.

2.2.3.2 Overall Approach

Zim-ACP will base activities on (i) the expressed needs by the respective CIGs representative bodies, (ii) consultative discussions with national institutions responsible for SPS, food standards, quality assurance systems and accreditation; and (iii) findings and recommendations of studies initiated in Q3, namely (a) the capacity assessment of existing institutional infrastructure for SPS and quality assurance management and control inclusive of laboratory facilities for testing for food safety, animal and plant health compliance with SPS standards in regional and key export markets; and assess investment needs for enhancing the private sector capacity to undertake food safety, animal and plant health controls and (b) capacity assessment of livestock identification, traceability and improvement systems. Zim-ACP will consult HPC, LMAC and their respective Task Forces, the Standard Association of Zimbabwe (SAZ), Livestock Identification and Traceability Trust (LIT) and the SADC Accreditation Services (SADCAS) in

developing and implementing the activities for improving SPS, Quality Assurance, food standards and related training programs that are needed to improve the human resource technical capacity and knowledge and awareness by producers.

Where needed, specific studies will be commissioned to undertake technical and financial viability assessment of selected market institutional infrastructure and business development services identified as needed by the stakeholders. The study findings would provide the basis for technical support and action planning for the provision of the services as well as developing investment plans to guide private sector entities that may have interest in undertaking such investments.

2.2.3.3 Activities

Activity 2.1 Market Institutions for Standards Strengthened

Activity Description: Support will be given to strengthen SPS, food standards, quality assurance, traceability and accreditation systems so that they are credible and provide services that facilitate competitiveness of crop, horticulture and livestock produce and products in domestic, regional and global markets. On the basis of the MOU signed with the Standards Association of Zimbabwe (SAZ), Zim-ACP will collaborate with SAZ in facilitating the Stockfeed Manufacturers’ Association, Grain Millers’ Associations, Livestock Industry and HPC in the development or updating of industry standards for manufacturing of animal feed, maize meal and including pet food; production and marketing of meat (poultry, pigs and beef) and horticulture produce.

Support will be given for selected information dissemination and stakeholder consultative activities of the multi-sector SPS Committee and SADC Accreditation Services (SADCAS) in Zimbabwe.

The CIG commodity association, training services providers and relevant national institutions will be supported to design/develop and offer training programs aimed at enhancing the knowledge and skills of male and female smallholder producers in SPS, food standards, quality assurance systems and accreditation.

Counterpart: The counterparts will be Standards Association of Zimbabwe (SAZ), the national multi-sector SPS Committee, SADC Accreditation Services (SADCAS) and the respective commodity associations under HPC and LMAC.

Cost:

Item/ Activity/Task/ Event	Assumptions
CCN STTA & team leader study	
Study Expenses	
Training by the ITC on Standards Map and the other ITC tools	Lodging and travel only
Standards Quality Infrastructure Expert	Diane Thompson, international quality infrastructure expert
STTA from PTL on Standards integration and strengthening in conjunction with ITC and standards	Anne Simmons-Benton

infrastructure expert		
CCN STTA technical support		Technical support to each organization
Stakeholder consultative meetings for findings dissemination		One morning
Technical support for development & implementation		For development of standard meetings etc

Outcomes and Outputs:

- Improved knowledge of the standards by male and female smallholder producers.
- Areas for technical support and investment to revamp SPS, food standards, quality assurance systems and accreditation to be identified and developed, respectively.

Related Performance Indicator(s): ACP 4, ACP 3

Activity 2.2 Agricultural Market Information Systems of Organizations Developed and Strengthened

Activity Description: Much of the effort will be invested in assisting the farmer organizations to improve collecting information on their male and female 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, we will look at innovations in technology to support this function, where appropriate.

The study on farmers’ market information needs commissioned by Technoserve will be used to inform any activities to be implemented.

Counterparts: ZFU, ZCFU, FACHIG, DOHOPA, MAPA, Technoserve, ESOKO service provider.

Cost:

Item/ Activity/Task/ Event		Assumptions
CCN STTA & team leader study		
IT expert to review infrastructure possibilities for innovation		Jessica Heinzelman
Study Expenses		
CCN STTA technical support		Technical support to each organization
Stakeholder consultative meetings for finding dissemination		One morning
Technical support for development & implementation		For software acquisition

Outcomes and Outputs:

- Improved services to male and female members.
- Male and female members better informed of market development and making market-informed production and marketing decisions.
- Organizations better informed of male and female members’ production activities and performance thereby able to come up with up-to-date advice to the male and female members and well-informed advocacy and lobbying positions.

Related Performance Indicator(s): ACP 4, ACP 3, 4.5.2-11

Activity 2.3 Agricultural Commodity and Warehouse Receipt Systems Reviewed and Area of Support Identified

Activity Description: The study to assess the technical and financial feasibility for re-establishing and operation of Warehouse Receipt Systems and Grain Commodity Exchange in Zimbabwe will provide a basis for dialogue on the subject of the appropriateness, relevance and political feasibility of a grain commodity exchange in Zimbabwe and Warehouse Receipt. Male and female stakeholders and partners in the Grain and Legume Commodity Industry Groups will be better informed of the operations of grain commodity exchange and Warehouse Receipt Systems if these are to be established. The study results will thus provide information to private sector entities with interest in investing in and operating grain brokerage.

Counterpart: GMAZ, SMAZ, LMAC, ZFU, ZCFU, CFU, SATH, private grain traders.

Cost:

Item/ Activity/Task/ Event		Assumptions
External STTA & team leader study		Duke Buruss, DAI Warehouse receipts expert
CCN STTA		
Study Expenses		
Stakeholder consultative workshop for finding dissemination		One morning

Outcomes and Outputs:

- Political and technical feasibility of grain brokerage systems established.
- Design of Commodity Exchange and Warehouse Receipt System to accommodate participation of numerous and widely dispersed small holder producers considered.

Related Performance Indicators: ACP 4, ACP 3, 4.5.2-11

Activity 2.4 Financial Market Infrastructure Supported

Activity Description: The Agricultural Finance Working Groups (AFWG) will implement Action Plans developed through a consultative process of male and female stakeholders in the agricultural finance value chain. The Action plan covers activities to support development or improvement of information, technologies, rules and standards that enable financial intermediation such as insurance, credit information or clearance bureaus, credit guarantee schemes as well as possible review of the respective regulatory frameworks. Financial services providers will be supported to collaborate with Unions and producers associations, notably DOHOPA and MAPA to develop databases of male and female members that can be used for credit referencing and rating. The credit bureau services will be piloted.

One specific activity to be supported is the developing value chain financing guideline or manuals that provide information on specific commodity value chains specifying financial requirement for investing in the production, processing and market of a given commodity. This is an essential service for male and female farmers. The agribusiness units regard this as a public good investment hence no individual bank is willing to invest in the collation of the available information. More importantly, the agribusiness units see need to standardize the information and build their own capacity to improve service provision to male and female farmers.

The recommendations of the Weidemann Associates Study directed at Zim-ACP will be incorporated in the Action Plan.

Counterpart: Agribusiness Units of Private sector banks, DOHOPA, MAPA, ZCU, ZCFU, CFU, LMAC, HPC

Cost:

Item/ Activity/Task/ Event	Assumptions
STTA Resources person for training	1 training workshop per QTR Material preparation: 4 days Presentation at training: 4 days Report writing/follow-up: 2 days
Workshop training expenses & material	30 persons for each w/shop
Workshop facilitator/admin resource person	One resource person/facilitator to facilitate or assist with presentation on some session
Technical support for development & implementation of value chain support materials and database for credit bureau rating and referencing	

Outcomes and Outputs:

- Mechanisms developed and put in place to reduce risks of lending.
- Improved provision and access to agribusiness finance.
- Producers' organizations better organized to coordinate and monitor members borrowing performance.
- Agribusiness Units better equipped in offering financial services to farmers.

Related Performance Indicators: ACP 4, ACP 2, 4.5.2-11

Activity 2.5 Business Development Services Providers Strengthened

Activity Description: In FY3, Zim-ACP will build the capacity of private training institutions and membership organizations to improve training service delivery to agribusiness enterprises. Specifically Zim-ACP will support training institutions and build their capacity to deliver trainings across the country through a business relationship with membership organizations and Zim-ACP certified trainers. The program will help these to expand their curricula, putting emphasis on Farming as a Family Business, organizational development and other business planning and management areas. Zim-ACP will also help training institutions to establish outreach programs so that they reach out to a greater number of clients. This will be achieved through development of outreach strategies and linking accredited trainers to the institutions. The program will also conduct ToTs for male and female institutional staff to build the capacity of these to train and coordinate training activities conducted at institutions and through outreach programs.

Counterpart: Blackfordby College, Watershed College, Women's University in Africa, Africa University, Fambidzanai Training Centre, ZFU, ZCFU, DOHOPA, MAPA, Accredited Trainers

Cost: \$45,000

Outcomes and Outputs:

- Improved training services delivery through a business relationship between membership organizations, training institutions and Zim-ACP accredited trainers.
- Increased organizational capacity and credibility of membership organizations to mobilize male and female members, resulting in increased membership.
- Improved consultancy and training service delivery to male and female smallholder farmers by Grow Zimbabwe consultants.

Related Performance Indicators: ACP 4, ACP 3, 4.5.2-11

Activity 2.6 Business Services Provision to the Agricultural Industry Improved

Activity Description. A study conducted by Zim-ACP to assess the capacities of BSPs in the livestock and animal health sectors in FY2012 showed that there are significant business management skills gaps, mostly in provincial and district level BSPs that constitute the distribution networks of manufacturers and importers of livestock and animal health products. Since the same distribution networks cater for other agricultural inputs (fertilizers, seeds, agro chemicals etc), the identified business gaps also affect efficiencies in the distribution of all the other agricultural inputs and services. To address identified planning and business skills gaps, Zim-ACP will develop the capacity of higher level input suppliers to train downstream businesses dealing in their products in doing business through ToTs programs. Zim-ACP will also link input suppliers to training institutions for efficient delivery of trainings to dealers at provincial and district levels. Input dealers will be grouped in accordance to their levels and needs for training and technical assistance to enable relevant and targeted support to be provided. Training provided by higher level input suppliers will not only provide firms at provincial and district levels with product knowledge, but will also sharpen their planning and business management skills, hence improving their

competitiveness. Zim-ACP will also provide TA to specific agricultural BSPs to increase growth and expansion of services delivery to the agricultural sector in Zimbabwe.

Counterpart: BSPs, Blackfordby College, Watershed College, Women's University in Africa, Africa University, accredited trainers

Cost: \$25,000

Outcomes and Outputs:

- Improved service delivery by agricultural dealers at provincial and district levels to end users of agricultural inputs, who are mostly male and female farmers.
- Improved planning and business skills at the distributor network level of higher level input suppliers.
- Increased profits and employment levels for high growth potential BSPs receiving TA support from Zim-ACP.
- Increased ability to leverage financial resources from other sources by BSPs receiving support from Zim-ACP.

Related Performance Indicator(s): ACP 4, ACP 3, 4.5.2-11

Activity 2.7 Capacity of Livestock and Animal Health Service Providers to Offer Services and Communicate Improved

Activity Description: The capacity assessment of livestock and animal health BSPs that was conducted by Zim-ACP in FY2012 recommended the following support as needed to improve service delivery in the agricultural industry:

- Access to finance - Access to credit was identified as one of the major constraints to growth and expansion among input suppliers in the agricultural industry. However, the study revealed that, although limited, credit facilities with reasonable terms and conditions are available in the country, and these can be accessed by BSPs servicing the agricultural sector.
- Improved communication between BSPs and their customers – Poor communication from input suppliers to dealers and then end users of products and services was identified as a key constraint to service delivery. Cell phone technology is an excellent vehicle for managing the gap in communication and building a stronger customer base through direct and more frequent communication between input supplier and customer. Cell phone messages can be designed to improve male and female farmers' access to technical information and to drive product sales. For example, messages can be transmitted to a large number of male and female customers for delivering calendar based technical information such as timely information for treating livestock for parasites or notifying customers of new products, discounts, or local training provided by the input supplier.

Therefore, Zim-ACP will offer support that is tailored for improving access to finance by BSPs and improving communications between the BSPs and their customers

Counterpart: AFWG, Banks, Zim-AIED – AgriTrade, Microfinance Institutions, Technoserve, Cell phone service providers



Outcomes and Outputs

- Improved access to finance by BSPs in the agricultural sector.
- Improved communication and dissemination of technical and other business related information from BSPs to dealers and end users of products and services.

Related Performance Indicators: ACP 4, ACP 3, 4.5.2-11

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

Objective: Improved Agro-business Development Services, Agro-business skills and Agro-Production and Productivity.

- 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. Target: 6,000
- 4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training. Target: 120
- 4.5.2-11 Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance. Target: 6,000
- 4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources. Target: 7,500

TRAINING STRATEGY

Background

Over the past 19 months, Zim-ACP's training strategy hinged on creating and developing a marketplace for training services, and stimulating demand for fee based agribusiness training. Specifically, the program aimed to increase the capacity of private sector business development service providers to deliver demanded trainings to agribusiness enterprises across the country. During the period FY2011 to FY2012, the greatest demand for training was at the producer level, when compared to other levels of the agricultural value chain. This demand is explained by the demise of the large scale commercial farming sector over the period 2000 to 2010, and emergence of a large number of new male and female small scale producers with neither knowledge nor experience to operate commercial enterprises. These new farmers require both business and technical trainings, among other things, to be able to lift production levels and earn significant income from agriculture. Therefore, training offered by private sector BDSPs was aimed at equipping agribusiness enterprises with essential business knowledge and skills to be able to conduct business at a level that maximizes the benefit of having a sound policy and regulatory framework and sound market infrastructure that facilitate efficient exchange of agricultural commodities. The achievements of the program over the 19 months period were:

Creation of a cadre of business master trainers: Zim-ACP conducted ToTs in training methods and tactics and in specific business areas, hence developing the training skills of 101 (62 male, 39 female) independent trainers and 44 (27 male, 17 female) trainers from membership organizations. Of the 145 trainers that were trained, 60 (39 male, 21 female) were accredited and shortlisted to collaborate with Zim-ACP to cascade trainings to agribusinesses across the country. However, less than 50% of the accredited trainers proceeded to cascade trainings as others had no capacity to organize trainings. Going forward, Zim-ACP sees an opportunity of linking accredited trainers into a training business model, involving accredited agribusiness training institutions and membership organizations. Excelling training consortia will be provided TA to register and operate training businesses.

Stimulation of demand for trainings: Zim-ACP stimulated demand for training through provision of a subsidy to business enterprises. The subsidy, which started at 90% in FY 2011, was gradually reduced to 60% by the first half of FY 2012 and then phased out completely by the end of the fourth quarter of year 2. Now that effective demand for training has been stimulated through subsidies, business training services can, now, be more effectively delivered at a fee by membership organizations through a business relationship with agribusiness training institutions.

Development of a gender focused Farming as a Family Business (FaaFB) manual: Zim-ACP developed a gender focused FaaFB manual to close a gap in agribusiness training materials that was identified on the local market. The manual has been widely accepted by stakeholders, who include USAID partners involved with developing the business skills of farmers, NGOs and private training institutions. In FY2013, Zim-ACP will work towards accreditation of the manual so that it receives wider recognition and acceptance by players in the agriculture and agribusiness industry.

Training Strategic Focus for FY 2013

In FY 2013, Zim-ACP will drop cascaded training, and training will be completely integrated into components 1 and 2 of the program as shown in Annex 6.3.

The strategy will specifically focus on building the capacity of BDSPs to deliver agribusiness services to players in the CIGs that Zim-ACP is focusing on. Training will be delivered through a business relationship forged between membership organizations and training institutions and Zim-ACP accredited trainers. Training activities will specifically be targeted at:

- Enhancing organizational effectiveness and accountability of farmer unions, commodity associations and agribusiness associations through leadership and management skills development.
- Developing the analytical and evidence based advocacy capacity of stakeholders, with the ultimate goal of improving the enabling agribusiness environment for male and female farmers, agribusinesses and investors.
- Developing the capacity of membership organizations to offer fee based training services to male and female members and non-members of the organizations.
- Improving planning and business skills at enterprise level so as to improve business efficiencies in agricultural markets, developing and applying improved technologies and enhancing the capacity of market institutions.
- Increasing the capacity of private training institutions, membership organizations and wholesale input suppliers to deliver demanded business trainings to agribusinesses across the country.

- Facilitating increased access to business trainings by agribusiness enterprises, including agribusiness service providers, marketers, producers etc.
- Supporting private training institutions to establish outreach programs and offer quality services to their male and female clients by linking them to a pool of Zim-ACP certified trainers.
- Supporting private training institutions to improve their capacities to deliver business modules through ToTs, training methodology development, curricula development and availing training materials.

Fee Based Training Service Provision Through A Business Relationship Between Membership Organizations and Training Institutions

As part of efforts to improve service delivery to their male and female members, membership organizations will forge business relationships with agribusiness training institutions for offering training services to their male and female members. In this relationship, membership organizations that have signed MOUs with Zim-ACP will provide a body of organized male and female trainees, whilst training institutions will deliver demanded trainings. To further stimulate demand for training, membership organizations will be encouraged to professionalize their organizations and require their members to undertake certain modules before they can be accredited as full members. Membership organizations will also require that their male and female members be trained by accredited institutions for them to be recommended for credit rating and accessing finance, be recommended for farming contracts and be recommended for other inputs programs. All trainings will be fee based, and the training institutions and membership organizations will agree on a profit sharing mechanism. For example, the partners can agree that 10% of profits will go to the membership organization whilst the training institutions retain 90% of the generated profits. This relationship will help training institutions to reach out to more male and female clients and increase their profits, whilst membership organizations benefit through increased membership and money raised through the business relationship for their organizations. Membership organizations and training institutions will also agree that training institutions will deliver trainings at favorable rates to those enterprises that seek to access training through training events that are organized by membership organizations.

Fee Structure for Members and Non-Members

Membership organizations and training institutions will agree on a training fee structure which is skewed in favor of paid up members of agribusiness organizations. For example, if members are being charged \$30 to access training, non-members may be required to pay \$40 to access the same training. This should assist membership organizations in two ways as follows: i) They will raise more money from non-members who access trainings which is organized by membership organizations ii) More people will see value in joining membership organizations as they will be able to access regularly organized trainings at lower fees.

Building Business Development Service Providers' Capacity for Effective Training Service Delivery

For effective delivery of training services to agribusiness enterprises, Zim-ACP will develop the training capacity of private agribusiness training institutions and facilitate a business relationship between these and membership driven organizations that have signed MOUs with the program. A study conducted by Zim-ACP in FY2011 revealed that a significant number of private sector training institutions are present

in Zimbabwe, and these are mostly offering technical trainings to their male and female clients in the agribusiness sector. However, only a few of these offer business related trainings alongside technical trainings. As a result, many agribusiness enterprises in Zimbabwe are managed by people who possess reasonable technical competencies in agriculture but lack the business management and leadership skills and tools to support business strategy, execution and management. Sound business management and leadership skills are critical for stimulating innovation, and have far reaching impacts on activities across the agribusiness value chain. The leadership and management skills gap at enterprise level must be addressed to ensure that private and public agricultural development investments translate into improved incomes and jobs creation for Zimbabwe's agro based economy. Private sector training institutions and other agribusiness institutional players can effectively and efficiently address the gaps if they are supported with technical assistance for capacity building to improve training service delivery.

Zim-ACP will support realignment of the training strategies of training institutions so that they adopt a two pronged approach, focusing on both residential and outreach program trainings. The outreach strategies will be based on a business link between training institution, membership organizations and certified trainers developed by Zim-ACP between FY2011 and FY2012.

Developing the Capacity Of Input Suppliers to Train and Support Their Distribution Network Dealers

¹A recent study conducted by Zim-ACP to assess the capacities of BSPs in the livestock and animal health sectors showed that there are business management skills gaps, mostly in provincial and district level BSPs that constitute the distribution networks of manufacturers and importers of livestock and animal health products. Since the same distribution networks also stock other agricultural inputs such as fertilizers, seeds, agro chemicals and agricultural equipment, the business gaps identified through the Zim-ACP study will affect efficiencies in the distribution of these other products as well. To address identified planning and business skills gaps, Zim-ACP will develop the capacity of higher level input suppliers (manufacturers, importers, distributors, wholesalers) to train lower level businesses dealing in their products in doing business through ToTs programs. Firms constituting the distribution networks of manufacturers and wholesalers will be grouped in accordance to their levels and needs for training and TA to enable relevant and targeted support to be provided. Training provided by manufacturers, importers and wholesalers of agricultural inputs will not only provide firms at provincial and district levels with product knowledge, but will also sharpen the planning and business management skills of these, hence improving their competitiveness.

2.2.5 GENDER

The Zimbabwean society is still characterized by high gender inequality. Women often do not have the same level of education as men do and this perpetuates the distinction. Gender inequality impacts negatively on income distribution, access to ownership of economic resources and participation in political and other decision-making processes. Economic control and ownership is still male-dominated and women are still under-represented and less influential in decision making positions. Patriarchal values are still dominant in all social and cultural spheres of life. Gender discriminatory regulations and provisions still exist. Despite the constraints and challenges, a number of positive developments have taken place within the Gender Sector. The government has shown commitment by developing a National

¹ Capacity assessment and action planning for BSPs in the livestock and animal health sector.

Gender Policy and by reviewing some of the restrictive and gender insensitive laws. The challenge remains one of turning these gains into real transformational change.

The agriculture sector provides a real opportunity for transformational change given the extensive participation of women in all aspects of agricultural production. The mainstreaming of gender into the program is an integral part of the strategy for sustainable agricultural and rural development and economic growth in addition to promoting gender equality.

Zim-ACP has put in place and will continue to refine procedures and systems to ensure that gender mainstreaming becomes intrinsic in how Zim-ACP operates. Measures in place include requiring that all services contracts, subcontractors (researchers, trainers, facilitators etc) demonstrate gender mainstreaming in the work to be performed. Procedures for data collection, analysis and reporting, developed for the program, require that all statistical data is sex-disaggregated, reflecting women's and men's participation in program activities.

In Year 2, substantial ground work was done towards capacity-building partner organizations to mainstream gender in their policies, programs and activities. Gender mainstreaming in the organizations is aimed at promoting gender equality and sustainable agriculture and rural development. In Y2 Gender focal persons and leaders from unions, commodity and trade and business associations were trained in gender mainstreaming. Action plans were developed by the organizations on how they would mainstream gender. A gender manual that was developed in year 2 will be availed in Y3 for the organizations' reference and use during their gender mainstreaming efforts. In Year 3, Zim-ACP will work closely with the partner organizations and provide STTA support to mentor the trained focal persons and leaders from unions, commodity and trade and business associations to implement the gender mainstreaming plan in their organizations. Zim-ACP will monitor and report on gender mainstreaming milestones by the partner organizations.

ACP will collaborate with women leadership in farmers unions, commodity and agribusiness associations and work with other gender-focused organizations to organize a Women in Agribusiness Conference. The conference will be aimed at changing women's attitude and mindset and demonstrating that women can do it. The conference will showcase successful women businesses locally and in the region; allow for sharing of information on the stakeholder organizations, the benefits they provide and benefits of networking for women in business; identify and expose services that are available to women e.g. sources of finance, sources of information, sources of business skills training; Identify technology gaps for women farmers and associations and sharing ideas about addressing these through training programs.

In Year 3 ACP will continue mainstreaming gender in program activities. These efforts are summarized below.

Regulatory Review and Reforms

Following the advocacy training conducted in Year 2, in Y3 ACP will work closely with ZCFU, ZFU, FACHIG, DOHOPA, MAPA, LMAC and HPC encouraging identification of policies, regulations and practices that are burdensome; and provide technical assistance for research to generate the evidence for effective advocacy messages to improve competitiveness of the agriculture private sector. In generating evidence to support the advocacy agenda, extensive consultations will be conducted to get the views and input of men, women, and youths across all the stakeholder groups affected by the regulations.

Strengthening Commodity Industry Groups for Evidence-based Advocacy

CIBER assessment will be extended in Y3 to include the tree crops and cotton Commodity Industry Groups (CIGs). ACP will provide technical support to work with various players in the tree crops (banana, academia, tea, coffee) and cotton value chains to (i) identify and dialogue on issues and constraints facing the sector, (ii) prioritize constraints and proposed interventions, including regulatory reforms (iii) undertake applied economic analysis to assess economic impact of proposed reforms to generate the evidence for advocacy; (iv) synthesize the evidence into position papers for advocacy for improved business environment supportive or facilitative of competitiveness of the commodity value chains. In conducting the CIBER assessments, the consultants will ensure that the concerns and experiences of both men and women are captured and incorporated in the findings and recommendations for reforms, presented to authorities.

Strengthening Organizational Competence

In this activity an STTA will help identify services needed by male and female members of unions, commodity associations and trade and business organizations and develop implementation mechanisms to be adopted by each union in offering services on a commercial basis as a strategy for raising revenue. The technical assistance for membership services development will require that appropriate services are identified to serve the needs of and are affordable to male and female members. The services will be designed to contribute towards increased productivity and effective participation in the market by members (male, female, small scale, large scale).

STTA support will be provided to put in place a system to collect, collate and make available, membership details of farmers unions, commodity associations and agribusiness organizations and capacity-build the organizations on management of the system. The database [containing personal details (sex, age etc), geographical location, land size, crops grown, livestock details etc, membership status (paid-up, in arrears)] will serve the programming needs of farmers unions, commodity and agribusiness associations as well as partner organizations and allow for monitoring of numbers of various categories of members (men, women, youths) at various geographical locations to inform recruitment drive and provision of targeted service provision.

The consultant will be expected to consult with the stakeholder organizations and make recommendations on strategies to incorporate more women as individual owners (many widows still have memberships in their husband's names), as spouses (ensuring that both members of a family can receive benefits of membership) and growing women's participation. This will include work with the stakeholder organizations to look at increasing membership for women through innovative fee structures – such as a family rate for no additional cost.

ACP will organize training in leadership and organizational development aimed at improving management and governance (accountability, discipline, transparency, fairness etc) in the organizations. The training will target men and women in leadership structures from club, district, and province to national level. The training will be aimed at equipping men and women with leadership skills so that they can discharge their duties effectively and hold each other accountable. The training will include a session on gender equality where the need to create opportunities and nurture women to be credible leaders will be discussed. The trainings will be decentralized to encourage women to attend.

Leadership training workshops will also be organized for women, who are typically found in the lower levels in the leadership hierarchy of partner organizations. Training workshops will be organized aimed at

capacity-building women to play an active role in associations as leaders and members. The women's session will create awareness on

- Role of association (voice).
- Role of women business association.
- Importance of association to women.

The workshop will draw local and regional achievers to speak on the role of women in associations and to share experiences and best practices.

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

Zim-ACP plans to continue with training staff (male and female) from the technical and economic units of farmers unions, commodity and agribusiness associations, research and academic institutions on Policy Analysis, Research and Evidence-based Advocacy to equip them with skills to undertake competitive analysis, synthesize research findings into policy briefs and present these at technical meetings for advocacy and lobbying. In Year 3, the training of the team will include a session on gender mainstreaming. This is designed to equip the staff with knowledge and skills to incorporate gender issues in their work on policy analysis, research and evidence-based advocacy.

Improving Market Institutional Infrastructure

In Y3, the thrust of ACP's Component 2 will be to support the rebuilding and strengthening of both financial and non-financial market institutional infrastructure that smoothen market functions and agribusiness services that foster competitiveness in the overall agriculture sector in Zimbabwe. Capacity assessment and feasibility studies leading to Action Plans for development of viable market infrastructure, institutions and services will incorporate gender as a factor in determining the needs for these services and how to be sure that both women and men can take advantage of these. ACP will ensure that the concerns and experiences of both male and female, large and small business owners in the respective CIGs, are considered in the benchmarking of production systems and products to internationally accepted good agricultural practices, quality standards assurance and accreditation systems.

Training

The CIG commodity associations, training services providers and relevant national institutions will be supported to develop and offer training programs aimed at enhancing the knowledge and skills of male and female, smallholder producers in SPS, food standards, quality assurance systems and accreditation and Farming as a Family Business. ACP will ensure that the training is executed in a manner that will take the differing needs of women farmers and leaders into account by analyzing language needs, level of understanding, comfort level and self-esteem issues, and times of day and length of classes due to the double burden of work and family obligations.

2.2.6 ENVIRONMENT

Zim-ACP will continue promoting good environmental practices in Y3. Environmental issues impact directly on business and sector productivity and future sustainability and will therefore receive due attention during implementation of the three program components.

Strengthening Organizational Effectiveness for Service Provision

Short-term Technical Assistance (TA) will be provided to assist unions; commodity and agribusiness associations identify the nature of services that will be viable and sustainable to offer to members on fee-paying basis or as commercial enterprises of the organizations. While Technical assistance aimed at building associations' capacity to provide agribusiness training and extension services; and disseminate market information, is expected to have no significant adverse effects on the environment, care will be taken in the provision of technical training.

Technical training will be aimed at promoting improved agricultural practices intended to result in more sustainable farming methods, higher yields and income. Zim-ACP is aware that potential, cumulative environmental impact of micro, small and medium enterprises is significant and may include pollution of air and water, drawdown of communal water resources, and poor management of organic waste. Without environmental due diligence in technical assistance, technical assistance may increase the numbers of enterprises (and the scale of individual enterprises) that have potentially significant adverse environmental impacts.

To mitigate negative impacts on the environment, Zim-ACP will ensure that the proposed curriculum for agronomic training only promotes adoption of agricultural inputs (seeds) suited to the agro-climatic zone to which they are being introduced. Excessive use of fertilizer and or manure will be discouraged. The training curriculum shall promote use of inputs in an environmentally sound manner.

Strengthening Commodity Industry Groups for Evidence-Based Advocacy

In addition to work with the individual representative bodies of farmers and agribusinesses, Zim-ACP is rebuilding the organizational infrastructure and capacity of representative bodies within a given commodity value chain or Commodity Industry Group (CIG) for collective action and to advocate for an improved agribusiness environment for their industry. In Y3, Zim-ACP will provide TA to the CIGs to facilitate the CIBER Assessments. The short term consultants will facilitate the process of identifying environmental, economic, social, technical and legal constraints and issues affecting competitiveness of businesses across the value chain. The consultants will work closely with stakeholders in the value chain and generate the evidence for use in the analysis and review of issues (environmental, economic, social, technical and legal) affecting the sector; proposing changes for implementation by industry players, business and/or their associations, service providers and government.

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

Zim-ACP works closely with the leadership of farmers' organisations, commodity and agribusiness associations and capacity-builds them for effective advocacy. In Y3, this will involve building the capacity of associations

- To take a keen interest in policies and regulations that affect their constituencies (including international agreements and treaties) and to understand their role (as associations) in the development; enactment; in follow-up actions to ensure implementation.
- Mentoring leaders that received training in advocacy to approach key decision makers with well packaged, evidence-based messages to catalyze regulatory review on behalf of their constituencies.

To ensure that leadership of farmers' organizations, commodity and agribusiness associations prioritize issues of environmental protection in their lobbying and advocacy work, capacity-building of leaders will incorporate extension messages on environmental protection including:

- Environment management obligations under Zimbabwean law.
- Benefits (in terms of long-term sustainability of businesses) of environmental compliance.
- Cost of non-compliance in terms of e.g. environmental degradation, and heavy penalties.

Informed leadership will be expected to cascade the environmental education to members during meetings, workshops and other forums, in the course of their work. Good environmental messages to be passed-on to members include

- Promotion of good land husbandry practices.
- Containment of *veld* fires and overgrazing.
- Importance of tree planting and re-forestation.
- Complying with environmental laws as a good practice.

Zim-ACP will encourage association leadership to take a keen interest; participate and make representations on behalf of members; in various forums organized by EMA, Parliamentary Portfolio Committee on Environment and other environmental protection agencies, to discuss policy issues, some of which have far-reaching effect on business and sector viability.

On advocacy, farmers unions, commodity and agribusiness associations will be expected to identify issues (including environmental issues) at local, district and provincial levels that they will proactively advocate for on behalf of their members. The issues will be on policy or development strategies, regulations or administrative procedures whose reform will improve the business environment in which members operate. The issues could be on environmental concerns with a potential to negatively affect future productivity and sustainability of the industry or businesses.

Regulatory Review and Reforms

A key activity under Component 1 that continues into Y3 is facilitating review/analysis of legislative acts and statutory instruments impeding competitiveness in the six CIGs (livestock and meat, grains and cereals, oilseeds and legumes, cotton, horticulture and tree crops). The process of regulatory review will be guided by principles of environmental management as contained in the laws of Zimbabwe. The principles include public participation and polluter pays. Various stakeholders in the value chain will be brought together for consultations and discussions using technical, economic, gender and environmental tools in the analysis of (a) the current regulations of a particular value chain, highlighting gaps, inconsistencies, outdated and/or archaic provisions (e.g. where issues of gender and environmental are

excluded) that impact on competitiveness and need to be reformed; (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 (e.g. paying close attention to issues of gender and the environment). Where industry practices have a potential to affect the environment, penalties will be proposed or upheld, in the interest of environmental protection.

To ensure that environmental issues are adequately dealt with in the regulatory review process, stakeholder consultations will include representation from Environmental Management Authority (EMA), Ministry of Environment & Natural Resources, civil society groups working on environmental protection, as well as various other stakeholders in the value chain. Environmental issues raised during stakeholder consultations as well as during the technical, economic, gender and environmental analysis will be analysed to ensure that the proposed new or reviewed regulation has no adverse effect on the environment. Where there are conflicting regulations, ACP will facilitate (through evidence based position papers) adoption and lobbying for environmentally-friendly policies. Where limited environmental issues are anticipated, mitigating measures will be recommended and a monitoring and reporting mechanism put in place to ensure compliance.

CHAPTER III: MONITORING AND EVALUATION REPORTING

3.1 MONITORING AND EVALUATION

Three major activities are conducted under Zim-ACP's monitoring and evaluation section;

- Monitoring project activities;
- Preparing for and undertaking quarterly and annual evaluation studies; and
- Ensuring gender and environmental mainstreaming within the program.

Through monitoring and evaluation efforts, Zim-ACP ensures that:

- Relevant project data are captured and program activities and results are tracked in real time according to the PMP indicators in order to provide supporting evidence of progress and success;
- Management is well informed of progress of program activities and results, allowing for appropriate and timely decision making in steering the program; and
- USAID/ZIM is well informed on Zim-ACP activities and results as well as any other information they may require, for their feedback into program implementation as well as for reporting to USG. The reporting to USAID will be done through quarterly, annual and *ad hoc* reports.

M&E data will be entered in TAMIS, a user-friendly, automated system that integrates work plan management, impact and performance information. Data entered in TAMIS will be available for retrieval and use to meet the management and monitoring needs of the program.

Each of the M&E activities is discussed in detail below, while the full activity schedule is presented as Annex 6.1 to this work plan.

3.1.1 MONITORING ACTIVITIES

Ongoing project monitoring is provided by continual recording and reporting on attendance, participation, outcomes and feedback on scheduled program activities, such as stakeholder consultations, meetings, workshops, conferences and trainings. The program will also monitor participation of leadership of strengthened producer organizations, commodity and agribusiness associations, in various forums where policy issues are discussed. Zim-ACP will collaborate closely with strengthened representative bodies of farmers, commodity and agribusiness associations in monitoring improvement in services to members and expected increase in membership figures. The program will also monitor increase in client coverage/customer outreach of supported market infrastructure and institutions. Continual monitoring and reporting keeps program management aware of program progress and allows for timely feedback into program implementation and reporting to the client. Monitoring activities in the program include data collection, collation and reporting.

Most of the recording/tracking tools, such as attendance registers, were developed in the first two years of the program. Their use will be continued in the third year with appropriate modification. Other tools will be developed during the third year to record customer outreach as well as track membership figures.

3.1.1.1 Monitoring of ACP Planned Events

Activity Description: An attendance register will be availed for completion by all participants of ACP events (such as stakeholder consultations, meetings, workshops, conferences and trainings). The attendance register will collect attendee details such as full name, sex, organization, position in organization and contact details. This record will allow Zim-ACP to track the extent of stakeholder participation in planned events and guard against exclusion of key individuals and groups (e.g. women). Early detection of exclusion of key groups will allow ACP to take corrective measures to redress the situation. Major events such as conferences, workshops and trainings will also be evaluated to solicit feedback from participants using evaluation forms. Feedback will be sought on the quality of the event in terms of preparation, facilitation, content etc. Analysis of completed evaluation forms will also give feedback on attainment of event objectives as well as lessons learned for future organization of events.

Counterpart: Stakeholders from cotton, tree crops, grains and cereals, livestock, legumes and oilseeds, horticulture commodity industry groups as well as farmers unions.



Outcomes and Outputs: Development of database of participants in ACP events for reporting on program activities as well as facilitating sampling for program evaluation

Related Performance Indicator(s): 4.5.2-7, 4.5.1-24, 4.5.2-11

3.1.1.2 Monitoring Representative Bodies' Participation In Public Forums

Activity Description. In collaboration with partner organizations, ACP will put in place a system to collect and track activities and collect information monthly, on participation of leadership and/or management of partner organizations in various forums where policy issues are discussed. Increased attendance and active participation in policy discussion meetings by the leadership and/or management is an indication that the farmer unions, commodity and agribusiness associations have increased ability to represent the membership as a result of strengthening by Zim-ACP.

Counterpart: Farmer Unions, commodity and agribusiness associations.



Outcomes and Outputs: Development of database of participation in key policy discussions for reporting on program activities.

Related Performance Indicator(s): ACP 5

3.1.1.3 Monitoring Service Provision by Supported Partner Organizations

Activity Description: Obtain buy-in from partner organizations on the need to capture details of members and non-members receiving services from supported farmer organizations/associations/trade and business organizations. In collaboration with partner organizations, put in place a system to collect details of recipients of services organized by supported partner organizations. Increased number of recipients of

services provided by farmers' unions, commodity and agribusiness associations is evidence of these organizations having been strengthened to provide services to members by Zim-ACP.

Counterpart: Farmer Unions, commodity and agribusiness associations



Outcomes and outputs: Development of a database of recipients of services organized by partner organizations, will provide evidence of 'strengthened' organizations.

Related Performance Indicator(s): ACP 2

3.1.1.4 Monitoring increase in membership of strengthened partner organizations

Activity Description: Work closely with the Component 1 lead to develop a SOW and contract an STTA to provide technical assistance for membership data collection and management in farmers unions, commodity and agribusiness associations. The technical assistance will ensure that men, women and youths are counted and visible as members and as well as recipients of demanded services initiated and/or organized by the unions, commodity and agribusiness associations. The membership database at partner organization level will be designed in such a way as to allow for feeding into a common central database (when so desired) that can be used for various purposes including in credit rating and referencing by prospective lending institutions or their agents.

Counterpart: Leadership of cotton, tree crops, grains and cereals, livestock, legumes and oilseeds, horticulture commodity industry groups as well as farmers unions.



Outcomes and Outputs: Development of a membership database will allow for reporting on increased numbers as a result of improved services; a credible database that feeds into a central system will allow members of partner organizations to be considered for services such as access to credit which all along has been elusive.

Related Performance Indicator(s): ACP 2

3.1.1.5 Monitoring increase in customer outreach of supported market infrastructure and institutions

Activity Description: Work with management of supported market infrastructure/institutions (including commodity exchange, market information service, testing laboratories, standards compliance etc) to put in place a system to record numbers of clients/customers receiving various services from the supported market institutions. Development of a customer record will allow for tracking and reporting on increased customer coverage by the developed market infrastructure/institutions. Increased customer outreach will be measured against baseline figures collected during the (feasibility) assessment of the market infrastructure/institutions.

Counterpart: Stakeholders from cotton, tree crops, grains and cereals, livestock, legumes and oilseeds, horticulture commodity industry groups as well as farmers unions.



Outcomes and Outputs: Collection of a record of customers receiving services from developed market infrastructure/institutions will provide evidence of improved market infrastructure/institutions.

Related Performance Indicator(s): ACP 3, 4.5.2-11

3.1.2 EVALUATION ACTIVITIES

3.1.2.1 Evaluating ACP impact on job creation, investment and ability to leverage resources through partnerships

Activity Description: Recruit, train and deploy enumerators to conduct a telephonic survey on supported business enterprises, with the aid of a questionnaire, quarterly. The survey looks at value of new investment done by the business enterprise; number of new jobs created and value of resources leveraged through partnerships. Recruit, train and deploy enumerators to conduct face to face interviews and observation of financial records (and/or investment records) and evidence of job creation on a sample of investors, job creators and those who leveraged resources once a year in preparation for the annual report.

Counterpart: Stakeholders from cotton, tree crops, grains and cereals, livestock, legumes and oilseeds, horticulture commodity industry groups as well as farmers unions.



Outcomes and outputs: Collection of information on value of investment, number of jobs created and value of resources leveraged for quarterly reporting plus ability to spot check the data to confirm accuracy, where investment and/or employment have been recorded.

Related Performance Indicator(s): 4.5.2-38, 4.5-2, ACP1

3.1.2.2 Evaluating ACP impact on profitability of non-farm business enterprises

Activity Description: Recruit, train and deploy enumerators to conduct a telephonic survey on supported business enterprises and CSOs, with the aid of a questionnaire, quarterly. Recruit, train and deploy enumerators to conduct face to face interviews and observation of financial records to check profitability, once a year in preparation for the annual report. The survey looks at the margin, positive or negative, of recurring revenues above/below operating expenses (salaries rent, utilities, supplies, and all consumables).

Counterpart: Farmer Unions, Commodity and agribusiness associations, market infrastructure institutions



Outcomes and outputs: Information on profitability of business enterprises provides evidence that ACP has created viable businesses and service providers to contribute to economic growth of the agriculture and food security sector.

Related Performance Indicator(s): 4.5.2-43

3.1.2.3 Evaluating Adoption of Learned Management Practices

Activity Description: Recruit, train and deploy enumerators to conduct face to face interviews quarterly on a sample of supported business enterprises, with the aid of a questionnaire. Conduct face to face interviews with leadership/management of partner organizations/institution. The survey looks at application of learned practices and techniques following training or technical support. The survey includes observation of records and any relevant evidence of adoption of learned management practices.

Counterpart: Stakeholders from cotton, tree crops, grains and cereals, livestock, legumes and oilseeds, horticulture commodity industry groups as well as farmers unions.



Outcomes and outputs: Collection of information on adoption of learned management practices allows for reporting on that indicator. It is also a first step towards assessment of impact of the project on the lives of beneficiaries. Only where adoption has taken place, can impact be expected to occur.

Related Performance Indicator(s): 4.5.2-42

3.1.2.4 Conducting Assessment of Representative Bodies of Farmers, Commodity and Agribusiness Associations

Activity Description: Refine existing tool for use in assessment of organizations in terms of human resources, governance, management, financial resources, membership services, gender and environment. The study is designed to assess whether there is an improvement in association in terms of human resources, governance, management, financial resources, membership services, gender and environment as a result of capacity strengthening by Zim-ACP. The study involves physical visits to the partner organizations and conducting of key informant interviews with the leadership. This will be done by the ACP technical team.

Counterpart: Partner organizations.



Outcomes and outputs: Collection of information on performance of organizations in terms of human resources, governance, management, financial resources, membership services, gender and environment will allow for scoring of the organization on each criteria and allow for comparison with last year's scores. Conclusions can then be made on whether or not organizational performance is improving. The assessment will also give pointer on areas needing attention as far as organizational capacity-building is concerned.

Related Performance Indicator(s): ACP 2, 4.5.2-11

3.1.2.5 Conducting a Study of Business Leader Perceptions of the Investment Climate

Activity Description: Collaborate with David Irwin, the lead consultant for the design, collation, analysis and report writing part of the annual business leader perceptions study. Engage a local consultancy company to carry out the field work data collection of the business perception study. The study gathers and reports on business leader perceptions of the investment climate in Zimbabwe. Zim-ACP activities are designed to contribute to a positive investment climate for agribusiness. Findings from this study will help inform Zim-ACP whether the investment climate for agribusiness is perceived to be improving over

the life of the program. A baseline survey to benchmark perceptions of agribusiness players was conducted in May/June 2011.

Counterpart: David Irwin and local consultancy firm



Outcomes and outputs: Findings from the study will help inform Zim-ACP on whether the program is making a difference in improving the investment climate for agribusinesses to operate.

Related Performance Indicator(s): 4.5.2-24, 4.5.2-38, ACP 4

CHAPTER IV: MANAGEMENT AND GOVERNANCE

Financial and Contractual Management: Zim-ACP and DAI adhere to USAID policies and procedures, supported by DAI corporate operations manuals and human resources.

USAID/Zim-ACP Regular Meetings: Biweekly progress meetings between USAID and .ACP are held at the Mission.

Partners' Meetings: USAID Economic Growth holds quarterly meetings of partners for linkages and interchange.

TAMIS: The DAI database management system, TAMIS, was fully activated in August 2011; just after the ICT equipment was installed. Staff members played integral parts with the trainer to learn how to input and access output from the system. In recent years TAMIS has become honed to provide greatly increased technical/programmatic value. In April 2012 a review and updating of TAMIS was carried out.

Advisory Committee: The five person advisory committee convened once in late 2011 and then in 2012. One on one access is frequent between project management and committee members to access their expertise and relationships

Management Meetings: The project holds a monthly management meeting to discuss and resolve all non-Activity matters.

Management Reviews: The project management and DAI home office managers and support staff hold a quarterly project review in arrears of the quarterly progress report.

Reporting: Zim-ACP holds to a schedule of reporting per our task order

Audits: In keeping with DAI's compliance procedures to ensure strict procurement procedures and financial correctness, an internal and an external audit were conducted in FY2012.

CHAPTER V: BUDGETARY

ANNEXES

6.1 ACTIVITIES SCHEDULE

6.2 PMP

6.3 COMPONENT INTEGRATION

6.4 CONCEPTUAL FRAMEWORK FOR STRENGTHENING CIGS AND FARMERS' ORGANISATIONS FOR EVIDENCE BASED ADVOCACY

ANNEX 6.1: ACTIVITIES AND TASK SCHEDULE

Annex 6.1 – The Zim-ACP Activities and Task Schedule is being provided as a separate attachment with the USAID/Zim-ACP submission for approval.

ANNEX 6.2: PMP FRAMEWORK

RESULTS FRAMEWORK AND PERFORMANCE MONITORING PLAN (PMP)

February 2012

RESULTS FRAMEWORK AND PERFORMANCE MONITORING PLAN (PMP)

The Agricultural Competitiveness Program (ACP) has an ambitious mandate to foster a sustainable, private sector-driven recovery in Zimbabwe’s agricultural sector. ACP will concentrate on rebuilding private sector capacities for generating and engaging in a national dialogue for policy and regulatory reform to support efficient market transactions, and the market access to business service and extension services to increase competitiveness of the agro-industry sector in Zimbabwe. ACP’s support will be in the form of technical assistance, trainings, and institutional strengthening. Monitoring and evaluation (M&E) will play an essential role in tracking ACP progress and evaluating its impact in an integrated manner, allowing for ongoing learning, program adjustments and discussions with USAID.

ACP M&E PROGRAM MANAGEMENT

ACP’s comprehensive M&E methodology will be based on the results framework, below, and the Performance Monitoring Plan (PMP) “Indicators Table” below which provides detailed information on proposed benchmark indicators that will be monitored to assess ongoing project performance and inform the management and planning process. In the revised PMP, we define our key concepts and explain our indicators to describe how they will add to the ACP and USAID teams’ ability to monitor and evaluate program progress. The direct, objective, practical, and documented indicators being proposed (including standard USAID indicators) will assist staff in managing results and meeting project goals. The PMP is being submitted to the USAID/Harare Office for Economic Growth, for approval or revision.

M&E RESPONSIBILITIES

ACP’s Chief of Party, Joe Burke, will have ultimate responsibility for the PMP and will assure full alignment between ACP’s work plan, PMP and M&E systems at project start-up. ACP’s M&E Specialist, Personal Sithole, will have full responsibility for overseeing the PMP once approved and updated in collaboration with USAID/Zimbabwe; and overseeing M&E operations over the life of the project.

Personal will prepare reports on project performance, assure data quality, and ensure timely data collection by project staff. Data collection will be a shared responsibility that extends to working with project beneficiaries for the gathering of critical datasets. As appropriate and under guidance from USAID /Zimbabwe, arrangements will be made with other donor projects to access economic data not readily available.

Project staff will be responsible for entering data into the central M&E system in TAMIS as part of their weekly activities and they play a critical role in gathering regular narrative feedback and success stories from program participants to complement the statistical data gathered. TAMIS will permit the timely collation of M&E information to assure proper allocation of resources against ACP’s objectives, and any

needed refinements to project activities for enhanced impact. M&E reports will be produced quarterly and annually to show progress against planned target.

M&E METHODOLOGY

Roll-out and implementation of the ACP M&E system will involve the following tasks:

Finalize the PMP with USAID/Zimbabwe to clarify the results framework as the Mission and the Office for Economic Growth update the strategic objectives and indicators. These initial steps will include identifying baseline data collection needs; selecting realistic and measurable indicators; and finalizing annual and end-of-program targets disaggregated at the ACP component level.

Develop specialized monitoring tools and data collection protocols—such as surveys—to ensure accurate data collection and verification. Data collection will be an integral part of ongoing, daily project operations. Technical staff will be constant data collectors; we will ensure that they have the necessary tools to be effective in this task without interrupting implementation activities. Occasionally, and for specialized surveys, research firms will be contracted to conduct the study.

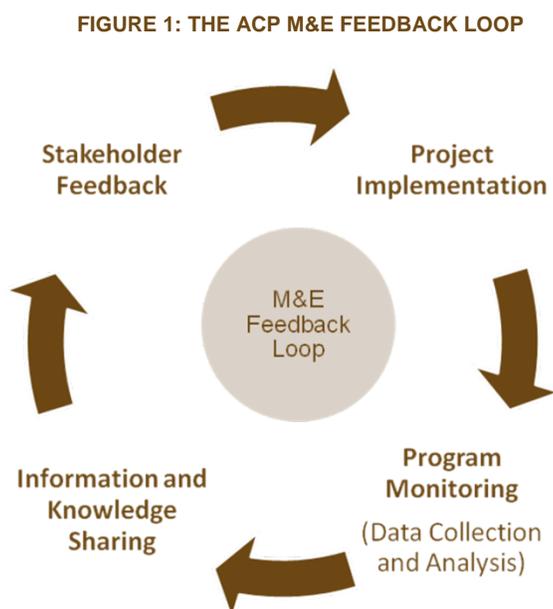
Operationalize DAI’s TAMIS M&E module to track program progress in real time and generate reports. DAI’s management information system—with an in-house customized and customizable database—provides a methodology and structure that greatly facilitate organization, planning, and information sharing. Tested and refined in more than 100 DAI long-term projects, the standard TAMIS model has three integrated components: workplan management, impact and performance monitoring, and program administration. ACP TAMIS will house all program performance results data and facilitate reporting on the indicators.

IMPLEMENT QUALITY CONTROL PROCEDURES FOR DATA COLLECTION

Data collection will be integrated into ongoing operations. The M&E Specialist will design the field research methodology, sampling strategy, and questionnaires in line with project objectives and M&E plan; ensure that all technical staff collecting data are consistently using proven standard procedures; and input all client survey data into an electronic database using dedicated data builder software to minimize potential data entry mistakes.

ANALYZE PROGRAM INFORMATION AND SOLICIT FEEDBACK

The M&E Specialist will follow a rigorous quarterly schedule of data collection, analysis and dissemination throughout the life of the project. The M&E Specialist will analyze the incoming data and look for trends by gender, district, and other disaggregation. This level of



review will allow ACP to properly document emerging successes and to monitor any possible lower than expected outputs or outcomes that can be addressed effectively. The M&E Specialist will disseminate comprehensive information on the status of activities and progress towards achieving targets using a variety of dissemination methods targeting different audiences:

- We will produce comprehensive quarterly M&E reports for Program managers, USAID/Zimbabwe and other stakeholders. These reports will be the basis of discussion between the COP and USAID/Zimbabwe to monitor the project progress and provide a feedback loop into activity design and modification.
- Under guidance from USAID/Zimbabwe we will also produce other materials to target a wider audience in Zimbabwe and elsewhere—such as a project website, newsletters, activity reports, success stories, and press releases—that highlight program results and learning. When appropriate, we will also, with USAID approval host public events publicizing beneficiary achievements to promote broader adoption of program innovations, and dissemination of key ACP messages.

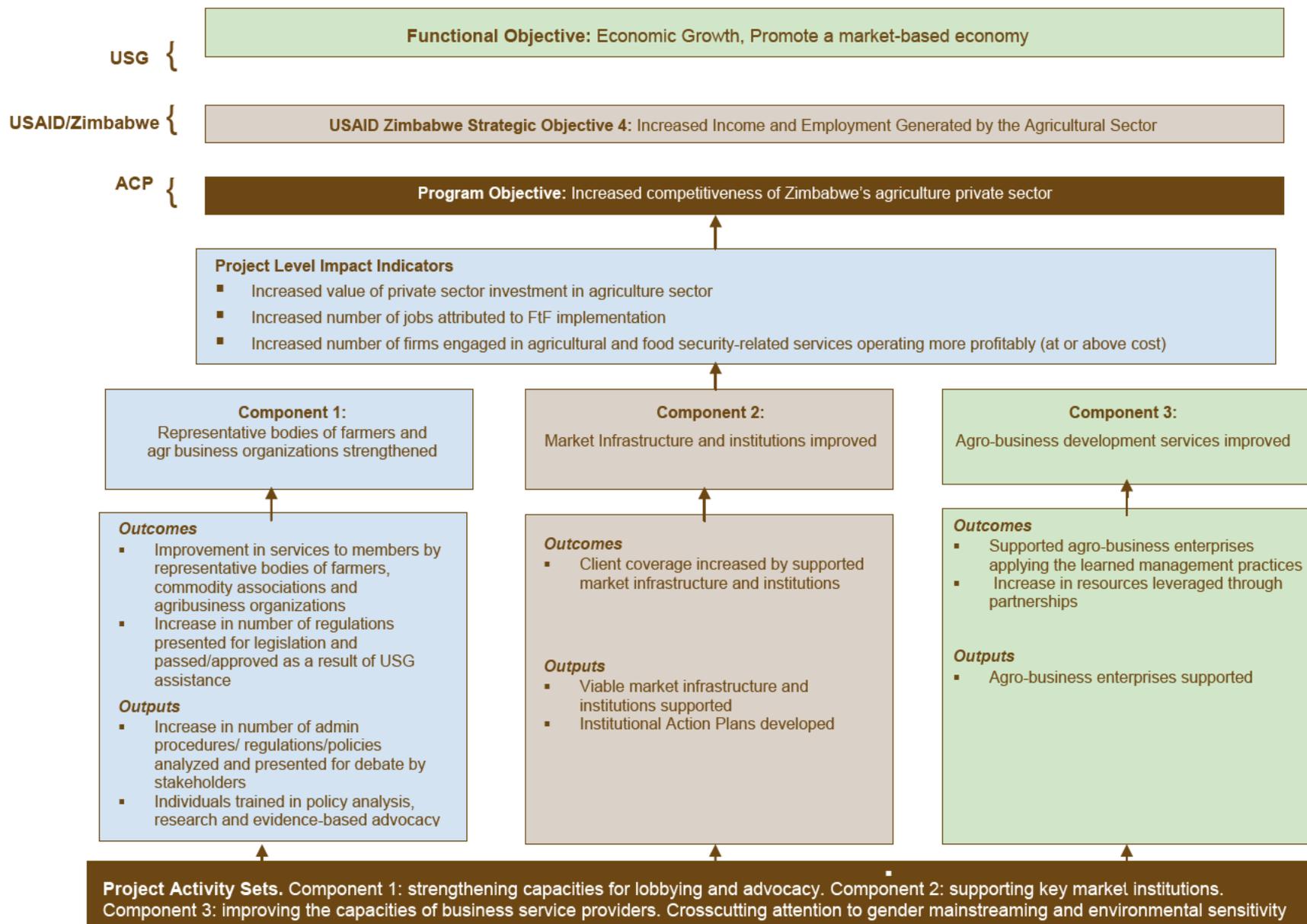
ADDRESSING POSSIBLE PESTICIDE USE

DAI recognizes the importance of establishing plans for a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) if necessary. While we have the capacity and regional experience to design and implement a PERSUAP, we do not envision the need for such a plan based on our technical approach.

MONITORING THE IMPACT OF GENDER ON ACP PROGRAMS

Gender differences exist in rural Zimbabwe within the agriculture and agribusiness sectors in terms of decision-making, crop responsibility, training, labor, and staff composition in market institutions and service providers. While women constitute the majority of smallholder farmers, men tend to dominate decision-making regarding irrigation, are the main applicants and recipients of agricultural financing, receive more formal technical training, are awarded larger salaries in the labor market, and make up most farmer union participation. The situation is the same in the agribusiness sector where men tend to dominate leadership and key decision-making positions. We recognize that improving agricultural competitiveness requires the broad participation of both men and women. Our approach will be to mainstream gender into all program activities rather than targeting women for a few isolated activities. The ACP will maintain a gender balance in program staffing particularly at the interface with business enterprises/associations. Women involvement in working groups, at the secretariat, as well as in facilitating discussion forums on regulatory and market reforms, as well as in delivering training, will encourage women participation in the program. The ACP will ensure women issues are captured and included in proposed regulatory and market reforms and that program activities are adjusted to meet women's socio-economic needs. Throughout the program implementation and as part of regular monitoring and evaluation activities we will evaluate the impact of program activities on women. ACP performance indicators are disaggregated by sex where appropriate and feasible to assess how well the program is maintaining the gender balance in its activities and to assess the extent to which gender-based constraints and opportunities exist in program areas.

FIGURE 2: ZIMBABWE ACP RESULTS FRAMEWORK WITH INDICATORS



INDICATORS TABLE

Illustrative Performance Indicators	Definition of Indicator	Justification / Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
Objective: Increase competitiveness of Zimbabwe's agricultural private sector						
Project Level Impact Indicators						
A number of indicators proposed in the RFP and additional indicators proposed by DAI relate to several or all of the ACP components. These high-level indicators are listed below as project level impact indicators. Further in this table, outcome and output indicators are organized by component. These include the standard USAID indicators. Comments are provided on the application of each of the indicators proposed by DAI.						
4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by FtF implementation	Investment is defined as any use of private sector resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The 'food chain' includes both upstream and downstream investments. 'Private sector' includes any privately-led agricultural activity managed by a for-profit formal company. A CBO or NGO resources may be included if they engage in for-profit agricultural activity. 'Leveraged by FtF implementation' indicates that the new investment was directly encouraged or facilitated by activities funded by the FtF initiative. New investment means investment made during the reporting year.	Increased investment is the predominant source of economic growth in the agricultural and other economic sectors. Private sector investment is critical because it indicates that the investment is perceived by private agents to provide a positive financial return and therefore is likely to lead to sustainable increases in agricultural production. Agricultural growth is critical to achieving the FtF goal to 'Sustainably Reduce Global Poverty and Hunger'.	\$ amount	None Reported quarterly	Survey of supported business enterprises; ACP to have agreement that commits business enterprises to supply data on investment every quarter for activities under Components 1, 2 and 3.	Baseline: 0 Annual Target: FY2011 – 0 FY2012 – \$1.6m FY2013 – \$2.65m FY2014 – \$3.70m FY2015 – \$2.0m
4.5.2-43 Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in	To measure sustainable private sector investment, we will look at profitability of applicable firms and self-sufficiency of civil society organizations (CSOs) as a marker of viability. Although profitability or	A main goal of local capacity building is to leave behind viable businesses and service providers to contribute to the economic growth	Number	Disaggregated by level of profitability: For firms,	Survey of supported business enterprises (non-farm); ACP to have agreement	Baseline: 0 Annual Target: FY2011 – 0 FY2012 – 295

Illustrative Performance Indicators	Definition of Indicator	Justification / Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	self-sufficiency measured during the period the USG is providing assistance does not demonstrate all aspects of whether a business or a CSO will remain sustainably successful after withdrawal of USG assistance, it is certainly an important measure of its capacity to function effectively. Only the profitability of firms who are receiving USG capacity-building assistance that is intended to increase profitability or viability should be tracked.	of the agriculture and food-security sector. Profitability of firms and self-sufficiency of civil society organizations is one way to demonstrate that viability and sustainability of the businesses/firms/CSOs in which we invest.		# of firms that were operating at a loss (costs>revenue) in the last business cycle before USG assistance # of firms that were already operating profitably in the business cycle, but are now operating more profitably because of USG assistance (costs<revenue) Reported quarterly	that commits business enterprises (receiving support under Components 1, 2 and 3) to supply data on profitability every quarter.	FY2013 – 400 FY2014 – 400 FY2015 – 400
4.5-2 Number of jobs attributed to FtF implementation	Jobs are all types of employment created during the reporting year in agriculture-related enterprises (including paid on-farm/fishery employment). Jobs lasting less than one month are not counted in order to emphasize those jobs that provide more stability through length.	This is a direct measure of improved livelihoods, as it measures creation of employment and related income	Number	Sex of job holder, location of job (urban or rural), new vs. continuing Reported quarterly	Survey of supported business enterprises; ACP to have agreement that commits business enterprises (receiving support under Components 1, 2 and 3) to supply data on job creation every quarter.	Baseline: 0 Annual Target: FY2011 – 0 FY2012 – 500 FY2013 – 2,000 FY2014 – 5,000 FY2015 – 2,000

Outcome and Input Level Indicators

Illustrative Performance Indicators	Definition of Indicator	Justification / Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
ACP 1 Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc	Partnerships involve collaborative efforts for mutual benefit. They are backed by a clear, written agreement which covers relative roles and responsibilities – financial, technical, and managerial. Contributions may be in cash or in-kind. Examples include resource contribution by training organization towards the hosting of a demand driven training of trainers course; or financial contribution by a training institution towards implementation of a business plan aimed at revamping the institution	Measures success in leveraging project resources with other parties towards the achievement of project objectives. Also enhances sustainability of project interventions and initiatives.	\$ amount	None Reported quarterly	Project records and reports. MOUs with supported organizations/ institutions under Components 1, 2 and 3 to commit supported organizations to report on leveraged support	Baseline: 0 Annual target: FY2011 – 0 FY2012 – \$100,000 FY2013 – \$150,000 FY2014 – \$200,000 FY2015 – \$150,000
ACP 2 Improvement in services to members by representative bodies of farmers, commodity associations and agribusiness organizations i.e. ZFU, ZCFU, CFU, PPAZ, ZPA, MAPA, DOHOPA, FCPA, ZWPFT, LMAC, SMA, Abattoirs Association of Zimbabwe, FACHIG, HPC	Improvement in services is measured by the increase and retention of fully subscribed members	Measures effectiveness of representative bodies in delivering member services and other support needs	Membership records	Sex of member New vs. continuing Reported quarterly	Membership records; ACP to have agreement that commits farmers' unions, commodity and agribusiness associations receiving support under Component 1 to supply updated membership data every quarter	Baseline: 215,841 Annual Target: FY2011 – 250,000 FY2012 – 262,500 FY2013 – 276,000 FY2014 – 290,000 FY2015 – 300,000
ACP 3 Increase in client coverage and/or members served by ACP- and/or customer outreach of supported market facilitation institutions /organizations	Increase in the volume of clients and/or members served by ACP-assisted institutions /associations/ firms.	Indicates value of service provided. Proxy for an improving market environment.	Number	Sex of client New vs. continuing Reported quarterly	Records of (re-) established market institutions; Action plan to commit supported market institutions under	Baseline: 0 Annual Target : FY2011 – 0 FY2012 – 500 FY2013 – 625

Illustrative Performance Indicators	Definition of Indicator	Justification / Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
					Component 2 to collect and report on client coverage	FY2014 – 780 FY2015 – 875
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	Total number of private enterprises (for profit -processors, input dealers, storage and transport companies and other business service providers) producer associations, cooperatives, water users associations, fishing associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices in areas including management (financial, planning, human resources), member services, procurement, technical innovations (processing, storage), quality control, marketing, etc. as a result of USG assistance in this reporting year.	Tracks private sector and civil society behavior change to increase agricultural sector productivity.	Number	Type of organizations; new vs. continuing Reported quarterly	Survey of supported private enterprises, producer organizations, trade and business associations; ACP to have agreements that commit supported private enterprises (supported under Components 2 and 3), producer organizations (supported under Component 1), trade and business associations (supported under Component 1) to supply data on application of management practices every quarter.	Baseline: 0 Annual Target FY2011 – 500 FY2012 – 4,889 FY2013 – 6,000 FY2014 – 8,500 FY2015 – 5,000
ACP 4 Number of market facilitation institutions/ organizations (not for profit) that, as a result of USG	Number of institutions/ organizations making significant improvements in the areas of governance; management practice; human resources; diversity issues; financial resources; service	Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable	Number of institutions/ organizations	Stage	Milestones defining significant improvements to be included in the Action Plan to be	Baseline: 0 Stage 1 Annual Target: FY2011 – 2

Illustrative Performance Indicators	Definition of Indicator	Justification / Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
<p>assistance are in each of the following 3 stages</p> <p>Stage 1: are undergoing capacity/competency assessment Stage 2: are undertaking capacity/competency strengthening Stage 3: are making significant improvements</p>	<p>delivery; external relations</p>	<p>development and long lasting changes in a community.</p>		<p>Reported quarterly</p>	<p>developed under Component 2</p>	<p>FY2012 – 4 FY2013 – 4 FY2014 – 4 FY2015 – 2</p> <p>Stage 2 Annual Target: FY2011 – 1 FY2012 – 4 FY2013 – 4 FY2014 – 4 FY2015 – 2</p> <p>Stage 3 Annual Target: FY2011 – 0 FY2012 – 0 FY2013 – 4 FY2014 – 4 FY2015 – 4</p>
<p>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</p> <p>Stage 1: Analyzed Stage 2: Drafted and presented for public/stakeholder consultation</p>	<p>Number of agricultural enabling regulations in the areas of agricultural resource, food, market standards & regulation that: Stage 1: ... underwent the first stage of the policy reform process i.e. analysis (review of existing regulation and/or proposal of new regulation). Involves analysis of existing regulations by technical specialists and production of an issues or white paper for stakeholder consideration Stage 2: ... underwent the second stage of the policy reform process. The second stage includes public</p>	<p>The indicator measures the number of policies / regulations / administrative procedures in the various stages of progress towards an enhanced enabling environment for agriculture whose sub-elements are specific policy sectors.</p>	<p>Number of policies / regulations / administrative procedures</p>	<p>Sector, stage of development Reported quarterly</p>	<p>Minutes of meetings held by relevant authority which may include AMID, AMA, Parliament of Zimbabwe, Local District Council, or Industry Rregulatory Authority to discuss regulatory issues arising under Component 1 of</p>	<p>Baseline: 0</p> <p>Stage 1: Annual Target: FY2011 – 1 FY2012 – 15 FY2013 – 20 FY2014 – 20 FY2015 – 4</p> <p>Stage 2: Annual Target:</p>

Illustrative Performance Indicators	Definition of Indicator	Justification / Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
ACP 5 Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings	Representatives of farmers' organizations, commodity associations and agribusiness industry organizations attending meetings. Meetings and public forums include workshops, conferences and town-hall events that discuss policy issues. Attendance measured in the aggregate with a count kept of the number of meetings and public forums involved.	Points to growing capacity of representative bodies to proactively communicate members' interests in various forums	Number of meetings attended	None Reported quarterly	Record of meetings attended by leadership of farmers' unions, agribusiness and commodity associations receiving support under Component 1 of the program	Baseline: 5 Annual Target: FY2011 – 30 FY2012 – 70 FY2013 – 85 FY2014 – 105 FY2015 – 120
4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	The number of individuals to whom significant knowledge or skills have been imparted through interactions that are intentional, structured, and purposed for imparting knowledge or skills should be counted as training. Includes training in policy analysis, research and evidence-based advocacy for an improved business environment	Measures exposure to appropriate practices. Assumes that all participants are equipped	Number	Sex of participant Organization represented (firm, government, farm) Reported quarterly	Training reports complemented by attendance lists for trainings on policy analysis, research and evidence based advocacy organized under Component 1	Baseline: 0 Annual Target: FY2011 – 50 FY2012 – 100 FY2013 – 120 FY2014 – 180 FY2015 – 200
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	Total number of private enterprises, producers' associations, cooperatives, producers organizations, fishing associations, water users associations, women's groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance related to food security during the reporting year. This assistance includes support that aims at organization functions, such as member services, storage, processing and other downstream techniques, and management, marketing and accounting.	Tracks civil society capacity building that is essential to building agricultural sector productivity.	Number	Type of organizations; new vs. continuing Reported quarterly	Project records and reports on support provided under Components 1, 2 and 3	Baseline: 0 Annual Target FY2011 – 1,000 FY2012 – 4,889 FY2013 – 6,000 FY2014 – 8,500 FY2015 – 5,000

Illustrative Performance Indicators	Definition of Indicator	Justification / Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
	<p>'Organizations assisted' should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions. In the case of training or assistance to farmer's association or cooperatives, individual farmers are not counted separately, but as one entity. This indicator counts the number of groups trained, e.g. a company training or association training.</p>					
4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources	<p>Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FtF-supported enterprise development providers. Number of employees refers to full time-equivalent workers during the previous month. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, etc. Clients may be involved in agro-processing, community forestry, input suppliers, or other small businesses receiving USG assistance. Only count the MSME once per reporting year, even if multiple services are received per year.</p>	<p>This indicator measures directly the sub-IR of access to business development services which contributes to the IR of expanding markets and trade.</p>	<p>Number of SME enterprises</p>	<p>Sex of owner, type of enterprise (e.g. producer, input supplier, trader, output processor) size of enterprise (micro, small, medium)</p> <p>Reported quarterly</p>	<p>Project records, training reports and attendance records on support provided under Components 2 and 3</p>	<p>Baseline: 0</p> <p>Annual Target</p> <p>FY2011 – 1,000</p> <p>FY2012 – 5,000</p> <p>FY2013 – 7,500</p> <p>FY2014 – 10,000</p> <p>FY2015 – 5,000</p>

PERFORMANCE INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheet 4.5.2-38	
Program Objective:	Increased competitiveness of Zimbabwe's private sector
Name of Indicator:	Value of new private sector investment in the agriculture sector or food chain leveraged by FtF implementation
Is this an Annual Report Indicator? No ___ Yes <u>x</u>, for Reporting Year (s) 2011 to 2015	
DESCRIPTION	
Precise Definition(s):	Investment is defined as any use of private sector resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The 'food chain' includes both upstream and downstream investments. 'Private sector' includes any privately-led agricultural activity managed by a for-profit formal company. A CBO or NGO resources may be included if they engage in for-profit agricultural activity. 'Leveraged by FtF implementation' indicates that the new investment was directly encouraged or facilitated by activities funded by the FtF initiative. New investment means investment made during the reporting year.
Unit of Measure:	\$ amount
Disaggregated by:	None
Justification & Management Utility:	Increased investment is the predominant source of economic growth in the agricultural and other economic sectors. Private sector investment is critical because it indicates that the investment is perceived by private agents to provide a positive financial return and therefore is likely to lead to sustainable increases in agricultural production. Agricultural growth is critical to achieving the FtF goal to 'Sustainably Reduce Global Poverty and Hunger'
PLAN FOR DATA ACQUISITION	
Data Collection Method:	Survey of supported business enterprises under Components 1, 2 and 3; Agreement to commit supported business enterprises to supply the data
Data Source(s):	Survey of business enterprises and discussions with associations
Method of Acquisition by USAID:	ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID:	Quarterly
Individual Responsible at USAID:	Tina Dooley-Jones
Individual Responsible for providing data to USAID:	ACP COP Joseph Burke
Location of data storage:	ACP Database
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	April 2011
Known Data Limitations and Significance (if any):	Nil
Actions Taken or Planned to Address Data Limitations:	None
Date of Future Data Quality Assessments:	March 2012
Procedures for Future Data Quality Assessments:	Ensure system is in place to collect the relevant data
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	The M&E unit will analyze the data collected.
Presentation of Data:	Collate the value of investment collected from individual business
Review of Data:	The ACP team will review the data
Reporting of Data:	The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES	
Notes on Baselines/Targets: No baseline data will be collected on this indicator. The first set of data will be collected end of March 2012 for the year 2, second quarterly report	
THIS SHEET LAST UPDATED ON: February 2012	

Performance Indicator Reference Sheet 4.5.2-43	
Program Objective:	Increased competitiveness of Zimbabwe's private sector
Name of Indicator:	Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance
Is this an Annual Report Indicator?	No ___ Yes <u>X</u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION	
Precise Definition(s):	To measure sustainable private sector investment, we will look at profitability of applicable firms and self-sufficiency of civil society organizations (CSOs) as a marker of viability. CSOs in the case of ACP includes farmers' unions, producer organizations, commodity associations and trade and business associations. Only the profitability of firms who are receiving USG capacity-building assistance that is intended to increase profitability or viability should be tracked.
Unit of Measure:	Number
Disaggregated by:	Type of entity (firm or CSO) and level of profitability
Justification & Management Utility:	A main goal of local capacity building is to leave behind viable businesses and service providers to contribute to the economic growth of the agriculture and food-security sector. Profitability of firms and self-sufficiency of civil society organizations is one way to demonstrate viability and sustainability of the businesses/firms/CSOs in which we invest.
PLAN FOR DATA ACQUISITION	
Data Collection Method:	Survey of supported business enterprises under Components 1, 2 and 3; Action plans will commit associations to report on their operational and financial performance under Component 1.
Data Source(s):	Records of operational and financial performance of business enterprises and CSOs
Method of Acquisition by USAID:	ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID:	Quarterly
Individual Responsible at USAID:	Tina Dooley-Jones
Individual Responsible for providing data to USAID:	ACP COP Joseph Burke
Location of data storage:	ACP Database
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	April 2011
Known Data Limitations and Significance (if any):	TBD
Actions Taken or Planned to Address Data Limitations:	TBD
Date of Future Data Quality Assessments:	March 2012
Procedures for Future Data Quality Assessments:	Ensure system is in place to collect the relevant data
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	The M&E unit will analyze the data
Presentation of Data:	Tables, graphs
Review of Data:	The ACP team will review the data and present it in reports
Reporting of Data:	The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES	
Notes on Baselines/Targets:	Baseline data will be collected at business enterprise assessment for Component 2 businesses and during training, for Component 3 businesses
THIS SHEET LAST UPDATED ON: February 2012	

Performance Indicator Reference Sheet 4.5.2	
Program Objective:	Increased competitiveness of Zimbabwe's private sector
Name of Indicator:	Number of jobs attributed to FtF implementation
Is this an Annual Report Indicator?	No ___ Yes <u> X </u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION	
Precise Definition(s):	Jobs are all types of employment created during the reporting year in agriculture-related enterprises (including paid on-farm/fishery employment). Jobs lasting less than one month are not counted in order to emphasize those jobs that provide more stability through length.
Unit of Measure:	Number
Disaggregated by:	Sex of job holder, location of job, new vs. continuing
Justification & Management Utility:	This is a direct measure of improved livelihoods, as it measures creation of employment and related income
PLAN FOR DATA ACQUISITION	
Data Collection Method:	Survey of supported business enterprises under Components 2 and 3
Data Source(s):	Business enterprise payroll records
Method of Acquisition by USAID:	ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID:	Quarterly
Individual Responsible at USAID:	Tina Dooley-Jones
Individual Responsible for providing data to USAID:	ACP COP Joseph Burke
Location of data storage:	ACP Database
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	April 2011
Known Data Limitations and Significance (if any):	TBD
Actions Taken or Planned to Address Data Limitations:	TBD
Date of Future Data Quality Assessments:	TBD
Procedures for Future Data Quality Assessments:	Ensure system is in place to collect the relevant data
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING	
Data Analysis:	The M&E unit will analyze the data
Presentation of Data:	Tables, graphs
Review of Data:	The ACP team will review the data and present it in reports
Reporting of Data:	The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES	
Notes on Baselines/Targets:	Baseline data will be collected at business enterprise assessment for Component 2 businesses and during training, for Component 3 businesses
THIS SHEET LAST UPDATED ON: February 2012	

Performance Indicator Reference Sheet ACP 1
Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Value of resources leveraged through partnerships with agribusinesses, agr business service providers, NGOs etc
Is this an Annual Report Indicator? No ___ Yes <u>__x__</u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Partnerships involve collaborative efforts for mutual benefit. They are backed by a clear, written agreement which covers relative roles and responsibilities – financial, technical and managerial. Examples include resource contribution by training organization towards the hosting of a demand driven training of trainers course; or financial contribution by a training institution towards implementation of a business plan aimed at revamping the institution
Unit of Measure: \$ amount
Disaggregated by: None
Justification & Management Utility: Measures success in leveraging project resources with other parties towards the achievement of project objectives. A measure of sustainability of project interventions and initiatives
PLAN FOR DATA ACQUISITION
Data Collection Method: Project records
Data Source(s): Business organization/institutional records
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Assess financial records of organization/institution
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING
Data Analysis: The M&E unit will analyze the data on the indicator
Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data with guidance from the M&E unit
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: Data on value of resources leveraged through partnerships will be collected for every supported institutions and organizations
THIS SHEET LAST UPDATED ON: February 2012

Performance Indicator Reference Sheet ACP 2	
Program Objective:	Increased competitiveness of Zimbabwe's private sector
Name of Indicator:	Improvement in services to members by representative bodies of farmers and agribusiness organizations
Is this an Annual Report Indicator?	No ___ Yes <u> x </u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION	
Precise Definition(s):	Improvement in services is measured by the increase and retention of fully subscribed members
Unit of Measure:	Membership records
Disaggregated by:	Sex of member, new vs. continuing
Justification & Management Utility:	Measures effectiveness of representative bodies in delivering member services and other support needs
PLAN FOR DATA ACQUISITION	
Data Collection Method:	Membership records of organizations
Data Source(s):	Membership records
Method of Acquisition by USAID:	ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID:	Quarterly
Individual Responsible at USAID:	Tina Dooley-Jones
Individual Responsible for providing data to USAID:	ACP COP Joseph Burke
Location of data storage:	ACP Database
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	April 2011
Known Data Limitations and Significance (if any):	TBD
Actions Taken or Planned to Address Data Limitations:	TBD
Date of Future Data Quality Assessments:	TBD
Procedures for Future Data Quality Assessments:	Conduct spot checks to observe recording and maintenance of membership records
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	The M&E unit will aggregate data on the indicator from membership records
Presentation of Data:	Tables, graphs
Review of Data:	The ACP team will review the data
Reporting of Data:	The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES	
Notes on Baselines/Targets:	Baseline data collected during the capacity assessment of ZFU (170,000), ZCFU (2,700), CFU (126), DOHOPA (100), HPC (147), LMAC (53), MAPA (265), ZPSSA (450), FCPA (30,000), FACHIG (12,000)
THIS SHEET LAST UPDATED ON: February 2012	

Performance Indicator Reference Sheet ACP 3	
Program Objective:	Increased competitiveness of Zimbabwe's private sector
Name of Indicator:	Increase in client coverage and/or customer outreach of supported institutions
Is this an Annual Report Indicator?	No ___ Yes <u> x </u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION	
Precise Definition(s):	Increase in volume of clients and/or members served by ACP-assisted institutions
Unit of Measure:	Number
Disaggregated by:	Sex of client, new vs. continuing
Justification & Management Utility:	Indicates value of service provided. Proxy for an improving market environment
PLAN FOR DATA ACQUISITION	
Data Collection Method:	Access records of client volumes kept by business enterprises
Data Source(s):	Institution/organization client records
Method of Acquisition by USAID:	ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID:	Quarterly
Individual Responsible at USAID:	Tina Dooley-Jones
Individual Responsible for providing data to USAID:	ACP COP Joseph Burke
Location of data storage:	ACP Database
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	April 2011
Known Data Limitations and Significance (if any):	TBD
Actions Taken or Planned to Address Data Limitations:	TBD
Date of Future Data Quality Assessments:	TBD
Procedures for Future Data Quality Assessments:	Conduct random check on institution/organization client records
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	The M&E unit
Presentation of Data:	Tables and graphs
Review of Data:	The Zim-ACP team will review the data
Reporting of Data:	The data will be reported in quarterly reports to USAID by the Zim-ACP
OTHER NOTES	
Notes on Baselines/Targets: Data on client coverage will be collected for every institution benefiting from Zim-ACP support at the start of the interaction/technical assistance	
THIS SHEET LAST UPDATED ON: February 2012	

Performance Indicator Reference Sheet 4.5.2-42

Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Number of private enterprises, producer organizations, women's groups, trade and business associations and community-based organizations that applied new technologies or management practices as a result of USG assistance
Is this an Annual Report Indicator? No ___ Yes <u> X </u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Total number of private enterprises, producer associations, cooperatives, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices in areas including management, member services, procurement, technical innovations, quality control, marketing, etc. as a result of USG assistance in this reporting year
Unit of Measure: Number of enterprises, organizations/associations
Disaggregated by: Type of organization, new vs. continuing
Justification & Management Utility: Tracks private sector and civil society behavior change to increase agricultural sector productivity.
PLAN FOR DATA ACQUISITION
Data Collection Method: Adoption survey
Data Source(s): Survey of business enterprises
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Ensure system is in place to collect the relevant data
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit will analyze the data on a quarterly basis
Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data as presented in the survey report
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: No baseline data will be collected on this indicator at the start of the program.
THIS SHEET LAST UPDATED ON: February 2012

Performance Indicator Reference Sheet ACP 4	
Program Objective:	Increased competitiveness of Zimbabwe's private sector
Name of Indicator:	Number of market facilitation institutions/organizations (not for profit) that as a result of USG assistance are in each of the following stages: Stage 1: Undergoing capacity/competency assessment; Stage 2: Undertaking capacity/ competency strengthening; Stage 3: Making significant improvements
Is this an Annual Report Indicator?	No ___ Yes <u> x </u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION	
Precise Definition(s):	Number of institutions/ organizations making significant improvements in the areas of governance; management practice; human resources; diversity issues; financial resources; service delivery; external relations
Unit of Measure:	Number of institutions/organizations
Disaggregated by:	Stage
Justification & Management Utility:	Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable development and long lasting changes in a community
PLAN FOR DATA ACQUISITION	
Data Collection Method:	Assessment of institution
Data Source(s):	Quarterly assessment of institutions/organization's compliance with milestones in action plan
Method of Acquisition by USAID:	ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID:	Quarterly
Individual Responsible at USAID:	Tina Dooley-Jones
Individual Responsible for providing data to USAID:	ACP COP Joseph Burke
Location of data storage:	ACP Database
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	April 2011
Known Data Limitations and Significance (if any):	TBD
Actions Taken or Planned to Address Data Limitations:	TBD
Date of Future Data Quality Assessments:	TBD
Procedures for Future Data Quality Assessments:	Institution/organization assessment to be conducted by ACP staff with the aid of a checklist
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	The M&E unit
Presentation of Data:	Number of institutions
Review of Data:	The ACP team will review the data with guidance from the M&E unit
Reporting of Data:	The data will be reported in quarterly reports to USAID by ACP
OTHER NOTES	
Notes on Baselines/Targets: No baseline data will be collected on this indicator at the start of the program.	
THIS SHEET LAST UPDATED ON: February 2012	

Performance Indicator Reference Sheet 4.5.1-24

Program Objective: Increased competitiveness of Zimbabwe's private sector

Name of Indicator: Number of policies/regulations/ administrative procedures in each of the following stages of development as a result of USG assistance in each case: 1: Analyzed, 2: Drafted and presented for public/stakeholder consultation, 3: Presented for legislation/decreed; 4: Passed/approved, 5: Passed for which implementation has begun

Is this an Annual Report Indicator? No ___ Yes x , for Reporting Year (s) 2011 to 2015

DESCRIPTION

Precise Definition(s): Number of agricultural enabling environment policies / regulations / administrative procedures in the areas of agricultural resource, food, market standards & regulation, public investment, natural resources or water management and climate change adaptation/mitigation as it relates to agriculture that:

Stage 1: ... underwent the first stage of the policy reform process i.e. analysis (review of existing policy/regulation/administrative procedure and/or proposal of new policy/regulation/administrative procedures). Involves analysis of existing regulations, policies, administrative procedures, industry standards etc by technical specialists and production of an issues or white paper for stakeholder consideration

Stage 2: ... underwent the second stage of the policy reform process. The second stage includes public debate and/or consultation with the stakeholders on the proposed new or revised policy/ regulation/ /administrative procedure. It includes presentation of the issues papers to a broad base of stakeholders

Stage 3: ... underwent the third stage of the policy reform process (policies were presented for legislation/decreed to improve the policy environment for the agriculture sector. Position papers presented to relevant authorities, such as district council, ministerial office, regulating body and industry body or bill is gazetted in the Government Gazette

Stage 4: ... underwent the fourth stage of the policy reform process (official approval (legislation/decreed) of new or revised policy/ regulation/administrative procedure by relevant authority or approved by administrative body, industry council, or bill passed by both the House of Assembly and the Senate).

Stage 5: ... completed the policy reform process (implementation of new or revised policy/ regulation/ administrative procedure by relevant authority -when position is publicly communicated e.g. national budget, new statutory instrument, administrative procedure, market standard; or signed into law by the President

Unit of Measure: Number of policies / regulations / administrative procedures

Disaggregated by: Sector, stage of development

Justification & Management Utility: The indicator measures the number of policies / regulations / administrative procedures presented for legislation/decreed, which is an advanced stage of progress towards an enhanced enabling environment for agriculture

PLAN FOR DATA ACQUISITION

Data Collection Method: Read minutes of meetings held by relevant authority which may include Ministry of Agriculture, Agriculture Marketing Authority and or Parliament of Zimbabwe

Data Source(s): Minutes of meetings held by relevant authority which may include Ministry of Agriculture, Agriculture Marketing Authority and or Parliament of Zimbabwe

Method of Acquisition by USAID: ACP quarterly reports

Frequency & Timing of Data Acquisition by USAID: Quarterly

Individual Responsible at USAID: Tina Dooley-Jones

Individual Responsible for providing data to USAID: ACP COP Joseph Burke

Location of data storage: ACP Database

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: April 2011

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: Sit-in during some working group proceedings

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The M&E unit will aggregate data on the indicator

Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: The first set of data will be collected when analysis of reforms/regulations/administrative procedures starts
THIS SHEET LAST UPDATED ON: February 2012

Performance Indicator Reference Sheet ACP 5

Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings
Is this an Annual Report Indicator? No ___ Yes <u>__x__</u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Representatives of farmers' organizations, commodity associations and agr business industry organizations attending meetings. Meetings and public forums include workshops, conferences and town-hall events that discuss policy issues.
Unit of Measure: Number of meetings/public forums attended
Disaggregated by: Type of issues covered, location of meeting, sponsor of meeting
Justification & Management Utility: Points to growing capacity of representative bodies to proactively communicate members' interests in various forums
PLAN FOR DATA ACQUISITION
Data Collection Method: Access records of meetings kept by secretariat of the representative bodies
Data Source(s): Records kept by secretariat of the representative bodies
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Conduct spot checks to check attendance of public events. Also access report of meeting attended
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit will aggregate data on the indicator from project records
Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: nil
THIS SHEET LAST UPDATED ON: February 2012

Performance Indicator Reference Sheet 4.5.2-7

Program Objective: Increased competitiveness of Zimbabwe's private sector

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

Is this an Annual Report Indicator? No ___ Yes x , for Reporting Year (s) 2011 to 2015

DESCRIPTION

Precise Definition(s): Training is through participants engaged in stakeholder driven national, sector or regional working groups on policy/regulatory reform equipped with methodologies and processes for evidence based advocacy

Unit of Measure: Number

Disaggregated by: Sex of participants, organization represented

Justification & Management Utility: Measures exposure to appropriate practices in advocacy. Assumes that all participants are equipped

PLAN FOR DATA ACQUISITION

Data Collection Method: Project records

Data Source(s): Attendance records of training

Method of Acquisition by USAID: ACP quarterly reports

Frequency & Timing of Data Acquisition by USAID: Quarterly

Individual Responsible at USAID: Tina Dooley-Jones

Individual Responsible for providing data to USAID: ACP COP Joseph Burke

Location of data storage: ACP Database

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: April 2011

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: Conduct spot checks to observe completion of attendance registers during training

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The M&E unit

Presentation of Data: Tables and graphs

Review of Data: The ACP team will review the data

Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP

OTHER NOTES

Notes on Baselines/Targets: The first data set was collected in April 2011 when working group sessions and discussion forums started

THIS SHEET LAST UPDATED ON: February 2012

Performance Indicator Reference Sheet 4.5.2-11

Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: 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
Is this an Annual Report Indicator? No ___ Yes <u> X </u> , for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Total number of private enterprises, producers' associations, cooperatives, producers organizations, fishing associations, water users associations, women's groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance related to food security during the reporting year. This assistance includes support that aims at organization functions, such as member services, storage, processing and other downstream techniques, and management, marketing and accounting. 'Organizations assisted' should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions. In the case of training or assistance to farmer's association or cooperatives, individual farmers are not counted separately, but as one entity.
Unit of Measure: Number of enterprises/organization
Disaggregated by: Type of organization; new vs. continuing
Justification & Management Utility: Tracks civil society capacity building that is essential to building agricultural sector productivity.
PLAN FOR DATA ACQUISITION
Data Collection Method: Training registers
Data Source(s): Training registers
Method of Acquisition by USAID: ACP quarterly and annual reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Spot checks on completion of attendance register at training venues
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit
Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data with guidance from the M&E unit
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: No baseline data will be collected on this indicator at the start of the program.
THIS SHEET LAST UPDATED ON: February 2012

Performance Indicator Reference Sheet 4.5.2-37

Program Objective: Increased competitiveness of Zimbabwe's private sector

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

Is this an Annual Report Indicator? No ___ Yes X, for Reporting Year (s) 2011 to 2015

DESCRIPTION

Precise Definition(s): Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FtF-supported enterprise development providers. Number of employees refers to full time-equivalent workers during the previous month. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, etc. Clients may be involved in agro-processing, community forestry, input suppliers, or other small businesses receiving USG assistance. Only count the MSME once per reporting year, even if multiple services are received per year.

Unit of Measure: Number of enterprises/organizations

Disaggregated by: Type/size of enterprise; sex of owner

Justification & Management Utility: This indicator measures directly the sub-IR of access to business development services which contributes to the IR of expanding markets and trade.

PLAN FOR DATA ACQUISITION

Data Collection Method: Training registers

Data Source(s): Training registers

Method of Acquisition by USAID: ACP quarterly and annual reports

Frequency & Timing of Data Acquisition by USAID: Quarterly

Individual Responsible at USAID: Tina Dooley-Jones

Individual Responsible for providing data to USAID: ACP COP Joseph Burke

Location of data storage: ACP Database

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: April 2011

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: Spot checks on completion of attendance register at training venues

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The M&E unit

Presentation of Data: Tables, graphs

Review of Data: The ACP team will review the data with guidance from the M&E unit

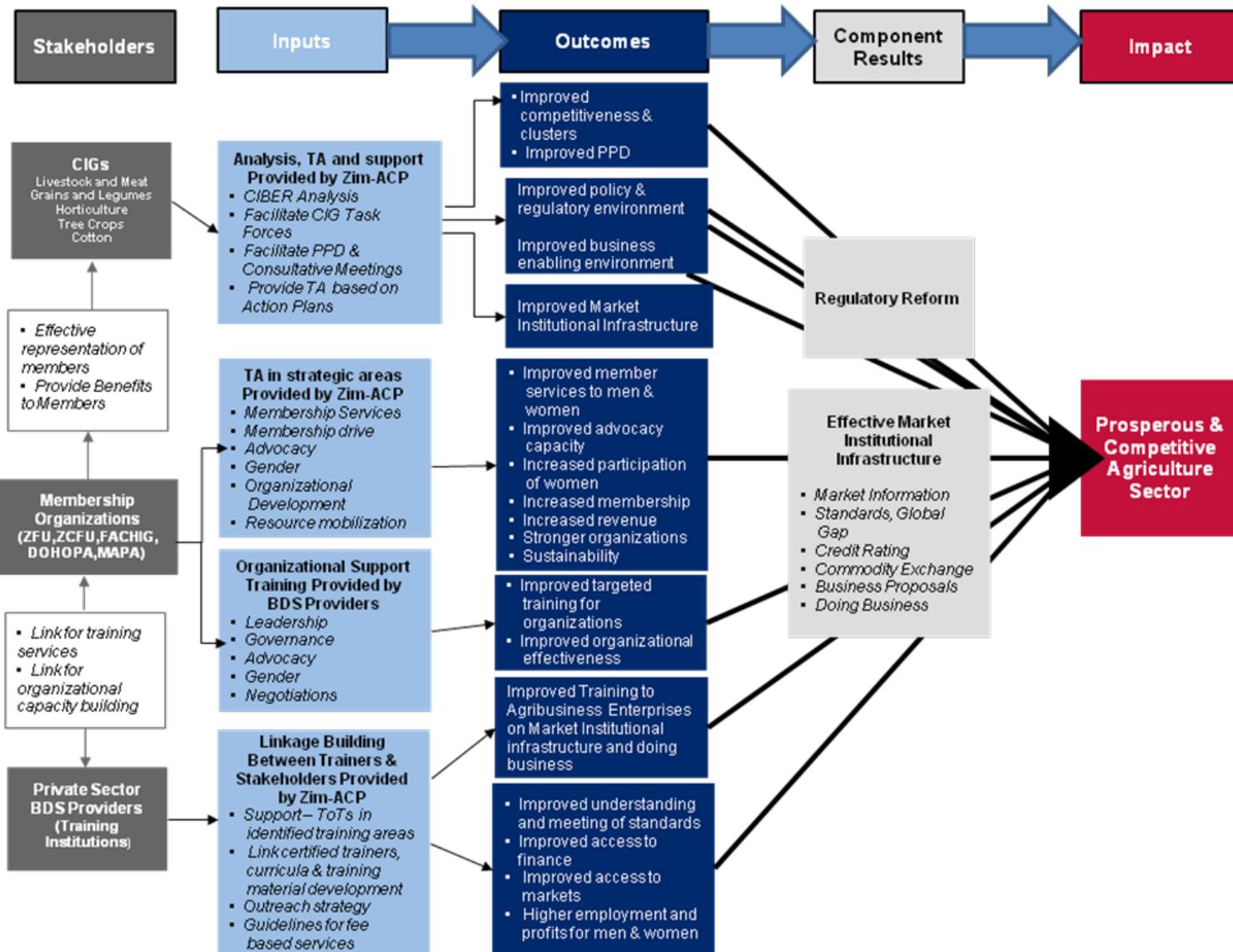
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP

OTHER NOTES

Notes on Baselines/Targets: **No baseline data will be collected on this indicator at the start of the program.**

THIS SHEET LAST UPDATED ON: February 2012

ANNEX 6.3: COMPONENT INTEGRATION



ANNEX 6.4: CONCEPTUAL FRAMEWORK FOR STRENGTHENING CIGS AND FARMERS' ORGANIZATIONS FOR EVIDENCE-BASED ADVOCACY

Technical Support & Outcomes 2011-12

Technical Support in 2013

Envisaged Outcomes

CIG Task Force Teams:

- Livestock & Meat
- Horticulture
- Grain & Legumes

ACTION PLANS:

- Addressing specific industry issues: e.g. regulations, standards, code of conduct, market access
- Pro-active on broad/Specific policy issues
- Input into CAADP processes
- CIG competitiveness issues

Farmers' Organizations

- CFU
- ZFU
- ZCFU
- FACHIG
- DOHOPA
- MAPA

ACTION PLANS:

- Recruiting & retaining members, through
- Services to members
- Gender mainstreaming
- Advocacy
- Resource mobilization
- Specific organizational needs & issues: e.g. Governance, appropriateness of structure, etc

- Meeting/Addressing specific interests & needs of CIG players:
 - Small-scale vs. large-scale players
 - New entrants' vs. established players;
- **Specific market institution infrastructure support**
- Generation of evidence on broad and CIG specific issues inclusive of regulations;
- Advocacy for improved environment for CIG;
- LTTA support for policy research and analysis for evidence-based advocacy
- Developing & implementing

- Meeting specific interest and needs of each organization:

(a) Gender:

- Women
- Men
- Youth

(b) Scale

- Small-scale
- Medium/Large-scale

- Services to members: e.g. training , manuals for standards
- Generation of evidence on broad national and specific local issues inclusive of regulations;
- Advocacy for improved environment for members at national & local levels
- Leadership and organizational capacity building for improved governance and management

- Enhancing organizational effectiveness and credibility to mobilize and represent players in the CIG
- Enhancing organizational technical capacity to generate evidence on which to base advocacy for improved agribusiness environment for the CIG players;
- Effective participation in policy making forum and processes presenting CIG's interests & position on issues

- Enhancing organizational effectiveness and credibility to mobilize and increase membership so as to be credible in representing their specific interests;
- Enhancing organizational effectiveness and technical capacity for:
 - participating and representing members in policy making forums and processes;
 - generating evidence on which to base advocacy for improved agr business environment for the members
 - having strong Commodity Associations participating in CIG forums to represent the commodity producers' interest