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ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

FIRST QUARTERLY PROGRESS REPORT, YEAR TWO (OCT – DEC 2011)

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ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

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ACRONYMS

ACP	Agricultural Competitiveness Program
AFWG	Agriculture Finance Working Group
AGRITEX	Agricultural Technical and Extension Services
AMA	Agricultural Marketing Authority of Zimbabwe
AMID	Ministry of Agriculture, Mechanization & Irrigation Development
ARC	Agriculture Research Council
BPA	Blanket Purchase Agreement
BSP	Business Service Providers
CA	Commodity Association
CAADP	Comprehensive Africa Agricultural Development Program
CBO	Community Based Organization
CCN	Cooperating Country National
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
CSO	Civil Society Organizations
CZI	Confederation of Zimbabwe Industries
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
DOHOPA	Domboshawa Horticulture Producers Association
EMA	Environmental Management Agency
FaaB	Farming as a Business
FACHIG	Farmers' Association for Community Self-Help Groups
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization
FO	Farmer Organization
FY	Financial Year
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Services)
GMAZ	Grain Millers Association of Zimbabwe
GMB	Grain Marketing Board
GMO	Genetically Modified Foods
GOZ	Government of Zimbabwe
HPC	Horticulture Promotion Council
LMAC	Livestock & Meat Advisory Council
LOE	Level of Effort
LOL	Land O' Lakes
LTTA	Long Term Technical Assistance
MAPA	Murehwa Agricultural Producers Association
M&E	Monitoring and Evaluation
MLA	Market Linkages Association
MoU	Memorandum of Understanding

NADF	National Association of Dairy Farmers
NGO	Non Governmental Organization
PMP	Project Monitoring Plan
RDC	Rural District Councils
SADC	Southern Africa Development Community
SATH	SADC - Trade Hub
SAZ	Standards Association of Zimbabwe
SHDF	Self Help Development Foundation
STTA	Short Term Technical Assistance
TAMIS	Technical and Administrative Management Information System
TA	Technical assistance
TFC	Trade Finance Capital
ToT	Training of trainers
TWG	Technical Working Groups
USAID	United States Agency for International Development
USG	United States Government
UZ	University of Zimbabwe
WAM	Weekly Activities Meeting
WILSA	Women and Law in Southern Africa
ZADT	Zimbabwe Agricultural Development Trust
ZCFU	Zimbabwe Commercial Farmers Union
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZETDRA	Zimbabwe Electricity Transmission & Distribution Regulatory Authority
ZFU	Zimbabwe Farmers Union
ZNFU	Zimbabwe National Farmers' Union
ZIM-ACP	Zimbabwe Agricultural Competitiveness Program
ZIM AIED	Zimbabwe Agricultural Income and Employment Development Program
ZINWA	Zimbabwe National Water Authority
ZNCC	Zimbabwe National Chamber of Commerce
ZSPSSPA	Zimbabwe Smallholder Poultry and Small Stock Producers' Association
ZWLA	Zimbabwe Women Lawyers Association
ZWRCN	Zimbabwe Women's Resource Centre and Network

CHAPTER I: EXECUTIVE SUMMARY & INTRODUCTION

1.1 HIGHLIGHTS

(Please see Table 3.2 for participant count and gender for events and workshops)

- Intensive gender development in Zim-ACP workplan and throughout its components and activities
- Two CIBER outputs workshops on pigs & poultry and horticulture, rich in findings and enhancement of stakeholder grasp of issues prioritization and move towards evidence-based advocacy
- Capacity assessments finalized with major partner unions/associations leading to action plans next quarter
- Bulawayo Livestock Restructuring symposium set stage for pan-sector consensus on route ahead and to launch its own taskforce next quarter
- Grain Indaba gathered all important players in all segments to lay the foundations for sectoral policy initiatives and needed market mechanisms
- Overall regulatory management system data base advanced and animal health regulatory environment analyzed en route to policy reform initiatives
- Policy analysis and evidence-based research training takes place
- New farmer associations assessed and encouraged to affiliate with ZFU and be active in CIGs
- ZCFU Matabeleland chapter intellectually supported to develop strategies to maintain organizational relevance and strength
- Agricultural Task Force supported and hosted. Meeting by four union heads who agree to revive the quarterly union presidents' meeting after over a decade hosted.
- Marketplace gaps in mechanisms (e.g. produce brokering, animal and plant labs, herd book) identified on demand basis by CIGs and corresponding Zim-ACP feasibility support and investment attraction planned
- CAADP interface for leadership and investment planning takes place
- Planning and materials gathering for coming Farming as Business manuals carried out
- Lessons Learned exercises carried out in three cities with trainer cadre trained and supported in cascading, with objective of getting it right on Farming as Business manual
- On demand by farmer unions, two ToTs in the art and science of training carried out

1.2 OPERATING ENVIRONMENT

Over the past year our experience is generally that despite decimation of the economy unions and associations – our principal partners, maintain a sense of decimation, even though they are reduced to minimum executive numbers. We believe that in many cases we will be able to help them bridge the hard times to emerge stronger as the economy improves by supplying direct team support for periods of six months to a year.

Our strong emphasis on organizational work with CIGS and unions, sensitization to fact-based policy reform advocacy and PPD, and consensual unearthing of root constraint issues and prioritizing them on reform agendas has positioned us to take off now in very concrete results-yielding TA.

Zim-ACP was advised in January, along with variances in indicators, that henceforth quarterly reporting on targets would be required. Arrangements are being made in this quarter to comply with that directive.

CHAPTER II: PROJECT OBJECTIVES

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

- Supporting and strengthening representative farmers unions, commodity associations and agribusiness associations and assisting them to develop their analytical and advocacy capacity, with the ultimate goal of improving the enabling agri-business environment for Zimbabwean farmers, agribusiness and foreign investors.
- Increasing the efficiencies in agricultural markets, developing and applying improved technologies and enhancing the capacity of institutions that support agricultural markets.
- Enhancing the capacity of business service providers to deliver demand-driven trainings and technical assistance at a firm and farmer level.

CHAPTER III: PROJECT ACTIVITIES

3.1 COMPONENT 1: STRENGTHENING REPRESENTATIVE INSTITUTIONS

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

Indicator ACP1.1: Improvement in services to members by representative bodies of farmers and agribusiness organizations. Target: 262,500. This builds on a baseline number of 215,841.

Indicator 4.5.1-24 Number of policies/ regulations/ administrative procedures in each of the following stages of development as a result of USG assistance in each case:

Stage	Baseline	2011	2012	2013	2014
1: Analyzed	0	1	15	20	20
2: Drafted and presented for public/stakeholder consultation	0	1	12	15	15
3: Presented for legislation/decree	0	0	6	8	8
4: Passed/approved	0	0	2	3	3
5: Passed for which implementation has begun	0	0	0	4	6

Indicator ACP1.2: Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings. Target: 70

Indicator ACP1.3: Number of people trained in policy analysis, research and evidence-based advocacy. Target: 100

BACKGROUND

The main thrust of activities in Q1 2012, was to demonstrate Zim-ACP's relevance to the stakeholders so as to consolidate their buy-in, trust and commitment to Zim-ACP. This was done through activities that demonstrated Zim-ACP's work with and support to the representative bodies of farmers, commodity associations and agribusinesses in building/strengthening their organizational effectiveness through (i) individual organizational effectiveness in representing members' interests as well as in providing improved services to members for effective participation in CIGs and (ii) collective organizational effectiveness in advocating for and supporting an improved business enabling environment for specific commodity industry group. The activities, derived from work initiated in Year 1, included the following:

- i. Presentation of CIBER Assessment findings and packaging these for advocacy
- ii. Presentation and discussion of Organizational Capacity Assessment Findings
- iii. Regulatory Management Systems Inventory and Review
- iv. Agri-finance Working Group Bulawayo Meeting
- v. Grain Milling Industry Indaba

- vi. Capacity building for policy analysis research and evidence-based dialogue and lobbying for improved business environment.

These are reported in detail below.

PRESENTATION OF CIBER FINDINGS FACILITATING AND BUILDING CAPACITY FOR STAKEHOLDER DIALOGUE AND ADVOCACY FOR IMPROVED BUSINESS ENVIRONMENT

The CIBER Assessment process, initiated in FY2011, received general acceptance as having created a platform for the farmers organizations, commodity associations and agribusiness representative bodies and other players in a CIG to meet, consult and dialogue on constraints and issues (including regulations) pertaining to and impacting the CIG. The CIBER Assessment findings were synthesised into position papers that were presented for discussion at the CIGs stakeholder consultative meetings held as follows:

- i. Poultry and Pig: 1st November, 2011 attended by 60 participants (36 male, 24 female) in the industry
- ii. Horticulture: 2nd November, 2011 attended by 57 participants (37 male, 20 female) in the industry

The Competitive Impacts of the Business Environment Reform (CIBER) Assessments involved review of regulatory issues linked to constraints prioritized by the poultry, pig and horticulture commodity industry groups. The regulatory issues covered 12 Acts, 3 Statutory Instruments and one administrative procedure or policy issue. These issues papers incorporating proposed changes were presented and discussed at stakeholders consultative meetings of the respective Commodity Industry Group. The analysis and proposed changes were incorporated into the white papers that were synthesized from the issues papers which were prepared for evidence-based advocacy by the Task Force teams established for the purpose. A synopsis of the issues and outcome of the advocacy are outlined below.

IMPORTS ABOVE THE IMPORT QUOTA

Periodically players in the livestock and meat industry are requested to assess local production and demand of poultry products so as to advise on the quantities that will need to be imported in order to meet shortfall in local production. Permits are then issued to importers for the assessed quota. The stakeholders gave evidence of importation of poultry above the agreed import quota due to a laxity in the administration of import permits. The industry also submitted that there are excessive imports due to smuggling into the country implying there are no effective controls at the borders. Laxity in the issuing of permits, failure to monitor and the incidence of smuggling were characterized as a failure in administrative procedures by the respective authorities, Ministry of Agriculture' permit office and ZIMRA, respectively. Stakeholders recommended that the permit systems for imports of meat products need to be more transparent. They also advocated for the improved enforcement of border control under the Control of Goods Act [Chapter 14:05] to curb the smuggling and selling of the smuggled products.

IMPORTATION OF BANNED MEAT PRODUCTS

Despite the importation of poultry offals, pork bones and other processed meat products (i.e. cold meats, sausages, etc) being illegal under the Food Standards Regulations (Statutory Instrument 103/1990) of the Public Health Act [Chapter 15:09], stakeholders pointed out that there is evidence of substantial importation of these products. They are openly sold in some formal retail markets as well as in the informal sector. The products impose public health risks which consumers may or may not be aware of. In addition, the importation of the meat products depress the demand for locally produced pork and

poultry products as they come in at prices well below the production cost of the local products. The importation, selling and the consumption of these illegal products exposed lack of enforcement of the regulations as well as lack of administrative capacity in the implementation of enforcement measures under the Customs and Excise Act [Chapter 23:02], Public Health Act [Chapter 15:09], Control of Goods Act [Chapter 14:05], respectively. Stakeholders advocated for tighter border controls, enhanced enforcement and education of the consumers on the health risks.

GMO FREE ADMINISTRATIVE PRACTICE ARISING FROM THE POSITION OF THE MINISTRY OF AGRICULTURE, MECHANIZATION AND IRRIGATION DEVELOPMENT ON THE IMPORTATION AND USE OF GMO-BASED ANIMAL FEED AND AGRICULTURAL PRODUCTS

The stakeholders discussed lack of clarity and contradictions and their implications regarding the importation and use of animal feed made from or containing GMO maize or soybean. The Ministry of Agriculture, Mechanization and Irrigation Development (AMID) does not allow their importation and use while Ministry of Science and Technology, which administers Bio-Safety Regulation, guarantee the safety in the use of GMO-based produce. This lack of clear government policy on GMO has led to a *de facto* ban of GMO-based grains and animal feed raw materials (i.e. soy cake, and maize and wheat bran). This in turn results in animal feed processors and livestock producers (poultry, dairy and pig) incurring increased costs of soya and maize they have to import from GMO-free countries such as Zambia and India as compared to cheaper GMO soya and maize from South Africa and Argentina. The use of more expensive inputs makes Zimbabwean pork and poultry more expensive. The GMO issue highlights how the absence of clear government position on administration of the GMO issue increases the costs and makes local products uncompetitive. This was one of the issues in the white papers adopted by the stakeholders and submitted to the Ministry of Finance for consideration in drafting the 2012 National Budget.

REMOVAL OF DUTY ON WHEAT

Stock feed manufacturers and animal producers lamented the implication on production costs of animal feed and processed livestock products due to (i) the consequence of lack of duty on wheat flour and (ii) the customs duty levied on imported wheat bran. The former prompted millers to import wheat flour instead of raw wheat for processing into flour. The lack of raw wheat results in shortage of wheat bran for stock feed manufacturing. Stock feed manufactures are forced to import wheat and maize bran which have to be GMO-free. In the white paper presented to the Minister of Finance as an input in the development of the 2012 national budget, the livestock stakeholders advocated for the removal of duty on wheat bran and increase in the duty on imported processed wheat flour to be effected through the Value Added Tax [Chapter 23:12]. In announcing the National Budget, the Minister of Finance, through Statutory Instrument SI 154/11 of the Finance Act [Chapter 23:04], introduced duty on wheat flour and removed duty on wheat bran. This has the effect of making it economically viable to import wheat for processing into flour for the baking industry and availing bran for the stock feed industry. Thus, the analysis done through CIBER Assessment resulting in the recommendations to reduce duty on wheat bran and increase that on imported processed wheat flour contributed to the change in the statutory instrument, i.e. regulatory review was passed with implementation effected (Stage 5 under Indicator 4.5.1-9)

IMPACT OF THE REGULATORY REQUIREMENTS (I.E. ANIMAL HEALTH ACT AND ENVIRONMENT MANAGEMENT AGENCY FEES) PIG PRODUCERS

Two issues pertaining to the impacts of the Animal Health Act on the pig producers was discussed. One is that pig industry is faced with inadequate improved breeding stock to improve the quality of pig production to match the productivity and quality in competitive countries. The breeding of pigs is regulated by the Pig Industry Board (PIB) established by the Pig Industry Act [Chapter 18:15] and subsidiary regulations. The pig producers have to obtain better breeding stock from certified breeders. Due to inadequate breeding in the country resulting in reduced availability of certified breeds, Pig farmers have to procure new breeds from South Africa. The process is cumbersome due to the administrative producers for acquiring permits to import live animals. The stakeholders advocated for simplified administrative procedures.

The second is that pig farmers have to get the African Swine Fever Certificate every year, a statutory requirement of the African Swine Fever Regulations (Statutory Instrument 2/1994) under the Animal Health Act [Chapter 19:01] . The pig producers' position is that the \$200 paid annually for the Certificate is excessive and not justifiable especially considering that in most situations they have to provide the transport for the certifying Veterinary officer to visit the farm. The fee imposes heavy overhead costs to small and starting pig producers on top of the infrastructure costs incurred in setting up the pig enterprise. The costs of infrastructure and hence overhead costs is further exacerbated by the requirements by the Environment Management Agency (EMA) that the producers construct elaborate waste disposal facilities to reduce groundwater contamination. The pig producers' arguments is that environment standards being applied by EMA are not appropriate for drier climatic conditions and where the water table level is not as high as in European countries where these standards could have been borrowed. The stakeholders are of the view that the Environment Management Act [Chapter 20: 27] does not confer the powers that EMA has assumed. They advocated for EMA to consult the producers to come up with appropriate standards and non-compliance fees. The matter was to be presented for EMA's consideration.

ADMINISTRATIVE CHARGES AND LEVIES FOR WATER USE

The Zimbabwe National Water Authority (ZINWA) charges farmers for the amount of water that they expect to use during the year. Water use is measured in "mega-liters" (i.e., million liters). The rates vary by the type of land, i.e. A1 = \$7/ML, A2 = \$12/ML, large scale commercial & estates = \$13/ML In addition the irrigating farmers must pay a water levy of \$1.06/ML. Irrigating farmers also have to pay user levies to the local river catchment areas as stipulated in the Water Act [Chapter 20:24] as read together with the Zimbabwe National Water Authority Act [Chapter 20:24]. Farmers however lamented the lack of water use meters to ascertain the actual amount of water usage and instead are charged fees based on estimates which may not be accurate and farmer are still liable to pay of the water regardless of whether they use it or not. This ineffective administration of regulations unnecessarily increases the overall cost of horticultural production. The stakeholders advocated for reduction in the charges and for the charges to be based on measured actual usage instead of estimates. Those to consider the horticulture farmers' position included ZINWA, Ministry of Local Government, Rural District Councils and Water Catchment Associations.

LAND TENURE ISSUES

Farmers also raised the challenge of lack of collateral due to the untradeable 99 year lease that government issued out to land holders. The land tenure is covered by Section 16B of the Constitution of Zimbabwe. There are two issues of contention. Part of the 99-year lease terms stipulates that the lease is non-transferable to heir or any other party and government allocates itself power to revoke the lease. Because of these, the leases do not provide security of tenure and banks are reluctant to accept the 99-year leases as collateral. Farmers on freehold land have the same problems as those on 99-year leases, as all land is considered state land with government having powers to cause the land to be acquired compulsorily. Due to this, investments such as pack-houses on the farms are not considered for collateral security. Banks require collateral in the form of houses or properties located in the urban areas. This has constrained investment in the horticultural sub-sector, as farmers are reluctant to invest when security of tenure is not guaranteed. The stakeholders advocated for a review of the 99-year lease to make it acceptable as security for obtaining finance.

Table 3.1 summarizes the policy/Acts/regulations/administrative procedures covered through the CIBER Assessment process and the respective stages in the policy/regulatory process that were attained on each.

Table 3.1: Regulations reviewed during the reporting period (October to December 2011)

Stage in regulatory process	Act	Statutory Instrument
Stage 1: Analyzed	<ul style="list-style-type: none"> • Water Act [Chapter 20:24] • Zimbabwe National Water Authority Act [Chapter 20:25] • Control of Goods Act [Chapter 14:05] • Public Health Act [Chapter 15:09] • Customs and Excise Act [Chapter 23:02], • Pig Industry Act [Chapter 18:15] • Animal Health Act [Chapter 19:01] • Value Added Tax [Chapter 23:12] • Environment Management Act [Chapter 20: 27] 	Food Standards Regulations(S.I 103/1990) Biosafety Regulation African Swine Fever Regulations (S.I 2/1994)
Stage 2: Presented for Stakeholder Consultation	<ul style="list-style-type: none"> • Water Act [Chapter 20:24] • Zimbabwe National Water Authority Act [Chapter 20:25] • Control of Goods Act [Chapter 14:05] • Public Health Act [Chapter 15:09] • Customs and Excise Act [Chapter 23:02] • Pig Industry Act [Chapter 18:15] • Animal Health Act [Chapter 19:01] • Value Added Tax [Chapter 23:12] • Environment Management Act 	Food Standards Regulations(S.I 103/1990) Biosafety Regulation African Swine Fever Regulations (S.I 2/1994)

	[Chapter 20: 27]	
Stage 3: Presented for legislation/decreed	<ul style="list-style-type: none"> • Customs and Excise Act [Chapter 23:02], • Control of Goods Act [Chapter 14:05] • Value Added Tax [Chapter 23:12] 	
Stage 4: Passed/approved	<ul style="list-style-type: none"> • Value Added Tax [Chapter 23:12] 	
Stage 5: Passed for which implementation has begun	<ul style="list-style-type: none"> • Value Added Tax [Chapter 23:12] 	

OUTCOMES OF THE CIBER ASSESSMENTS

Guided by evidence-based information generated from the CIBER Assessment findings, the CIG actors were adequately informed to discuss and prioritize the constraints and adopt common positions on proposed interventions or changes within the CIG, including needed regulatory reforms on specific aspects within the commodity industry. The CIBER Assessment provided input into identifying and analyzing the potential impacts of changes in regulations on the general performance and competitiveness of the respective sub-sectors. It was also used to identify business development services and market institution infrastructure considered by the stakeholders as needed for the smooth functioning of the value chains. Issues highlighted by stakeholders at the CIBER Assessments findings ranged from (i) numerous public regulatory agencies regulating and raising levies from farmers and agribusiness industry groups (i.e. EMA, ZINWA, AMA, Rural District Councils, ZETDRA, Veterinary Services, etc.), (ii) implications of trade protocols on access to domestic and regional markets, (iii) multiplicity of government departments dealing with same issues or with conflicting mandates, (iv) access to and affordability of finance; (v) effect of agricultural legislation and policy on investment incentives, (vi) short comings in market institution infrastructure such as extension, research and information systems.

The presentation and discussion of the findings enabled the various CIG players to (i) share their perspectives on the constraints, (ii) analyze and prioritize constraints, including rules and regulations, hindering competitiveness at various value chain levels, and (ii) propose and prioritize interventions for addressing the constraints. This assisted in crafting an industry perspective on competitiveness issues which culminated in the establishment of CIG Taskforces to spearhead the advocacy and lobbying efforts on the issues prioritized from the CIBER Assessment findings. The Livestock & Meat Taskforce had their first meeting on 6th December while the Horticulture Industry Taskforce met on 19th December.

Synthesizing the CIBER findings into position papers, highlighting issues that the stakeholders need addressed, demonstrated to the CIG actors and leaders the value of undertaking research to generating evidence-based position papers and their application in advocacy. This demonstrated Zim-ACP's tangible benefits to the stakeholder organizations. Assisting the CIGs to generate evidence-based position papers for dialogue and advocacy, would strengthen or improve their capacity for participation in public forums, such as attending Parliamentary Committee, Rural District Council meetings to represent members' interest as well as for engaging the relevant government ministries.

The CIBER Assessment process and outputs contributed to achieving the indicators 4.5-24 (stages 1, 2 and 3) and 1.2 as follows:

- a) Stakeholders identifying, analyzing and agreeing on proposed changes to policy issues pertaining to the livestock and meat sector with respect to (i) tariffs and duties on imported livestock and

meat products (chicken parts and pork bones) and raw materials (i.e. soymeal, wheat and maize bran); and

- b) Stakeholders' proposed or recommended changes incorporated into issues papers presented to Minister of Finance during the pre-national budget stakeholder consultations as an input in the development of the formulation of the 2012 national budget. Several of the suggestions were adopted and incorporated as policy changes in the 2012 National Budget announced by the Minister of Finance on 24th November, 2012. These are (i) suspension of duty on soyabean meal (now 0%), (ii) reduction in the duty on galvanized wire from 20% to 10%; (iii) reduction in duty on Crude soy oil from 5% to 0%, (v) increase in duty on wheat flour from % to 5%.

PRESENTATION AND DISCUSSION OF CAPACITY ASSESSMENT FINDINGS

The results of the study commissioned at end of 3rd Quarter of FY2011 were disseminated during the reporting period. The study had two components, namely (a) inventory of representative bodies of farmers' organizations, commodity and agribusiness associations in the country and (b) organizational capacity assessment of representative bodies considered key targets or beneficiaries of Zim-ACP support.

INVENTORY

The inventory of commodity associations and agribusiness representative bodies reveals that apart from ZCFU, CFU, ZFU, HPC and LMAC there are numerous other farmer organizations and commodity associations in Zimbabwe. From the inventory, four organizations, representing mainly the smallholder producers and with wide membership that makes them significant players in their respective Commodity Industry Groups, were selected for capacity assessment, in addition to ZCFU, CFU, ZFU, HPC and LMAC. These are

- FACHIG (Farmers' Associations for Community Self-Help Investment Groups), an organization with 73% women members and predominantly women leadership, operating in Mashonaland Central with a forward looking program for supporting interest of farmers at the Provincial level;
- Domboshawa Horticulture Producers' Association (DOHOPA), representing smallholder horticultural producers in Domboshawa who are highly integrated in the horticulture markets locally and internationally;
- Murehwa Agricultural Producers' Association (MAPA), a broad-based association supporting small-scale producers processing vegetable produce into dried vegetable for export markets;
- Zimbabwe Smallholder Poultry and Small Stock Producers' Association (ZSPSSPA), a new association affiliated to the LMAC, representing the interests of so-called informal producers who make up to 60% of the poultry producers in the country.

ORGANIZATIONAL CAPACITY ASSESSMENT FINDINGS PRESENTATION

The findings of the organization capacity assessment study were presented to and discussed with each individual organization, namely the Livestock and Meat Advisory Council (LMAC), Horticultural Promotional Council (HPC), CFU, NADF, FACHIG, DOHOPA, MAPA, ZSPSSPA, ZFU and ZCFU.

The findings highlighted organizational weakness in advocacy, gender mainstreaming and service provision to members. Severe financial stress undermined programming activities by all organizations. In general, the farmers' organizations did not have gender disaggregated membership database or services. There were no on-going advocacy plans or activities nor did the farmers' organizations proactively identify relevant issues and make representation to the relevant local government level. They rarely engaged Provincial and Rural District Local governments. This would include reviewing and making

presentations on annual budgets presented by Rural Districts Council proposing changes in charges or new levies. Similarly, at the national level, the farmer organizations tended to be reactive to issues affecting members and respective CIGs. While they participated in public forums to make representation on issues affecting their members, the submissions were generally not evidence-based.

The presentation of the findings was followed by discussions on possible areas of support to improve on organizational effectiveness in representing members' interest and providing services to the members. The areas of support agreed to will be the basis for the Action Plans specific to each organization. All the organizations will be required to develop membership databases and other information that will help the representative bodies reach out to all prospective and current members, especially women. Zim-ACP will need to provide technical support for research to generate evidence-based position papers for submission, by the organizations, to relevant bodies including regulatory agencies, Ministries, local and provincial governments as well as other private sector entities, e.g. Mines, CZI, EMA, etc.

The Capacity Assessment of the Organizations assisted in identifying areas and elements of technical assistance that can be given to each organization to improve their organizational competence. This will contribute to achieving Indicators ACP2.3 and ACP2.4.

ZCFU STRATEGIC THINKING WORKSHOP

Zim-ACP facilitated a strategic thinking and planning workshop for 20 leaders (11 male, 9 female) of the Zimbabwe Commercial Farmers' Union (ZCFU) in the two Matabeleland Provinces from 8 to 10 November 2011. This was part of Zim-ACP's efforts to build institutional capacity of Farmers Unions, at Provincial levels, to effectively serve their members. The workshop was a follow-up to initial consultative sessions held in July and September 2011 in ZCFU members which identified a number of challenges and constraints faced by the ZCFU in the two Matabeleland Provinces. Some of the identified ZCFU Matabeleland organisational and leadership development challenges included:

- Lack of clear programme of activities for its members that would provide a basis for service provision
- Lack of a functioning secretariat to provide management services
- Limited resources and lack of a clear funding structure as well as lack of financial and management control systems
- Lack of an organisational strategy for raising funds for sustaining the organisation
- Limited governance skills as well as a weak understanding of the role of the board.

The workshop presented the ZCFU Provincial leadership with an opportunity to assess their internal strengths and weaknesses and identify strategies to deal with these in order to ensure relevance of services to members as well as improved competitiveness and access to markets. The ZCFU leaders analyzed opportunities and threats in the operating environment that the institutional groups could take advantage of and mitigate against, respectively. The workshop deliberations resulted in an action plan for further refinement and implementation by ZCFU in Matabeleland region.

Building the institutional capacity of ZCFU is strategic for Zim-ACP as ZCFU is a platform through which individual producers can access markets, financial and non-financial services and resources. The ZCFU and its affiliated Commodity Associations are also the rallying point for advocacy and members' participation and contribution to the development of the commodity value chain at Provincial and Rural District levels.

The outcome arising from this activity contributes to strengthening the farmers' organization thereby contributing to meeting indicators ACP1.1 and ACP1.2.

REGULATORY MANAGEMENT SYSTEMS INVENTORY AND REVIEW

The ongoing process of building the inventory of the agriculture sector legislative and statutory instruments received recognition when the Livestock and Meat Commodity Industry Group requested copies of the Acts and Statutory Instruments pertaining to the pig, poultry, animal feed. The respective associations wanted these as part of the process for reviewing their regulations to identify gaps, inconsistencies and outdated practices with the aim to develop and improve the legislative acts and statutory instruments for the purpose of improving the agribusiness environment. In addition, the respective associations requested technical assistance for (i) drafting of the issues papers highlighting needed changes, (ii) facilitating stakeholder consultation through presentation of proposed changes at public forums and (iii) collation of the stakeholder inputs into draft position papers to be submitted for regulatory reforms. The interaction with the associations revealed the need to proactively infuse competitive and gender impact analyses in the review of the regulations.

The findings from the study analyzing the agriculture sector stakeholders' perception of the regulatory environment and their assessment of the regulatory management systems commissioned in Quarter 4 of FY2011 became available during the reporting period. The study obtained perspectives from stakeholders operating in all the segments of the value chain, specifically on whether the regulatory instruments relevant to their respective segments are inhibitive or facilitative in achieving competitiveness as well as their assessment of the credibility, efficiency and responsiveness of the regulators regarding the formulation, enforcement and evaluation and review of agriculture-related laws and regulations. The findings were discussed at a stakeholder consultative planning workshop on 6th December 2011. The study revealed that there was limited general knowledge and information on the specific legislative acts and statutory instruments pertaining to the various Commodity Industry Groups. All interviewed stakeholders were of the view that there was no deliberate process to evaluate the impact of regulations by the regulatory authorities. They were of the view that the review process, particularly on matters affecting the agricultural sector, was extremely irregular. All the regulators who were interviewed noted that they did not have institutionalized mechanisms that were specifically designed to evaluate the impact of laws and regulations for purposes of legislative review. The reviews, which were irregular and ad-hoc, in most cases were initiated by the regulators themselves. It was noted, by both the CIG stakeholders and regulators, that the capacity to effectively enforce the laws was hampered by selective enforcement, inadequate financial resources, shortage of appropriately experienced technical staff as well as outdated equipment and other necessary apparatus.

A number of opportunities arise from the study. According to the study, the leaders and technical management staff lack the skills and knowledge and experience to undertake regulatory reviews. The leadership and organizations need technical support to review bills and to quantitatively assess the intended impacts or benefits of the proposed changes on the stakeholder members and the agriculture sector. The stakeholders' perception of the regulatory environment and performance of the regulatory management systems will assist in the identification of weakness of the systems and illustrates some of the changes needed to some of the regulations or administrative procedures. The findings will thus assist the respective stakeholders when they embark on reviewing regulations for their sector or commodity industry group. The ultimate outcome would be changes in policies/ regulations/ administrative procedures as a result of the stakeholders' discussions and recommendations. This would fulfill stages 1 and 2 of indicator 4.5.1-24.

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

A cohort of staff from the stakeholder organizations, academic and research organizations as well as available independent consultants participated in **two** capacity building workshops for policy research and

analysis and evidence-based advocacy. The first workshop on 31st October exposed the 34 participants (19 males and 15 females) to the analysis undertaken by the CIBER Assessment team to generate evidence-based analytical papers on key issues arising from the CIBER Assessment findings. The external consultants demonstrated how to synthesize the issues papers into position papers for use in stakeholder discussion forums and for advocacy by CIGs.

At the follow-up workshop on 6th December, the 27 participants (13 females and 14 males) shared information on the outcomes of the meetings held with CIG stakeholders on the CIBER Assessment findings and the resultant actions or recommendations proffered by the stakeholders as a way forward for advocacy. In addition, all the studies commissioned in 2011 were reviewed with participants sharing views on possible evidence-based advocacy and actions arising from the studies. The workshop was also used as a stakeholder consultative planning workshop on capacity building needs and thrust in 2012.

The two workshops in the Quarter thus constituted the penultimate workshops on the capacity building cycle initiated in the Quarter 1 through to Quarter 4 covering the following aspects (i) methodology and analytical approaches; (ii) identification of issues and constraints analysis using the CIBER Assessment approach, (iii) applied economic analysis of the issues and impact of suggested solutions and (iv) synthesis of issues into policy position papers for evidence-based advocacy. The overall outcome of the capacity building workshops is that the participants became acquainted with the various steps and obtained hands-on training to undertake the analysis. Six local consultants drawn from the cohort of the participants demonstrated the ability to apply these skills in the CIBER Assessment. The participants would be relied on to have understanding of the CIBER Assessment approach that Zim-ACP has adopted as the empirical and analytical methodological framework for its work.

The training undertaken contributes to fulfilling indicators ACP1.3.

GRAIN MILLING INDUSTRY INDABA

Zim-ACP provided support to the Grain Millers' Association of Zimbabwe (GMAZ) to hold a national consultative meeting, the Grain Industry Indaba, for industry stakeholders to discuss issues facing the industry. Those invited to the meeting held on 30th November included representatives of the grain producers, transporters, traders, input supply companies, bakeries, millers, financial services providers and the Consumer Council of Zimbabwe, representing consumers. Forty nine participants (37 male, 12 female) attended. The meeting discussed current constraints faced, long-term industry competitiveness and strategy development informed by regional trends in grain trade and consumption patterns.

The meeting revealed that hitherto the various industry players, at the various nodes of the value chain (i.e. producers, bakers, millers, retailers and consumers), had diverse views and approaches to issues affecting the industry and its various players. On sharing each other's constraints and factors determining these, the meeting agreed to have an industry approach. A taskforce was to be established to prepare a position paper to be submitted to the Ministries of Agriculture, Mechanization and Irrigation Development and Industry and Commerce on policy issues that the stakeholders wanted addressed to make the industry sustainable, competitive and supportive of national and household food security.

The Grain Indaba provided an opportunity for the grain industry stakeholders to participate in a public forum to discuss issues facing the industry and arrive at consensus on addressing these or advocating for the relevant authority to consider intervention strategies. This provided the basis for contributing to Indicator ACP1.2. The ultimate outcome will be identification of Stages 1 and 2 of Indicator 4.5.1-24.

AGRI-FINANCE SYMPOSIUM FOR LIVESTOCK AND MEAT INDUSTRY IN MATABELELAND PROVINCES

A one-day symposium under the theme “Investing in and Financing of the Livestock Sector in a Competitive Environment.” was held on the 11th of November 2011 in Bulawayo. The need for the symposium arose from the Agricultural Finance Symposium held in Harare on 30 September 2011, which highlighted the imperative of arresting the decline in the livestock sector and putting it back on a growth path, particularly in Matabeleland North and South Provinces in which cattle are the mainstay of the household and farming economy. The symposium was a fulfilment of Zim-ACP’s quest to demonstrate its relevance by extending the stakeholder engagement process on specific issues relating to Commodity Industry Groups to Provincial levels. From a policy environmental perspective, the holding of the Livestock Stakeholder Symposium was timely as the Minister of Agriculture, Mechanisation and Irrigation Development (AMID) had emphasized the need to pay more attention to livestock issues, which have over the years been neglected due to overemphasis on crop production.

The 83 delegates (53male, 30 female) attended the symposium by invitation. They were drawn from the membership of the ZCFU and a diverse range of other stakeholder groups such as the banking and insurance sectors, universities, input suppliers, independent consultants, the NGO community and crucially, representative of key government ministries who provide support services. The symposium participants were agreed to set up a 10-person Provincial Taskforce, drawn from representatives of the Livestock and Meat commodity industry group to spearhead the implementation of the symposium resolutions. The main resolutions were (i) to seek enforcement of the ban on slaughtering in-calf heifers through the enactment of appropriate legislation (ii) to engage the Extension Services under a specific programme, to improve the livestock management practices of livestock producers; (iii) to craft an appropriate strategy for the development of small stock; (iv) to craft engagement strategies that take into consideration the new dynamics in terms of the composition of livestock producers so that the informal sector can be brought into the mainstream economy where they can better access financing and other services; (v) to campaign for the removal or reduction of the 10.5% levy on the sale value of livestock; (vi) to lobby for Rural Council levies more favorable to the livestock producers in the Matabeleland Provinces and (vii) the development of financing mechanisms that promote investment across the livestock sector value chain.

AGRICULTURE TASK FORCE MEETINGS

A national Forum and Taskforce on Agriculture Sector Policy Issues was formed during the reporting period to provide a networking forum for promoting dialogue amongst agriculture sector stakeholders on the needs, options and opportunities for reviving Zimbabwe’s Agriculture. The Forum and Taskforce aims to do in-depth analysis of the agriculture development issues and come up with position papers on strategies and specific interventions to be recommended to government for adoption. These are activities of interest to Zim-ACP. Zim-ACP sees value in its stakeholders participating in this Forum and sought to collaborate with and support the Forum for activities involving and benefiting the commodity associations, farmers’ organizations and agribusiness representative bodies.

Zim-ACP supported and hosted three meetings of the Taskforce. The meeting of 24th November 2011 focused on building the institutional capacity of farmers’ organizations to play an effective role as development partners for the agriculture sector. The meeting called for enhanced collaboration among the four farmers’ unions to present a united front on matters affecting the farming sector. Presidents and Directors of the ZFU, ZFCU, CFU and ZNFU attended the follow-up meeting on 13th December 2011, at which they agreed to resuscitate the joint Presidency Council.

OPPORTUNITIES

The packaging of the CIBER Assessment findings into synthesis papers disseminated as evidence-based position papers for dialogue on policy and competitiveness issues in the various CIGs had a demonstration effect on the relevance of Zim-ACP to stakeholders including the government. This created opportunities for furthering and acceptance of Zim-ACP's work.

FORTHCOMING C1 ACTIVITIES IN QUARTER SIX

Key activities in the forthcoming quarter two are:

- i. Development of Actions Plans which will be the basis for providing technical support to the stakeholder organizations with which Zim-ACP has signed MOU for collaboration, namely ZFU, CFU, ZCFU, HPC, GMAZ, LMAC, DOHOPA, MAPA.
- ii. Engaging STTA to undertake studies intended to provide background on competitiveness of the target commodity industry groups as well as for the forthcoming CIBER Assessments. The studies are:
 - A Comparative Analysis of Demand and Consumer Preference for Beef, Pork and Poultry Meat Products and the Implication for the Livestock and Meat industry
 - An Analysis of End Markets for Zimbabwe's Agricultural Export Commodities
 - A Review of Value Chain Studies Undertaken for the Grain, Legume, Cotton, Beef and Dairy to Identify Gaps for Additional Work by Zim-ACP for the CIBER Assessment (for the grain, beef, legume, cotton).
- iii. Hosting, in collaboration with FANRPAN, a National Conference on Agricultural Competitiveness in March 2012 to present evidence on and develop national strategies to address issues of agricultural competitiveness in the various commodity industry groups;
- iv. Leverage the activities above to building skills for policy analysis and evidence-based advocacy;
- v. Collaborating with Africa Lead in holding a training workshop for building leadership and lobbying capacity of CIG leaders and Taskforce teams set-up by the Livestock, Horticulture, Grain CIGs;
- vi. Providing technical support to the Livestock and Meat industry to review their regulations to address issues of competitiveness;
- vii. Collaborating with the SADC Parliamentary Support Trust for proactive engagement with the Parliamentary Committee on Agriculture and Land Reform; and
- viii. Incorporating gender mainstreaming in all activities

3.2 COMPONENT 2: IMPROVING MARKET INFRASTRUCTURE AND INSTITUTIONS

Objective: Improved Market Institution Infrastructure and Institutions

Indicator ACP2.1: Increase in client coverage and/or customer outreach of supported institutions/association/firms. Target: 500

Indicator ACP2.2: Number of institutions/organizations that, as a result of USG assistance, are making significant improvements. Target: 3

Indicator ACP2.3: Number of institutions/organizations that, as a result of USG assistance, are undertaking capacity/competency strengthening. Target: 4

Indicator ACP2.4: Number of institutions/organizations that, as a result of USG assistance, are undergoing capacity/competency assessment. Target: 4.

BACKGROUND

The thrust of Zim-ACP Component 2 is to support the re-building and strengthening of market institution infrastructure and agribusiness services that will foster competitiveness in the agricultural sector in Zimbabwe. Critical market institution infrastructure needing rehabilitation include systems for ensuring food safety, animal health and crop phytosanitary parameters, the adoption of standardized and verifiable processes that will enable farmers to meet established technical requirement and good agricultural practices for the local, regional and global markets. The market institution infrastructure includes services that can be offered to members by Commodity Associations and farmers' organizations.

MAIN EFFORTS

The stakeholders' consultation and dialogue processes using the CIBER Assessment under Component 1 were adopted to identify the range of market institution infrastructure and services the CIGs consider needed for the smooth function of the markets to foster and enhance competitiveness for the individual actors within the CIGs. These included contract negotiations and arbitration, grading and standardization of horticulture produce for local and external markets, pests and disease diagnostic centers, seed testing laboratories, forward and future markets, electronic market information system for cattle, horticulture, brining standards as well as extension and technology transfer system.

Specific market institution infrastructure and services identified, through the CIBER Assessment and other stakeholder consultations, as critical for the strategic growth of the respective industry, smooth functions of the markets and competitiveness are the following:

- (a) The availability of market information has been identified as a significant constraint to improving market efficiency and competitiveness in the horticulture sector. The component will engage and support an appropriate private sector provider to develop a market information system providing easily available reliable, impartial market information on a commercially viable and sustainable basis. The initial focus will be on major horticulture wholesale markets in the country, later on major export markets for fruits and vegetables. Several USAID EG partners (Zim-ACP, Zim-AIED, Prize, CNFA) are in support of the TechnoServe efforts to promote investors to take up the e-Soko platform as it is tested on the continent and has a growing number of applications.
- (b) The Horticulture Promotion Council and Livestock Industry have indicated they will need technical support for re-establishment of quality and certification institutional infrastructure for locally produced products to align with international standards. Support will also be given to CIGs to develop programs to collate and disseminate information relating to international standards to relevant stakeholders. Services identified by the livestock industry stakeholders as needing support include artificial insemination, animal identification and traceability systems, and livestock herd book.
- (c) Smallholder horticulture producers and the Fruit and Fresh Produce Wholesalers Association have expressed interest in the modernization of the Mbare Musika Horticulture Wholesale Market.

- (d) The Grain Millers' Association would like technical assistance from Zim-ACP to investigate the establishment of a grain exchange in light of the impasse on the Commodity Exchange in Zimbabwe (COMEZ).
- (e) Livestock Identification and Traceability System. The Livestock and Meat Advisory Council put priority on this as it is a fundamental market institution for the revival of the industry and preparing it for livestock and meat marketing in export (regional and international) markets.
- (f) Re-establishment of the Zimbabwe Herdbook management information system and upgrading of software for capturing, measuring and monitoring breeding performance data was submitted by the Livestock Identification Trust as a needed market institution infrastructure in the cattle industry.
- (g) The Pig Producers' Association, Zimbabwe Poultry Association, Stockfeed Manufacturers Association identified the need to re-habilitate quality assurance schemes as a strategy for regaining competitiveness in the livestock industry.
- (h) The farmers (ZCFU & ZFU) in the Matabeleland Provinces consider artificial insemination services for improving the cattle breeds as priority in order to regain herd viability.

Additionally, the stakeholders were requested to suggest existing firms providing needed services which they considered as needing support to expand the services.

COLLABORATION WITH USAID AND OTHER NATIONAL AND DONOR INITIATIVES

To establish synergies with other initiatives supported by USAID and various other donors, the process for identifying and advocating for the required market institution infrastructure and services was linked to the CAADP investment planning process. The CIG leaders/champions and the various Taskforces established by the Livestock and Meat CIG, Horticulture and the Bulawayo Agri-finance Symposium were encouraged to participate in and make inputs proposing investment needs to the CAADP processes. The national CAADP officers and the FANRPAN focal points, under which CAADP processes are coordinated, were invited to participate in the various CIG meetings discussing needed market institution infrastructure.

AGRIBUSINESS FINANCE WORKING GROUP (AFWG)

The envisaged outcome of the Agribusiness Finance Symposia held in Harare and Bulawayo, on 30th September and 11 November, respectively, was the development of innovative options for providing agricultural finance and financial services to producers and the agribusiness sector in the identified Commodity Industry Groups. It was planned to have the AFWG, meeting on a quarterly basis, to bring stakeholders in the CIGs and the players in agri-finance sector to dialogue on the needs, options and opportunities for financing the agricultural sector to meet competitiveness challenges in local and external markets. The terms of reference for TFC to host and coordinate the AFWG were developed and agreed to in this Quarter.

FORTHCOMING C2 ACTIVITIES IN QUARTER 2

C2 activities in the forthcoming Quarter 2 will mainly be the commissioning of studies to (i) assessment the demand and (ii) undertake technical and financial viability assessment of market institution infrastructure and business development services identified as needed by the stakeholders. The findings will 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.

STTAs will be engaged to undertake the following:

- Carry out an Inventory and Assessment of Market Institution Infrastructure
- An Assessment and Investment Plan for Revamping the Livestock Herd Book System in Zimbabwe
- Feasibility assessment and investment plan for livestock identification and traceability system to enhance competitiveness in national, regional and international;
- Development of manual on local and international standards for production and marketing of horticultural produce in Zimbabwe
- Development/Upgrading of Manual on standards for dairy production
- Development and implementation of Action Plans which will be the basis for providing technical support to firms providing business development services needed in the market place
-

Zim-ACP will actively participate in activities of the Agriculture Sector Taskforce and MLA with the view to leverage on the support and collaboration that will be of benefit to its own stakeholders.

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

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

Outcome indicators

Indicator ACP3.1: Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc

Indicator 4.5.2-42: Number of private enterprises, producer organizations, water user associations, women's groups, trade and business associations and community-based organizations that applied new technologies or management practices as a result of USG assistance

Output indicators

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

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

SUMMARY

FY2012 Quarter 1 activities focused on reviewing the training process as implemented in FY2011 with the view of drawing lessons from the trainers experiences and use these for improving the FY2012 training program. Zim-ACP also sourced relevant business training materials to use in the development of a Farming as a Business manual from the DAI library, ending and current USAID livelihood programs

and other sources. Development of a Farming as a Business manual is pivotal to ensuring that business modules delivered by Zim-ACP certified trainers during cascading are standardized. During the reporting period, Zim-ACP also conducted two ToTs in training methods and tactics to build the capacities of the training departments of the ZFU and ZCFU to deliver training services demanded by their members.

TRAINING REVIEW MEETINGS WITH TRAINED TRAINERS

In FY2012, Zim-ACP will collaborate with trained trainers to cascade demanded business trainings in the CIGs in which the program is working. Trainings will be aimed at addressing the business skills gaps of agribusinesses in entrepreneurship, farm business planning, record keeping, profit & loss accounting, budgeting, financial management, risk management, assessing labour requirements, contract management and marketing. To prepare for the cascading process, Zim-ACP conducted three, one-day feedback meetings with trained trainers certified in FY2011. The feedback meetings were conducted in Harare, Bulawayo and Mutare on the 18th October, 28th October and 10th November 2011 respectively. The feedback workshops were aimed at reviewing the training process as implemented in FY2011, and recommending improvements, sharing experiences and learning from each other, providing information on contractual matters, M&E and reporting issues arising and reviewing the budgeting process. The meetings were attended by 21 (12 male, 9 female), 19 (9 male, 10 female) and 13 (7 male, 6 female) trainers in Harare, Bulawayo and Mutare respectively. The main resolutions and recommendations from the workshops were that:

- All business training modules should be standardized in FY2012, and priority should be given to the development of the Farming as a Business manual. Participants at the meetings recommended that the Farming as a Business manual should be made up of ten modules, including a) entrepreneurship, b) farm business planning, c) record keeping, d) profit and loss account, e) budgeting, f) financial mobilization and financial management, g) risk management, h) labor requirements, i) marketing and j) contracts & business law. These recommendations were used to develop the Faab manual outline. The manual will be developed in quarter 2 of FY2012.
- In FY2012, trained trainers should respond to training gaps identified by farmers' unions, commodity associations and other Zim-ACP stakeholders. This approach will ensure that the responsibility for follow up trainings is taken up by the respective union or commodity association and this should build sustainability into the training programs being supported by Zim-ACP.
- All trainers should operate within 200 km radii of their base stations to reduce training costs. Plans to train clients beyond the 200 km radii should be authorized by Zim-ACP before they are implemented.
- The contractual vehicle that will be used between trainers and Zim-ACP in FY2012 is a Blanket Purchase Agreement (BPA). The Zim-ACP procurement department emphasized that a BPA will not obligate any funds, but funds will be obligated by the placement of BPA Release Orders as trainings are being implemented.
- The subsidy provided by Zim-ACP will be reduced gradually as agribusinesses' circumstances improve through the adoption of improved business skills, hence improvement in incomes accruing from their agribusiness activities.

The consultative meetings laid a basis for planning and implementing cascaded trainings in FY2012.

SOURCING, ADAPTING AND DEVELOPING BUSINESS MODULES

The willingness to pay and demand for modules studies conducted in FY2011 highlighted Farming as a Business as the highest priority area for business training. Therefore, Zim-ACP developed an outline of a Farming as a Business manual which will be used for the training of trainers in business courses and then later for cascading trainings in the agriculture and agribusiness sectors. The manual will incorporate 10 business modules which were identified by stakeholders as the most critical for improving productivity and competitiveness in the agriculture and agribusiness sectors of Zimbabwe. As indicated in the preceding section, modules that will constitute the Farming as a Business manual are the following:

- Module 1: Understanding basic business concepts/ entrepreneurship
- Module 2: Developing a farm business plan
- Module 3: Record keeping
- Module 4: Profit and loss account
- Module 5: Farm enterprise budgeting
- Module 6: Financial mobilization and financial management
- Module 7: Risk management
- Module 8: Assessing labor requirements
- Module 9: Marketing
- Module 10: Contracts & business law

To facilitate inputs into the module development process, Zim-ACP sourced relevant business materials from the DAI library, current and ended USAID livelihood projects and other local and international sources. Thirty three (33) business reference materials were assembled and these will be used for developing the modules making up the Farming as a Business manual. Materials that were identified and sourced cover the following business subject areas:

- Farm business
- Marketing,
- Business planning/ farm business planning,
- Credit management/ credit analysis,
- Farm management,
- Accounting analysis records,
- Finance and business/ financial planning and forecasting,
- Understanding financial statements,
- Balance sheet and profit & loss account,
- Financial control,
- Bookkeeping,
- Budgeting,
- Contracts – content and negotiations,
- Human resources management.

Zim-ACP will engage consultants to develop the Farming as a Business manual through a LEAD subcontract. Each of the modules will be developed in two parts; a) the participants' workbook which guides the training process; and b) the instructors' manual, which is designed as reference material to be used during and after training. The modules, which will be used during ToTs in specific business areas and then latterly, for cascading farm business trainings across the country, are aimed at addressing the planning and business skills gaps among agribusiness entrepreneurs.

TOTS IN TRAINING METHODS AND TACTICS

Zim-ACP conducted two ToTs in training methods and tactics to address the training capacity gaps of two farmer unions, the Zimbabwe Farmers Union (ZFU) and the Zimbabwe Commercial Farmers Union (ZCFU). The ToTs were designed to enhance the capacities of the training departments of the two unions to be able to deliver technical material as demanded by their members. The two ToTs events were conducted in Harare and Bulawayo to cater for the needs of the Northern and the Southern regions respectively. Details of each of the trainings are given below.

HARARE TOTS EVENT FOR FARMER UNIONS

The first ToT in training methods and tactics workshop targeted at farmer unions was conducted at the Cresta Jameson Hotel in Harare between the 10th and 13th of October 2011. The workshop was attended by 22 participants; 10 from ZCFU (8 male, 2 female), 9 from ZFU (7 male, 2 female), 2 from Zim-ACP (both female) and one male from an independent consulting company, Agrichem. The low level of participation by women from farmer unions is a reflection of male dominance at the secretariat levels of the unions. This imbalance requires redress through gender awareness creation and development of organizational policies that encourage the recruitment of women into the organizations. Zim-ACP will work with the unions and provide technical assistance for the development of gender sensitive organizational policies.

BULAWAYO TOTS EVENT FOR FARMER UNIONS

The second ToT in training methods and tactics was conducted at the Bulawayo Rainbow Hotel between the 24th and 27th of October 2011. As with the Harare workshop, this workshop was attended by 22 participants; 10 from ZCFU (3 male, 7 female), 11 from ZFU (8 male, 3 female) and 1 from SHDF (female). Similar to Harare, the representation from ZFU was predominantly male. However, representation from the ZCFU shows female dominance at the regional level (70% female) compared to the secretariat level (20% female). Female dominance at the regional level is desirable as these frontline trainers are better placed to reach out to female farmers in the region than their male counterparts.

Trained ZFU and ZCFU staff will cascade business and technical trainings, mostly to members of the unions across the country. Improved business and planning knowledge and skills at farm enterprise will result in improved productivity and improved product quality. At a different level, improved service offering by farmer unions should aid their membership drive efforts.

Three ToTs in training methods and tactics are planned for quarter 3 (2) and quarter 4 (1). A total of 40 (25 male, 15 female) trainers will participate in the three ToTs events as follows: a) 15 from the Mashonaland regions, b) 15 from the southern regions (Matabeleland, Midlands and Masvingo) and c) 10 from Manicaland. These trainings will ensure that there is reserve pool of qualified trainers ready to replace incompetent or ineffective trainers shortlisted to collaborate with Zim-ACP in FY2011.

TRAINING OF TRAINERS IN SPECIFIC BUSINESS AREAS

This activity will be conducted in quarter 2 of FY2012 following the development of the Farming as a Business manual which will be used during the ToTs in business as well as during the cascading process.

CASCADE TRAININGS WITH TRAINED TRAINERS

Cascading of trainings will be launched in quarter 3 of FY2012, following the development of business training modules and training of trainers in specific business areas.

3.4 M&E ACTIVITIES

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

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

- CIBER workshops
- Commissioned studies' findings presentations
- ZCFU Matabeleland region strategic planning meeting
- Grain Millers Association of Zimbabwe Grain Indaba
- Agriculture Finance Symposium for Livestock and Meat Industry
- Agriculture Task Force meeting
- Trainer feedback meetings
- Training of Trainers Workshops.

Sex disaggregated data was collected for each event, collated and analyzed to check that all relevant stakeholder organizations were represented and that there was balance in representation of males and females in the meetings. Feedback was given to event organizers where major stakeholders were excluded or where there was poor representation of women, so that these issues would be avoided when planning future events.

Event registers developed in year one of the program were used in the collection of data, during the reporting period.

Completed records were entered in TAMIS for collation and availability for management information.

Significant program events such as CIBER workshops, ZCFU Matabeleland region strategic planning meeting, Grain Indaba and Agriculture Finance Symposium for Livestock and Meat Industry were evaluated to solicit feedback from participants on event organization, content, standard of facilitation and whether the event was time well spent. The event evaluation allowed attendees to rate the event, out of 100. The feedback from the evaluation was useful in providing lessons for organizing future events. A workshop evaluation report was produced for major events. These appear as Attachment 10.4 of this report. Table 3.2 shows that for the workshops monitored during the reporting period, all the workshops were scored highly by the attendees.

Table 3.2: Workshops monitored during the reporting period

Date	Workshop	Attendance			Average score given by participants (out of 100)
		Total	Male	Female	
10 to 13 October 2011	Farmer organizations' Training of Trainers	22	6	16	88.9
24 to 27 October 2011	Farmer organizations' Training of Trainers	22	11	11	86.1
01 November 2011	CIBER workshop (poultry & pigs)	60	34	26	83.4
2 November 2011	CIBER workshop (Horticulture)	57	37	20	81
8 to 10 November 2011	ZCFU Matabeleland region strategic planning meeting	20	11	9	88.4
11 November 2011	Agriculture Finance Symposium for Livestock and Meat Industry	83	53	30	82.6
30 November 2011	Grain Indaba	49	37	12	78.5

TRAINING ACTIVITIES M&E

The M&E unit was invited to give feedback to trainers during three meetings organized to share experiences on cascaded training during the reporting period. The feedback from M&E Unit covered

- The roles of enumerator and trainer in the M&E process
- M&E tools utilized
- Relationship between trainer and enumerator.
-

The presentations were valuable in that they helped remove misconceptions by trainers about enumerators (1) being Zim-ACP employees and therefore expected to respond to questions on possible future support to business enterprises by the program; (2) being spies ready to send negative reports to Zim-ACP about training activities. The presentations and ensuing discussions set the stage for a more fruitful future working relationship between enumerators and trainers.

MONITORING IMPLEMENTATION OF ORGANIZATIONAL ACTION PLANS

Organizational Action Plans for strengthening of stakeholder organizations so that they are better able to serve their members are scheduled to be developed in the next quarter (Year 2, quarter 2). This follows completion of organizational assessments for various stakeholder organizations including LMAC, HPC, DOHOPA, FACHIG, MAPA, ZFU, ZCFU and CFU. Monitoring of implementation of organizational action plans could not take place during the reporting period as action plans are still to be developed.

While market institution infrastructure and services critical for growth of the agriculture private sector were identified through the CIBER Assessments a market study is planned to assess and recommend

other necessary market infrastructure and services. These market infrastructure and services and those identified through the CIBER Assessment will have feasibility studies conducted on them before action plans can be developed for their implementation. Only then will monitoring of implemented action plans take place.

CHAPTER IV: ENVIRONMENTAL ISSUES

A Zim-ACP sponsored Agricultural Finance Symposium on Livestock provided a platform for discussion on how *veld* fires destroy flora and fauna and affect livestock production. Stake holders were urged to play a meaningful role in the control of *veld* fires. Farmers were urged to put fire guards in place on their farms while everyone was advised to behave in a way that does not cause or exacerbate fires. *Veld* fires were blamed for recurrent droughts that result in inadequate water supplies for livestock and crop production and ultimately competitiveness of the agricultural sector.

The Grain Indaba sponsored by Zim-ACP and hosted by the Grain Millers Association of Zimbabwe provided a platform for stakeholders to discuss the issue of GMO. Participants expressed mixed viewpoints on the issue. The dominant view during the discussion was against introduction of GMOs in the grain industry. The arguments went beyond the issue of GMO causing permanent damage to the environment and included economic issues. One argument was that the major cause of low yields for smallholder farmers is poor management and not varietal. Farmers are not enjoying the full potential of current available germ plasm because of substandard management (low fertilizer, late planting, inadequate weeding etc). The argument therefore was that as long as management levels are poor, GMO may not be the answer to low crop production and food insecurity in the country. Another argument extended against use of GMO was that there is a premium price for 'non GMO' grain in the export market and Zimbabwe stands to gain from maintaining a non GMO status, particularly when combined with improved management.

Another environmental issue raised during the Grain Indaba was the potential to reduce post-harvest losses through use of commercialized grain silos. Experiences were shared during the symposium on successful regional grain silos operating in Malawi and Zambia, that Zimbabwe could consider joining. Smallholder farmers have been reported to lose a substantial amount of their grain due to poor management in storage. Commercial grain silos offer an opportunity not only to preserve their grain and benefit in term of food security and income, but also offer the chance of accessing credit on the strength of the grain certificates.

The issue of food safety was emphasized by the Consumer Council of Zimbabwe during the Grain Indaba and industry was urged to safeguard consumer rights. There was a big discussion on why Standards Association of Zimbabwe (SAZ) standards are voluntary instead of mandatory.

Capacity assessment findings dissemination to CFU by Zim-ACP during the reporting period provided a platform for discussion of effluent management which is an environmental issue enforced through a fine by Environmental Management Agency (EMA). Zim-ACP took the opportunity to sensitize large scale commercial farmers on the need to preserve the environment while farmers engage EMA on the quantum of the fines.

The Agri-finance Symposium on Livestock provided a platform for stakeholders to raise issues related to animal welfare. The livestock and meat commodity industry group resolved to seek enforcement of the ban on slaughtering in-calf heifers. It emerged from the presentation by ZCFU that farmers are currently sending in-calf heifers to slaughter. The issue of the ban on the slaughtering of in-calf heifers has apparently been on the cards for a long time due to difficulties in enforcing it in the absence of an Act of

Parliament. Zim-ACP will work closely with a livestock taskforce formed at the symposium, to spearhead implementation of symposium resolutions that include the ban on slaughter of in-calf heifers.

CHAPTER V: GENDER ISSUES

ORGANIZATIONAL ASSESSMENTS

Organizational assessments conducted on partner institutions during the reporting period included a gender gap analysis. The action plans to be developed for organizational capacity building in the next quarter (quarter 2, year 2), will include organizational capacity building on gender mainstreaming and women empowerment. It is anticipated that organizational action plans will include:

- Training of gender focal person to spearhead gender mainstreaming in the partner organizations
- Development of gender disaggregated membership database
- Negotiating for the development of gender sensitive organizational policies
- Facilitating women empowerment programs
- Participatory monitoring of results and impact of gender mainstreaming in the organization
- Gender Mainstreaming in Trainings Conducted
- Gender awareness training was conducted during two Training of Trainers courses run by Zim-ACP during the first quarter. The training was designed to ensure that gender is mainstreamed during cascading of business and technical training.

IDENTIFICATION OF KEY GENDER PARTNER ORGANIZATION FOR POSSIBLE FUTURE COLLABORATION

During the reporting period, a number of women's organizations and individuals were visited for discussions aimed at identifying potential areas of collaboration in gender mainstreaming and women empowerment. These include ZWRCN, ZWLA, and Women's Coalition in Zimbabwe, Hope Chigudu (founder ZWRCN), Advocate Choice Damiso, Getrude Murungu (WILSA), and Women's Agribusiness Association. The objective of the discussion was to identify organizations/resource persons who can be called upon to provide gender specific services to Zim-ACP. For example, ZWLA may be called upon to provide technical support during a gender assessment of regulations as well as to capacity-build Zim-ACP to implement regulatory reforms with a gender lens. Women's Agribusiness Association may help link Zim-ACP to successful women agribusiness owners who may act as mentors for aspiring women business owners in partner organizations.

DEVELOPMENT OF A GENDER MANUAL

During the reporting period, Zim-ACP developed an outline for a gender manual. Manual development is planned to take place in the coming quarter. The manual will provide resource material for training of trainers to mainstream gender within partner organizations. The training will ensure that gender mainstreaming skills are available in-house for a sustainable approach at reasonable cost compared to the use of outside consultants.

GENDER SURVEY

CIBER results dissemination workshop aimed at the “Zim-ACP family” provided a platform for sensitization on gender as well as getting an appreciation of why gender is important for economic development. Zim-ACP family comprises technical staff from ZFU, CFU, ZCFU, ZNFU, AMID, AMA, UZ, Independent consultants, ARC, etc. A quick survey on gender gap analysis was conducted during the workshop. The findings of the survey were that organizations have no gender policy or strategy in place that addresses women’s needs. Where the policy exists, implementation is poor due to lack of support from management. The following were articulated as constraints for women in agriculture:

- Access to affordable finance
- Poor access to skills and training (extension)
- Access to markets
- Lack of control of income from sale of produce
- Lack of control of means of production such as land and equipment
- Not involved in leading farmers organization
- Lack of leadership skills training
- Cultural and social barriers
- Lack of women voice / Women are not adequately represented in relevant fora where important decisions are made
- Low level of general education
- Lack of knowledge of laws
- Low self esteem
- Lack of markets for "women's" crops
- Lack of capacity to demand services
- Some of the suggestions put forward to deal with constraints faced by women include
- Women can group and approach finance institutions
- Gender awareness training to men and women
- Gender empowerment (awareness on issues of lack of knowledge and confidence)
- Leadership training for women
- Improve education for women
- Equal employment opportunities for male and female (as Government policy)
- Need active women organization to lobby and advocate for women rights
- Lobbying and advocacy for gender equality
- Equip women with lobbying and marketing skills
- Development and farming organizations could be the fora for effecting change
- Encourage women farmer associations which ensures every member receives extension
- Funding for women education e.g. scholarships
- Training women on farming skills i.e. Women colleges
- Empower women so that they can equally do the same as man
- Introduce programs that boost women confidence
- Farmers Unions must mainstream gender issues
- Need the participation of men to make them appreciate the role of women
- Farmers' organizations need a special unit on women, strengthened to deliver services needed by women
- Train them to be business minded so that they can stand on their own
- Show role models of women achievers
- Facilitate formation of powerful women organizations for lobbying and advocacy

These survey findings, together with the findings of the gender gap analysis conducted at organizational level, will be used to come up with action plans for gender capacity building at organizational level. That activity is planned for early this coming quota.

GENDER IN CIBER FEEDBACK WORKSHOPS

Two workshops were conducted during the reporting period to give feedback to stakeholders on findings from CIBER economic analyses of issues in the poultry and pig, and horticulture sector. To encourage women producers to air their views the workshop facilitator allowed and encouraged use of vernacular in the discussions. A number of women were able to contribute to the discussion in vernacular. Women availed themselves as participants in a taskforce for the horticulture CIG to spearhead implementation of action areas. This goes to show that where effort is made to alleviate barriers of illiteracy and language, women can be encourage participating and contributing to development programs.

CHAPTER VI: LESSONS LEARNED

LESSONS LEARNT UNDER COMPONENT 1

The work under Component 1 has generated significant interest among the stakeholders, particularly the Livestock and Meat Industry Commodity group because Zim-ACP was able to demonstrate the tangible benefit of its work, namely evidence-based research, analysis and advocacy. The lesson is thus to be able to show quick and tangible benefits that are in the interest of the stakeholders regarding addressing pertinent issues in both the short-term.

LESSONS LEARNT UNDER COMPONENT 2

The consultations through the CIBER Assessment process yielded market institution infrastructure and services suggested by the respective industry commodity groups as needed in the market to facilitate competitiveness. The Zim-ACP had also to show that it was responsive and ready to consider these as demonstrated with the possible market institution infrastructure that were to be included in the proposed demand assessment leading to feasibility analysis and investment plans. The process, though long drawn, demonstrated that Zim-ACP is not prescriptive in its approach. The lesson is to use similar approach on future or planned activities.

LESSONS LEARNT UNDER COMPONENT 3

In addition to the follow up trainings afforded to trained enterprises by Zim-ACP in subsequent years following initial training, there is need to offer immediate and regular support to trained enterprises to ensure that knowledge and skills gained are appropriately applied. Zim-ACP is working on a system that ensures that follow up support is provided by representative bodies to which the trained enterprises are affiliated.

Most agribusiness enterprises trained by Zim-ACP certified trainers are managed by women. Therefore, it is essential to ensure that the training approaches adopted by the Zim-ACP certified trainers reach out to women in effective ways.

CHAPTER VII: CHALLENGES

CHALLENGES UNDER COMPONENT 1

The challenge faced in implementing C1 in this Quarter pertains to the ability or capacity of the target farmers' organizations (ZFU, ZCFU and CFU) and their affiliated Commodity Associations, the independent commodity associations as well as the agribusiness representative bodies, i.e. the Horticulture Promotion Council (HPC), Grain Millers Association of Zimbabwe (GMAZ), and the constituent members of the Livestock and Meat Advisory Council, to effectively respond to Zim-ACP initiatives for institution strengthening. The organizations do not have own technical and management staff to follow-up and implement the requisite activities. This hampers Zim-ACP's work as it has to engage with the commodity association leadership who has limited time for organizational operations. The lack of own secretariat makes the effort to build internal organizational capacity for policy research, analysis and evidence-based advocacy difficult.

CFU and ZFU, the two of the three (the third being ZCFU) of the primary beneficiary targets for the Zim-ACP C1, are moving toward merging their commodity associations at district, provincial and national levels with the objective of collaborating in providing technical services to members and consolidating their efforts for advocacy and lobbying. GIZ is supporting this initiative. The challenge for Zim-ACP is how to make its initiatives for institution strengthening relevant given that the two unions have yet to share much information on the plans under development.

Another challenge was the prolonged negotiations with sub-contractors on CCN rates for STTA. This caused delays in securing STTA services for background and baseline studies which were necessary to bench mark the impact of Zim-ACP support to the organizations.

CHALLENGES UNDER COMPONENT 2

Because of the sensitivities in the market place regarding the identification and selection of services and service providers to be supported, the process needs to be necessarily transparent and legitimized through delicate stakeholder consultations and verification. In this regard, the identification and selection of service providers will be based on open competition through publicized calls for expression of interest.

The prolonged negotiations with sub-contractors on CCN rates for STTA caused delays in securing STTA services for assessing demand and completing technical and viability assessment of promising market institution infrastructure and business development services in this Quarter. These were necessary to have an objective basis for the identification and selection of the market institutional infrastructure and services to be considered for rehabilitation, establishments and or strengthening.

CHAPTER VIII: NETWORKING & COLLABORATION

COLLABORATION WITH USAID-SUPPORTED PARTNERS AND INITIATIVES

Zim-ACP shared information with Zim-AEID and Technoserve on the various value chain studies being planned.

Zim-ACP initiated discussion with Africa Lead to collaborate on training to impart skills for dialogue and advocacy to CIG champions, focal operatives, technical staff of Farmers' organizations and agribusiness representative bodies. The training will focus on lobbying and advocacy for competitiveness and will be embedded in the implementation of the organizational Action Plans.

During the quarter, Africa Lead consulted Zim-ACP on possible participants to be invited to the Africa Lead training for Change Champions to be held in January 2012. Zim-ACP proposed that 12 participants be selected from the Zim-ACP stakeholder organizations to participate in the training. It is envisaged that these leaders, made up of equal numbers of males and females, will have an opportunity to engage other leaders and stakeholders in agriculture to advocate for improved agribusiness environment as well as contribute to inputs in the investment plans.

The SATH collaborated with Zim-ACP and the Grain Indaba by sponsoring speakers from South Africa and Malawi in the areas of grain brokerage, grain storage, and export expertise.

COLLABORATION WITH THE FORUM AND TASK FORCE FOR AGRICULTURE SECTOR GROWTH

An area of focus of the Forum and Task Force for Agriculture Sector Development is non-financial market institution infrastructure and service, specifically improved agricultural extension and research, the strengthening of farmers' organizations and private institutions providing market-driven services. Zim-ACP hosted and participated in one meeting, held on 12 October that discussed challenges facing the public sector in the provision of extension and agricultural research. The meeting also discussed inadequacies in the training of farmers to improve on productivity which in turn would improve on competitiveness of Zimbabwe's agricultural commodities in local markets.

COLLABORATION WITH THE MARKETING LINKAGES ASSOCIATION (MLA) TRUST

The Market Linkages Association transformed into an entity providing market linkage services to commodity associations, farmers' organizations and individual farmers and firms. Such services include identifying and facilitating markets for various commodities. Zim-ACP participated in four meetings of the MLA with a view to collaborate in and support those initiatives of the MLA Trust that advance provision of needed market linkages for Zim-ACP stakeholders.

COLLABORATION WITH DISTINCTIVE CONSULTANCY IN CONDUCTING TOTs IN TRAINING METHODS AND TACTICS

Zim-ACP collaborated with two members of staff from distinctive consultancy to conduct ToTs in training methods and tactics for farmers unions. This collaboration enriched the training process as the two consultants brought their own training experiences, which they openly shared with workshop participants.

CHAPTER IX: CONCLUSION

CONCLUSION UNDER COMPONENT 1

The activities undertaken under component 1, particularly facilitating the stakeholders to come up with position papers based on the CIBER Assessment findings has created a captive audience and promoters of Zim-ACP work. This will facilitate further engagement between the stakeholders and relevant government ministry. We have gained the trust for active participation and support by the stakeholders. This augers well for the planned work in subsequent quarters if we will be able to deliver the activities in time.

CONCLUSION UNDER COMPONENT 2

The work under Component 2 in this Quarter provides a basis for coming up with robust activities in the subsequent Quarters for this Component. The work has helped to define the approach.

CONCLUSIONS UNDER COMPONENT 3

Training review meetings provided Zim-ACP with the opportunity to get together with trained trainers and review the training planning and implementation processes for FY2011. The meetings provided useful platforms for trainers to share experiences, learn from each other, deepen their understanding in terms of Zim ACP's expectations on planning and implementation of training programs; and recommend improvements to the implementation process. Some of the key recommendations that came out of the workshops which are helping to shape C3 activities in FY 2012 are:

- ✓ Business modules will be standardized to ensure that the same business knowledge and skills will be imparted to all enterprises being supported by the USAID Zim-ACP program. Standardization will also ensure quality delivery of trainings to Zim ACP's target CIGs
- ✓ In FY2012, Zim ACP's certified trainers should work closely with farmers unions and commodity associations, and respond more to training gaps identified by these representative bodies. This approach will ensure that the responsibility for follow up support to trained enterprises is taken up by the respective union or commodity association and this should build sustainability into the training programs being supported by Zim-ACP
- ✓ All trainers should operate within 200 km radii of their base stations to reduce overall training costs

STRENGTHENING STAKEHOLDER CAPACITY TO OFFER TRAINING SERVICES TO THEIR MEMBERS

Zim-ACP conducted ToTs in training methods and tactics to built the capacities of farmer unions (ZFU and ZCFU). The ToTs were designed to enhance the capacities of the training departments of the two unions to be able to deliver technical material as demanded by their members. This strategy should help

the unions to improve service offering to their members and contribute towards their membership drive efforts

CHAPTER XI: ATTACHMENTS

- 11.1 FTFMIS ACP Quarter 1 Year 2 Results Table
- 11.2 Inventory and Capacity Assessment of Commodity and Agribusiness Associations in Zimbabwe -Study
- 11.3 Inventory and Capacity Assessment of Commodity and Agribusiness Associations in Zimbabwe – Summary of Score Levels
- 11.4 Workshops / Trainings Evaluation Reports
- 11.5

ATTACHMENT 11.1: FTFMIS ACP QUARTER 1 YEAR 2 RESULTS TABLE

The FTFMIS ACP Quarter 1 Year 2 Results Table is provided as a separate attachment to this report.

ATTACHMENT 11.2: INVENTORY AND CAPACITY ASSESSMENT OF COMMODITY AND AGRIBUSINESS ASSOCIATIONS IN ZIMBABWE - STUDY

The Inventory and Capacity Assessment of Commodity and Agribusiness Associations in Zimbabwe Study will be provided as a separate attachment to this report upon USAID review and approval.

ATTACHMENT 11.3: INVENTORY AND CAPACITY ASSESSMENT OF COMMODITY AND AGRIBUSINESS ASSOCIATIONS IN ZIMBABWE – SUMMARY OF SCORE LEVELS

Organization	Rating*					
	Governance	Management	Human Resources	Financial Resources	Membership, Services & Policy	Overall Average
Commercial Farmers Union	2.31	2.20	1.83	2.00	2.13	2.14
Domboshava Horticultural Producers Association	2.15	1.40	0.00	1.33	1.88	1.54
Farmer Association of Community Self Help Investment Groups	0.85	0.40	0.00	0.00	1.75	0.77
Livestock & Meat Advisory Council	2.62	1.00	0.00	1.33	1.75	1.63
Murewa Agricultural Producers Association	1.46	0.60	0.83	0.00	0.63	0.91
Zimbabwe Commercial Farmers Union	1.46	1.40	1.33	1.00	1.25	1.34
Zimbabwe Farmers Union	2.31	2.20	1.83	2.00	1.75	2.06
Zimbabwe Poultry and Small Stock Association	1.62	0.40	0.50	0.00	0.63	0.89
Highest Possible Score	4	4	4	4	4	4

Commodity Associations in Zimbabwe-Summary of Score Levels

*Rating Scale

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

ATTACHMENT 11.4: WORKSHOPS / TRAININGS EVALUATION REPORTS

Training of Trainers Course Cresta Jameson, Harare 10 to 13 October 2011

1.0 Characteristics of trainees

A total of 22 people (16 male, 6 female) participated in the training for employees from farmer organizations/ unions. Ten participants were from Zimbabwe Commercial Farmers Union, 9 Zimbabwe Farmers union, 2 Zim-ACP and 1 represented an independent consultancy firm. The list of trainees is attached as Annex 1.

Majority of the trainees (72.7 percent) were involved in business-type training or technical assistance while 18 percent were involved in agricultural production or technical assistance. The modules that trainees were involved in facilitating included various combinations of the following:

- Farm business management
- Agronomy
- Agro-dealer
- Leadership skills
- Farming as a business
- Marketing
- Agribusiness
- Contract farming
- Commodity budgets
- Cotton pricing
- Business proposal

Categories of people that were trained by the ToT trainees included a combination of the following:

- Farmers (small holder and commercial)
- Union leaders
- Extension staff

2.0 Training Evaluation

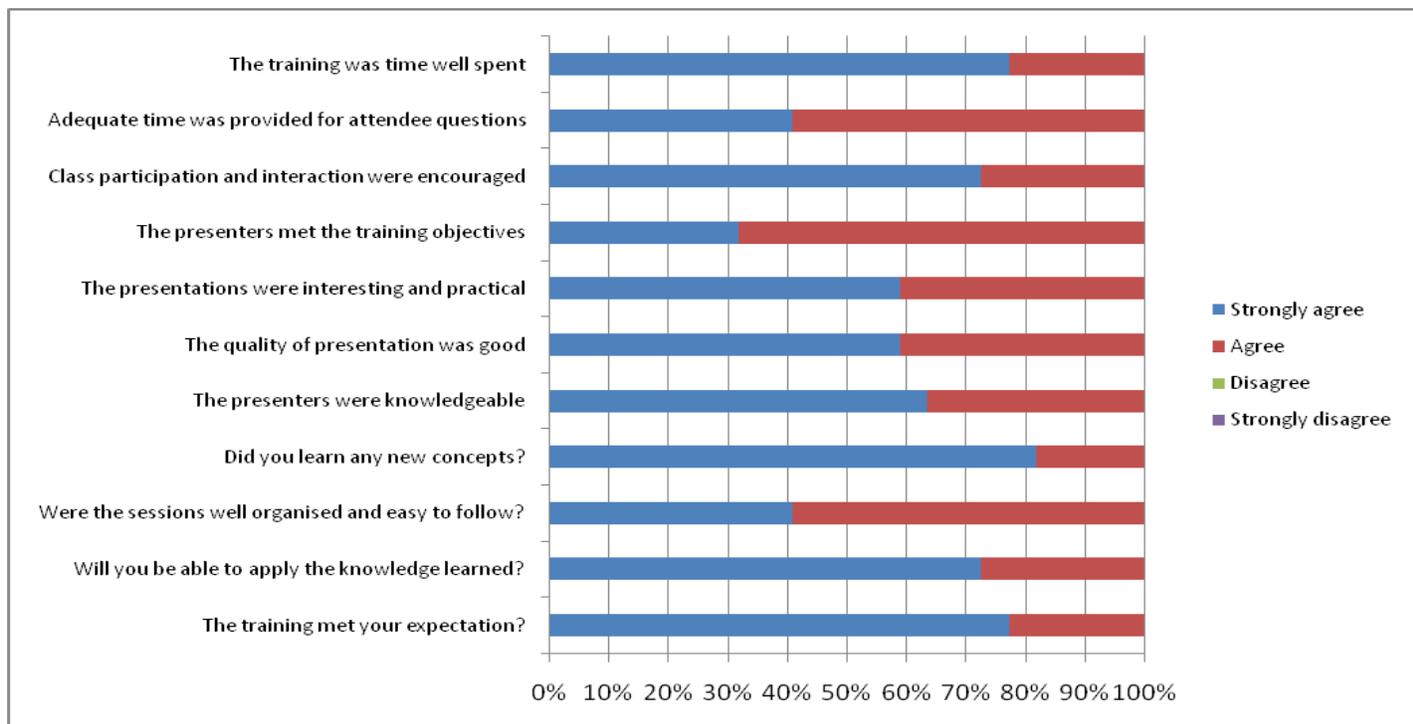
Two types of evaluations were conducted for this training –a daily evaluation and an end-of-course evaluation. The daily evaluation was intended to give feedback to course organizers and facilitators and inform necessary adjustments to the on-going course, to meet both the course objectives and /or trainees' expectations. Facilitators met every morning, prior to the start of each day's training to deliberate on participants' feedback and strategize on the day's work. Where participants indicated they did not understand a topic, facilitators made it a point to give a summary of the topic before proceeding with the day's program.

An end-of-course evaluation was conducted to find out whether the course objectives had been met. The feedback from the evaluation would be useful in providing lessons for running future training courses.

The evaluation was conducted with the aid of an individual evaluation questionnaire which is attached as Annex 2.

The results of the individual evaluation are shown in figure 1. The majority of evaluators were happy with all aspects of the training (content and facilitation). All the trainees agreed to that the training met their expectations and that the training was time well spent.

Figure 1: Training evaluation by participants



Trainees were asked to rate the training overall. The average score given by participants was 88.9 percent. The range was 80 to 95 percent.

Comments given by trainees during evaluations of the course were mainly positive and constructive. The comments need to be taken into consideration in order to improve organisation and delivery of future training courses. The comments are given below under the headings content, facilitation and general comments.

Content

- Well prepared and delivered course. Very useful for future trainings
- Well organized course which touched on the pertinent issues pertaining to training, especially adult training
- Highly important and relevant training
- The training was very relevant and has improved my skills as I expected
- TOT on business management should be done so that trainings can resume as early as possible. The training was worthy it.
- Course was well organized and thus the spirit for economic growth

- Individual presentations and critique was a good strategy and assisted participants
- Very well structured and presented
- The course was so interesting and it helped me through to assess my previous trainings. This will definitely have positive impact on my training sessions
- The course went on very well however there is need to constantly request for output of trainers in some trainings they may be needed although they are the ones who should initiate trainings.
- The course was very beneficial and practical oriented. Good work keep it up
- Trainee presentation was very good experience
- The trainers met the objectives
- The training sessions enabled most trainees to improve in the areas that they strongly believed they were excellent
- Some topics need more time than allocated and as a result they were hurriedly done
- A well organized training, we feel informed and energized. Keep up the good work
- It dealt more with real situations especially the presentations although the second part after training might not be as reflective since the fear of being under a test distorts or destabilizes people generally
- I enjoyed the time spent and received more than my expectations
- The course was good, however some of the presenters were making us sleep
- Valuable course providing potential for participants to improve themselves and their organizations

Facilitation

- Use more videos in future
- Time was poorly managed on the final day
- Should try to cut time on group work
- Increase presentation time to 4 minutes
- Do not tell presenters that they are being marked
- Show model training sessions.
- Three minute presentations need to be communicated to participants well ahead so that they prepare

General

- Well done Zim-ACP
- Well done to the whole team.
- Thanks to Zim-ACP and hope we continue to engage each other
- A well timed training program very relevant to the work situation. If well aligned with union activities will be increase in membership
- Videos should record in a way that the presentation on the slides also come out
- Would be more effective in remote quiet environments and not the CBD environment

List of Participants

	Full Name	Sex	Organisation	Contact Number	Email
1	Annanias Bare	M	ZCFU	[REDACTED]	[REDACTED]
2	Blessing Mungure	M	ZCFU	[REDACTED]	[REDACTED]
3	Delliah Chitauro	F	ZFU	[REDACTED]	[REDACTED]
4	Dominic Mubvuta	M	Agrichem Services	[REDACTED]	[REDACTED]
5	Drake Dumo Tobaiwa	M	ZFU	[REDACTED]	[REDACTED]
6	Elimon Maponde	M	ZFU	[REDACTED]	[REDACTED]
7	Esnath Theresa Makomva	F	ZFU	[REDACTED]	[REDACTED]
8	Fikile Moyo	F	ZIMACP	[REDACTED]	[REDACTED]
9	George Manokore	M	ZFU	[REDACTED]	[REDACTED]
10	Jabulani Gwaringa	M	ZFU	[REDACTED]	[REDACTED]
11	Lloyd Mataya	M	ZCFU	[REDACTED]	[REDACTED]
12	Melody Marashe	F	ZCFU	[REDACTED]	[REDACTED]
13	Michael Ticharwa Mubvuma	M	ZCFU	[REDACTED]	[REDACTED]
14	Phillip Gumunyu	M	ZFU	[REDACTED]	[REDACTED]
15	Prince Jonathan Tutsirai Kuipa	M	ZFU	[REDACTED]	[REDACTED]
16	Progress Masiwa	M	ZFU	[REDACTED]	[REDACTED]
17	Rumbidzai Sithole	F	ZIMACP	[REDACTED]	[REDACTED]
18	Shadreck Tsimba	M	ZCFU	[REDACTED]	[REDACTED]
19	Takesure Basiketi	M	ZCFU	[REDACTED]	[REDACTED]
20	Tapfumaneyi Mutesva	M	ZCFU	[REDACTED] 1	[REDACTED]
21	Tarisai Muyengwa	F	ZCFU	[REDACTED]	[REDACTED]
22	Tendai Mungunyana	M	ZCFU	[REDACTED]	[REDACTED]

End-of-Course Evaluation Questionnaire

Farmer Organisations Training Course
 Cresta Jameson Hotel, Harare
 10-13 October 2011

Evaluation Form

	Please tick one cell in each row of these four columns to indicate which statement applies to each aspect	Strongly agree	Agree	Disagree	Strongly Disagree
					
	CONTENT				
1	The training met your expectations?				
2	Will you be able to apply the knowledge learned?				
3	Were the sessions well organized and easy to follow?				
4	Did you learn any new concepts?				
	RESOURCE PERSONS				
	A. Knowledge of subject:				
5	The presenters were knowledgeable				
6	The quality of presentation was good				
	B. Ability to teach or communicate:				
7	The presentations were interesting and practical				
8	The presenters met the training objectives				
	C. Ability to answer questions:				
9	Class participation and interaction were encouraged				
10	Adequate time was provided for attendee questions				
	GENERAL EVALUATION				
11	I will be able to apply the knowledge gained in my work				

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

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Other comments

.....

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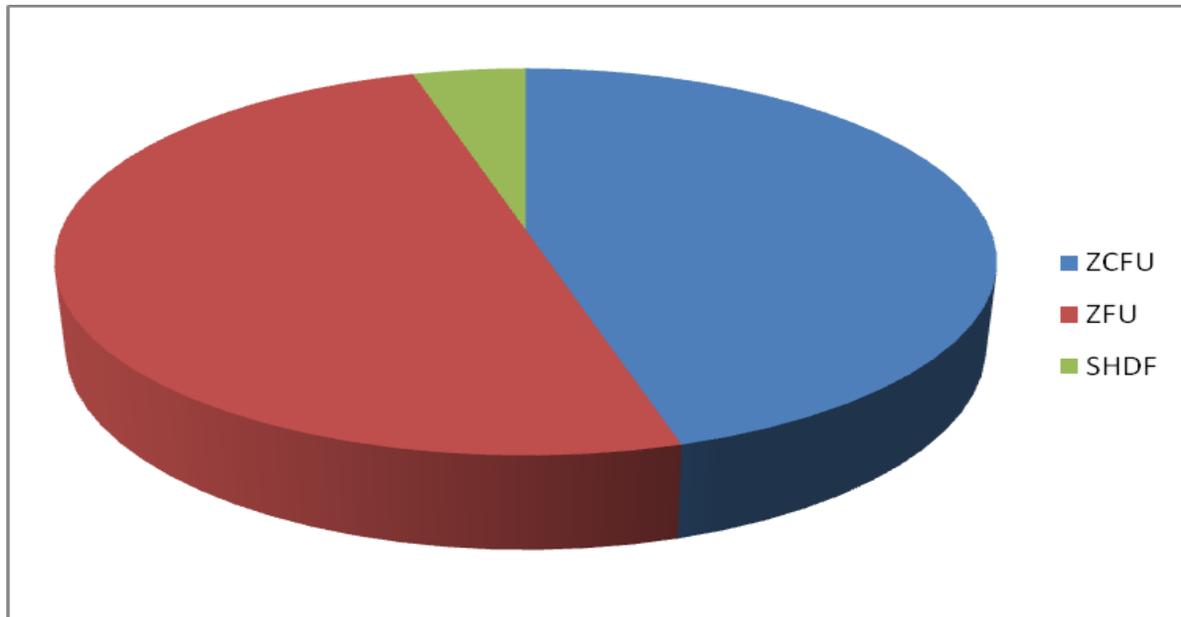
Training of Trainers Course Rainbow Hotel 24 to 27 October 2011

Characteristics of trainees

A total of 22 people (11 male, 11 female) participated in the Training of Trainers (ToT) course. Forty five percent of the trainees represented Zimbabwe Commercial Farmers Union, 50 percent were from Zimbabwe Farmers Union and 5 % Self Help Development Fund. The list of trainees is attached as Annex 1.

Technical facilitation of the course was done by three Zim-ACP staff (two males, one female) and one independent female co-facilitator while one Zim-ACP intern provided the administrative support for the duration of the course.

Figure 1: Distribution of trainees by organization



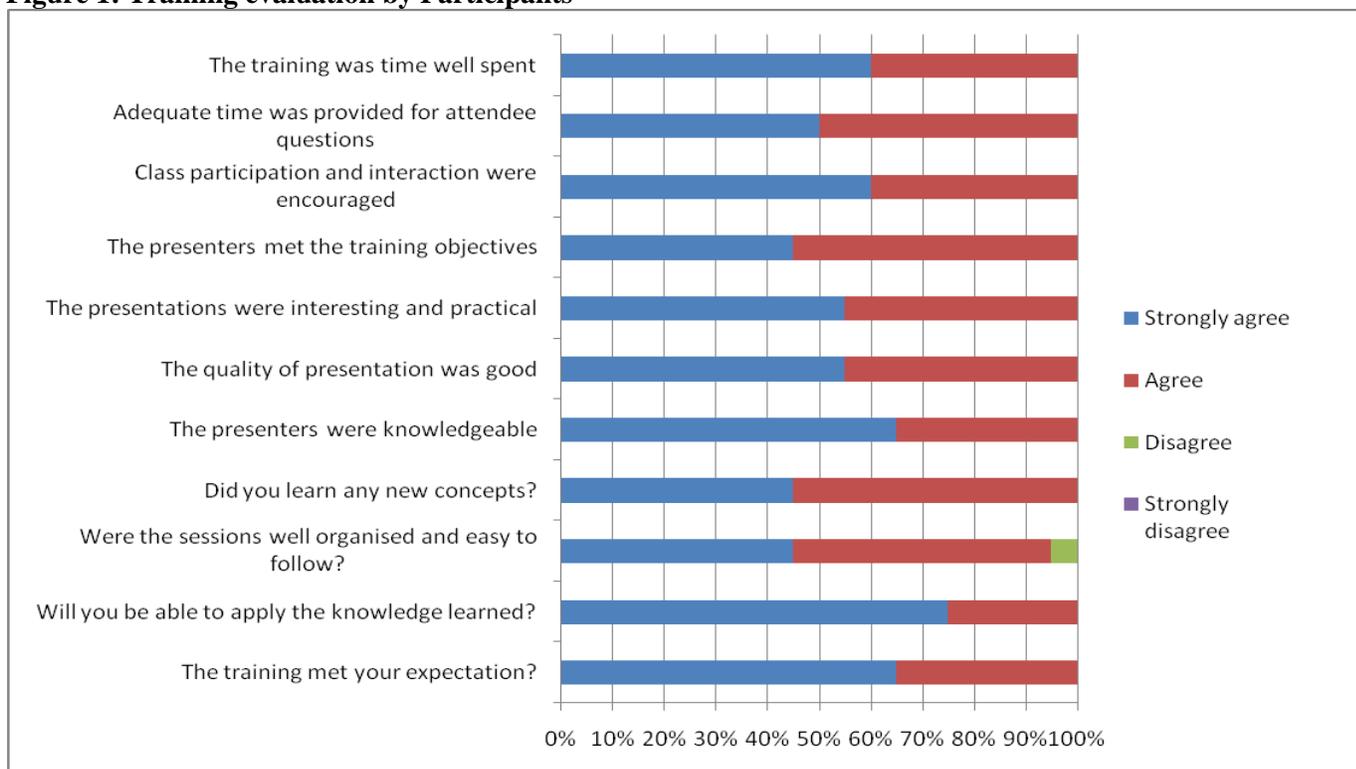
Training Evaluation

Two types of evaluations were conducted for this training –a daily evaluation and an end-of-course evaluation. The daily evaluation was intended to give feedback to course organizers and facilitators and inform necessary adjustments to the on-going course, to meet both the course objectives and /or trainees’ expectations. Facilitators met every morning, prior to the start of each day’s training to deliberate on participants’ feedback and strategize on the day’s work. Where participants indicated they did not understand a topic, facilitators made it a point to give a summary of the topic before proceeding with the day’s program.

The end-of-course evaluation was intended to find out whether the course objectives had been met. The feedback from the evaluation would be useful in providing lessons for running future ToT courses. The evaluations were conducted with the aid of individual evaluation questionnaires. The final evaluation also included an informal discussion to solicit trainees’ feedback about the course. The two evaluation questionnaires are attached as Annex 2.

The results of the individual evaluation are shown in figure 2. The majority of evaluators were happy with all aspects of the training (content and facilitation). All the trainees indicated that they would be able to apply the knowledge learned and that the training was time well spent.

Figure 1: Training evaluation by Participants



Trainees were asked to rate the training overall. The average score given by participants was 86.1 percent. The range was 70 to 99 percent.

Comments given by trainees during evaluations of the course were, on the main, positive and constructive. The comments need to be taken into consideration in order to improve organisation and delivery of future TOT courses. The comments are given below under the headings content and general comments.

Content and Facilitation

- All presentators were generally good and were knowledgeable to all the subjects they lectured;
- The workshop was informative and objective. I hope you will invite me on the session after seeing my potential in the area of training farmers to make poultry as a business;
- The Zim-ACP team was good, all was clear. The team knew their stuff;
- The training structure fitted well with the available time. If time was available some skills such a how to do a needs analysis, training evaluation which are approaches could be availed;
- Very good training;
- I liked the participatory approach used by the trainers;
- The facilitators were efficient in their presentations. I hope to conduct my trainings in a similar way that leaves participants feeling that their time is not being wasted;

- The training was so thrilling and very informative. Could similar trainings be organised for more staff members from organisations;
- I gained a lot of knowledge and skills which will help smoothen my training skills
- Very good presentations

General

- Really enjoyed the training and hopefully will have other trainings together though did not get allowances;
- Timing was not well met. Programme was completed late;
- I expect Zim-ACP to give us more of such workshops;
- I would suggest that the training sessions be half day to give us time to attend other business since we are in business;
- There should be follow-ups to update us with new training tools and methods;
- God bless you although no prayer was done;
- Team work among presenters noticed;
- More time need to be allocated to the training course;
- The training was informative with useful information;
- Such trainings should be organised everytime so that we always become fresh at our workplace.

List of Trainees

	FULL NAME	Sex	Organisation	Contact Number	Email Address
1	Nomalanga Phiri	F	Z.C.F.U	[REDACTED]	[REDACTED]
2	Willis Mhlanga	M	Z.F.U	[REDACTED]	[REDACTED]
3	Brian Kuhuni	M	Z.F.U	[REDACTED]	[REDACTED]
4	Simon Mwanza	M	Z.F.U	[REDACTED]	[REDACTED]
5	Epiphania Violet Mandishona	F	Z.F.U	[REDACTED]	[REDACTED]
6	Mungazi Daniel	M	Z.F.U	[REDACTED]	[REDACTED]
7	Mehluli Majoni	M	Z.C.F.U	[REDACTED]	[REDACTED]
8	Irene Dade Maphenduka	F	Z.C.F.U	[REDACTED]	[REDACTED]
9	Mutasa Taura Albert	M	Z.F.U	[REDACTED]	[REDACTED]
10	Ellah Mazani	F	Z.F.U	[REDACTED]	[REDACTED]
11	Micah Moyo	M	Z.C.F.U	[REDACTED]	[REDACTED]
12	Audrah Mpofu	F	Z.C.F.U	[REDACTED]	[REDACTED]
13	Ester Mwanza	F	Z.F.U	[REDACTED]	[REDACTED]
14	Annah Moyo	F	Z.C.F.U	[REDACTED]	[REDACTED]
15	Donath Moyo	F	Z.C.F.U	[REDACTED]	[REDACTED]
16	Mendy Mkondwa	F	S.H.D.F	[REDACTED]	[REDACTED]
17	Cousin Ndebele	M	Z.C.F.U	[REDACTED]	[REDACTED]
18	Georgina Mhlanga	F	Z.C.F.U	[REDACTED]	[REDACTED]
19	Mhlolo Fedelis	M	Z.F.U	[REDACTED]	[REDACTED]
20	Nomuhle Nyoni	F	Z.C.F.U	[REDACTED]	[REDACTED]
21	Dube Brighton	M	Z.F.U	[REDACTED]	[REDACTED]
22	Jeremiah Chimwanda	M	Z.F.U	[REDACTED]	[REDACTED]

End-of-Course Evaluation Questionnaire

Training of Trainers Course
Rainbow Hotel, Bulawayo
24 to 27 October 2011

Evaluation Form

	Please tick one cell in each row of these four columns to indicate which statement applies to each aspect	Strongly agree	Agree	Disagree	Strongly Disagree
					
	CONTENT				
1	The training met your expectations				
2	I will you be able to apply the knowledge gained				
3	The sessions were well organized and easy to follow				
4	I learned some new concepts				
	RESOURCE PERSONS				
	A. Knowledge of subject:				
5	The presenters were knowledgeable				
6	The quality of presentation was good				
	B. Ability to teach or communicate:				
7	The presentations were interesting and practical				
8	The presenters met the training objectives				
	C. Ability to answer questions:				
9	Class participation and interaction were encouraged				
10	Adequate time was provided for attendee questions				
	GENERAL EVALUATION				
11	The training was time well spent				

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

.....

Other comments

.....

.....

.....

.....

The Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for Addressing Some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Horticulture Sub-sector Evaluation Report

Introduction

In July 2011, the Horticulture Promotion Council (HPC) signed a Memorandum of Understanding for collaboration with the Zimbabwe Agricultural Competitiveness Program (Zim-ACP).

In August to September 2011, the Zimbabwe Agricultural Competitiveness Program (Zim-ACP) in support of the Horticulture Promotion Council commissioned three studies. The first study applied the Competitiveness Impacts of Business Environment Reform (CIBER) consultative approach through which the commodity industry players identified and prioritized business environment constraints, including regulatory issues that affect competitiveness of their industry. The players proffered possible interventions for addressing these constraints. The information obtained was used in undertaking economic analysis of possible impacts of the suggested changes.

The Horticulture Promotion Council in association with Zim-ACP organised a Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for addressing some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Horticulture Sub-sector. It was held on Wednesday, 2nd November 2011 at Imba Matombo Hotel.

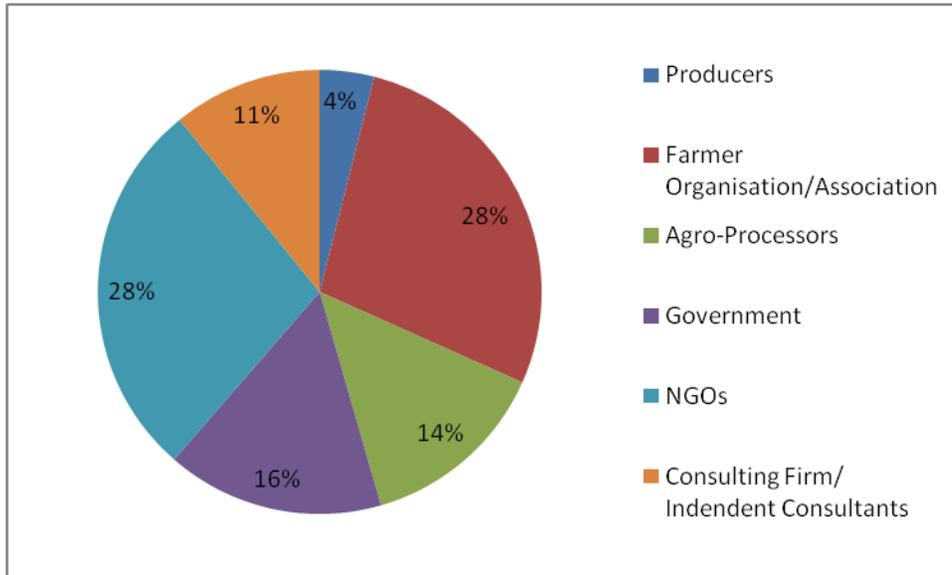
The overall objective was for the stakeholders to use the information to discuss the findings and consider the proposed intervention and technical support for addressing some of the constraints to promote competitiveness that would stimulate investment and growth of the industries.

Participants to the workshop

The Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for addressing some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Horticulture Sub-sector was attended by the leaders and key industry players in the horticulture industry.

A total of 37 males and 20 females who represent a diverse range of stakeholder groups such as the farmers' unions and associations, independent consultants, the NGO community and key government ministries attended the workshop. The list of participants is attached as Annex 1.

Figure 1: Organizations Represented by Workshop Participants

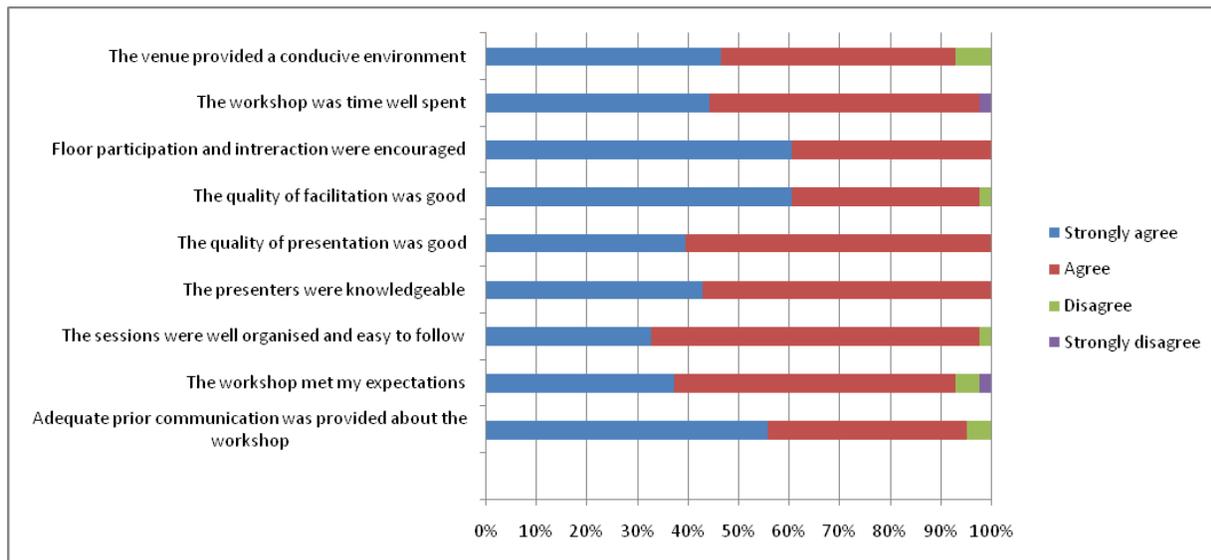


Workshop Evaluation

An end-of-workshop evaluation was conducted to get an understanding of whether objectives had been met. The feedback from the evaluation would be useful in providing lessons for running future workshops and get comments from the participants on papers presented. The evaluation was conducted with the aid of an individual evaluation questionnaire. The evaluation questionnaire is attached as Annex 2.

The results of the individual evaluation are shown in figure 2. The majority of evaluators were happy with all aspects of the workshop (workshop preparation, content and facilitation). However, 2% of the participants felt that the workshop did not meet their expectations.

Figure 2: Workshop evaluation by participants



Participants were asked to rate the training overall. The average score given by participants was 81 percent. The range was 10 to 100 percent.

Comments given by participants during evaluations of the workshop were mainly constructive. The comments need to be taken into consideration in order to improve the quality of the white papers to be used for advocacy. The comments are given below under the headings comments on CIBER Assessment Horticulture Paper, issues to apply as an individual or organization and general comments.

Comments on CIBER Assessment Horticulture Paper

- Created much lively debate and many ideas not many solutions
- Good paper (8)
- Well researched (3)
- Presentation was easy to follow
- Well presented (2)
- Quite informative, highlighting major current constraints (2)
- They are some recommendations which if can be implemented may contribute to needed competitiveness of horticulture subsector
- Access to power is important constraint but was not emphasised
- It was well researched just that horticulture encompass a lot and capturing all of it in the time provided could not have been feasible.
- Tried their best to capture our input
- There is need to specify the issue of potential gains or issues in monetary value, how the figures were calculated and the weaknesses of the method used
- The paper has covered the basic issues affecting the horticulture sector. What is left is the community to buy-in the ideas
- Consumers are quality sensitive and farmers should strive to produce quality especially as income improves
- Immediate implementation is needed on this to compliment value of the research 2

Issues to apply as an individual or organization

- There is need to critically look at technical information so that standards of produce will improve.
- Try to get as much market information as possible and also put pressure on HPC to provide that information
- Improve on service delivery through provision of a more transparent system for getting import or getting phyto-sanitary permits
- Cascade more knowledge to the farmers and reinforcing the idea of farming as a business to small scale farmers
- Marketing information and taking farming as a business to produce good quality products
- Technical knowledge, database information on local markets influence to improve production standards, influence farmers to be trained in price negotiation, own selling at all markets, avoid use of middlemen at Mbare, advise farmers of exports potential and compliance with Global GAP
- Advocate for upgrading of technical skills of extension services
- Dissemination of technical support
- Organise farmers into commodity associations
- Improve on quality production and benefit from a high price (2)
- Follow up on the issue surrounding AGRITEX officers and NGOs in working together to disseminate information to farmers

- Research information is not being cascaded downwards to intended beneficiaries because of the quality of AGRITEX officers that we have. They need to be called for refresher courses so as to effectively link the research scientists and intended beneficiaries
- Gender dynamics and mainstreaming (3)
- Sector specific financing models
- Provide technical training to farmers especially small scale farmers (6)
- Contract farming (2)
- Arrange meetings with farmers informing them on honouring contracts, organisation for business activities, farming as a business, meeting products standards (4)
- Assist in advocacy and lobbying
- To address industry specific financial arrangements and smallholder technical knowledge gaps

Other comments

- More time could have been given in-order to allow for more issues to be addressed (2)
- Thank you for allowing each person to speak in English or Shona
- Separate CIBER assessment for those proficient in English (managers, buyers etc) and those who do not understand English
- Facilitator allowed participants to talk away from target objectives. In future should try to get delegates to remain focused
- Need for more time allocation for discussions. Group presentation approach could have been better than collective contribution. Some voices were not heard.
- Presentation should have been done in vernacular as well

Conclusion

All participants to the workshop registered on individual registration forms provided on arrival. An end of workshop evaluation questionnaire was completed by all and collected by ZimACP for assessment of the event. The comments captured are to be availed to the responsible persons for implementation.

Participants List

	FULL NAME	SEX	ORGANIZATION	POSITION	CONTACT NUMBER	EMAIL ADDRESS
1	Daniel Musukutwa	M	Domboshava Horticulture Producers Association	Committee member	████████	
2	Nervous Murombo	M	Murehwa Agriculture Producers Association	Chair person	████████	
3	Oliver Tendai Muchindu	M	Zimbabwe Farmers Union	Mashonaland West Provincial Vice Secretary	████████	
4	Regerai Machenga	M	Murehwa Agriculture Producers Association	LCB	████████	
5	Fabian Mungoyo	M	Murehwa Agriculture Producers Association	Finance Secretary	████████	
6	Collins Nherera	M	Zimbabwe Commercial Farmers Union	HPC Chairman	████████ ████████	
7	Annanias Munyepari	M	Negomo Irrigation Scheme	Farmer	████████	
8	Mutsa Chinyadza	F	Murehwa Agriculture Producers Association	Committee member	████████ ████████	
9	Dorothy Gandu	F	Domboshava Horticulture Producers Association	Committee member	████████	
10	Asimuta Chari	F	Murehwa Agriculture Producers Association	Treasurer	████████	

11	Tarisai Chinyemba	F	Domboshava Horticulture Producers Association	Chair person	[REDACTED]	
12	Elina Takaedza	F	Murehwa Agriculture Producers Association	Ward Chairperson	[REDACTED]	
13	Claudios Marimo	M	Domboshava Horticulture Producers Association	Marketing Secretary	[REDACTED]	
14	Nobert Mutero	M	SNV	Farmer	[REDACTED]	
15	Samuel Muzivi	M		Farmer	[REDACTED] [REDACTED]	[REDACTED]
16	Kudzai Taruvinga	F	Zimbabwe Farmers Union	Agribusiness Horticulture Specialist	[REDACTED] [REDACTED]	[REDACTED]
17	Dydms Manyara	M	Ministry of Agriculture	Senior Agricultural Economist	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]
18	Merit Vincet Broady	M	ZIMACP	Operations Specialist		[REDACTED]
19	Kudakwashe Munyanyi	M	Ministry of Agriculture	Principal Economist	[REDACTED] [REDACTED]	[REDACTED]
20	Chakanyuka Mugairi	M	Potato Growers Association of Zimbabwe	Secretary	[REDACTED] [REDACTED]	[REDACTED]
21	James James	M	FAVCO	Warehouse and Operation Manager	[REDACTED]	[REDACTED]
22	Stanley Tupiri	M	ZimTrade	Operations Manager	[REDACTED]	[REDACTED]
23	Elmon	M	Bural World/Sun Harvest	Director	[REDACTED]	[REDACTED]

	Madzokere					
24	Claudius Myamasoka	M	Clavo Enterprises (Pvt) Ltd	Managing Director	████████	████████████████
25	Trevor R. N. Cox	M	AGPROCOM P/L	Managing Director	████████	████████████████
26	Wellington Madzingautswa	M	Kent Estate	Estate Manager	████████	████████████████████
27	Pedzisai Nemadziba	M	Kaite	Extension Executive	████████ ████████	████████████████
28	Shamiso Mungwashu	F	Kaite	Training Manager	████████ ████████	████████████ ████████████████
29	Nelson Kuhudzai	M	Zimtrade	Market Advisor	████████	████████████████
30	Dominic Mubvuta	M	Agrichem Services (PVT) Ltd	Managing Consultant	████████	████████████████
31	Rufaro Alfred Gunundu	M	Interfresh Ltd	Agricultural Director	████████	████████████████
32	Agnes Chaonwa	F	Independent	Researcher/Consultant	████████ ████████	████████████████
33	Basilio Sandamu	M	Horticultural Promotion Council	Chief Executive Officer	████████ ████████	████████████████████████
34	Fredreck Mpesi	M	Ministry of Agriculture	Junior Economist	████████	████████████████
35	Margaret Rose	F	Technoserve	Country Director	████████████████	████████████████

36	Dorris Chingozho	F	Independent	Researcher/Consultant	[REDACTED]	[REDACTED]
37	Conrade Zawe	M	Department of Irrigation	Deputy Director	[REDACTED] [REDACTED]	[REDACTED]
38	Chipo Musarafu	F	Horticultural Promotion Council	Research Intern	[REDACTED]	[REDACTED]
39	Zvichanzii Mugota	F	ZIMACP	Legal Research Co-ordinator	[REDACTED]	[REDACTED]
40	Joseph Burke	M	ZIMACP	Chief of Party	[REDACTED]	[REDACTED]
41	Douglas Ncube	M	IBS	Programme Coordinator	[REDACTED]	[REDACTED]
42	Glen John Roelofz	M	Independent	Consultant	[REDACTED]	[REDACTED]
43	Dudziro Nhengu	F	ZIMACP	Gender Specialist	[REDACTED]	[REDACTED]
44	Runyanga T. J	M	Plant Quarantine Services	Research Officer	[REDACTED]	[REDACTED]
45	Getrude Murungu-Matsika	F	Women and Law in Southern Africa	Senior Program Officer/ Researcher	[REDACTED] [REDACTED]	[REDACTED]
46	Tichatonga Mujuru	M	Agromart	Operations Director	[REDACTED]	[REDACTED]
47	Mark Benzon	M	ZIM-AEID Program (FINTRAC)	Horticultural Program Manager	[REDACTED]	[REDACTED]
48	Abraham Makadzange	M	Plant Quarantine Services	Senior Research Scientist	[REDACTED] [REDACTED]	[REDACTED]
49	Chiedza Saungweme	F	Ministry of Agriculture	Principal Economist	[REDACTED] [REDACTED]	[REDACTED]

50	Rumbidzai Sithole	F	ZIMACP	Policy Analysis Intern	████████	████████████████████
51	Alice Mapfiza	F	ZIMACP	Research Coordinator	████████	████████████████
52	Godfrey Mudimu	M	ZIMACP	Deputy Chief of Party	████████	████████████████████
53	Godfrey Nehanda	M	ZIMACP	Training Coordinator		████████████████████
54	Personal Sithole	F	ZIMACP	M&E Specialist	████████	████████████████████
55	Dennis Gallagher	M	ZimACP			
56	Anne Binton	F	ZimACP			
57	Ellena	F	ZimACP			

End-of-Workshop Evaluation Questionnaire

The Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for Addressing Some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Horticulture Sub-sector
Imba Matombo
2 November 2011

Evaluation Form

Please tick one cell in each row of these four columns to indicate which statement applies to each aspect		Strongly agree	Agree	Disagree	Strongly Disagree
					
	WORKSHOP PREPARATION				
1	Adequate prior-communication was provided about the workshop				
	CONTENT				
2	The workshop met my expectations				
3	The sessions were well organized and easy to follow				
	PRESENTERS				
	A. Knowledge of subject:				
4	The presenters were knowledgeable				
5	The quality of presentation was good				
	B. Facilitation:				
6	The quality of facilitation was good				
7	Floor participation and interaction were encouraged				
	General:				
8	The symposium was time well spent				
9	The venue provided a conducive environment				

11. How do you rate the training overall (out of 100)?

.....

12. What comments do you have on CIBER Assessment Horticulture Paper presented?

.....

13. Of the issues that have been raised, what will you apply as an individual/organization?

.....

The Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for Addressing Some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Pork and Poultry Sub-sectors Evaluation Report

Introduction

In July 2011, the Livestock and Meat Advisory Council (LMAC) on behalf of the producer and industry associations in the livestock and meat industry signed a Memorandum of Understanding for collaboration with the Zimbabwe Agricultural Competitiveness Program (Zim-ACP).

In August to September 2011, the Zimbabwe Agricultural Competitiveness Program (Zim-ACP) in support of the livestock and meat commodity industry commissioned three studies. The first study applied the Competitiveness Impacts of Business Environment Reform (CIBER) consultative approach through which the commodity industry players identified and prioritized business environment constraints, including regulatory issues that affect competitiveness of their industry. The players proffered possible interventions for addressing these constraints. The information obtained was used in undertaking economic analysis of possible impacts of the suggested changes. This study covered the poultry and pig sub-sectors.

The Livestock and Meat Advisory Council in association with Zim-ACP organised a Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for addressing some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Pork and Poultry Sub-sectors. It was held on Tuesday, 1st November 2011 at Imba Matombo Hotel.

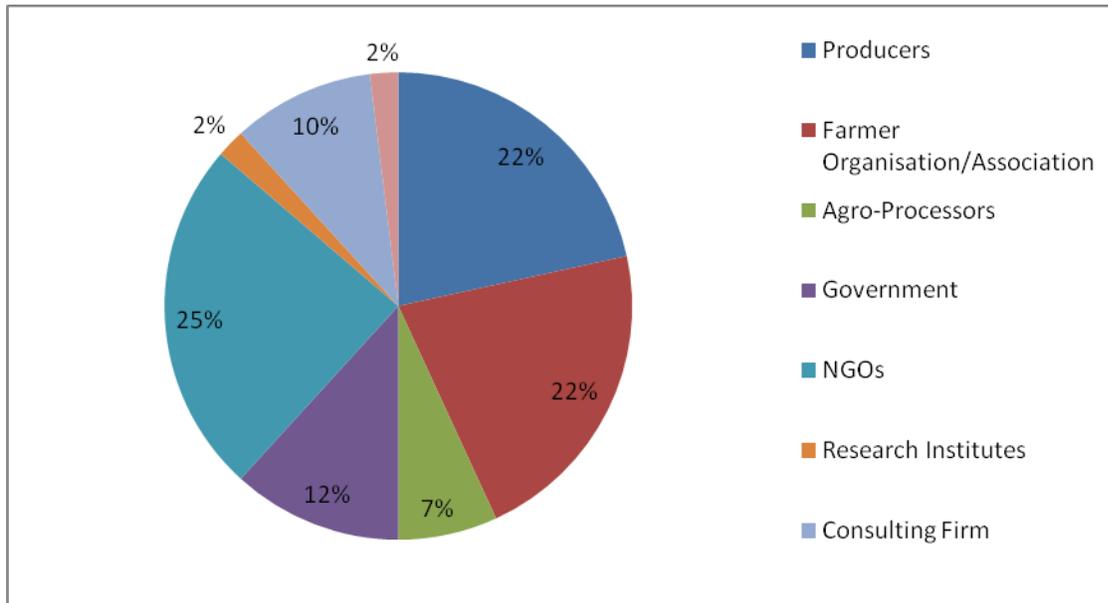
The overall objective was for the stakeholders to use the information to discuss the findings and consider the proposed intervention and technical support for addressing some of the constraints to promote competitiveness that would stimulate investment and growth of the industries.

Participants to the workshop

The Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for addressing some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Pork and Poultry Sub-sectors was attended by the leaders and key industry players in the livestock and meat industry.

A total of 36 males and 24 females who represent a diverse range of stakeholder groups such as the farmers' unions/associations, farmers, independent consultants, the NGO community and key government ministries attended the workshop. Attached as Annex 1 is a list of participants.

Figure 2: Organizations Represented by Workshop Participants

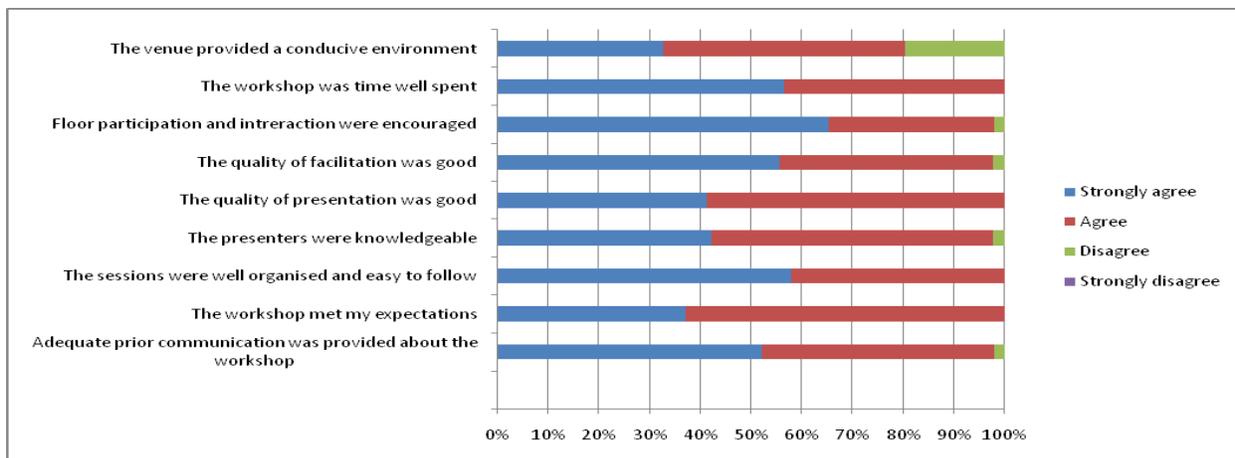


Workshop Evaluation

An end-of-workshop evaluation was conducted to get an understanding of whether objectives had been met. The feedback from the evaluation would be useful in providing lessons for running future workshops and get comments from the participants on papers presented. The evaluation was conducted with the aid of an individual evaluation questionnaire. The evaluation questionnaire is attached as Annex 2.

The results of the individual evaluation are shown in figure 2. The majority of evaluators were happy with all aspects of the workshop (workshop preparation, content and facilitation). However, 20% of the participants were not happy about the workshop venue which they felt was too small.

Figure 2: Workshop evaluation by participants



Participants were asked to rate the training overall. The average score given by participants was 83.4 percent. The range was 50 to 100 percent.

Comments given by participants during evaluations of the workshop were mainly constructive. The comments need to be taken into consideration in order to improve the quality of the white papers to be used for advocacy. The comments are given below under the headings comments on CIBER Assessment Poultry Paper, comments on CIBER Assessment Pigs Paper, issues to apply as an individual or organisation and general comments.

Comments on CIBER Assessment Poultry Paper

- The paper was well presented and very informative
- Well researched
- Goes a long way towards making the Zimbabwe livestock industry more competitive if issues raised are addressed
- Very good paper (3)
- Well prepared, facts and figures need to be verified
- Very concise and detailed (2)
- Good presentation which needs to be taken forward and implemented
- Fairly good
- Papers were good but too abridged-would have been good to discuss methodologies together with the results to remove any doubts about and to enable discussion
- Good and educative
- The document was quite knowledgeable and it was a well researched document
- Communal poultry farmers need more support and more technology (workshops)
- Percentages and figures were a bit misleading and inaccurate
- Quite good though we didn't get all the information
- Objective though mostly short term
- It is quite insightful, probe the different stakeholders to act up

Comments on CIBER Assessment Pigs Paper

- Informative and well presented
- Well prepared, facts and figures need to be verified
- Fairly good
- Covered key constraints in pig production
- Very good (3)
- It was realistic in terms of competitiveness issues that need to be addressed
- Very innovative to easily applicable solutions
- Quite interesting we can achieve the best
- Good presentation need to follow up and make things happen
- They managed to present the challenges which they are facing, try to look for way forward
- Well presented but a few queries on some of the statistics
- Objective though mostly short term
- Percentages and figures were a bit misleading and inaccurate especially where it pertains to imports and profit margins
- Too brief more detail would have helped
- Good more information would be required

Issues to apply as an individual or organization

- Get involved in advocacy for issues on GMOs, and promoting local crop production through providing technical assistance to smallholder farmers
- While lobbying is a good and effective way of tackling the issues, there is need to critically look at the current production practices and see where as farmers and farmer organisations can improve our operation e.g. funding our own research and awareness campaign
- Electronic learning is very important as it equip people on how other nations are running their business
- To make farmers successful by supporting them all
- Animal welfare-knowledge collaboration for regulatory review
- To improve the quality of my products to meet international standards
- Focus on the production of poultry and pork by increasing usage on local maize and soya in the short term

Other comments

- Disappointed by the poor time keeping started more than one hour after scheduled time

Conclusion

All participants to the workshop registered on arrival. An end of workshop evaluation questionnaire was completed by all and collected by ZimACP for assessment of the event.

Participants List

	FULL NAME	SEX	ORGANIZATION	POSITION	CONTACT NUMBER	EMAIL ADDRESS
1	Bigboy Nhamburo	M	Mumurwi Farm	Farmer	[REDACTED]	[REDACTED]
2	Moffat Shangu	M	Zvichanaka Chete Farm	Chairman	[REDACTED]	[REDACTED]
3	Onias Ndaba	M	Ndaba Farm	Farmer	[REDACTED]	[REDACTED]
4	Paradzai Gombera	M	Agriculture Research Trust Farm	Manager	[REDACTED]	[REDACTED]
5	Nkululeko Dube	M	Blockley Farm	Manger/Owner	[REDACTED]	[REDACTED]
6	Margaret Rose	F	Technoserve	Country Director	[REDACTED]	[REDACTED]
7	Thomas Mupetsi	M	Farmers' Association of Community Self Help Trust	Director	[REDACTED]	[REDACTED]
8	Elizabeth Sabau	F	Zimbabwe Farmers Union	Farmer	[REDACTED]	[REDACTED]
9	Plaxedes Zinoro	F	Pig Producers Association of Zimbabwe	Committee member	[REDACTED]	[REDACTED]
10	Joe Burke	M	Zim-ACP	Chief of Party	[REDACTED]	[REDACTED]
11	Godfrey Chanetsa	M	Oénem Meat Products	Managing Director	[REDACTED]	[REDACTED]
12	Nathan Rwodzi	M	Zimbabwe Farmers Union	Livestock Chairperson	[REDACTED]	[REDACTED]
13	Chrispen Vambe	M	Zimbabwe Commercial Farmers Union	Livestock Chairman	[REDACTED]	[REDACTED]

14	Vitalis Gonese	M	Technoserve	Poultry Business Advisor	[REDACTED]	[REDACTED]
15	Edwin Mushangwe	M	Lunar Chickens	CEO	[REDACTED]	[REDACTED]
16	Bongai Zamchiya	M	Butira	Managing Director	[REDACTED]	[REDACTED]
17	Ephraim Chabayanzara	M	USAID	Program Management Specialist	[REDACTED]	[REDACTED]
18	Chrispen Sukume	M	Independent	Consultant	[REDACTED]	[REDACTED]
19	Joconiah Choto	M	Zimbabwe Farmers Union	Makonde District Secretary	[REDACTED]	[REDACTED]
20	Andrew Shoniwa	M	Pig Industry Board	Director	[REDACTED]	[REDACTED]
21	Jacqkeline Mutambara	F	UZ	Consultant	[REDACTED]	[REDACTED]
22	Erica Takaindisa	F	Pig Industry Board	Deputy Director	[REDACTED]	[REDACTED]
23	Tafadzwa Muranganwa	M	The Herald	Reporter	[REDACTED]	[REDACTED]
24	Dydmus Manyara	M	Ministry of Agriculture	Senior Agricultural Economist	[REDACTED]	[REDACTED]
25	Solomon Zawe	M	Soloza Chickens	Director	[REDACTED]	[REDACTED]
26	Elzette Rousseau	F	Community Development	Gender Specialist	[REDACTED]	[REDACTED]
27	Dudzai Nhengu	F	Independent	Gender Specialist	[REDACTED]	[REDACTED]
28	Kudakwashe Munyanyi	M	Ministry of Agriculture	Principal Economist	[REDACTED]	[REDACTED]

29	Susan Gambe	F	Pig Producers Association of Zimbabwe	Committee member	[REDACTED]	[REDACTED]
30	Dorris Chingozho	F	Independent	Consultant	[REDACTED]	[REDACTED]
31	David Mutasa	M	Zimbabwe National Farmers Union/TAS	President	[REDACTED]	[REDACTED]
32	Edward Dune	M	Zimbabwe National Farmers Union	Executive Director	[REDACTED]	[REDACTED]
33	Vimbiso Mhiribidi	F		Farmer	[REDACTED]	[REDACTED]
34	Charles Gunsaru	M	Zimbabwe Farmers Union	District Chairperson	[REDACTED]	
35	Rifire Jenami	F	Muchero Poultry Project	Administrator	[REDACTED]	[REDACTED]
36	Innocent Mupanduki	M	Mupanduki Pig Breeders	Director	[REDACTED]	
37	Tapiwa Muguti	F	Pig Producers Association of Zimbabwe	Member	[REDACTED]	[REDACTED]
38	Kingstone Mujeyi	M	Agricultural Marketing Authority	Production Agricultural Economist	[REDACTED]	[REDACTED]
39	Stewart Chirunga	M	Derby Farm	Managing Director	[REDACTED]	[REDACTED]
40	Agnes Chaonwa	F	Independent	Consultant/Researcher	[REDACTED]	[REDACTED]

41	Fredreck Mpesi	M	Ministry of Agriculture	Junior Economist	[REDACTED]	[REDACTED]
42	Caroline Damiso	F	Poultry & Pig Farmer	Farm Owner	[REDACTED]	[REDACTED]
43	Mario Beffa	M	Livestock Meat & Advisory Council	Administrator	[REDACTED]	[REDACTED]
44	Rosemary Nyoka	F	Zimbabwe Agricultural Incomes & Employment Development/FINTRAC	Livestock Program Manager	[REDACTED]	[REDACTED]
45	Willie Masimbiti	M	Technoserve	Poultry and Feedgrain Program Director	[REDACTED]	[REDACTED]
46	Ian Kennaird	M	Triple C Pigs/ Colcom Foods	Chief Executive Officer	[REDACTED]	[REDACTED]
47	Fabian Mungoyo	M	Murehwa Agricultural Producers Association	Finance Secretary	[REDACTED]	[REDACTED]
48	Jess Watson	M	Marick Trading	Managing Director	[REDACTED]	[REDACTED]
49	Diana Magwaza	F	Zimbabwe Farmers Union	Crop & Livestock Representative	[REDACTED]	[REDACTED]
50	Raymond Mudunge	M	Powertalk Investments	Director	[REDACTED]	[REDACTED]

51	Lisa Marabini	F	Animal Welfare Legislation Steering Committee	Veterinarian	[REDACTED]	[REDACTED]
52	Tina	F	USAID			
53	Godfrey Mudimu	M	Zim-ACP	Deputy Chief of Party	[REDACTED]	
54	Anna	F	DAI			
55	Ellen	F	DAI			
56	Personal Sithole	F	Zim-ACP	Monitoring & Evaluation Specialist	[REDACTED]	[REDACTED]
57	Dennis Gallagher	M	DAI			
58	Alice Mapfiza	F	Zim-ACP	Research Coordinator	[REDACTED]	[REDACTED]
59	Rumbidzai Muchenje	F	Zim-ACP	Intern	[REDACTED]	
60	Vimbainashe Chigavazira	F	Zim-ACP/Livestock Meat & Advisory Council		[REDACTED]	[REDACTED]

End-of-Workshop Evaluation Questionnaire

The Dissemination and Dialogue Workshop on the Findings of CIBER Assessment and the Proposed Interventions/Technical Support for Addressing Some of the Constraints and for Promoting Competitiveness to Stimulate Investment and Growth of the Pork and Poultry Sub-sectors

Imba Matombo
1 November 2011

Evaluation Form

	Please tick one cell in each row of these four columns to indicate which statement applies to each aspect	Strongly agree	Agree	Disagree	Strongly Disagree
					
	WORKSHOP PREPARATION				
1	Adequate prior-communication was provided about the workshop				
	CONTENT				
2	The workshop met my expectations				
3	The sessions were well organized and easy to follow				
	PRESENTERS				
	A. Knowledge of subject:				
4	The presenters were knowledgeable				
5	The quality of presentation was good				
	B. Facilitation:				
6	The quality of facilitation was good				
7	Floor participation and interaction were encouraged				
	General:				
8	The symposium was time well spent				
9	The venue provided a conducive environment				

11. How do you rate the training overall (out of 100)?

.....

12. What comments do you have on CIBER Assessment Poultry Paper presented?

.....

13. What comments do you have on CIBER Assessment Pigs Paper presented?

.....

14. Of the issues that have been raised, what will you apply as an individual/organisation?

.....

.....

**ZCFU Strategic Thinking Workshop
8 to 10 November 2011
Motsa Mai Lodge
Bulawayo**

Introduction

The Zimbabwe Agricultural Competitiveness Program (Zim-ACP) facilitated a strategic thinking and planning workshop for Zimbabwe Commercial Farmers Union (ZCFU) in the two Matabeleland Provinces. This was part of Zim-ACPs efforts to build institutional capacity of Farmers Unions at provincial levels to effectively serve their members.

Building the institutional capacity of ZCFU is strategic for Zim-ACP as ZCFU is a platform through which individual producers can access markets, financial and non-financial services and resources. The ZCFU and its affiliated Commodity Associations are also the rallying point for advocacy and members' participation and contribution to the development of the commodity value chain at Provincial and Rural District levels.

Participants to the workshop

The strategic thinking and planning workshop was attended by 20 ZCFU leaders (11 male, 9 female) from Matabeleland North and Matabeleland South. The facilitator was Sibongile Sibanda of Fine Touch Consulting. Attached is a list of participants.

Workshop Evaluation

Two types of evaluations were conducted for this training –a daily evaluation and an end-of-course evaluation. The daily evaluation was intended to give feedback to course organizers and facilitators and inform necessary adjustments to the on-going course, to meet both the course objectives and /or participants' expectations. Facilitators met every morning, prior to the start of each day's training to deliberate on participants' feedback and strategize on the day's work.

An end-of-workshop evaluation was conducted to get an understanding of whether objectives had been met. The feedback from the evaluation would be useful in providing lessons for running future workshops and get comments from the participants on workshop progress. The evaluation was conducted with the aid of an individual evaluation questionnaire. The evaluation questionnaire is attached as Annex 2.

The results of the individual evaluation are shown in figure 1. The majority of evaluators were happy with all aspects of the workshop (workshop preparation, content and facilitation). However 6% of the participants thought group work did not assist for in-depth discussion of issues.

Figure 1: Workshop evaluation by participants

Participants were asked to rate the workshop overall. The average score given by participants was 88.4 percent. The range was 80 to 100 percent.

Comments given by participants during evaluations of the workshop were mainly constructive.

Comments

- It was a well organized workshop
- Good training skill development
- Thank you so much hope this will and spread throughout the country
- I hope the information gained will be of use to my members in the district. We should at least implement 75% of the action plans following timelines provided. Also we must evaluate what we intend to do as a group that attended the workshop
- Please make handouts for all presentations for future referral
- Such workshops should continue thank you for your commitments. We appreciate the knowledge gained
- We hope will continue working together especially in helping us in funding our workshops
- More needs to be done on leadership training and capacity building because it impacts on the implementation of action plan as well as communication skills
- This workshop was very useful and benefited me and hopefully the group will tackle our problems opportunities and aspirations. This was a good and valuable time well spent and we spent and we are going to utilise what we learnt to the best of our advantage.
- Satisfactory
- Monitoring and evaluation of proposed action plan to follow
- This was a fruitful workshop cascade to local associations
- Please keep up the good job, may God bless all of you
- The period of the workshop was too long although it had value. We need to reduce time period
- It was a great pleasure to be with Zim-ACP they share wonderful knowledge with us. God bless you and your families
- Thank you we appreciate

Conclusion

All participants to the workshop completed registration forms on arrival, attendance registers daily as well as evaluation forms on the last day of the workshop.

	FULL NAME	SEX	ORGANIZATION	CONTACT NUMBER	EMAIL ADDRESS
1	Sinikiwe Sinala	F	ZCFU		
2	Nomalanga Ncube	F	ZCFU		
3	Cousin Ndebele	M	ZCFU		
4	Nothando Ndlovu	F	ZCFU		
5	Portia Ncube Gwenzie	F	ZCFU		
6	Micah Moyo	M	ZCFU		
7	Talent Msimanga	M	ZCFU		
8	Ndabezinhle Nhlabano	M	ZCFU		
9	Shandu Gumede	F	ZCFU		
10	Ireen Maphenduka	F	ZCFU		
11	Rabson Dube	M	ZCFU		
12	Irvin Ncube	M	ZCFU		
13	Godfrey Mudimu	M	ZCFU		
14	Earnest Ndlovu	M	ZCFU		
15	Simon Sibanda	M	ZCFU		
16	Nomalanga Phiri	F	ZCFU		
17	Mike Viyani Masiye	M	ZCFU		
18	Zelda James	F	ZCFU		
19	Artwell Ndlovu	M	ZCFU		
20	Georgina Mhlanga	F	ZCFU		

End-of-Workshop Evaluation Questionnaire

**ZCFU Strategic Thinking Workshop
8 to 10 November 2011
Motsa Mai Lodge
Evaluation Form**

	Please tick one cell in each row of these four columns to indicate which statement applies to each aspect	Strongly agree	Agree	Disagree	Strongly Disagree
					
	CONTENT				
1	The workshop met my expectations?				
2	The workshop met the set objectives?				
3	The issues discussed were practical and relevant to us				
	RESOURCE PERSONS				
	A. Knowledge of subject:				
4	The presenters were knowledgeable				
5	The quality of presentation was good				
	B. Facilitation:				
6	Group work was beneficial for in-depth discussion of issues				
7	Adequate time was provided for group work and discussions				
8	Adequate time was provided for questions				
	General Evaluation:				
9	We will be able to implement the action plan developed				
10	The venue provided a conducive environment				

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

Other comments

.....

.....

.....

.....

.....

Agribusiness Finance Symposium on Livestock Rainbow Hotel, Bulawayo 11 November 2011

Introduction

The Livestock Stakeholder Symposium was held over one day on the 11th of November 2011 at the Bulawayo Rainbow Hotel under the theme “Investing in and *Financing of the Livestock Sector in a Competitive Environment.*” The need to hold the Livestock Stakeholder Symposium (LSS) arose from the Agricultural Finance Symposium which highlighted the imperative of arresting the decline in the livestock sector and putting it back on a growth path, particularly in Matabeleland which is traditionally a cattle stronghold. The Livestock Stakeholder Symposium was also in partial fulfilment of the request by the Agricultural Finance Symposium participants to take the stakeholder engagement process to other centres in the country in order to deal with information asymmetry. Thirdly, it was in fulfilment of Zim-ACP’s intention to reach out to those in need of its support in partnership with the Commodity Industry Groups it supports. From a policy environmental perspective, the holding of the Livestock Stakeholder Symposium was timely as the Minister of Agriculture, Mechanisation and Irrigation Development (MAMID) had recently emphasized the need to pay more attention to livestock issues, which have over the years been neglected due to overemphasis on crop production.

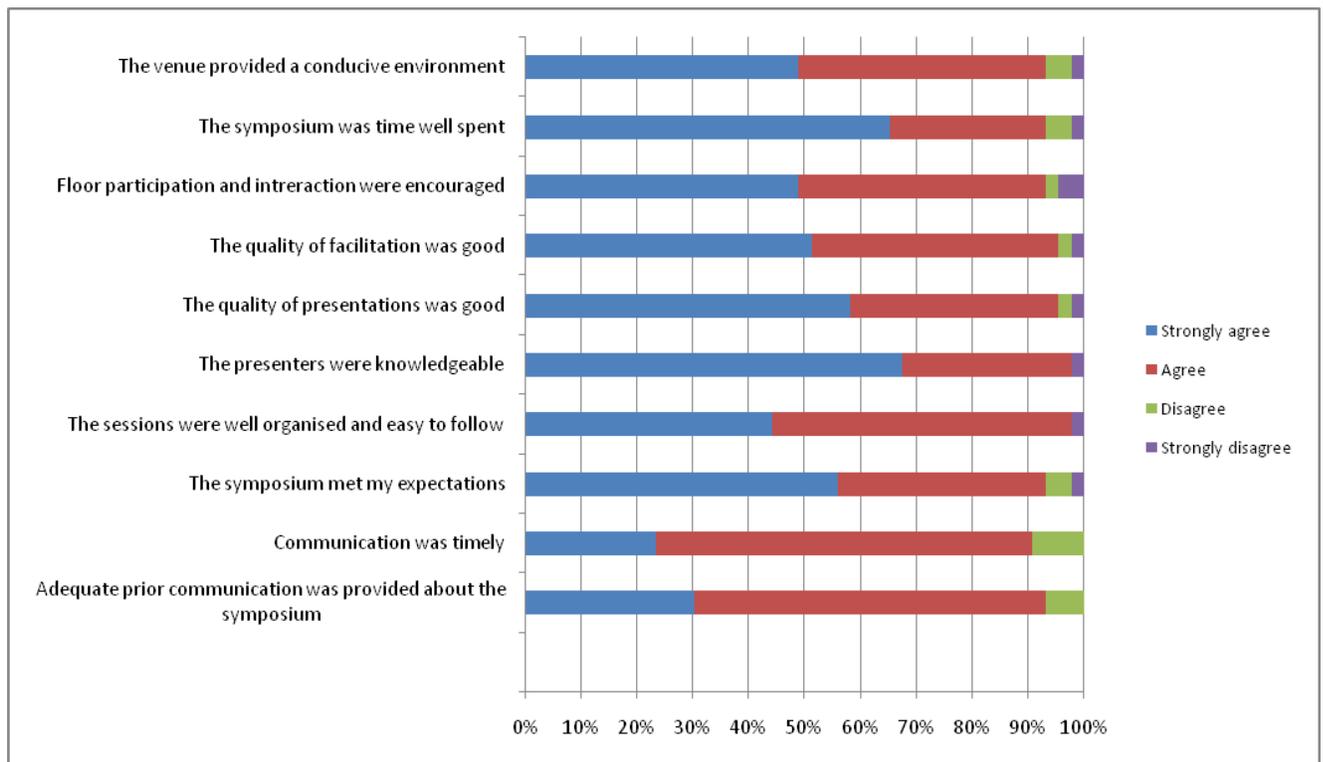
Participants to the AFS

The majority of the 83 delegates (53 male, 30 female) who attended the symposium came from the membership of the Zimbabwe Commercial Farmers’ Union though there was also a diverse range of other stakeholder groups from the banking and insurance sectors, input suppliers, independent consultants, the NGO community and crucially, representative of key government ministries who provide support services.

Agribusiness Finance Symposium on Livestock Evaluation

An end-of-symposium evaluation was conducted to get an understanding of whether objectives had been met. The results of the individual evaluation are shown in figure 1. The feedback from the evaluation would be useful in providing lessons for running future Agriculture Finance Symposia. The evaluation was conducted with the aid of an individual evaluation questionnaire. The evaluation questionnaire is attached as Annex 1.

Figure 1: Symposium evaluation by participants



Participants were asked to rate the training overall. The average score given by participants was 82.6 percent. The range was 60 to 100 percent.

Comments given by trainees during evaluations of the course were, on the main, positive and constructive. The comments need to be taken into consideration in order to improve organisation and delivery of future symposia. The comments are given below under the headings suggestions for future follow up activities arising from the symposium and general comments.

Suggestions for future follow up activities arising from the symposium

- Consolidation of reports and development of business plans for implementation;
- This was well done and would like to see more follow-up activities to show progress from farmers and also implementation;
- I was impressed;
- Provide participants with copies of the presentations to enable future reference capture proceedings for accountability;
- Manufacture of stock-feeds to be covered;
- To visit farmers who need assistance to manage their animals;
- At least make a revisit to keep farmers updated and help them identify stakeholders/partners;
- Concerns raised to be addressed and stakeholders be given feedback;
- Wish the presentations are distributed to participants through electronics;
- Assistance in making available the necessary funding for the purchase and improvement of our cattle herd;
- Need adequate prior communication ;

- Group discussions on chosen key issues or topics for recommendation would add value;
- Level of participation was poor due to lack of group discussions;
- If we could have white people like JR Godard presenting;
- Symposium to take a day and half;
- Would expect all speakers to be present;
- Establish clusters, surveillance mechanism. Farmers encouraged to submit or farm strategic plan for at least 25 years;
- To bring more diverse presenters;
- The number of topics presented was good however the program will be of value if it is given at least 2 days;
- Need assistance in Business Planning;
- Prior communication is very important;
- More topics to be covered;
- Define ahead of time the objectives to be met and then set the content of agenda;
- Networking with workshop participants;
- Follow up on the implementation of the proposals follow up should be sooner;
- More topics instead of focusing on one subject;
- To invite those who will not have attended to be there in the following symposium to address question not addressed;
- Also involve Agri-bank (farmers bank)

Other comments

- The absence of CSC was obvious and yet these are the key stakeholders on rebuilding the Herd. Also the veterinary field services would have added value on the national fencing compartmentalisation to assist with beef exports.also lack of gender balance on the panelists/presenters was noticeable;
- The ZCFU is to have a controlling stake in the utilization of land in the country to ensure 100% utilisation. Need to create one apex body of federation of farmers unions/cooperatives which interacts with government for farmers-not every union to be going/complaining to government;
- Ask TN Bank to provide full clarification on their scheme to be clarified properly to rural communal adults;
- Need to break the symposium into districts and associations
- The livestock industry will improve if such workshops are held to discuss issues;
- Involving other farmers union will be advantageous to achieve the objectives targeted by the agriculture sector in Zimbabwe;
- More quarterly meetings of this nature;
- Thank you for holding a specific session for Matebeleland;
- Lets have commodity symposiums like oilseeds, horticulture, cereals
- We need to have such meetings with farmers on the ground;
- Well done thank you;
- Excellent exposure;
- I enjoyed the symposium it was an eye opener and would use the ideas to improve on my farming operations;
- A very good initiative;
- More of these calculative meetings will assists us improve the livestock industry
- The programme was too congested, not enough breathing time;
- Follow up on such programmes is encouraged;
- This has been a very informative forum;

- The symposium was very good. I wish more workshops should be done

Conclusion

The Agribusiness Finance Symposium on Livestock was successful organised and co-hosted by Zim-ACP and TFC Capital. All delegates to the symposium registered on arrival. An end of symposium evaluation questionnaire was completed by all delegates and collected by Zim-ACP for assessment of the event. The recommendations and comments from the delegates captured in this report are to be communicated to the relevant authorities for adoption.

LIST OF PARTICIPANTS

#	NAME	GENDER	COMPANY	POSITION
1	W. Tshuma	Male	Agrifoods	Sales Manager
2	Stembile Mangwendeza	Female	Asphalt Products	Director
3	D. Sibanda	Male	Alpha Media	Bureau Chief
4	R. Nyamwana	Female	Alpha Media	Photographer
5	O. Chinhamo	Male	Bains Farm	Independent Livestock Producer
6	Macleod Tsanga	Male	Blinkbonny Farm	Independent Livestock Producer
7	Innocent B. Ncube	Male	Contemporary Affairs	Executive Director
8	Veronica Badza	Female	Chronicle	Business reporter
9	L. Ncube	Male	Chronicle	Reporter
10	Simangaliphi Ngwabi	Female	Department of Livestock Production	PCLS
11	Anania Ncube	Female	Inala	Independent Livestock Producer
12	Prof. Themba Khombe	Male	Institute for Rural Technology	Regional Director
13	Max. T. Uzande	Male	Jupiter Insurance Company	Business Development Manager
14	Sindiso Sibanda	Male	Jupiter Insurance Company	Marketing Executive
15	Gilbert Dlodlo	Male	Kershelmar	Dairy Technologist/Laboratory Manager
16	Eve Khanukai	Female	Kershelmar	PR/Sales Officer
17	Addmore Chikohwa	Male	Livestock Prod & Development	Senior Livestock specialist
18	Bonolo Noko	Male	Livestock Consulting	Consultant
19	Max Nyathi	Male	Lupane State University/CARD	Director
20	B. Sibanda	Male	Lupane State University	Lecturer
21	Bongani Dube	Male	Lupane State University	Student
22	Dudzile Mhlanga	Female	Lupane State University	Student
23	Makhosi Mahlangu	Male	Lupane State University	Student
24	Mengezeleli Ncube	Male	Lupane State University	Student
25	Nomagugu Matwasa	Female	Lupane State University	Student
26	Dr. Benedict Gilbert Moyo	Male	NADF	Vice Chairman
27	Silas Nkala	Male	Newsday	Reporter
28	H. Broderick	Male	NFS Stockfeeds	Sales Officer
29	Nicholas Sayi	Male	Nicoz Diamond	Regional Manager
30	S. Masuku	Female	NIEEB	Vice Chairperson
31	Jim R. Goddard	Male	Pezulu Ranches	Director
32	Archford Hadebe	Male	Sound Kalcha	Sound Engineer/Service Provider
33	Cephas Mandeya	Male	Seedco Limited	Marketing Officer
34	Dr. Ronny Sibanda	Male	SNV	Senior Advisor-Livestock Marketing
35	Farai Mpedzisi	Male	Tanlon Investments	Managing Director
36	Omen Muza	Male	TFC Capital	Facilitator
37	Tawanda Binali	Male	TFC Capital	Intern
38	Never Ziobwa	Male	TN Bank	Chief Executive Officer
39	G. Bhebhe	Male	TN Bank	Business Development Manager
40	Patson Sibanda	Male	TN Bank	Regional Manager

41	Dr. N.M Nyangulu	Female	TN Bank	Head of Business Development
42	Tonderai Murombedzi	Male	TN Bank	General Manager
43	Mehluli Majoni	Male	Mthunywa	Reporter
44	Dr. Poley Moyo	Male	Veterinary Services Department	Senior Veterinary Officer
45	Fikile Moyo	Female	Zim-ACP	Intern
46	Alice Mapfiza	Female	Zim-ACP	Programme Coordinator
47	Morgan Zenya	Male	Zim-ACP	Driver
48	Godfrey Mudimu	Male	Zim-ACP	Deputy Chief of Party
49	Personal Sithole	Female	Zim-ACP	Monitoring & Evaluation Expert
50	Joseph Burke	Male	Zim-ACP	Chief of Party
51	Sibongile Sibanda	Female	Zim-ACP	Consultant
52	Rejoice Chishamba	Male	Zimbabwe Broadcasting Cooperation (ZBC)	Producer/Presenter
53	Joseph Mugiyo	Male	Zimbabwe Broadcasting Cooperation (ZBC)	Reporter
54	Charles Kanogoiwa	Male	Zimbabwe Broadcasting Cooperation (ZBC)	Camera Man
55	Earnest Ndlovu	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Mat South Provincial Chairperson
56	Irene Maphenduka	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Mat North Provincial Chairperson
57	Nhlabano Ndlovu	Male	Zimbabwe Commercial Farmers Union (ZCFU)	District Chairman
58	Sinikiwe Sinala	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Vice Provincial Secretary
59	Micah Moyo	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Mat North Treasurer
60	Tracey Tembo	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Mat North Secretary
61	Talent Msimanga	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Vice District Chairperson
62	Nomuhle Nyoni	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
63	Simon Sibanda	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Mat North Secretary
64	Cousin Ndebele	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Livestock Chairperson
65	Artwell Ndlovu	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
66	Portia Ncube Gwenize	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
67	Mike Masiye	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
68	Rabson Dube	Male	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
69	Shandu Shine Gumede	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
70	Nomalanga Phiri	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
71	Georginah Mililo	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
72	Nothando Ndlovu	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Mat South Assistant Treasurer
73	Donald Khumalo	Male	Zimbabwe Commercial Farmers Union (ZCFU)	National President
74	Audrah Mpofu	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Independent Livestock Producer
75	Zelda James	Female	Zimbabwe Commercial Farmers Union (ZCFU)	Matabeleland South Secretary
76	Irvin Ncube	Male	Zimbabwe Commercial Farmers Union (ZCFU)	District Chairman
77	Clement Malaba	Male	Zimbabwe Framers Union (ZFU)	Chairman
78	Brighton Dube	Male	Zimbabwe Framers Union (ZFU)	Coordinator
79	Wilson Mutape	Male	Zimbabwe Republic Police (ZRP)	Officer
80	Morgan Ndlovu	Male	Zimbabwe Republic Police (ZRP)	Officer

Agriculture Finance Symposium on Livestock
Rainbow Hotel, Bulawayo
11 November 2011

Evaluation Form

	Please tick one cell in each row of these four columns to indicate which statement applies to each aspect	Strongly agree	Agree	Disagree	Strongly Disagree
					
	WORKSHOP PREPARATION				
1	Adequate prior-communication was provided about the symposium				
2	Communication was timely				
	CONTENT				
3	The symposium met my expectations				
4	The sessions were well organized and easy to follow				
	PRESENTERS				
	A. Knowledge of subject:				
5	The presenters were knowledgeable				
6	The quality of presentation was good				
	B. Facilitation:				
7	The quality of facilitation was good				
8	Floor participation and interaction were encouraged				
	General:				
9	The symposium was time well spent				
10	The venue provided a conducive environment				

11. How do you rate the training overall (out of 10)?
.....

12. What suggestions do you have for future follow-up activities arising from this symposium?.....
.....

13 Will you be interested in participating in future follow-up activities? Please elaborate.
.....
.....

Other comments
.....
.....

**Grain Industry Indaba
30 November 2011
Pandhari Lodge
Harare**

Introduction

The Zimbabwe Agricultural Competitiveness Program (Zim-ACP) sponsored a Grain Industry Indaba which was organised by the Grain Miller Association of Zimbabwe. The Indaba was set to achieve thorough understanding of the grain value chain, interrogate challenges and problems on individual grain value chain player and to break the taboo on discussing ‘sacrosanct’ issues. In addition to that, it was also set to enhance cooperation and rapport within the chain.

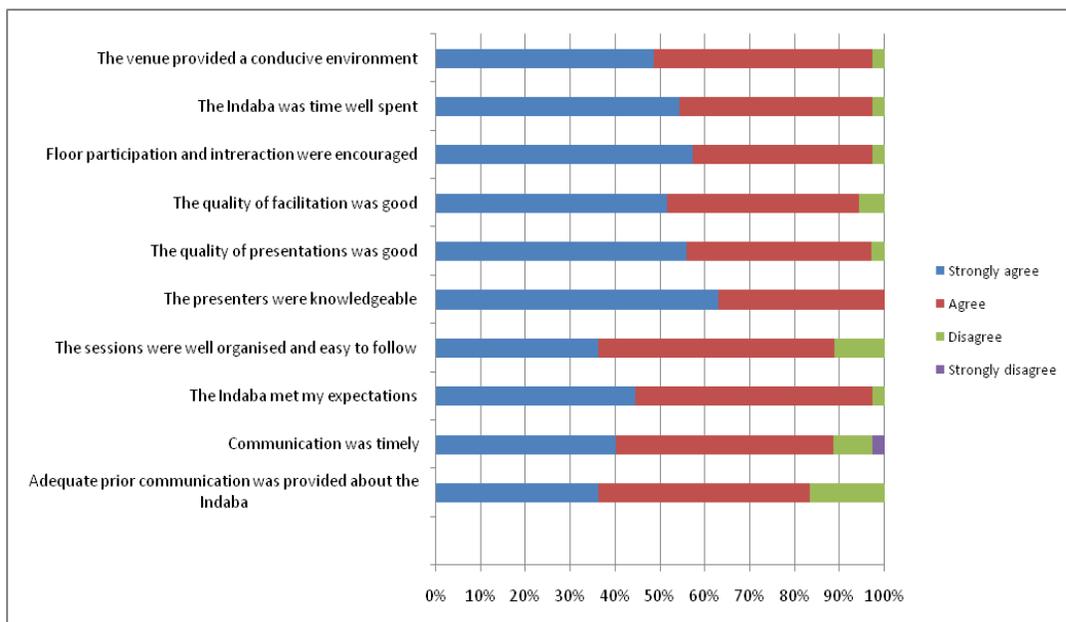
Participants to the workshop

The Grain Industry Indaba was attended by 49 delegates (37 male, 12 female). Attached to this report as Annex 1 is the list of participants. These represented local farmers’ unions, millers, bakers, consumers, NGOs, government department, stock-feed manufacturers and bankers. Some regional organisations such as SADC Trade Hub, Grain Silo Industry from South Africa, Structured Trade Malawi Agricultural Exchange (MACE) and Regional Grain Trader also attended the Indaba. Mr Gift Mugano of Africa Economic Development Strategies was the facilitator.

Workshop Evaluation

An end-of-workshop evaluation was conducted to get an understanding of whether objectives had been met. The results of the individual evaluation are shown in figure 1. The feedback from the evaluation would be useful in providing lessons for running future workshops and get comments from the participants on workshop progress. The evaluation was conducted with the aid of an individual evaluation questionnaire. The evaluation questionnaire is attached as Annex 2.

Figure 1: Workshop evaluation by participants



Participants were asked to rate the workshop overall. The average score given by participants was 78.5 percent. The range was 60 to 100 percent.

Comments given by participants during evaluations of the workshop were mainly constructive and are outlined below under the headings suggestions for way forward for the grain sector and general comments.

Suggestions as way forward for the grain sector

- Setting up of Grain Exchange is the way to go;
- GMOs should be allowed into the country;
- A holistic approach incorporating all players as suggested is essential. Step 1 is to relegate the GMB to buyer of last resort, strengthen legislation to deal with contract breaches and link Zimbabwe to South African Features Exchange;
- Our own grain exchange is long overdue. We really need to unlock value in the value chain;
- Address the flow of finance in the value chain;
- The grain warehouse certificates are the way to go but the product will not as long as the custody of the product is left with the super corrupt GMB which is beholden to will of politicians;
- The grain sector needs a grain exchange which is efficient in terms of identifying market and access to finance for farmers;
- A study tour could be crucial for grain silos and grain exchange;
- Come up with an industry paper analysing issues affecting the industry with a proposed way forward for lobbying;
- Players in the industry should speak with one voice and lobby for policies that will benefit the whole value chain;
- The grain industry has potential to boost so what is needed is communication between the various stakeholders to come up with viable solutions;
- To have a meeting before the end of the season so that farmers will know what to expect at the end of the season;
- To educate small scale farmers and millers on how to honour contracts in terms of contract farming;
- We need an all stakeholder meeting involving all ministries;
- Dialogue among the stakeholders;
- More networking and establishment of an exchange;
- Set up commodity exchange and warehouse receipt system;
- Lobbying with both government and bankers association of Zimbabwe;
- Government participation is important;
- They need to be organised and work with relevant stakeholders
- We need better increased government participation and not just enforcement or regulatory;
- Farmers require free hold title on the land. This will solve the funding issues;
- GMAZ should not be set back by political bickering of political technocrats but should focus on the task of lobbying for a Grain Exchange;
- There is need for cost effective ready available finance so that supply deals can be tailored to each miller;
- Set up market information system;
- Commodity exchange linked with others in the region;
- Warehouse receipting regionally accepted;
- Remove boarders starting with Zimbabwe, Zambia and Malawi;
- More communication between the various organisations;

- Organise commodity exchange;
- Inclusion of research institutions NGOs;
- Tour of millers;
- I think to afford the smallholder farmers the collateral they seem not to have we have to consider the warehouse receipt system ;
- Have platforms and programs which will facilitate investment. Farmers and manufacturers should have and produce good quality products for exports and local production on a large scale.

Other comments

- GMB should have been invited also AMA should have been given floor to spell out their mandate as far as a grain trade is involved;
- We need to move away from import parity pricing to make Zim industry competitive with regional and international production;
- CBZ could not present no slides had been forwarded to facilitator on time. Representative however participated in question and answer sessions;
- To be potential we are to be taken seriously by our foreign counterparts;
- Make it an annual event or twice a year. The Malawi presenter to visit individual millers for orders next time;
- There is too much expectation on industry to finance the farmer, this is not the millers job
- Presenters were given short time to share their knowledge and experience;
- Producers and millers must consider the position of farmers;
- Have more of these workshops so as to improve;
- The indaba provided lively discussion of issues;
- GMAZ please keep it up. I am happy with the GMAZ management you are doing your best
- Follow up is needed on issues raised as way forward;
- The government should consider the constraints which farmers go through from the producer to consumer.

Conclusion

All participants to the Indaba completed registration forms on arrival, and an evaluation forms on the last day of the workshop.

LIST OF PARTICIPANTS

NO.	FULL NAME	SEX	ORGANISATION	DESIGNATION	PHONE NUMBER	EMAIL ADDRESS
1	Tafadzwa Musarara	M	GMAZ	Chairman		
2	Gift Mugano	M	AEDS	Director		
3	Upenyu Mazarura	M	UZ	A/Chairperson		
4	William Mudyiwa	M	CBZ	Agribusiness Manager		
5	Solomon Nhendo	M	CBZ	Agribusiness Manager		
6	Theresa Mazoyo	F	WASAA	Country Chapter President		
7	J. F. Burke	M	Zim - ACP	COP/PM		
8	C. Chigwededze	M	GMAZ	Executive		
9	Personal Sithole	F	Zim-ACP	M&E Specialist		
10	Godfrey Nehanda	M	Zim - ACP	Training Coordinator		
11	Peter Gambarara	M	ZCFU	Director		
12	Rosemary Mpofu	F	CCZ	Deputy Executive Director		
13	Graeme Murdoch	M	SMA			
14	Christo Botha	M	Prodotrade	MD		
15	Pack . N	M	National Foods	Commercial Executive		
16	Chipo Nheta	M	GMAZ	Vice Chairman		
17	Bhobho Stanley	M	GMAZ	Member		
18	Rufaro. M. Mavhera	F	Zim-ACP	M&E Assistant		
19	G. Chanetsa	M	AAZ	Chairman		
20	C. Chipwere	M	GMAZ	MD		
21	E. Maponde	M	ZFU	Commodities Head		
22	R. N. Samuriwo	M	AMA	DFA		
23	I.Madzinga	M	CCZ	Complaints		
24	G. Muzenda	M	CCZ	Student		
25	Andy Johnson	M	Prodotrade	Trader		
26	Brendan Smyth	M	Origen	Trader		
27	Rihaan Samuel	M	OLAM	Analyst		
28	Daniel Chilima	M	ACE	Markets		
29	Joel Chandabata	M	Kingdom Bank	Business Development Manager		
30	Chipo Musarafu	F	HPC	Research Intern		
31	Fikile Moyo	F	Zim-ACP	Intern		

32	Theresa Buluzi	F	Stanbic Bank	Account Executive		
33	Zvichanzii Mugota	F	Zim-ACP	Research Coordinator		
34	Crescencia Kasiyo	F	Zim - ACP	Intern		
35	Henry Chimboza	M	Zim - ACP			
36	Willis Mhlanga	M	ZFU	Livestock Specialist		
37	Rob Hoard	M	Origen	MD		
38	Adrian Carbutt	M	Staywell	Trader		
39	Nelson Muham	M	Stanbic	Head Agribusiness		
40	Andre Wolfaadt	M	SATH USAID			
41	Anton Lubbe	M	GSI	MD		
42	Peter Watt	M	P.Watt			
43	V. Manharopo	F	Montcal Trading	MD		
44	O.N. Muza	M	TFC Capital	MD		
45	Vimbai Chigawanzira	F	Zim - ACP	Stakeholder Support		
46	Chitewe	M	NBAZ	President		
47	Kudzai Taruvinga	F	ZFU	Agribusiness Officer		
48	Dr. I. Mharapara	M	FANRPAN	National Coordinator		
49	Cecil Muchena	M	Stanbic Bank	Account Manager Agribusiness		
50	Batsirai Chiunda	F	AEDS	Programmes Administrator		

: End-of-Workshop Evaluation Questionnaire

**Grain Industry Indaba
Pandhari Lodge, Harare
30 November 2011**

Evaluation Form

	Please tick one cell in each row of these four columns to indicate which statement applies to each aspect	Strongly agree	Agree	Disagree	Strongly Disagree
					
	WORKSHOP PREPARATION				
1	Adequate prior-communication was provided about the Indaba				
2	Communication was timely				
	CONTENT				
3	The Indaba met my expectations				
4	The sessions were well organized and easy to follow				
	PRESENTERS				
	A. Knowledge of subject:				
5	The presenters were knowledgeable				
6	The quality of presentation was good				
	B. Facilitation:				
7	The quality of facilitation was good				
8	Floor participation and interaction were encouraged				
	General:				
9	The Indaba was time well spent				
10	The venue provided a conducive environment				

11. How do you rate the Indaba overall (out of 10)?
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12. What suggestions do you have as a way forward for the Grain Sector?
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Other Comments
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ATTACHMENT 11.5: STUDY REPORT ON THE REVIEW OF ZIMBABWE'S AGRICULTURAL REGULATORY SYSTEM: STAKEHOLDERS' PERSPECTIVE

The Study Report on the Review of Zimbabwe's Agricultural Regulatory System will be provided as a separate attachment to this report upon USAID review and approval.