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ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM ANNUAL WORK PLAN

YEAR 1 (OCTOBER 2010 – SEPTEMBER 2011)

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

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Acronyms

ACBF - Africa Capacity Building Foundation Business Service Providers
AGRITEX - Agricultural Technical and Extension Services
AMA - Agricultural Marketing Authority of Zimbabwe
BSP - Business Service Providers
CIBER- Competitiveness Impacts of Business Environment Reform
COMEZ - Commodity Exchange in Zimbabwe
COP – Chief of Party
COTR - Contracting Officers Technical Representative
COMEZ - Commodity Exchange in Zimbabwe
CFU - Commercial Farmers Union
CZI - Confederation of Zimbabwe Industries
DCOP - Deputy Chief of Party
DR&SS - Department of Research and Specialist Services
DVS - Department of Veterinary Services
EU – European Union
FANRPAN - Food, Agriculture and Natural Resources Policy Analysis Network
FAO - Food and Agriculture Organization
GMB - Grain Marketing Board
GOZ- Government of Zimbabwe
LOL - Land O' lakes
M&E - Monitoring and Evaluation
MLWG - Marketing Linkages Working Group
MMM - Monthly Management Meeting
MoU - Memorandum of Understanding
MSU - Michigan State University
PMP - Project Monitoring Plan
RAP- Zim Regional Agricultural Policy
RDC - Rural District Councils
SATH - SADC - Trade Hub
SME - Small and Medium Enterprises
STTA - Short Term Technical Assistance
TAMIS - Technical and Administrative Management Information System
ToT - Training of trainers
TWG - Technical Working Groups
USAID - United States of Agency International Development
USG - United States Government
WAM - Weekly Activities Meeting
ZADT - Zimbabwe Agricultural Development Trust
ZCFU – Zimbabwe Commercial Farmers Union
ZEPARU- Zimbabwe Economic Policy Analysis and Research Unit
ZFU – Zimbabwe Farmers Union
ZIM-ACP - Zimbabwe Agricultural Competitiveness Program
ZIM AIED - Zimbabwe Agricultural Income and Employment Development Program
ZNCC – Zimbabwe National Chamber of Commerce

1 Executive Summary

1.1 Introduction

USAID/Zimbabwe's recent agricultural support activity includes seven cooperative agreements awards, focused on restoring rural Livelihoods and improving food security for smallholder farmers. In addition, the USAID/Washington DCA loan guarantee agreement through The Standard Chartered Bank supports a \$20m revolving fund focused on stimulating food productivity throughout the country. In calendar year 2010, USAID/Zimbabwe signed an additional five 18-month collaborative agreements and two complementary contracts – the Zimbabwe Agricultural Competitiveness Program (Zim-ACP) and the Zimbabwe Agricultural Income and Employment Development Program (Zim-AIED). Zim-ACP is designed to improve the regulatory and policy environment of the agriculture sector through technical assistance to apex level private sector actors; to increase efficiencies in the agricultural markets; and to enhance the capacity of market-based business service providers to increase competitiveness of agriculture producers and firms by delivering demand-driven training and support. As a companion project, Zim-AIED concentrates a farm level in areas of productivity, access to markets and access to finance.

From a dynamic project management perspective we have established three phases for the first year (FY 2010/2011):

- October 2010 – January 2011: Inception and Start-Up
- February – May 2011: Implementing Baseline Activities, establishing relations / technical foundations and setting the M&E survey parameters
- June – September 2011: Full Implementation and surveys taken

The narratives of the body of the work plan are reflected in the Activity Schedule found in Annex 2.

1.2 Goals & Objectives

Zim-ACP aims to support increased competitiveness in the country's agribusiness and agricultural sector by supporting the acceleration of a sustainable, private sector-driven agricultural recovery at the farm, firm, commodity, sectoral and enabling environment levels. Within ACP's PMP are 16 results indicators against which progress is to be measured.

The three components of ACP are:

- Strengthened Representative Institutions
- Improved Market Infrastructure
- Improved Agro-business Development Services, Agro-business Skills and Agro-Production and Productivity

The principal milestone groupings for Year One in support of this are:

- Register and set up the project with office, staff, equipment, communications, networking with primary intended clients and stakeholders, and fulfill planning requisites;
- Complete all baseline assessments and studies, which will set the foundations to enable the fulfillment of the PMP and allow for commencement of implementation activities;
- Begin establishing strong relations with key private, public, non-governmental and academic stakeholders in each Component by convening consensus-building dialogue forums;
- Engage in initial policy research, market institution support and agri-business development services training activities, agreed upon and prioritized by project partners.

1.3 Resources & Constraints

Zim-ACP can meet its challenges as long as it strategically leverages its resources. Most project infrastructure will be put in place during the inception period, with exceptions of full IT set up and vehicles, due to delays in registration. The project has five mid and high level senior programmatic staff (including COP), three mid and high level administrative and accounting staff, a senior M&E specialist, an administrative assistant and several support staff. Additionally for FY1 we will invest in approximately 600 person days of STTA LOE.

Challenges for success:

- Overcoming delays to project registration and subsequent delays in project bank account, IT set up, vehicles acquisition, expatriate residence and official, vigorous launch of project
- Re-orientating the disposition of government to enact transparent, comprehensive enabling policy, regulations and directives that will promote the ease of doing business
- Promoting the financial sector availability of loans, credit and services at costs that will encourage their access by private sector firms
- Reversing the diminishment of the private sector's human and material resources witnessed during the past decade and consequent "thinness" with which to face the demands of reestablishing a vigorous market economy
- Achieving USAID authorization for Zim-ACP to support government beneficially as this is a limiting factor as government training colleges and institutions would otherwise be natural clients of the project

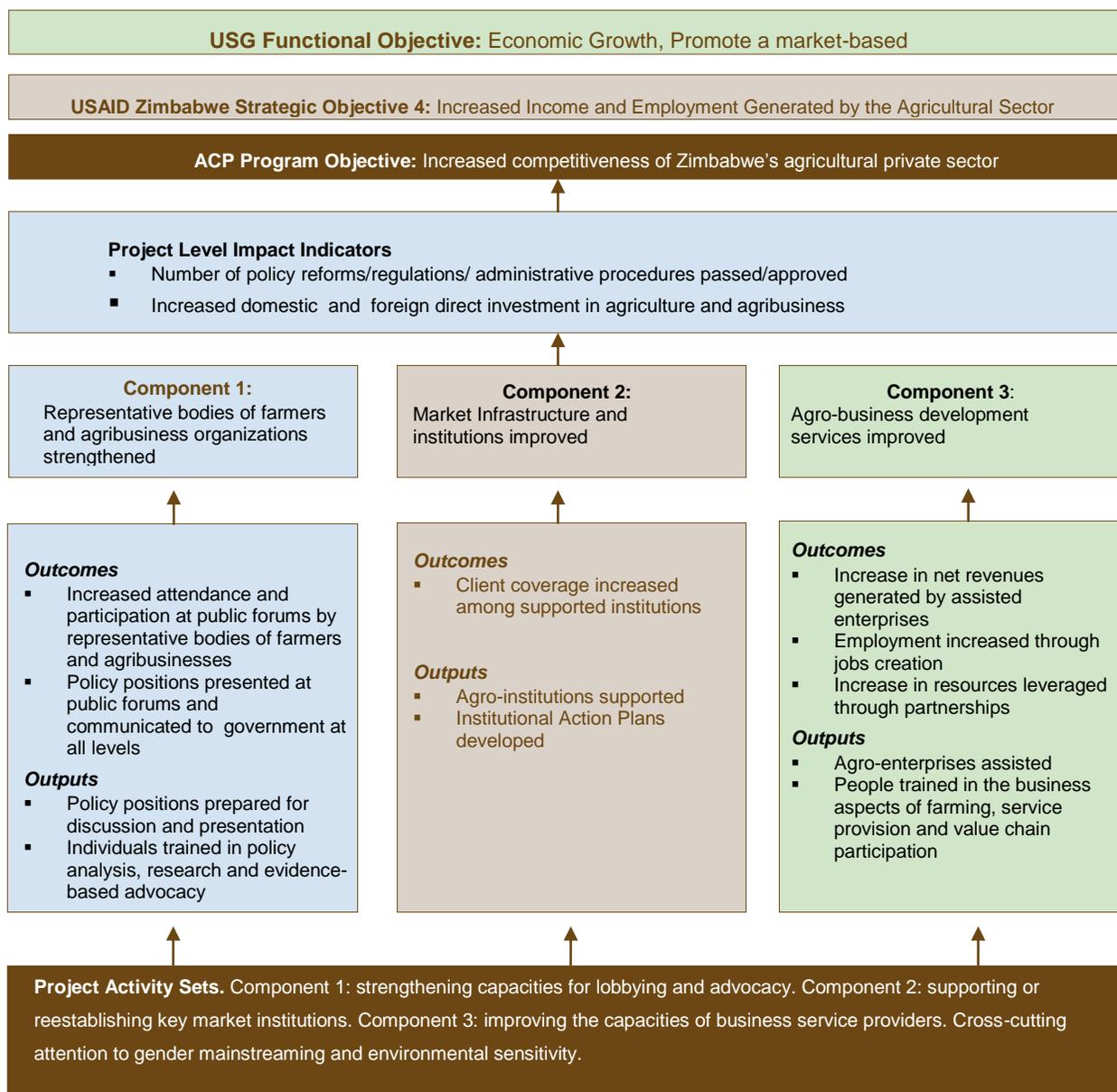
1.4 Strategies and Activities

To ameliorate and maneuver around the impediments arising from systemic constraints, Zim-ACP is mindful that it must adopt contextual strategies to assure both its viability and success:

- Leading from the rear – to ensure that Zimbabwean institutions and organizations “own” the process and direction of reform
- Collaboration and Openness – strictly adhere to these principles to assure consensual buy-in, extending to government institutions and agencies to the extent possible
- Tunnel vision on competitiveness – maintain maximum focus and leverage to good effect
- Readiness to adapt – flexibility to react to changing circumstances
- Measure & Evaluate – integrated from baseline to final report from the onset

The project level and component development and implementation will conform to aims and indicators of the PMP (Annex 1) which is based on the Results Framework shown below:

Figure 1: Zimbabwe ACP Results Framework with Indicators



1.4.1 Component 1: Strengthened Representative Institutions

Zim-ACP Component 1 will provide technical assistance to facilitate public-private forums with representative bodies of farmers and the agribusiness sector to dialogue on the reforms needed to support a regulatory management system that fosters a competitive business environment and promotes investment and growth of the agricultural sector. The project will support capacity building efforts for Commodity Associations, representatives of agribusiness firms operating in the sub-sector and relevant public sector organizations through a combination of (a) training and hands-on guidance to develop the capacity to review and analyze relevant issues and prepare position papers, (b) assistance in the formulation of evidence-based policies and the preparation of position papers reflecting private sector interests; and (c) enhancing the capacity for dialogue between relevant on needed changes and implementation.

Zim-ACP C1 will seek and establish synergies with commodity sub-sectors targeted by Zim-AEID and the Livelihood projects. The focus will be on addressing issues requiring regulatory management system interventions and providing technical support, if needed, for evidence-based policy initiatives and studies.

1.4.2 Component 2: Improving Market Infrastructure and Institutions

Zim-ACP Component 2 will support the re-building of market institutional infrastructure and agribusiness services, through detailed financial analysis and business plans, to become viable and effective in offering services to farmers. Support will be given for implementation of options considered to be viable, for supporting processes for change and for facilitating the effective participation of producer associations in existing and new market infrastructure.

The project will explore opportunities through various forums and networks to participate in and provide technical support to on-going initiatives as well as developing new initiatives and adoption of best practices in agricultural finance, agricultural insurance and innovative market linkages.

Upon assessment and in collaboration with other Livelihood projects, Zim-AEID and representative agribusiness bodies, the project will provide technical and financial support to strengthen the establishment of an efficient, market-based and transparent commodity marketing systems and to promote effective participation of all farmers groups in COMEZ and other commodity marketing systems.

To ensure ownership of the processes, the envisaged outputs and outcomes, Zim-ACP C1 work will be implemented using a consultative and participatory approach. Zim-ACP's role will mainly be catalytic and facilitative. It will provide technical and financial resources for convening the stakeholders' dialogue forums. The stakeholders' dialogue forums members themselves will be responsible for the content of the deliberations. They will define the scope of their discussions; chose the substantive topics for each meeting; set meeting agendas; sought assistance as needed from the outside experts of their choosing; and develop together various draft approaches and potential recommendations. Zim-ACP will assist and mentor them to build their capacity for dialogue and advocacy among themselves and with the other actors/participants within their commodity chain. STTA will be provided on the basis of defined SOWs and specific terms of references for competitive bids for services and draft MOUs for contracting partner organizations and farmer organizations to render services.

1.4.3 Component 3: Training Capacity and Training Activities

Component 3 of Zim-ACP compliments components 1 (Strengthening Representative Institutions) and 2 (Improving Market Infrastructure) by creating and developing a marketplace for agribusiness skills and services. Essentially, the component aims to increase the capacity of agribusiness service providers to deliver training to agribusinesses in the country, with the view of improving their competitiveness. The Zim-ACP strategy for supporting agribusinesses and agribusiness service providers in the first year hinges on three pillars as follows:

Pillar 1: focuses on building the capacity of private institutions and individual trainers to enhance skills development and productivity of smallholder farmers and agribusinesses. Zim-ACP will work with a network of institutions and individual trainers to give the program wider reach and impact.

Pillar 2: involves building the capacities of farmers unions, commodity associations and agribusiness associations to better deliver agribusiness skills development services to their clients.

Pillar 3: The program works with business service providers (BSPs) to enhance their capacities to deliver services to agribusinesses. Where opportunities are identified, firm level interventions will be used as a demonstration effect of increased market competition for leading firms.

Year 1 activities will focus on conducting foundational assessments for baselining and clarifying intervention areas, identifying partners, establishing willingness to pay for services, establishing partnerships for program implementation through contracts, developing training of trainers (ToT) and

BSP training materials, conducting ToT and training of trainers for business courses and launching direct trainings to beneficiaries through partners. In addition, opportunities for providing technical assistance to the most promising emerging businesses to enable them to increase their options will also be explored in the same year.

1.5 Gender Strategy

Zim-ACP's approach will be to mainstream gender into all program activities. Women will be encouraged to participate in all program activities under the three components. The program will strive to maintain a gender balance in program staffing particularly at the interface with farmer organizations and business enterprises/associations. Women involvement in working groups, in technical committees, as facilitators in discussion forums and stakeholder dialogues on regulatory and market reforms, as well as in delivering training and other technical support to agro-businesses, will be encouraged. Throughout program implementation and as part of regular monitoring and evaluation activities Zim-ACP will evaluate the impact of program activities on stakeholders and provide feedback into program implementation to ensure that the program adequately serves the needs of stakeholders, including women.

1.6 Management & Governance

- ACP and DAI will adhere to financial and project rules and regulations prescribed by USAID, and will submit all deliverables in a timely manner.
- Through its weekly activities meeting (WAM), Zim-ACP will regulate and drive the implementation of its project activities,
- Through its monthly management meeting (MMM), day-to-day management and governance matters will be assured as well as oversight to ensure overall work plan implementation remains on track.
- Once formed midway to late in the FY, the Zim-ACP advisory committee will have a key role in informing guidance and easing of the way for the project.

1.7 Monitoring, Evaluation and Reporting

An adaptive M&E system will be put in place from the onset of the project to assure rigorous project monitoring and evaluation input is integrated in the project that is aligned with assigned indicators and targets agreed with USAID/Zimbabwe. The M&E system will support quarterly reporting via specific feedback on activities underway and the annual PMP report through surveys on perceptions/awareness in the policy arena. In addition, it will report results against baselines, the annual survey of SMEs trained, and the organizational and capacity assessments of associations and institutions.

The 2011 reporting outputs required and planned are:

- Annual Work Plan
- Activity Reports (Strategies, Success Stories, Planned Events and Public Outreach)
- Trip Reports
- Quarterly Progress Reports
- Quarterly Financial Reports and Accruals
- Annual Report
- Property Reports
- Sub-Contractor and Grants Under Contracts Audits

2 INTRODUCTION

2.1 Background

USAID/Zimbabwe awarded 7 agricultural Livelihood collaborative agreements of approximately 18 months each in 2007-9 for the purpose of improving food security through assistance to smallholder farmers. An additional 5 collaborative agreements supporting transition to an agricultural market economy have been awarded in 2010 under the Livelihoods Plus program. USAID/Zimbabwe also has a direct DCA loan guarantee agreement (revolving fund) with the Standard Chartered Bank (Zimbabwe) of \$20m, which operates through blanket loans to large agricultural buyer and marketing companies to stimulate agricultural production and productivity among smallholder farmers.

Consistent to USG policy to promote a market-based economy and the USAID/Zimbabwe's Transition Strategy Assistance Objective 4 and IR 4.2, two 53 months projects were awarded in October 2010 under the Raise Plus IQC. They are the Zimbabwe Agricultural Competitiveness Program (Zim-ACP) to DAI and the Zimbabwe Agricultural Income and Employment Development Program (Zim-AIED) to Fintrac.

The focal areas of Zim-ACP are:

- Supporting and strengthening representative farmer unions, commodity associations and agribusiness associations and assisting them to develop their analytical and advocacy capacity, with the ultimate goal of improving the enabling 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.

Zim-ACP is tasked with promoting an enabling environment to enhance competitiveness and investment in agriculture; while Zim-AIED will focus on promoting agricultural productivity and market and financial access. These projects as designed by USAID are fully complementary.

2.2 Year One: Three Phases

This Year One work plan is three-phased:

- October 2010 – January 2011 – Inception and start-up
- February - May 2011- Implementing baseline activities and establishing relations, technical foundations, MoUs and contracts
- June – September 2011 -> Full implementation

2.3 Gender Strategy

2.3.1 Summary

Gender inequities exist in Zimbabwe within the agriculture and agribusiness sectors in terms of decision-making, enterprise responsibility, training, labor and staff composition. This is the situation in market institutions and service providers as well as in commercial farms and industry. While women constitute the majority of farmers, men numerically dominate in business decision-making positions, are the main applicants and recipients of agricultural financing, receive more formal technical training, are awarded larger salaries in the labor market, and make up most farmer union participation. The situation is the same in the agribusiness sector where men dominate leadership and key decision-making positions. The program's approach will be to mainstream gender into all program activities. Women will be encouraged

to participate in all program activities under the three components. Zim-ACP itself will strive to maintain a gender balance in program staffing particularly at the interface with farmer organizations and business enterprises/associations. Women involvement in working groups, in technical committees, as facilitators in discussion forums and stakeholder dialogues on regulatory and market reforms, as well as in delivering training and other technical support to agro-businesses, will be encouraged so that women will freely and widely participate in shaping a conducive agro-business climate for private sector competitiveness. Zim-ACP's will ensure that women project-relevant issues are captured and included in proposed regulatory and market reforms and that program activities are adjusted to meet women's socio-economic needs. Throughout program implementation and as part of regular monitoring and evaluation activities Zim-ACP will evaluate the impact of program activities on women. Zim-ACP performance indicators are disaggregated by sex where appropriate and feasible to assess how well the program is maintaining the gender balance in its activities and to assess the extent to which gender-based constraints and opportunities exist in program areas.

2.3.2 Approach

Strong and consistent messages about gender balance, women's empowerment from ACP will help to embed gender responsiveness in the program culture from the start. The program will ensure that Zim-ACP staff and implementing partners are familiar with the gender strategy and that they mainstream gender in their operations. There will be clear attention to gender in the planning, implementation and reporting of activities. Zim-ACP will use gender as an analytic category, through which the program can be strengthened and improved towards to move towards the goal of gender equity. Program rules will encourage women participation in all public forums, stakeholder dialogues, working groups and technical committees and positions.

2.3.3 Staffing

Staff recruitment in Zim-ACP will encourage women to freely apply and be considered for positions. Job and STTA recruitment will be in a way that encourages women to apply for the positions. Impact evaluations in some programs have shown a positive impact on women participation of having a female facilitator who is viewed as role models in society.

Zim-ACP will ensure that staff (both male and female) has a clear understanding of gender issues, and the program's gender strategy from the management down. Zim-ACP training of trainers modules that include and integrate gender aspects, including sessions on why the gender focus, improving awareness and understanding of inequalities, practical strategies to improve involvement of women (timing, location of meetings, facilitation styles etc.) will be availed to staff for their information and knowledge. Gender awareness plus the organizational culture within the Zim-ACP will ensure that project staff have the positive attitude towards gender issues that there does not exist gender stereotypes amongst staff that get transferred to the work with groups and communities. Gender issues will be taken seriously by staff at both planning and implementation level.

2.3.4 Programming

Zim-ACP will ensure that women are active participants in planning and decision-making in the program through an emphasis on broad-based participation that helps to break down some of the barriers to women's participation in local planning and decision-making, and ensure that their voice is heard and that they can influence the processes and decisions to be more responsive to their concerns.

The rules for women's engagement in the program have been clearly identified with targets and quotas for women's attendance/ participation in meetings and decision making bodies. The program will ensure that attendance in the stakeholder consultation and dialogue process at least 30 percent of participants are women. In the training of facilitators for the policy dialogue process, the program will ensure that at least 30 percent of the trainee facilitators are women and that this will grow by at least 5% per annum. Special

support will be given, where needed, to building the skills of women to facilitate more effectively in the stakeholder dialogue process. This quota is put to ensure that women, who comprise the majority of farmers, are adequately represented in discussions on agricultural policy reforms. The target for women in the program's advisory committee (a team of professionals to act as valuable sounding boards on both regular and ad hoc basis) is 40 to 60 percent.

Under component three, Zim-ACP aims to assist private enterprises with various services including business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans etc. Support may take the form of training in identified areas of weakness. Support may also take the form of provision of a body to help put in place appropriate systems and procedures for smooth running of the business. Where training is involved, Zim-ACP will put together modules to meet the skills requirements of the businesses. Zim-ACP will identify and train service providers (facilitators, 30 percent of will be women) who will cascade the training to targeted businesses. One of the modules in the training of trainers will be designed to equip the trainer on good facilitation skills as well as gender awareness. This training is designed to ensure that facilitators are able to reach out and ensure participation of all trainees, including women.

A target has been set for the number of agri-businesses to be supported by the program per year. 30 percent of the businesses targeted for support are women owned. A team of gender-aware staff and consultants will conduct the needs assessment on the agri-businesses to ensure that gaps are correctly identified and support is tailor-made to suit the specific needs and gaps in the targeted business.

2.3.5 Monitoring and Evaluation

Monitoring and Evaluation systems under Zim-ACP include data collection, collation and reporting on women's participation in program activities such as stakeholder working groups, public forums and meetings, workshops, conferences, trainings etc.. Analysis of records of stakeholder participation will allow for early detection of failure to meet the target. Early detection of gaps will allow for follow-up and inclusion of the affected groups. Registers will be designed and used to collect gender disaggregated data on attendance at the various program events.

Impact studies under Zim-ACP will include collection of gender disaggregated data at baseline, in the first year, followed by annual impact studies. Evaluation studies will be conducted to assess the impact of the Zim-ACP on agri-businesses (including those owned by women) in terms of profitability, level of investment and job creation. Early detection of low program impact on targeted businesses (or women-owned businesses, in particular) may be a call to tweak the program approach and strategy to better meet the needs of the businesses.

2.4 Organization of the work plan

The activity schedule tables arising from the narratives are contained in the amalgamated Activity Schedule of Annex 2. With regard to the task order instruction to cost each activity on a monthly basis, this is contained in Annex 3. The description of the bulk of activities is reflected under chapters E (Strategies and Activities) and G. (M&E and Reporting)

3. GOALS & OBJECTIVES

3.1 Goal

The goal of Zim-ACP is to increase the competitiveness of Zimbabwe's agricultural sector.

3.2 Purpose

The purpose of Zim-ACP is "to help jump start the process of a sustainable, private sector driven agricultural recovery."

3.3 PMP Indicators

As achievement of its contributions to the goal and purpose of the project, Zim-ACP has 16 indicators under 3 components in its PMP (Project Monitoring Plan), of which the final draft is being submitted to USAID along with this work plan draft as Annex 1 and corresponding targets for each for FY 2011 through FY 2015 (six months).

3.4 Year One Objectives

The principal objectives and milestones for Year One are:

1. Register and set up the project with office, staff, equipment, communications, networking with primary intended clients and stakeholders, and fulfill planning requisites;
2. Complete all baseline studies and assessments that will set the foundations to enable the fulfillment of the PMP and allow for a well-founded commencement of implementation activities;
3. Set the stage for strong relations with key private, public, non-governmental and academic stakeholders in each Component by convening consensus-building dialogue forums;
4. Engage in initial policy research, market institution support and agri-business development services training activities, agreed upon and prioritized by project partners.

4. RESOURCES & CONSTRAINTS

4.1 Resources

Zim-ACP has now (mid-February 2011) or will soon have all intellectual, human, material, and financial resources with which to achieve its objectives for this year and beyond. (See Annex 4, Project Organizational Chart).

4.2 Constraints

Concluding project registration with the GOZ is the principal impediment which delays the public launch of Zim-ACP as well presenting administrative bottlenecks such as: opening a project bank account, procurement of full IT and communication equipment, And the acquisition of vehicles and expatriate work permits. Other constraints to be ameliorated, off-set, diminished or resolved are:

- The will or ability of government to enact transparent, comprehensive enabling policy, regulations and directives that will promote the ease of doing business
- The financial sector availability of loans, credit and services at costs that will encourage their access by private sector firms
- The diminishment of private sector institutions' human and material resources during the past decade and consequent "thinness" with which to face the demands of reestablishing a vigorous market economy
- Currently Zim-ACP is not authorized to provide beneficial support to government, whereas needs for optimization of the project exist in the areas of policy analysis, market regulation and training.

5. STRATEGIES & ACTIONS

5.1 Strategies

To ameliorate and maneuver the impediments of Zimbabwe's political economy, Zim-ACP is mindful that it must adopt contextual strategies to assure both its viability and success. These include:

Leading from the rear

While intellectually initiating and supporting myriad initiatives in pursuit of objectives' fulfillment, Zim-ACP will take a studied stance as a project that empowers Zimbabwe private sector partners to consistently take the point position in interface with authorities. This is not only good policy from an empowerment standpoint but also is designed to keep our project out of the limelight and potential controversy. Likewise, this stance will engender more consensual collaboration.

Collaboration and Openness

Zimbabwe hosts a large and growing number of donor-assisted and official development initiatives, with a danger of overlap and acrimony if Zim-ACP does not do its homework and endeavor to collaborate and complement in an open manner. While this will be relatively easy with fellow USAID projects due to internal information flow, Zim-ACP will need to participate in fora such as those that are FAO and possibly EU supported initiatives, and in established working groups that focus on complementary aspects of agricultural competitiveness. Zim-ACP executive staff will also directly cultivate relations with counterparts in unions/associations, GoZ entities, and firms with direct advocacy roles. Zim-ACP will pursue this strategy in both a contextual approach (see Activities table under E.3 below) and within its specific component activities (see Activities tables under E. 5 below).

Focus on Competitiveness

Whereas the small Zim-ACP team has a large work agenda, its effectiveness will spring from not straying from its competitiveness and PMP agendas and from strategically leveraging STTAs, MoUs and contracts to achieve these ends. It is imperative that the project leverage its influence and impact through targeted use of time in key activities tied directly to desired outputs and outcomes. Given this imperative to leverage highly, Zim-ACP's choice of partners will necessarily be based on assessments of their will and ability (current and potential) to participate with the agreed objectives of Zim-ACP support.

Focus on Flexibility

A touchstone for success for Zim-ACP is our readiness to adapt to the volatile political economy of Zimbabwe while fulfilling our objectives. We recognize that while we are mapping activities herein through September 2011, we must be ready to shift gears and make changes quickly based on evolving knowledge of the economic and political realities and events, as well as needs expressed by USAID. If and when authorization to work directly in a beneficial manner with national level government, the Activities Schedule of ACP will be altered and expanded to include key stakeholder ministries and agencies.

M&E Preparedness

Zim-ACP will be mindful that full and reliable reporting against indicators and their targets is based on robust and integrated M&E system for the project. We intend to employ professional survey methods from the outset to benchmark measurable year upon year reporting.

5.2 Three Phases

5.2.1 Inception and Start-Up (October 2010 – January 2011)

Beginning soon after the signing of the task order contract on October 1, 2010, Inception and Start Up activities from October through January included:

- The arrival of Julio Martinez, Senior Procurement Manager, and Ellie Turner, Business Manager from the DAI Bethesda office to focus on project registration, office search and local staff recruitment endeavors;
- STTA of Denis Gallagher, Senior Technical Manager, to engage with USAID COTR on post-award considerations and hold interviews with a variety of key proposed Zimbabwean partners.
- Initial intake of project documents and draft PMP design by the M&E Specialist;
- Initial project management oversight and further COTR negotiations by Chief of Party Joe Burke;
- Initial administrative staff recruitment and basic office furnishings and communication procurement by Financial and Operations Manager Joey Syarief;
- Securing of a project office on December 6th 2010;
- Deliberations with COTR, partners (client and implementing), and Zim-AIED on the format and functioning of the “Regulatory Management System” reform which is the basis of Components 1 and 2 activities as defined in detail further in the workplan;
- STTA of financial institutions specialist John Jepsen who conducted analysis of key market institutions to support initial Component 2 strategy and design;
- STTA of agribusiness and rural development specialist Sydney Zharare who conducted analysis of agribusinesses, agricultural training institutes and business service providers to support initial Component 3 strategy and design;

While the proposed MoU was submitted to the Ministry of Agriculture in early November, by the end of November it had not progressed into the receipts system, approval has not been granted yet. In early February ACP was advised to modify clause in MoU seeking registration as a project under USAID to registration as a trust. In this way Zim-ACP can be quickly granted legal operating status and operate even as registration is under process. It is now anticipated that trust status will be attained in early March.

5.2.2 Implementing Baseline Activities and establishing relations, technical foundations, MoUs and contracts (February- May 2011)

Detailed baseline assessments of the capacity of proposed partners (unions, associations, training institutions, firms) are on-going and will be completed during this phase of the project, based on USAID standard assessment tools.

These baseline activities are integral to the establishment of relations with proposed partners and set the foundations for being able to move forward with implementation; albeit dependant on the project’s ability to enter into contracts and MoUs with proposed partners. Notwithstanding, Zim-ACP will establish viable legal alternatives to accomplishing such agreements if project registration delays beyond March 2011 and the establishment of the Zim ACP Trust. An example of an alternative would be for project local partner LEAD Trust to agree to be a signatory in lieu of Zim-ACP.

5.2.3 Full Implementation (June – September 2011)

This phase sequentially follows on from the establishment of our foundation and baseline work and apart from the legal / registration issue as well as the overall political economy of Zimbabwe during 2011; which anticipates full implementation to proceed unencumbered by June 2011.

Activities related to this phase appear under E. 5.2, 3 and 4 and G.1.

5.3 Contextual Considerations to Project Management

Regardless of the registration timing, it is anticipated that the partner assessments / base lining can proceed on schedule. Zim-ACP will work within contextual parameters to temper project management to maintain:

- *Relationship to USAID/Zimbabwe's Country Strategic Plan* - as USAID's Country Strategy evolves vis-à-vis poverty reduction and economic growth, Zim-ACP must be prepared to alter its design and implementation activities;
- *Relationships to other USAID/Zimbabwe Programs* - Zim-ACP must work in a collaborative and complementary manner with other USAID projects; particularly those also involved in agriculture, and not to overlap nor compete. USAID/EG meetings, sharing of quarterly reports and direct relations will point in the right direction. The interface with Zim-AIED is particularly crucial, as it and Zim-ACP were designed to fit together;
- *Relationship to Other Donor Programs* - Zim-ACP must become knowledgeable of ongoing and new agricultural and economic growth projects promulgated by other donors so as to find synergy rather than competition. This applies equally in its work in policy/regulatory, institutional capacity building, and knowledge transfer areas;
- *Relationships to GoZ entities* - While Zim-ACP is designed to work most directly with private sector, and is not currently permitted to finance GoZ entities, it must cultivate and maintain collaborative relationships with those GoZ officials who share common interests in policy and regulatory reform and agricultural support;
- *Contractual Relationships* - During this year and beyond Zim-ACP will manage its initiatives in great part through contractual relationships with institutions and firms. It will be vigilant that those institutions and firms with which it contracts are not prohibited from receiving support from U.S. public monies at this time;
- *Gender equity promotion* - Zim-ACP will endeavor to promote gender-sensitive initiatives that in particular favor women's participation and empowerment. As circumstances fit, this may be included in MoUs and contracts as well as in beneficiary targeting for training.

5.4 Management Framework and Process of the Project Implementation

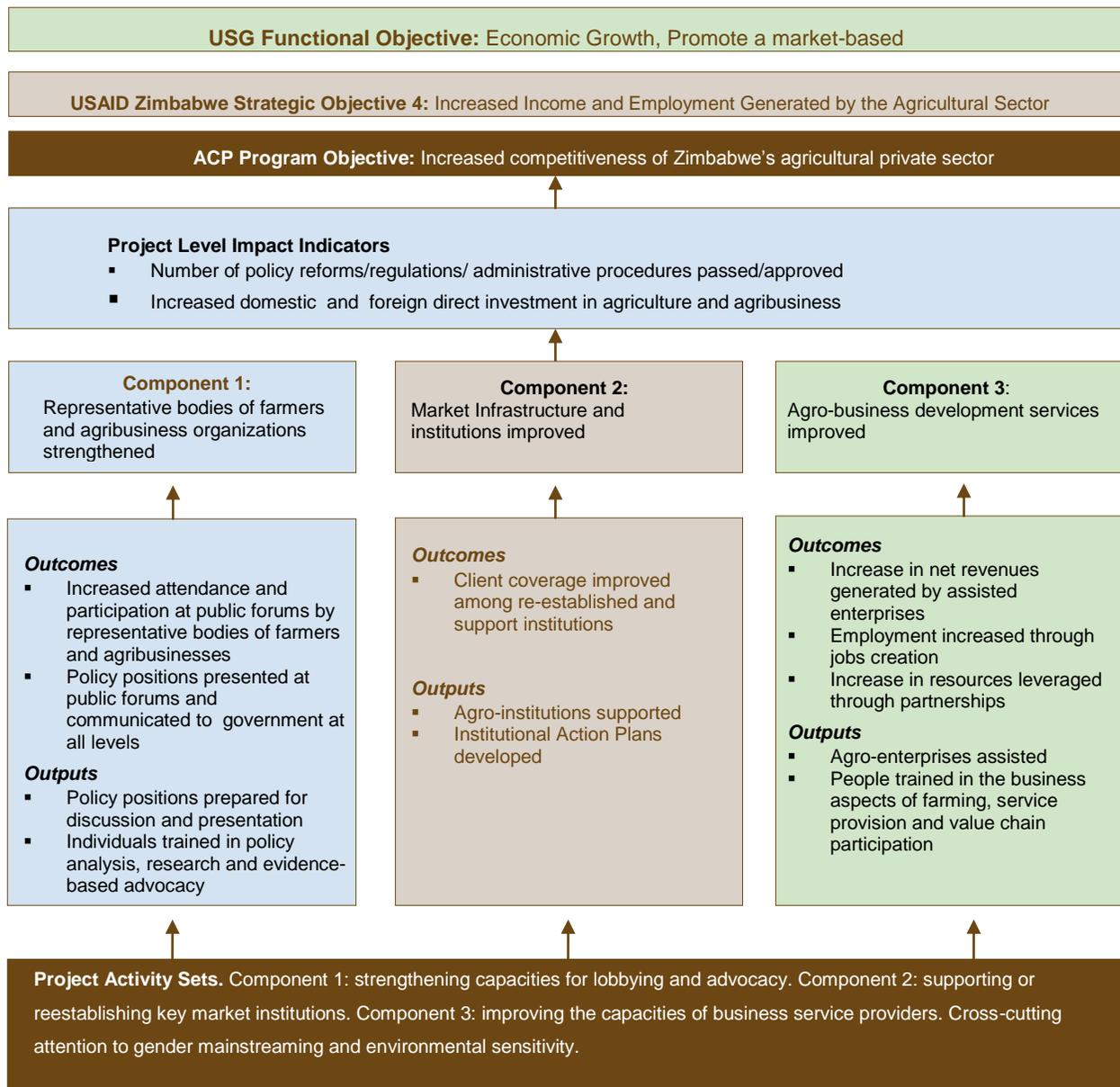
Zim-ACP has a robust framework and process to assure complete and timely management of project implementation:

- **Organizational Structure:** The Zim-ACP team a COP, three senior level consultants (two programmatic and one M&E) two mid-level program specialists, a Finance/Operations team of three (including a Procurements Manager, given the importance of contracts/MoUs with consultants and clients), an administrative assistant, an office attendant, and two drivers. Interns are also to be used in the Regulatory Management Systems unit. The team will be complemented by a pool of short-term experts who will provide technical surge capacity for a demand-driven program with evolving needs. As of mid-January all have been recruited except the Procurement & Contracts Officer, and a driver. It is planned to use the Land O'Lakes subcontract to provide a one-year ToT / business training specialist as well as key market-maker firm level capacity building TAs. Please refer to Annex 4 Zim-ACP Organizational Structure.
- **Partners and Technical Assistance:** DAI partners include LEAD Trust, Imani Development Group, ECIAfrica, Land O' Lakes, and Michigan State University (MSU). DAI provides the COP, Joe Burke. LEAD Trust provides the M&E Specialist, Personal Sithole, and Training Coordinator, Dr. Godfrey Nehanda. Imani provides the DCOP, Godfrey Mudimu. The remainder of the staff is hired directly by the project.
- **STTA:** The amount of Short Term Technical Assistance (STTA) estimated to be used in FY 2011 is 600 person days LOE.

- **TA Within Contracts and MoUs:** TA within Assistance contracts and MoUs with unions, associations, private institutions, firms and individuals (trainers) play a key role in regard to all project implementation activities. Within this workplan period we estimate that 600 person days will be contracted.
- **Weekly activity and monthly management meetings:** Beginning Monday, January 31st, weekly activity meetings (WAM) are held that focus on reviewing ongoing and upcoming project activities based on the Activities Schedule and the previous week's notations. Focus is on the three components' activities. Monthly management meetings (MMM) will also be held (usually the third Wednesday of each month) to review general programmatic issues, project governance, oversight related topics, and upcoming deliverables.
- **Quarterly review:** The Zim-ACP team will hold a half-day quarterly review every three months, just after submission of the quarterly report to USAID in order to highlight achievements, discuss lessons learned, and reflect on way to strengthen project activities and partnership-building efforts with stakeholders. Within this day's schedule we anticipate a 2-hour portion of structured interchange with our Advisory Committee (see bullet below).
- **Annual Planning Retreat:** A two-three day annual retreat will be held to conduct an annual gap analysis, review of objectives and targets for the next fiscal year, review of current work plan utility and a projection of the workplan for the following fiscal year.
- **TAMIS and server:** Depending on approval of project registration, a DAI IT specialist will train project staff sometime between May and July on DAI's proprietary Technical and Administrative Management Information System (TAMIS), which will store work plans, deliverables, progress reports, include M&E modules to track outcome and output indicators, link project inputs, and provide information on demand for the project team and stakeholders.
- **DAI consultations:** The COP will maintain ongoing consultations with DAI project management and technical backstopping members in offices in the US and UK. The Finance and Operations Manager will maintain constant interface with administrative backstopping, contracts and finance specialists and executives in DAI/Washington. A structured conference call Quarterly Project Review (QPR) among Harare, London and Bethesda and involving some ten executive takes place sometime in the weeks following each quarter. The first was held on 9 March.
- **USAID consultations:** Given the political sensitivity of donor assistance in Zimbabwe, the COP and DCOP will maintain a heightened communication's profile with the COTR, particularly in regard to the choice of contractual partners, interface with GoZ entities, and implementation methodologies.
- **Advisory Committee:** The formation of an advisory committee by Zim-ACP has been mandated in the project contract for the purposes of easing the project's relations with myriad government and non-government actors and identifying and addressing major constraints. In line with discussions about focusing more on the advisory than the oversight role of such a committee, Zim-ACP proposes to consider the naming of some 5 to 7 eminent Zimbabwean members who represent diverse interests in the sector and can pave the way to less resistance, while providing valuable advice. This would provide a variety of connected professionals to act as valuable sounding boards on both regular and *ad hoc* bases. Zim-ACP will confer with USAID to identify appropriate participants and responsibilities. TOR and selection will be completed by the end of March, and inception will be held in May.

5.5 Project Level and Component Development & implementation

Figure 1: Zimbabwe ACP Results Framework with Indicators



5.5.1 Project Level

Objectives: Increase competitiveness of Zimbabwe's agricultural private sector

Indicators:

Standard indicator:

- 1: Number of policy reforms/regulations/ administrative procedures prepared with USG assistance passed/approved
- 2: Value of domestic and foreign investment in agriculture and agribusiness increased

Essentially, the two top level indicators and their targets starting FY 2012 are meant to be the outcomes supported by the achievements of the indicators and their targets under the three components of the project. The work, therefore, is done at that level, while the monitoring described in Section VII will track the results at this level.

5.5.2 Component 1: Strengthening Representative Institutions

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

Outcome Indicators

3: Improvement in services to members by representative bodies of farmers and agribusiness organizations

Standard indicator:

4: Number of policy reforms/regulations/administrative procedures presented for legislation/decrees as a result of USG assistance

Output Indicators:

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

Standard indicator:

6: Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG Assistance

7: Number of people trained in policy analysis, research and evidence-based advocacy

5.5.2.1 Background: Policy and Regulatory Reform – Foundation for Competitiveness

Zimbabwe is going through a process of rebuilding its agriculture sector to enhance household and national food security as well as re-establish the sector's capacity to locally supply the manufacturing sector and export markets. In order to do so the country has to address issues such as the perceived and actual cost and risks of doing business by local and foreign investors, limited availability of finance, land tenure issues and the need for the resuscitation of formal agricultural market structures in order to regain the confidence of large and smallholder farmers as well as the agribusiness private sector. More importantly, the country has to make the agricultural sector competitive within local and external markets.

The view of various stakeholders is that the challenges facing Zimbabwe's agriculture need new approaches based on a stable policy environment within which farmers and agribusinesses can work and invest. In particular, the country needs to establish stable, long-term regulatory frameworks for the development of investment in agriculture by farmers and the agribusiness firms that provide input and output marketing services to the agricultural production sector; to guide national financial allocations; and to direct and encourage foreign investment and international development assistance towards a given agriculture sub-sector. Fundamentally, the process requires dialogue and effective partnership between the government and stakeholders on issues of agricultural policy formulation and implementation.

5.5.2.2 Regulatory Reform – Platform for Consensus

The consensus from the leadership of the major farmers' unions and linked agro-industry groups and associations consulted on the development of Zim-ACP Components 1 and 2 was that regulatory reform is the key to structural economic reform and the first critical step Zimbabwe must take in rebuilding a strong agricultural economy that is internally and externally competitive. There is a myriad of statutory and legislative rules and regulation that have been promulgated from the formative years of the country's agricultural sector to the current post-land reform era. Over time some of the regulations and rules have been overtaken or become obsolete due to the advancement in science, development and changes in global markets. Some rules and regulations may not be there but are needed to effect the country's participation in international agricultural markets as well as to be consistent with international, continental

and regional protocol and agreements (e.g. on climate change, WTO, regional market agreements and best practices for accessing markets such as Euro GAP, etc).

The thrust of Zim-ACP CI is building and strengthening the role and capacity of private sector organizations (Farmers' organization, i.e. ZFU, CFU, and ZCFU; agricultural processors, traders, business service providers for finance, inputs, technical services, marketing and information, and so forth) to dialogue and advocate with regulators and government for an improved business environment for the agriculture sector. Zim-ACP, through C1, will provide technical assistance to facilitate the public and private sector (represented by farmers' organizations and representative bodies of the agribusiness sector) to dialogue on issues and constraints they consider having the statutory and legislative rules and regulations currently in place, changes needed, and agree among themselves on the regulatory management systems that best serve the sub-sector as well as the requisite market institutional infrastructures that will facilitate a competitive environment which would foster investment (by farmers, agribusinesses and external/foreign investors) and growth of the sub-sector. Part of Zim-ACP C1 support will be channeled to develop the capacity of Commodity Associations, representatives of agribusiness firms operating in the sub-sector and relevant public sector organizations, to be effective agents of change, through a combination of (a) training and hands-on guidance to developing capacity to review and analyze relevant issues and prepare position papers, (b) assistance in the formulation of evidence-based policies and preparation position papers reflecting private sector interests; to enhance both policy development and capacity for implementation, and (c) enhancing capacity for dialogue with the public, donors and government on needed changes and implementation.

5.5.2.3 Current Regulatory Reform Initiatives in Agriculture

Currently in Zimbabwe, there are several other review processes that are underway regarding aspects of Zimbabwe's agriculture sector regulations (in the coffee, cotton, and livestock and meat industries). There are other calls for the review and reform of laws, policies and institutions affecting the general business environment. As policy and regulatory reforms in other economic sectors could have legal, administrative, and regulatory implications for the agriculture sector, there may be need to have an explicit policy on regulatory reform specifying the principles and processes that must be followed in order to ensure broad consensus within and across sub-sectors.

It is envisaged that through its work, Zim-ACP will facilitate the both the private and public agriculture sector stakeholders to agree to and adopt a policy framework on regulatory reform that will outline procedures for implementing regulatory reforms in the agriculture sector and establish and strengthen the capacity to make new regulations and to keep them up-to-date as a basis for an improved regulatory management system.

Action Required

Zim-ACP will catalyze the public and private sector stakeholders to work towards agreeing on establishing a framework for regular review and up-dating of the legislative acts and statutory instruments as well as having a regulatory management system that is transparent and embedding consultative processes.

5.5.2.4 Enhancing Public / Private Dialogue

The establishment of a competitive and efficient agro-industry requires effective dialogue and partnership between the private agribusiness sector, farmers and government and for them to establish a coherent collective approach to policy development. Each party has to be committed to play their role and respond objectively to the concerns of the other. This initiative will encourage and concretize the government's commitment to respond to and dialogue with the private sector. It will build the capacity of the private sector partners to respond to issues, initiate policy debates as well as express and lobby for their views

and priorities into the formulation of policies and strategies for the agriculture sector. It will develop the necessary capacity and skills.

As the Government of Zimbabwe is already developing policies and strategies based upon international, continental and regional frameworks (the CAADP, SADC, etc), the Zim-ACP is supportive of these efforts by enhancing the capacity of the private sector partners to contribute.

As part of the capacity building process for dialogue and lobbying, Zim-ACP will sponsor the private sector partners to organize policy dialogue workshops at which they will invite their public sector counterparts (Ministry, regulatory bodies, etc) to review and discuss various pertinent policy issues and present research and analysis completed. Topics may include the use of GMO grain in animal feed, review of a particular statutory instrument and others topic considered important for discussion by agribusiness, commodity associations and farmers' unions. Similar workshops may include dialogues between farmers' organizations and the Association of Rural District Councils to lobby for improved services for farmers, such as allocation of adequate funds for repair and maintenance of roads in farming areas, and other pertinent issues that farmers may need addressed by Rural District Councils.

Action Required

- Provide technical support for generation of evidence-based issues papers on issues identified by the stakeholders for presentation and discussion with the Ministry, public sector bodies, and Association of Rural District Councils.
- Provide support for at least three public-sector dialogue workshops on issues derived from the research above.

5.5.2.5 Coordination with other Program/Projects supported by USAID and other Development Partners

The success of C1 will depend on effective coordination and collaboration with other USAID programs, other donors, and implementing partners that support productivity enhancement and the strengthening and promotion of smallholder farmers' participation in commodity chains. In particular, Zim-ACP C1 will seek and establish synergies with commodity sub-sectors targeted by Zim-AEID, Livelihood projects and other development partners. Zim-ACP will work with the projects on issues requiring strengthening the commodity associations and industry bodies for these commodity chains, regulatory management systems interventions and provide technical support, if needed, for evidence-based policy initiatives and studies.

Action Required

- Develop a database on programs by other donors and explore opportunities for collaboration within the scope of Zim-ACP.

5.5.2.6 Zim-ACP Implementation Framework for Component 1 and Component 2

To ensure ownership of the processes, the envisaged outputs and outcomes, Zim-ACP C1 work will be implemented using a consultative and participatory approach. Support will be given to the farmers' organizations and commodities associations to meet and dialogue among themselves on (a) constraints/issues, including rules and regulations, they consider to be factors that hinder competitiveness at farm production level, agribusiness service level as well as in supplying local and external markets, i.e. constraints analysis along the commodity chain or within the sector, (b) identify the causal factors (both direct and indirect) and (c) suggest/propose interventions that could be put in place to address the constraints by themselves (as producers), agribusiness partners and government at local and national levels. Identified solutions may include the need to review regulations and making reforms so as to create a competitive business environment.

5.5.2.7 Zim-ACP Facilitative Role

Zim-ACP role will mainly be catalytic and facilitative. It will provide technical and financial resources for convening the stakeholders' dialogue forums in Steps 1, 2 and 3. The stakeholders' dialogue forum members themselves will be responsible for the content of the deliberations. They will define the scope of their discussions; choose the substantive topics for each meeting; set meeting agendas; sought assistance as needed from the outside experts of their choosing; and develop together various draft approaches and potential recommendations. Zim-ACP will assist and mentor them to build their capacity for dialogue and advocacy among themselves and with the other actors/participants within their commodity chain. .

Ideally, the consultative and consensus-based processes will be facilitated by professional mediators from reputable organizations with experience in dispute resolution, mediation, consensus building, facilitation, and policy analysis. The deliberating parties or groups may identify their own facilitators. These facilitators will be contracted to facilitate the plenary and work group discussions, assist stakeholder forum members in developing approaches and potential recommendations, prepare meeting summaries, and handle logistical arrangements. Zim-ACP will work with the identified facilitators to develop a common approach for the facilitation to come-up with outputs and outcomes that meet the criteria of validity, reliability, precision, integrity, timeliness and usefulness.

Zim-ACP will provide support for the drafting of issue papers by stakeholder consultative and dialogue groups to be submitted to private sector and government soliciting for their inputs for addressing these issues and taking up proposed recommendations for implementation. It is envisaged that some of proposed changes may not require to be subjected to the legislative process.

5.5.2.8 Mainstreaming Gender

It is apparent that the majority, if not all, of those in leadership of Commodity Associations, Farmers' organizations and agribusiness representative bodies are men. Zim-ACP C1 will work with the stakeholders to (a) identify women to be developed into leaders (b) ensure that for the consultation and dialogue processes not less than 30 % of the participants should be female and (c) not less than 40% to be trained will be women. In undertaking all its activities and in the designing of intervention options, Zim-ACP will be mindful and ensure that gender issues are considered, including having assessments of impact of the proposed initiatives on gender. In addition, special effort will be made to canvass women's views on the various issues under consideration particularly when the envisage action would require substantial input of women's effort. The approach for canvassing the inputs would include sending invitation to women organizations or social networks to make specific submissions for consideration by the stakeholder dialogue forums.

Action Required

Zim-ACP will develop a database of women leaders at various levels of commodity associations and develop a program aimed at building their leadership skills and effective participation in the stakeholder dialogues and advocacy at various levels where commodity associations have to represent members' interest.

5.5.2.9 Mainstreaming Environment

In all the capacity building and training activities, participants will be sensitized to environment issues, including climate change, with particular focus on how their actions and that of their members should minimize contribution to the environmental problems. They will be asked to be advocates for sound environmental policies and other interventions by local authorities within the spheres they operate at.

5.5.2.10 Implementation Phases

Activities under Component 1 and Component 2 in FY2011 will be implemented in three distinct but interlinked phases whose activities, tasks and the requisite technical inputs and associated costs are outlined below.

- **Phase 1: October 2010 – January 2011**

- **Phase 2: February –May 2011**
- **Phase 3: June – September 2011**

Phase 1 is the inception phase as outlined above. This involved project set up, baseline consultations with key stakeholders seeking their views and advice on the focus of C1 and C2 and the development of a concept note on the thrust and approach for the implementation. The concept note, which was shared with the USAID COTR for her inputs and guidance, aided greatly to refine the development of this Work Plan.

The Phase 2 activities will involve setting the background and baseline activities that set the foundation for C1 and C2 implementation. These include commissioning research to benchmark stakeholders' knowledge and preliminary assessment of the key issues, including the institutional framework and support systems, and governance of the existing regulatory management systems that apply to their sub-sector,

The discussion/issues papers will serve as a starting point for the stakeholder consultation process which will be building on the benchmark findings to identify key constraints and challenges to strengthening of the regulatory management systems for the each sub-sector. The consultation and dialogue will build consensus and recommendations on the agenda, inclusive of priorities, institutional arrangements and processes for implementing the reforms. It is envisaged that the agenda to be developed will prioritize the sub-sectors and the reforms to be done over the Zim-ACP's life-time, starting in FY2011 to FY2015. The activities outlined in this Work Plan are those to be initiated and completed in FY2011.

Zim-ACP proposes to apply the policy-making/change cycle or process as its conceptual framework for building capacity for agricultural policy analysis, dialogue, and advocacy to influence and achieve policy reforms with a focus on regulatory management system reforms. The process would be divided into four iterative steps as shown in Table C1.1

Table C1.1 A Synopsis of the Implementation Process for Building Capacity, and Undertaking Dialogue and Advocacy for Reforms

Step	Months	Main thrust of activities	Envisaged Outcomes
Step 1: Inception and Building Consensus, Capacity and Platforms for Reforms 1.1 Bench marking and building background for dialogue	March,	<ul style="list-style-type: none"> • Sensitization and catalyzing for dialogue; • Commissioning of background studies for evidence on key policy issues across the agriculture sector 	<ul style="list-style-type: none"> • Endorsement, consensus and commitment to undertake reform process • Generation of evidence-based discussion papers for input in Steps 2 and 3
1.2 Setting up and initiating stakeholder consultative and dialogue forums	March	<ul style="list-style-type: none"> • Setting up of Stakeholder Consultative and Dialogue Forums and arrangements 	<ul style="list-style-type: none"> • Agreement on processes to be followed • Resources provided for the processes
1.3 Developing/Building Capacity, Knowledge and skills for facilitating dialogue, advocacy	March/ April	<ul style="list-style-type: none"> • Identifying and training a core group of champions, facilitators, Commodity leaders/ Chairperson and selected technical staff from Unions, Associations, agribusiness industry bodies to be developed 	<ul style="list-style-type: none"> • Core cohort from stakeholder organizations equipped with skills, knowledge for facilitating consultation, dialogue and advocacy and leading

		into change agents for dialogue, advocacy and regulatory management systems (RMS) reforms	change; and well vested in understanding the processes for RMS reforms; <ul style="list-style-type: none"> • Adoption of common approach
Step 2: Diagnosis and Analysis Constraints Analysis through Internal Dialogue and Consultation	April May, June,	<ul style="list-style-type: none"> • Diagnosis and analysis of issues/constraints in sub-sector or commodity industry by the Consultative and Dialogue forums 	<ul style="list-style-type: none"> • Analysis of the issues and suggested intervention options
Step 3: Consultation and Dialogue with External Parties (Agribusiness and Government)	July, August	<ul style="list-style-type: none"> • Consultative and dialogue forums considers information generated from the analysis of constraints, studies and discussion with actors in the chain and other inputs 	<ul style="list-style-type: none"> • Consensus on issues and interventions • Position on options developed
Step 4: Widening the Dialogue and Advocacy for action	Sept	<ul style="list-style-type: none"> • Holding a National Stakeholder Consultative Forum to consider outputs/recommendations from the Commodity/Industry Dialogue Forums 	<ul style="list-style-type: none"> • Policy options arising out of the dialogue processes are validated and presented for implementation by appropriate • Agreement and action for implementation

The timing of the stages is also designed to accommodate the farming calendar. The bulk of the work (analysis, dialogue and advocacy) will be done over the non-peak period for farming activities to allow farmers to participate in the various forums. The advocacy stage will spill over into October. It is envisaged that at that stage only a few (i.e. leaders of the representative bodies) will be involved.

Step 1: Inception, Building Consensus, Capacity and Platforms for Dialogue and Advocacy

5.5.2.11 Bench Marking and building background for dialogue

Zim-ACP C1 will commission studies to generate discussion papers intended to provide context on regulation reforms, invoke debate and dialogue, and encourage action on Zimbabwe's approach to regulation in the agriculture sector, including the design of an effective regulatory management systems for the country's agriculture sector.

Actions Required

- Engage an in-country LTTA to (i) collate and make an inventory of existing legislative acts and statutory instruments (rules and regulations) that apply to the agriculture sector, (ii) categorize and evaluate these to identify effectiveness/ineffectiveness of and gaps in existing regulations and opportunities for regulatory reforms (iii) identify specific areas of regulations that are unnecessarily burdensome, complex or redundant, or duplicate regulations or the role of regulatory bodies.
- Engage an in-country STTA undertake a study to assess the capacity of the farmers' organizations, commodity association and agribusiness industry organizations for policy analysis, dialogue and advocacy in order to identify the needs and livelihood in their current capacity and recommend a program associated activities for addressing these within the scope of Zim-ACP C1.

- Engage the Unions and associations to make an assessment of a) how the rules and regulations influence the business environment, cost of complying and their impacts on the competitiveness of specific commodity chains and or subsectors and the overall agriculture sector; and b) the current state of institutional arrangements, processes, capacity and performance of the regulatory management systems for the agriculture sector in Zimbabwe, The output will be presented to an STTA for synthesis into a discussion paper to be presented to the stakeholders consultative and dialogue groups as an input into the discussion.
- Engage an STTA to compile discussions arising from the stakeholders’ assessment of rules and regulations and synthesize them into a discussion paper for further considerations by the consultative and dialogue groups (as outline above).
- Engage an STTA to undertake an analytical review of Zimbabwe’s agricultural competitiveness, identify factors that constrain and policy initiatives that would support and encourage a competitive agriculture industry in the context of regional/ international trade protocols, production and trade in GMO grains and soya beans, and competitive land markets in the SADC region.

5.5.2.12 Setting-up and Initiating Stakeholder Consultative and Dialogue Forums

Zim-ACP will engage the various agribusiness representative bodies (such as the Cotton Ginners’ Association, Livestock and Meat Industry Council, Commodity Associations and farmers’ unions to (a) catalyze them for the dialogue and consultation processes and (b) negotiate and agree on the procedures, formats for the dialogue and consultation, (c) identify from within the sector a “champion” for reform, development and growth of the sector to be a rallying point (or driver) for the process, and (d) identify and agree on a independent facilitator. Ideally, facilitators will be identified from individuals with operational knowledge and experience of regulatory issues in specific sub-sectors (seeds, agro-chemical, farmers' organizations, finance, processors, legal, etc) or broad regulatory issues for the commodity chain or industry. The engagement will involve visiting the individual stakeholder organizations and hosting a technical planning to be attended by up to 60 Chief Executive Officers/Directors of representatives of Farmers’ Unions, Commodity Associations, representative bodies of agribusiness sector, government to inform them of the start-up of Zim-ACP

Action Required

- Organize and hold the one-day technical planning meeting for Zim-ACP and targeted stakeholders organizations to share information on the activities in the Work Plan, outline the envisaged roles and expected contribution of Zim-ACP, envisaged collaboration and to dialogue on the nature and form of support which will be provided on the basis of Memorandum of Understanding with each organization and seek commitment to participate/collaborate.
- Invite representative bodies of agribusiness organizations, professional associations, Commodity Associations to identify champions for the sector and nominate facilitators for their consultative and dialogue forums.
- Upon agreement, sign a Memorandum of Understanding to put into effect the elements of the agreements inclusive of the modalities for providing technical and financial resources.

5.5.2.13 Broadening Consensus for Reforms

Once registration of our MoU with the GOZ is completed, Zim-ACP will sponsor a kick-off Inception with the theme “Zimbabwe’s Agricultural Competitiveness Regained”. The event will be used to inform a broader community of stakeholders for Zim-ACP, (i.e. farmers, agribusinesses, Government Ministries, NGOs, Civic Organizations, consumer organizations, academic and research organizations). The envisaged outcome of the conference is twofold (a) an understanding of the objectives of Zim-ACP, and goodwill from a wider spectrum of stakeholders to our competitiveness facilitating agenda, and (ii) the

stakeholders catalyzed for dialogue and consultation which will lead to advocacy for policy changes. The plan is make the following presentation as a way of informing this wider spectrum of stakeholders:

- (a) Presentation of the matrix of legislative acts and statutory instruments that applicable in the agriculture sector;
- (b) Presentation of the preliminary or overview assessment by stakeholder of the constraints in the agriculture sector including the assessment of the prevailing regulatory management systems;
- (c) Presentation of the discussion paper on regulatory management systems reform highlighting the experience of other countries and the benefits;

The outcome will be endorsement, consensus and commitment to undertake the reform process as well as agreement on the approach for the change process, the setting out of a prioritized agenda for way forward.

Action required

Zim-ACP will engage an appropriate organization with a stake in the agricultural sector to discuss the arrangements for the Inception Event and - if agreed, will develop a MOU which will be the basis for providing resources for organizing the conference. A Master of Ceremony will be engaged to facilitate at the Zimbabwe Agricultural Competitiveness Regained event.

5.5.2.14 Building the knowledge base for analytical and lobbying capacity of farmers' organizations and representative bodies of agribusiness sector

Due to the brain drain that the country has experienced, farmers' organizations, Ministry of Agriculture, the Agricultural Economics/Policy Units, and even academic and research organizations are mainly now staffed by recently qualified graduate students. They lack experience and technical analytical skills needed for policy analysis, advocacy and public-private sector dialogue/negotiations. During consultation, stakeholders highlighted that within the public sector, the culture of limited dialogue and consultation has created within staff inability or attitude that is not receptive of alternative view points, no matter how constructive they may be. Furthermore, the brain drain caused loss of institutional memory on policies and institutions that could have been effective in the past. Zim-ACP C1 will provide support to build the knowledge base, analytical and lobbying capacity of technical staff of Commodity Associations, representative bodies of agribusiness firms and relevant public sector organizations to be effective agents of change, through a combination of a) training and hands-on guidance in reviewing and analyzing relevant issues, b) assistance in the formulation of evidence-based policies and preparation position papers reflecting private sector interests, and c) mentorship in dialogue with the public, donors and government on needed changes and implementation.

Given the need to build capacity, knowledge and skills for facilitating dialogue on and guide the process of regulatory management systems reforms, an experienced senior manager from DAI familiar with key issues on Regulatory Management Reform will prepare a training module on the latest knowledge, approaches and cross-country experiences in regulatory management systems reforms processes for presentation at a training workshop for participants from technical and economic units of Farmers' Unions, Commodity Associations, representative bodies of agribusiness sector, government, Civic societies, NGOs, academic and research organizations and regulatory bodies.

A study-tour will be organized to visit **two** countries, to expose the selected officials to countries that have successfully implemented regulatory management systems reforms for them to have firsthand experience of the processes used and outcomes.

The trained economists and interns will be allocated to provide technical services to the deliberating consultative and dialogue forums to assist with required economic analysis, and drafting of issues and

policy position papers for dialogue and advocacy. They may also be allocated to the Policy Units of the farmers' organizations and Ministry of Agriculture as agents for change.

Zim-ACP will engage Africa Capacity Building Foundation (ACBF), FANRPAN and SADC Regional Agricultural Policy (RAP) to explore collaboration and leverage support for building capacity of public and private sector institutions for policy analysis and advocacy. The ACBF has turned its focus to support public-private platforms for enhancing capacity in the productive sector and will be seeking to engage and involve the private sector in its activities. The SADC-RAP is working with SADC members countries to develop and harmonize agricultural policies and interventions that remove constraints and allow market-led growth.

Action Required:

- Identify and select individual staff from economic units of the farmers' organizations, representative bodies of the agribusiness sector, relevant public sector agencies, and relevant units of academic and research organizations to be trained in technical and analytical skills for policy analysis, dialogue and advocacy, including drafting issue/position papers, analyzing and reviewing government policies and strategies, etc.
- Develop a SOW for an experienced senior manager from DAI familiar with key issues on Regulatory Management Reform will be engage to prepare a discussion paper on the latest knowledge, approaches on and cross-country experiences in regulatory management systems for presentation at a training workshop for participants from technical and economic units of Farmers' Unions, Commodity Associations, representative bodies of agribusiness sector, government, Civic societies, NGOs, academic and research organizations and regulatory bodies.
- Organize and hold a 10-day capacity building workshop to be facilitated by DAI resource person to build capacity, knowledge and skills for facilitating dialogue on and guide the process of regulatory management systems reforms
- Organize and undertake study visits to **two** countries (still to be identified) to expose the selected officials to countries that have successfully implemented regulatory management systems reforms for them to have firsthand experience of the processes used and outcomes.
- Provide support to assist and mentor the Unions and Associations in building strong and semi-autonomous commodity associations and cooperative organizations with capacity to participate and engage partners along the value-chain from technical to business and entrepreneurial capabilities.
- Engage the Africa Capacity Building Foundation (ACBF), FANRPAN and SADC Regional Agricultural Policy (RAP) to explore opportunities for collaboration and leverage support for building capacity of public and private sector institutions for policy analysis and advocacy.

5.5.2.15 Stages 2 and 3

The activities in Stage 2 and 3 of Phase 2 involve mainly a) the work of the consultative and dialogue forums each addressing issues specific to a sub-sector or commodity, b) if needed, undertaking research and analysis to generate evidence-based issues papers as inputs for the dialogue; c) synthesizing the deliberations and d) developing position papers with recommendations to be submitted for consideration, adoption and by the stakeholders through a process of consultation and advocacy to be instituted in Phase 3. The two stages are outlined below.

Step 2 Diagnosis: Constraints Analysis through Internal Dialogue and Consultation

On the basis of MOU support will be given to the farmers' organizations/commodities associations to organize and hold monthly meetings to consult and dialogue with their members on a) constraints/issues,

including rules and regulations, they consider to be factors that hinder competitiveness at farm production level, agribusiness service level as well as in supplying local and external markets, i.e. constraints analysis along the commodity chain or within the sector, b) identify the causal factors (both direct and indirect) and c) suggest/propose interventions that could be put in place to address the constraints by themselves (as producers), agribusiness partners and government at local and national levels. Identified solutions may include the need to review regulations and making reforms so as to create a competitive business environment.

A template to solicit the key constraints will be developed and provided to guiding the discussion. The discussion will be synthesized into a matrix of constraints showing the causal factors and their linkages and the output will be input for Stage 3.

Zim-ACP will seek the services of an expert from DAI to guide the process, and in particular with the assessment of the regulatory management system applying the CIBER tool¹, to a) identify the regulatory issues and constraints; b) highlight issues requiring resolution; c) identify or propose solutions; d) rank likelihood of achieving substantive reform, and e) develop consensus on action steps and an implementation process to achieve the identified regulatory framework change.

The output will be synthesized into an issues paper for further dialogue and consultation among the stakeholders and eventually leading to the development of a position papers or papers for dialogue and advocacy with government.

Action required:

- Develop a template to guide the constraints analysis
- Develop and negotiate MOU for the Commodity Association to organize of the dialogue forums
- Engage and negotiate with an organization with competence in facilitating stakeholder dialogue forums to provide technical guidance and management the stakeholder consultative and dialogue processes on continuous basis, providing facilitation services if needed, mentor the groups for dialogue and advocacy, and record the proceedings and draft reports.
- Develop SOW and engage n STTA from DAI to facilitate the process for assessment of constraints faced by each commodity group, including the regulatory management system using the CIBER tool
- Engage a service provider to capture the proceedings and produce a report synthesizing the deliberations, recommendations and agreed positions.

Step 3: Consultation and Dialogue with External Parties (Agribusiness and Government)

On the basis of **Stage 2** output, the farmers' organizations will consult and dialogue with the other stakeholders on the issues, with a focus on identified solutions (interventions) and advocate for favourable solutions, which would include regulatory management reforms. The stakeholders whose inputs will be sought, depending on the issue or proposed intervention, would include government ministries (i.e.

¹ DAI developed the Competitiveness Impacts of Business Environment Reform (CIBER) approach to provide guidance for increasing competitiveness of targeted value chains or sub-sectors by accomplishing reforms in the business environment while building advocacy capacity among value chain stakeholders. Using this action-oriented approach, researchers and program staff are able to do the following: 1) Carry out a comprehensive strategic analysis of markets and competitors; 2) Identify key elements of the business environment that affect competitiveness from the perspective of the selected value chains; 3) Assess the benefits and costs of business environment reforms that target the constraints (or reinforce positive impacts) identified in Step 2; 4) Assess the political and administrative feasibility of specific reforms; and 5) Develop (and implement) advocacy plans to support reform initiatives.

Agriculture, Finance, Trade & Industry, Local Government, other ministries), representative bodies of industry, commerce and agribusiness (CZI, ZNCC), local government entities, regulatory bodies, consumers (i.e. Consumer Council of Zimbabwe), organized labor, etc.

Similar workshops may include dialogue between farmers' organizations and the Association of Rural District Councils to lobby for improved services for farmers, such as allocation of adequate funds for repair and maintenance of roads in farming areas, and other pertinent issues that farmers may need addressed by Rural District Councils.

It is envisaged that the stakeholder fora may propose formation of working groups to deal with specific issues or in-depth assessment of the issues. ACP will provide technical support for studies, resources persons, etc. and will assist in drafting issues papers for the consultation and dialogue.

Technical assistance will be provided for panel of experts to review the outputs on a continuing basis to ensure that (i) the widest possible representation of concerns and viewpoints of different stakeholders, including consumers, are considered; (ii) cross-cutting or over-arching issues, concerns and impacts of one sector's proposed solutions on other sub-sectors would have been duly considered.

Upon assessment of need and agreement, technical assistance and support will be provided to sectors that have initiated regulatory reforms and other initiatives that have synergy with Zim-ACP objectives and whose activities are supportive of or within the context of C1 planned activities. These sectors are coffee, livestock and meat industry, and cotton.

The output from Stage 3 would be several position papers, each generated from the consultation and dialogue by a specific sector or commodity chain.

Actions Required:

- Develop and negotiate MOU and contracts specifying Scope of Work and deliverables for the organizations and the trained officials to provide technical services to the consultative forums for policy analysis, advocacy and drafting of issues and policy position papers.
- Allocate the trained economists and interns to provide technical services to the discussion groups and the Policy Units of the farmers' organizations for policy analysis, advocacy and drafting of issues and policy position papers.
- Provide, upon assessment of need and agreement, technical assistance and support to sectors (coffee, livestock and meat industry, and cotton) that have initiated regulatory reforms and other initiatives that have synergy with Zim-ACP objectives and whose activities are supportive of or within the context of C1 planned activities.
- Organize up to three workshops for relevant public and private sector stakeholders to review and discuss issues identified by the dialogue forums as needing dialogue and advocacy to build common ground and consensus for change.
- Organize policy dialogue and advocacy meeting with RDC
- Engage a reputable organization with proven competencies for policy analysis research to provide technical support and research that may be required by the discussion/dialogue groups.
- Provide administrative services (preparation and coordination of meetings; preparation and circulation of agenda and reports) and providing technical backstopping services through STTA.

Support to Current Initiatives on Regulatory Reforms

- Engage and provide opportunistic support to the Commodity Associations and representative industry groups for cotton, coffee, livestock and meat and HPC in their current dialogue and advocacy for favorable changes to institutional arrangements that apply to the marketing, processing, export and imports of their commodities and allied products.

5.5.2.16 Stage 4: Broadening the Dialogue and Advocacy for Change and Implementation

Issues for discussion, the process to be followed, agendas of meetings, and the recommendations embodied in the position papers emanating from the consultation and dialogue within the agribusiness and agriculture sectors (i.e. Stages 1 to 3) will be communicated to a broad national audience for their information, review and input. This will be done to allow the broadest participation in the process. The target audience would be those in the non-agriculture economic and social sectors (e.g. health, environment, mining, consumer, etc), local government authorities, individuals and local groups of farmers at decentralized levels as would be feasible. Approaches for the outreach, information dissemination and receiving feedback will include web-site, print-media advertising and, if deemed necessary, holding information sessions at events such as District and Provincial Agricultural Shows. The process for the review and feedback will be to invite submissions from all interested.

A penultimate National Stakeholders' Consultative Conference will be organized toward the end of the year 1 for the purpose of receiving and considering reports from the various commodity or industry groups, consider cross cutting issues and any areas or issues not resolved at the commodity or industry, and synthesize and consolidate the outputs into an unified position on the proposed changes (i.e. regulatory management reforms and market institution infrastructure) and advocate for implementation by the government.

Actions required:

Setting Web-site for Communication and Feedback

- Develop Scope of Work for a services provider to design and manage web-site for disseminating information and receive feedback on the processes, agenda, scheduled meetings, working papers, position papers and other documents;

Holding Stakeholder Consultative and Feedback Forum

- Organize and holding 10 information-sharing and consultative workshops one in each Provincial town of the 10 Province (Harare and Bulawayo inclusive) to allow the broadest participation in the process;
- Organize and hold a National Stakeholder Dialogue Conference to deliberate on recommendations of from the Stakeholder Dialogue and Consultative forums and adopt a unified position on the proposed interventions and changes in the regulatory management reforms to be implemented by the government.
- Synthesize the discussion papers, deliberations and agreements into position papers on interventions and changes to be recommended for implementation by relevant Government ministries.

5.5.3 Component 2: Improving Market Infrastructure and Institutions

Objective: Improve market infrastructure and institutions

Outcome Indicators:

8: Percent increase in client coverage and/or customer outreach of supported institutions/association/firms

Standard indicator

9: Number of institutions/organizations making significant improvements based on recommendations made via USG supported assessment

Output Indicators:

10: Number of institutions/organizations supported

11: Number of institutional/organisational Action Plans developed

5.5.3.1 Background

Farmers and agribusiness, and government, benefit from market infrastructure institutions that are functional and foster competitiveness allowing them to improve productivity and benefit from improved marketing conditions and access to local, regional and international markets. Zim-ACP Component 2 supports the re-building of market institutional infrastructure and agribusiness services that will foster competitiveness in the agricultural sector in Zimbabwe. This is based on the recognition that the quest to make the agriculture sector competitive, through the investment in efforts of Component 1 could flounder if current constraints and inefficiencies in the market infrastructure are not addressed.

Creating a competitive agribusiness environment requires addressing inefficiencies and constraints faced by the agriculture sector, particularly at the commodity industry or sub-sector levels. The inefficiencies and constraints are characterized by (i) absence of reliable market information systems, (ii) dearth of financial services to support marketing activities by the agricultural producers and market services providers (wholesalers and retailers of agricultural inputs, suppliers of mechanical repair services), (iii) anti-competitive behavior by both producers and buyers of crop and livestock producers), (iv) non-observance of production and marketing contracts by producers and contracting firms, (v) excessive government participation in the input and output markets characterized by input distribution at non-market determined prices (vi) excessive patronage and high degree of rent seeking by public as well as private sector officials, (vii) limited access to or absence of dispute resolving mechanisms and (viii) lack of access to information by farmers on imports of agricultural inputs and export of agricultural produce. Some of the constraints and inefficiencies arise from both inappropriate or ineffective as well as missing rules and regulations. Due to these and other macro-economic factors, there is continued under-investment by the private sector resulting in reduced development and growth of the commodity industries. As a result all the various actors in given commodity chains are disadvantaged in terms of income generation and wealth creation. Thus all farmers, whether rural, small-scale or large-scale, stand to benefit from market infrastructure institutions that are functional and competitiveness due to improved availability of inputs/services and commodity markets at competitive prices.

Zim-ACP C2 will provide support to determine the most viable market infrastructure to be re-established or created and to assist those selected become viable and effective in offering services the farmers. Zim-ACP will finance consulting services for the preparation of an Action Plan for each of the institutional selected beneficiaries that will support the design of specific interventions related of the targeted commodities The process will include undertaking detailed technical feasibility assessment, financial feasibility analysis, business plan development with investment estimates for each intervention to guide investment and designing implementation and sustainability plans. Support will also be given for the setting up of the selected institutions.

5.5.3.2 Implementation Phases

5.5.3.2.1 Phase 1: February – May 2011

Developing Platform for Action in Re-building of Market Institutional Infrastructure and Agribusiness Services

The thrust of C2 in Phase 1 is diagnostic to (i) document the current status of the market infrastructure, rationale for the establishment of the market infrastructure, (ii) assess current relevance, strengths and weaknesses; measure the inefficiencies and the costs to the commodity producers and country; and (iii) identify opportunities for change. The findings will be used to invoke stakeholder dialogue and advocacy on needed changes favorable for growth and competitiveness of the sub-sector. The consultative and dialogue forums will follow the same framework as for C1.

Action Required:

- Engage STTA to undertake (a) an inventory and apply the USAID Institutional Assessment Tool to assess existing and needed market institutional infrastructure and rank them with respect to their role and contribution to agricultural competitiveness; (b) feasibility analysis for rehabilitating, restoring or expanding market institutional infrastructure deemed by the stakeholders to be needed to facilitate competitiveness of the agricultural sector.
- Engage, through a competitive bid, a consulting firm to work with the various stakeholder groups to undertake strategic visioning for an improved market institutional infrastructure on which to basis the development of detailed business plans inclusive of investment and action plan for re-building or creating new market institutional infrastructure;
- Establish a Market Institutional Infrastructure Working Group to consider proposed changes, commission evidence-based research and make recommendations on needed changes, support to be given for implementation and effective participation by various players in commodity chains.

5.5.3.2.2 Phase 2: June – September 2011

Activities in Phase 2 will mainly be implementation of options considered to be viable, supporting of processes for change as well as facilitating the effective participation of producers' associations in existing and new market infrastructure that may be created.

Through C2, Zim-ACP will actively participate in the Marketing Linkages Working Group (MLWG), an established discussion and coordination forum for programs of all donors and other key stakeholders including the private sector firms and NGOs. Upon discussion and agreement with the Market Linkages Working Group, financial support will be provided for meetings, and seminars, especially outside the capital city (Harare) to accord participation of stakeholders in provincial towns, particularly Rural District Councils (RDC), the jurisdictions within which agricultural production activities take place.

Commodity Associations for grain crops will be consulted on how Zim-ACP can support them in their dialogue and advocacy for effective participation of all farmers' groups in the newly established Commodity Exchange in Zimbabwe (COMEZ) and influence its further development and operations. Reference resources will be provided on best practice documentation on warehouse management and international standards; data analysis of key marketing sites; business case for leasing of GMB sites to third party operators; business case for rural-based warehouse agents and facilities.

Upon assessment and in collaboration with other LIVELIHOOD projects, Zim-AEID and representative bodies of agribusiness, such as Livestock and Meat Industry Council, Cotton Ginners Association, Coffee Industry, emerging commodity associations and industry groups technical and financial support will also

be provided to strengthen the establishment of an efficient, market-based and transparent commodity marketing systems and promote effective participation of all farmers groups in established or to be developed commodity value chains.

The Zim-ACP will engage SADC Trade Hub (SATH), COMESA-Alliance for Commodity Trade, FANRPAN, as well as programs of regional and international organizations to explore opportunities to provide support to facilitate participation of Zimbabwe agribusiness and farmers' organizations in some activities that advance its objectives. Both SATH and COMESA-Alliance for Commodity Trade are supportive of building competitiveness for regional trade. The latter is currently involved in training agro-dealers in partnership with the Fertilizer Development Centre.

Opportunities will be explored through various forums and networking forms to participate in and provide technical support to on-going initiatives as well as for developing new initiatives and adoption of best practices in agricultural finance, agricultural insurance and innovative market linkages support programs

Actions Required

Support for Market Linkages Working Group and related activities

- Engage the MLWG on how Zim-ACP support would support its activities and through the support leverage the participation of Commodity Associations as well as extension of MLWG meetings to outside Harare to widen participation.
- Engage an STTA to gather data, assess the effectiveness of and synthesized lessons learned from projects that have been implementing market development and linkages for smallholder farmers with a view to (i) identify promising options that can be scaled-up through a facilitative and catalytic support process; (ii) undertake a viability/feasibility assessment of these options and (iii) propose institutional mechanism that may need to be developed for the options considered viable.
- Identify and engage the organizations implementing market development and linkages activities to explore opportunities to collaborate in their programs for support farmer development, developing of markets and market linkages for commodities produced by smallholder farmers.

Supporting Commodity Associations and Supporting Farmers' organizations

- Develop Scope of Work for a study to assess a) the effectiveness of, constraints and issues in current organizational arrangements of associations for various commodities in providing marketing services to their members, and b) assess how the producers access and participate in the commodity chain and identify options available or that can be developed for improvement.
- On the basis of research findings and in consultation with Zim-AEID, provide support to strengthen these commodity associations and private sector parties to establish an efficient, market-based and transparent commodity marketing systems to ensure effective participation of all farmers groups in the newly commodity value chain.

Commodity Exchange in Zimbabwe (COMEZ) and Warehouse Receipts Systems

- Provide opportunistic support and facilitate dialogue among Commodity Associations, under the various Farmers' Unions and private sector parties with interest in the establishment of an efficient, market-based and transparent commodity exchange systems, including Warehouse Receipt System, to ensure effective participation of all farmers groups in the newly established Commodity Exchange in Zimbabwe (COMEZ) and influence its further development and operations.

- Engage COMEZ to provide them with technical assistance and reference resources on best practice documentation on warehouse management and international standards; data analysis of key marketing sites; business case for leasing of GMB sites to third party operators; business case for rural-based warehouse agents and facilities.

Agricultural Risk Mitigation Management Options

- Arrange a roundtable with COMESA, FAO and MicroInsure on the weather-based index insurance on follow-up activities and their demand for the inclusion of Zim-ACP support
- Engage a local or regional service provider to undertake a study on agricultural risk management options and identification of the key risks (production, weather, asset/property damage, trade, transportation, etc.) that have the largest impact on agricultural production and marketing in Zimbabwe.
- In coordination with Zim-AIED and FAO, implement identified support for expansion / replication of Chiweshe weather-based index insurance pilot. This would more than likely include supporting awareness campaigns to stakeholders – including government, farmers unions, and financiers (contract farmers).
- Work with the Insurance Council of Zimbabwe and banks (Standard Chartered) to consider political risk mitigation options (including Africa Trade Insurance Agency) as well as COMESA insurance opportunities (e.g. regional customs guarantees). Both entities are currently reviewing options and costs.
- Engage Jupiter Insurance and if necessary undertake a study on how the livestock insurance products and livestock holdings can be used to leverage household and agriculture finance for smallholder farmers

Agricultural Finance

- When available use the findings of the USAID study on supply and demand of the finance sector and use the results/recommendation to develop activities on agricultural finance;
- Engage the Zimbabwe Agricultural Development Trust (ZADT) to explore opportunities for collaborating in the development and roll-out of the envisaged agricultural fund.
- Establish an Agricultural Finance Working Group to bring together practitioners in the field, commodity associations and farmers' unions, NGOs to share information on current and planned activities and lessons learned and other information that participants would use to enhance their program activities.

Collaboration with Regional Initiatives in Support of Competitive Agriculture, Commodity Trade Development and Capacity Development

- Engage the SADC Policy Hub, COMESA-CAADP, FANRPAN and ACBF to explore opportunities for collaboration on initiatives supportive of Zim ACP objectives with focus on building capacity of private sector organizations to drive policy dialogue on national, regional and international trade and competitiveness issues, farmer and agribusiness associations' capacity to lead on trade negotiations and standards compliance.

- Engage SADC Trade Hub, COMESA-Alliance for Commodity Trade to explore opportunities for collaboration in their programs for advancing competitive regional and international trade, with special interest in enhancing opportunities.
- Engage an STTA to undertake a study that assesses Zimbabwe's agricultural competitiveness and identify options for improvement in the context of regional/international trade protocols and standards, production and trade in GMO maize and soyabeans, and competitive land market in SADC and COMESA

5.5.4 Component 3: Improving agro-business development services, agro-business skills, and agro-production and productivity

Objective

Improved agro-businesses development services, agro-business skills and Agro-Production and Productivity

Outcome indicators:

12: Increase in net revenues generated by assisted agro-enterprises

13: Number of jobs created

Standard Indicator

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

Standard Indicator

15: Number of private sector enterprises, producer organizations, water user associations, trade and business associations and community-based organizations who have applied new technologies or management practices as a result of USG assistance

Output indicators:

Standard Indicator

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

5.5.4.1 Background

Component 3 of ZIM-ACP is designed to compliment components 1 (Strengthening Representative Institutions) and 2 (Improving Market Infrastructure) by improving the business management capacity of agribusinesses, improving agribusiness service provision; and creating and developing a marketplace for agribusiness skills and services. Essentially, the component aims to build the capacity of agribusinesses through business training and technical assistance type interventions; and increase the capacity of agribusiness service providers to deliver demand driven services to micro, small and medium scale agribusinesses in the country. The ZIM-ACP strategy for achieving its component 3 objectives in the first year is described below:

5.5.4.2 Strategy

ZIM-ACP will work with agribusinesses and agribusiness service providers, including training institutions to improve their capability to deliver quality services to their clients. The services to be improved will include, but not be limited to local value addition services and product development, rural engineering services, processing, business services in accounting, bookkeeping, farm business planning, management & administration, accessing credit, contracts compliance and loan repayments. The capacity building intervention is expected to equip agribusinesses with essential knowledge and skills to conduct business at a level that maximizes the benefit of having a sound policy and regulatory framework and

sound market mechanisms and infrastructure that facilitate efficient exchange of agricultural commodities. Part of the capacity building process will involve provision of technical assistance to the most promising nascent and emerging agribusinesses and agribusiness service providers to improve and expand their service delivery. ZIM-ACP strategy for supporting agribusinesses and agribusiness service providers in the first year hinges on three pillars as follows:

Pillar 1: focuses on Training of Trainers (ToT) programs to build the capacity of private colleges and other institutions and individual trainers that offer vocational skills training and advisory services targeted at enhancing skills development and productivity of commercial farmers and agribusinesses. Such institutions include privately owned colleges like Blackfordby, Foundations for Farming, Fambidzanai Permaculture Centre, Silveira House etc. Although ZIM-ACP will not train commercial farmers directly, the program will, through its ToT courses, certify trainers and training institutions that will go on to train ZIM-AIED target groups.

Pillar 2: involves working with technical departments of farmers unions, commodity associations and other agribusiness associations. ZIM-ACP will develop the capacity of such technical departments to better deliver agribusiness skills development services to their members.

Pillar 3: ZIM-ACP will work with agribusinesses and agribusiness service providers that offer such services as processing, rural engineering, business accounting, business planning, bookkeeping, financial and insurance services to enhance professional service management and their capacity to deliver demanded services to their clients, including commercial farmers. Where best opportunities are identified, firm level interventions will be used as a demonstration effect of increased market competition for leading firms. For example, ZIM-ACP will (in consultation with Technoserve and other stakeholders) explore the possibility of building the capacity of small to medium sized poultry firms like Ostrindo, Drummond and or Ross chicks in Bulawayo as an alternative source of day old chicks, stock feeds and slaughter services to the dominant firms like Irvine's and Crest Breeders.

Key to the ZIM-ACP strategy will be the development of master trainers through training of trainers (ToT) programs spanning the three pillars so that these in turn will, more effectively cascade trainings to their clients in all provinces. The program will assist in developing curricula and modules that are responsive to the needs of agribusinesses. As indicated in preceding sections, ZIM-ACP will also provide technical assistance type interventions to the most promising emerging/ new agribusinesses and agribusiness service providers to enable them to increase their options, expand to new areas and/ or expand their client base.

5.5.4.3 Gender considerations

ZIM-ACP will adopt an inclusive approach which will ensure that both women and men owned/ managed enterprises are included as beneficiaries of the program. Program staff and consultants that will conduct agribusiness needs assessments for training and technical assistance support will ensure that the needs of women and their businesses are correctly identified and gender sensitive capacity building and development actions are recommended.

As current training, technical assistance and financial support services are skewed towards men and men owned businesses, the ZIM-ACP team will deliberately ensure that 30 percent of the businesses targeted for support on an annual basis are women owned, and that women and women owned and/ or operated enterprises benefit from business training and technical support programs.

Zim-ACP will also ensure that at least 30 percent of service providers identified and trained to cascade trainings to targeted businesses will be women. The modules designed for training of trainers programs will include a section on the importance of gender in economic development, hence the importance of gender mainstreaming across all program activities. All training programs will be designed to ensure that facilitators are able to reach out and ensure participation of women in trainings.

5.5.4.4 Constraints to implementing component 3 activities

ZIM-ACP is cognizant of the fact that private – public sector partnerships are essential for effective agribusiness service delivery, especially for the benefit of micro to medium sized agribusiness enterprises that are scattered across the country. However, USG statutory requirement on beneficial collaboration with Zimbabwe’s Central Government preclude ZIM-ACP from working directly with national government departments, government colleges and government training institutions, which have traditionally offered essential agribusiness development services across the country. Exclusion of government colleges and vocational training institutions from direct USG support limits ZIM-ACP to working with a few private agribusiness service providers, most of whose services are confined to small regions of the country or are only targeted at a few specialized agribusiness enterprises. Limiting the partnerships of ZIM-ACP to the private sector service providers therefore limits the program’s reach and impact as the Government of Zimbabwe has a superior and highly interconnected network of colleges, vocational training institutions, research and extension service institutions that offer skills development support to micro to medium sized agribusinesses. If ZIM-ACP had a free hand to work with both private and public sector institutions, the program would have a wider reach on a national scale thereby easily achieving or surpassing its targets.

In the event of the USG statutory requirement on collaboration with the Government of Zimbabwe being waived at some stage during the life of the program, ZIM-ACP will consider capacitating technical departments such as Agricultural Technical and Extension Services (AGRITEX), Research and Specialist Services (DR&SS) and the Department of Veterinary Services (DVS) that have wide coverage on the ground, to deliver professional agriculture and agribusiness training and advisory services, particularly to micro to medium sized businesses. ZIM-ACP will also consider building the capacity of agribusiness training institutions such as Chibero Agricultural College, Gwebi Agricultural College, Mlezu Agricultural College and national universities to better deliver agribusiness services to their clients.

5.5.4.5 Activity 3.1: Conduct Foundational Assessments

Activity 3.1.1: Assess the coverage of new and existing donor funded, NGO and Government of Zimbabwe (GoZ) agribusiness programs with STTA support

ZIM-ACP will carry out an assessment of new and existing programs in order to fully understand the intervention areas of donor, NGO and GoZ funded programs in the agribusiness sector. This assessment should make clear the geographical coverage of ZIM-AIED, the 12 USAID Livelihood programs, other donor funded programs, NGO programs and GOZ programs; their target markets, focal areas for capacity building and skills development, agribusiness policy orientation and market interventions, with the view to give recommendations on the opportunities that exist for ZIM-ACP to fill identified Livelihood and needs. The assessment will enable ZIM-ACP to complement the efforts of known new and existing programs by feeling identified Livelihood and needs rather than duplicating efforts and competing for clients and space.

Action Required: Prepare a detailed scope of work to guide the assessment of existing donor funded, NGO and GoZ agribusiness programs, develop a guiding protocol for the assessment, conduct the assessment with STTA support and ensure delivery of a product that will assist ZIM-ACP to fine tune planned activities so as to address identified needs and Livelihood; and especially complement the efforts of on-going agribusiness programs.

Activity 3.1.2: Develop a database of agribusinesses and agribusiness service providers with STTA support

ZIM-ACP will develop criteria that will ensure that agribusinesses and agribusiness service providers that will be included in a data base are established and registered, are viable and will be sustainable. The program will then consult with farmer unions, commodity associations, FAO, CZI, ZNCC, outstanding NGOs and other representatives of agribusinesses to identify agribusinesses and agribusiness service

providers on a national scale, map out the agribusinesses and agribusiness service providers; and create a comprehensive database that reflects name, location, type of business, type of service provided, skills development focus, potential number of clients that could be trained/ benefit from a service, etc. The database will differentiate between the market for business services (accounting, bookkeeping, obtaining credit) and for basic agricultural production services (veterinary services, agricultural equipment and inputs). The study should make a preliminary assessment of the business viability of firms and potential training and service provision organizations and in the process, identify key institutions from where training of trainers' courses will be conducted for both institutional and individual trainers. The study should also identify the capacity building needs and the technical assistance requirements of businesses and agribusiness service providers; and recommend a cost sharing mechanism with principal partners recommended to work with ZIM-ACP. Business service providers will include small to medium size firms involved with agri-business training and service provision, private colleges, farmer unions, commodity and other agri-business associations and individual trainers.

Action Required: Develop criteria for selecting businesses and agribusiness service providers, prepare a detailed scope of work to guide the development of a well structured database of agribusinesses and agribusiness service providers, work closely with STTA to assess the business viability and capacity building needs of firms and business service providers and ensure delivery of a database that will enable ZIM-ACP to pick on potential firms to benefit from technical assistance type interventions, and partners to be contacted to deliver specific services in different parts of the country.

5.5.4.6 Activity 3.1.3: conduct agribusiness needs and Livelihood identification and analysis with STTA support

Zim-ACP, with the support of STTA, will consult with farmer unions, commodity associations, agribusiness associations and selected agribusinesses to identify specific needs and Livelihood of agribusinesses, including the specific business needs of small to medium sized businesses that are currently not being addressed by the market and other projects. Information gathered through the consultative process will be analyzed to determine specific module demand on a region by region basis, hence coming up with a prioritized list of modules that have to be upgraded or developed. Outcomes of this process will also inform the program on technical assistance requirements for some agribusinesses. Results will therefore assist ZIM-ACP to develop appropriate technical assistance interventions and develop suitable curricula and modules for the training of trainers' courses. The assessment will also define criteria for selecting candidates for the training of trainers' courses.

Action Required: Prepare a detailed scope of work to guide the process of agribusiness needs and Livelihood identification and analysis, develop a comprehensive guide for training needs identification, conduct the assessment with STTA support and ensure delivery of a product that will assist ZIM-ACP to offer relevant technical assistance; and develop and offer relevant modules on a demand basis.

5.5.4.7 Activity 3.1.4: Assess willingness to pay for services and recommend course costing

Zim-ACP will conduct an assessment of willingness to pay for services and specific training modules by micro, small and medium scale businesses. The assessment should critically look at how past and present humanitarian type interventions have eroded the willingness to pay, and recommend ways of substituting subsidized services with paid services. The assessment will identify and carry out an analysis of former and current fee based service provision by farmer unions, commodity associations, agri-business associations and private firms. The assessment will also make clear the extent to which existing or former service provision fee structures; and consultancy fees are both relevant and adaptable to the current efforts of creating a market place for agribusiness services, and training and skills development services; and recommend costing of course offerings. The study will also recommend the minimum numbers that should attend a module, what participants will contribute towards the costs of delivering a module and how much subsidy ZIM-ACP will put in to ensure that the module costs are completely covered. For example if the cost of attending a training of trainers course is \$50 per individual, and the willingness to

pay is \$20, ZIM-ACP will subsidize the course to the tune of \$30 per course participant. In the same vein, the study will provide cost sharing recommendations for technical assistance support.

Action Required: Prepare a detailed scope of work for assessing willingness to pay for training and other services, conduct the assessment with STTA support and ensure recommended cost structures are both viable and implementable.

5.5.4.8 Activity 3.1.5: Draft performance contracts

a) Contracts for training

All training of trainers and other training programs that will be organized and run by ZIM-ACP and its partners will be implemented on the basis of performance contracts that are negotiated with the partners. ZIM-ACP will draft contracts that will stipulate the nature of contract being entered into by the participating parties, the performance periods of the contracts, contributions of ZIM-ACP, the types and number of trainings that have to be conducted, the targets that have to be achieved, the nature of contribution that the partner has to make and any other important information. All contracts will be managed directly by ZIM-ACP.

b) Contracts for Technical Assistance

ZIM-ACP will also enter into contracts with promising nascent and emerging agribusinesses for implementation of technical assistance type interventions that may be required to build the capacities of the partners, who may be training institutions, commodity associations or private firms. The contracts will detail the responsibilities for each part (ZIM-ACP and the partner), including clear cost sharing mechanisms that will help to build the local capacity of service providers.

5.5.4.9 Activity 3.2: Launch Trainings and Technical Assistance type interventions

3.2.1 Develop BSP training of trainers' module, with STTA support

ZIM-ACP will develop agribusiness service providers training of trainers' (ToT) module (s) in line with identified needs of agribusiness and agribusiness service providers.

Action Required: Prepare a detailed scope of work for developing BSP training of trainers' module (s), develop the ToT module (s) with STTA support and ensure that developed module addresses the needs of institutional and individual agribusiness service providers.

Activity 3.2.2: Review and upgrade existing BSP training modules with STTA support

ZIM-ACP will identify and review existing training modules with the view of assessing their relevance and adequacies. Review outcomes will result in upgrading of the existing modules and/ or development of new ones.

Action Required: Identify existing BSP training modules, prepare scope of work for reviewing, upgrading existing modules and developing new ones; develop training modules with STTA support and ensure that developed modules meet the expectations of program beneficiaries.

Activity 3.2.3: Conduct Training of Trainers courses

One of the Zim-ACP sub contractors, Land O' Lakes, is currently implementing a USAID grant which has strong emphasis on Training of Trainers for the development of the livestock industry. As this USAID Livelihoods grant finishes, ZIM-ACP will incorporate some of its activities, and in particular harness the experiences and expertise of LOL to launch Training of Trainers (ToTs) programs for the benefit of small to medium sized agribusinesses, commodity associations and agribusiness service providers. Depending

on the topic, courses will be attended by candidates from private colleges, training institutions, vocational training centers; farmer unions, commodity associations, agri-business associations, agribusinesses/private firms, NGOs and individual trainers. The training of trainers' courses will produce certified male and female master trainers from different institutions, who will then cascade trainings at provincial and district levels. The training modules will last on average four days and involve lectures, exercises, and life-simulations of situations affecting both men and women in business.

ZIM-ACP, in partnership with LOL will also conduct business training modules and launch technical assistance type interventions to assist promising nascent and emerging businesses to improve on their product offering, expand their businesses and increase on their market share.

Action Required: Apply the set criteria (see activity 3.1.3) to the selection process for ToT course participants with the support of partners, run five day training courses for staff from institutions that will host the ToT courses with STTA support, and run two four day ToT courses for 50 participants (each course will host 25 participants). The program will also identify and select five promising nascent and emerging businesses and facilitate a process of offering technical assistance to these as a strategy for building their business capacities.

Activity 3.2.4: Support Cascade training with trained trainers on a monthly basis in each province

Zim-ACP trained master trainers will conduct trainings for agribusinesses and smallholder producers in the provinces on the basis of curricula and training modules upgraded, developed or availed by the program. Master trainers will deliver trainings in the provinces, using existing and new training channels. Every effort will be made to use resident master trainers in the provinces so as to cut down on transport and accommodation costs. Zim-ACP will encourage training institutions, farmer unions, commodity associations, agri-business associations and other membership bodies to track trained participants among their members and provide six- and 12-month updates on how the trainings were used over time. Approximately 400 small businesses and individuals will be trained in the first year.

Action Required: Zim-ACP will agree with its partners on the types of trainings to be offered, the target groups, the number of trainings to be conducted and the number of businesses and smallholder farmers to be trained by each. Each of the ZIM-ACP partners will track trained businesses and individuals and provide feedback to the program on a regular basis.

Activity 3.2.5: Monitoring trainings in the provinces

Zim-ACP will design a training monitoring form that will be administered by students/ enumerators to capture information on trainings conducted by partners, attendances, course duration, quality of delivery of modules by trainers, quality of participation etc. the monitoring forms will be submitted to head office for analysis, thereby enabling the program to keep track of trainings in the field and making adjustments to program implementation or module content or structure, as required.

Action Required: Zim-ACP staff will design a simple monitoring form that will be administered by enumerators, test the monitoring form before use, recruit, train and deploy monitors to all trainings. All monitors will return accurately completed forms to the program office for analysis and tracking progress on indicators.

5.5.4.10 Activity 3.3 Baseline assessments

Activity 3.3.1: Adoption of assessment tools

Action Required: Zim-ACP will identify, review and adopt existing USAID assessment tools that are suitable for application to training institutions, commodity and other agri-business associations; and private firms. In so doing, the Zim-ACP team will be sensitive to variances that do or may exist between

institutions, associations and private firms and tailor existing tools to capture relevant information on targeted organizational categories.

Activity 3.3.2: Assess training institutions, commodity & agri-business associations and private firms

Action Required: Zim-ACP staff will assess the capacities, business viability and potential sustainability of private training institutions using the assessment tool (s) adopted in activity 3.3.1. Results of the assessment will be used to determine intervention/ support strategies required for specific organizations selected to partner with ZIM-ACP.

Activity 3.3.3 Baseline survey for trained people

Action Required: Zim-ACP will use the instrument developed for annual surveys to capture information on intake trainees. The same instrument will be applied by a professional survey agency to be engaged by the program for the annual survey to capture changes year upon year of the survey sample.

6. MANAGEMENT AND GOVERNANCE

6.1 Financial Management

Rules and regulations prescribed by USAID will be closely adhered to by ACP and DAI ensure timely and correct financial reporting.

6.2 Contract Management

DAI and ACP will oversee and collaborate closely with USAID to ensure a smooth contractual relationship and correct and timely submission of requests for approval of STTAs and other procurements as they arise.

6.3 Monthly Management Meeting (MMM)

As well as being a vehicle to assurance of on-track management of activities that support implementation, the “MMM” (see E.4.4.2) will be a key to maintaining ongoing surveillance and resolution of day to day management and governance matters.

6.4 Advisory Committee

When incorporated (see 4.4.8) the advisory committee will have a role in tracking the functioning of management and governance as well as that of forward implementation of the project.

6.5 Planning

The annual planning exercises (E.4.4.4) will include any adjustments to management and governance foreseen as well as to fulfill its primary role to plan the implementation of activities that will directly engender achievement of objective, indicators and their targets.

7. MONITORING, EVALUATION AND REPORTING

7.1 Monitoring and Evaluation

The primary purpose and anticipated results of monitoring and evaluation in Zim-ACP is that

- a system is put in place to capture relevant data and track program activities and results in real time in accordance with the stipulated indicators in the PMP and as required to provide supporting evidence of progress and success
- management is well informed of program performance and can take timely action to put the program back on course in case of problems
- USAID/ZIM is well informed on ACP activities and results as well as any other information they may require, for their feedback into program implementation as well as for reporting to USG

Four major activities will be conducted during the monitoring and evaluation of ZIM-ACP. These are

1. Projects and activities monitoring, which feeds into the quarterly progress reports
2. Business environment perception survey
3. Annual institutional assessment (using the USAID institutional Assessment Tool) and
4. Adoption and impact survey.

Each of the M&E activities is discussed in detail below, while the full activity schedule is presented in Annex 2.

7.1.2 Activity 1.1 Projects and activities monitoring

Ongoing project monitoring is provided by continual recording and reporting on deliberations, outcomes and stakeholder participation in scheduled program events. Continual monitoring and reporting is designed to keep program management abreast with program progress and allow for timely feedback into program implementation and reporting to the donor. Monitoring activities in the program will include data collection, collation and reporting on gender issues. Women's participation in program activities such as stakeholder working groups, public forums and meetings, workshops, conferences, trainings will be closely monitored to allow for early detection of failure to meet the target. Early detection of gaps will allow for follow-up and redress of the situation.

Activity 1.1.1 Monitoring of regulatory reform activities

Technical staff involved in implementing component 1 of the program will play a key role in monitoring and reporting on program events under that component.

Their role as constant data collectors will be to keep a record of participants in all scheduled events such as stakeholder working groups, workshops, seminars, conferences, exposure tours and consultative meetings. This data will allow Zim-ACP to track extent of stakeholder participation and guard against exclusion of key individuals and group. Analysis of records of stakeholder participation will allow for early detection of gaps in participation by key actors in the agriculture value chain such as women, youths etc. Early detection of gaps in stakeholder participation will allow for follow-up and inclusion of the

affected groups. Collection of data on events participants will provide the data to back the assertion that Zim-ACP is a 'stakeholder owned and driven' program.

Action required: Develop an attendance register to record event participant details such as name and gender as well as the name of their organization, institution or agro-enterprise.

Project staff will be expected to keep a record of deliberations and outcomes of the various events and forums organized under component 1. Maintaining a record of deliberations and outcomes of events (e.g. number of regulations inventoried; number of policy papers prepared for public debate; number of policies presented to government) and challenges, if any, encountered, will allow for compilation of a report for the weekly project meetings as well as the project monthly reports. The reporting in project meetings, will serve to keep management informed of developments under the component and allow for management input and advice into steering the component. The compilation of a monthly report will contribute towards the production of an informative quarterly report to USAID.

Action required: Develop a checklist to guide collection of events deliberations and outcomes by program technical staff.

Activity 1.1.2 Monitoring resource mobilization through partnerships

Partnership agreements to be signed between Zim-ACP and training service providers (NGOs, training institutions, associations etc.) covering the roles and responsibilities (financial, technical, and managerial) of the parties, will form the basis of monitoring and evaluation of partner resources mobilization. Keeping a record of resource contribution by partners into demand-driven training events, allows for reporting on program achievement in leveraging resources. Success in leveraging resources, gives an indication of the sustainability of project interventions and initiatives.

Project technical staff involved in negotiating and organizing training events in partnership service providers will play a key role in monitoring and reporting on resource mobilization by partners.

Action required:

- Ensure that the agreement/MOU signed between Zim-ACP and service providers allows for computation of the dollar value of each partner's contribution
- Record information on the nature and value of contribution by each partner for all training organized under Zim-ACP, for collation into quarterly and annual program reports.

Activity 1.1.3 Monitoring of training activities

Technical staff involved in organizing training activities across the three components of the program will play a key role in tracking and reporting on the training events under each component.

Their role as constant data collectors will be to keep a record of training events organized under Zim-ACP, people attending and agro-businesses represented. The training record will consist of information on both training of trainer's courses as well as courses that will be cascaded by trained service providers. Keeping an accurate record of trainings organized, allows for reporting on achievement of set targets on numbers of agribusinesses trained. Keeping track of agro-enterprises attending trainings, allows program management to follow-up and ensure that all deserving agro-enterprises are given an opportunity to participate. Tracking and reporting on training activities is also important because training is a necessary pre-condition for adoption of recommended technologies and business practices as well as achieving program impact in terms of increased employment, investment and profitability of agro-businesses. The training data will be uploaded in the Training, Resource, Advocacy, and Information Network (TraiNet), for publishing and dissemination throughout.

Action required:

- Develop a trainee register similar to the event attendance register discussed under Activity 1.1.1 above. The register will be used to record information on trainees, the course and agro-enterprises represented.
- Ensure that MOU to be signed by providers of training services commits them to collect and supply details about the trainees, in addition to a training report.

Technical staff will also record the number and details of association, institutions and agro- enterprises benefiting from the technical assistance/training organized with ACP support. This record will allow the program to track and ensure that it is meeting set targets not only in terms of numbers of association, institutions and business enterprises accessing technical assistance/training but also in terms of reaching out to a cross section of businesses in terms of size (micro, small or medium) and gender of owner. The business record will also allow for comprehensive reporting to USAID and as a sampling frame for a planned adoption and impact evaluation study.

Action required: Develop a business register to record details of name of business, location, gender of owner, number of employees etc. The business register will be administered to trainees at training venues, over and above the trainee register.

Project staff will also keep track of delivery and quality of training provided under Zim-ACP. The monitoring and recording will be done with the assistance of hired enumerators, particularly for training venues conducted outside Harare. Training delivery monitoring will be done through visits to the training venues. The visit is designed to confirm the occurrence of the event and allow trainees to evaluate the quality of the training.

Action required: Develop a training monitoring checklist to be completed by project staff and/or enumerators at the training venue. Also develop a training evaluation form to be completed by trainees on the quality of the training.

Activity 1.1.4: Monitoring institutional support

Organizational/Institutional feasibility studies to be conducted by technical staff and business and action plans to be developed following the studies will form the basis of monitoring and evaluation of organizational/institutional performance. Using the TAMIS program, staff will record the number of organizations/ institutions shortlisted for support following the conclusion of feasibility studies. The number of institutional action plans developed will also be recorded for management information and feedback. Tracking and reporting on progress in adoption of action plans by supported organizations/institutions will also be done. Tracking is important because adoption is a precondition for achieving program impacts in the form of increased customer outreach. The M&E specialist working closely with component two technical staff will track and report on implementation of action plans by supported institutions. Depending on the milestones in the action plans developed, the monitoring may involve conducting of quarterly assessments at each organization/institution.

Action required:

- Develop checklists to guide/input into the economic analysis part of the organizational/institutional feasibility studies
- Develop checklists to guide quarterly assessments of adoption of institutional action plans
- Customize the TAMIS program to capture data on support to institutions.

7.1.3 Activity 1.2 Survey on agribusiness and farmer leaders' perception of constraints to doing business

The annual survey on agribusiness and farmer leaders' perception of constraints to doing business is designed to track and report on positive changes in business leaders' perceptions of Zimbabwe's business climate. An increasingly positive perception of Zimbabwe's business environment is expected to lead to greater levels of investment by domestic and foreign investors while poor perception of Zimbabwe's agriculture private sector is expected to discourage investment.

ACP activities under the three components are collectively expected to impact on agro-business players' perception of the agriculture business climate. Findings from this survey will help inform the ACP team on constraints to doing business which need most attention.

A survey will be commissioned to collect industry players' perception (both male and female) of constraints to doing business. The survey will initially be conducted as a baseline so as to benchmark perceptions on business environment at the beginning of the program. The survey will then be administered every year to track changes in perceptions as a result of ACP intervention.

Action required:

- Collaborate with Imani Development in the engagement of a lead consultant for the main intellectual work of the survey on agribusiness and farmer leaders' perception of constraints to doing business and subsequent analytical comparisons. The intellectual work will include inputting into the approach and methodology of the proposed survey.
- Engage a local research agency to carry out the stratification and identification of interviewees and tabulation exercise for the yearly business environment perception survey.

7.1.4 Activity 1.3 Annual institutional assessment

The annual institutional assessment will be conducted on organizations targeted for technical support under components two. The feasibility studies (technical, financial, economic, and legal) to be facilitated by ACP staff working on the component should provide baseline data on the status of the organization/institution in terms of client coverage and or customer outreach at the start of the program. This indicator will be evaluated yearly to assess the impact of support on the institution.

Action required:

- Ensure that questions on customer outreach/client coverage are included in the checklist to guide the feasibility assessment of selected institutions
- Ensure that questions on customer outreach/client coverage are included in the checklist to guide the institutional assessment in the fourth quarter of every year.

7.1.5 Activity 1.4 Adoption and impact assessment study

To assess program impact on farmer groups, business service providers, suppliers, processors and other intermediaries servicing the agriculture sector, an adoption and impact study will be designed to record adoption of promoted technologies and business practices as well as evaluate program impact on business enterprise performance. The expectation is that when businesses have been supported through training, technical assistance, awareness of policy issues etc., not only will they adopt the promoted technologies and practices, long term changes will occur in the businesses in terms of

- increased net revenues generated

- increased value of investment in the agro-business and
- Increased number of jobs created.

The impact studies will be designed to give an indication of the impact of the program on both male and female owned businesses. Gender disaggregated data will be collected at baseline, in the first year, followed by annual impact studies to assess changes in business net income, level of investment and job creation. Early detection of low program impact on targeted businesses (or women-owned businesses, in particular) may be a call to tweak the program approach and strategy to better meet the needs of the businesses.

Action required: A research agency with expertise and a good reputation in conducting baseline and impact surveys will be engaged to conduct the baseline study and subsequent yearly surveys on a sample of targeted businesses. The firm will be engaged very early in the program to allow for discussion and agreement on sampling frames, survey methodology, data analysis and presentation for a rich scientific report.

7.2 Reporting

The reports listed hereunder are to be carried out and submitted in content and timing as prescribed in RFTOP 674-10-042 and Task Order EDH-00 []

7.2.1 Monitoring and Evaluation Plan

The PMP is a central working document to the project and is backed by an M&E Plan that is contained within the Annual Work Plan.

7.2.2 Annual Work Plan

ACP will draft the first annual work plan for submission to the COTR on 18 January, 2011. It will conform to indications in the task order. Alterations required by the COTR will be incorporated in the final document.

7.2.3 Activity Reports (Strategies, Success Stories, Planned Events and Public Outreach)

ACP will, early in the second quarter, and monthly thereafter, present to the COTR a three-month schedule of planned events, in particular of workshops and trainings, and will update the schedule on a monthly basis.

ACP will, early in the third quarter, present to the COTR a plan of special reports, such as success stories and information to stakeholders, for the balance of the FY.

ACP will respond to USAID requests for special reports on an *ad hoc* basis as they arise.

7.2.4 Trip Reports

Concise trip reports, accompanied by underlying studies if such were part of the SOW, will be presented to the COTR in a timely fashion, usually within 10 days of being completed.

7.2.5 Quarterly Progress Reports

ACP will furnish quarterly progress reports within 30 days of end of quarter to COTR and the Africa Bureau in accordance with reporting instructions laid out in C.5.(5).

7.2.6 Quarterly Financial Reports and Accruals

ACP will present the quarterly financial report within 30 days of end of quarter. These will conform to instructions laid out under C.5. (6) and F.6.f. Additionally, accruals will be presented to the COTR in the same time frame.

7.2.7 Annual Report

ACP will present a concise annual report that covers previous year activities and results, milestones and targets, explanations of shortfalls vs. work plan, successes, and issues for resolution. Copy to be sent to AFR/AD as specified in C.5. (7).

7.2.8 Property Reports

Property report to be submitted annually at close of FY.

7.2.9 Sub-Contractor and Grants Under Contracts Audits

DAI/ACP will, as directed by RCO, provide or arrange independent audits of subcontracts and grants under contracts. USAID would be involved in specifying TORs.

8. BUDGETARY

- 1. Annual Budget**
- 2. Activity Schedule Monthly Cost Estimates**

ANNEXES

- 1 Proposed PMP**
- 2 Activities Schedule**
- 3 Project Organizational Chart**

