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THIRD QUARTERLY PROGRESS REPORT (APRIL 2011 – JUNE 2011)

ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM
(ZIM-ACP)

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ACRONYMS

ACBF	Africa Capacity Building Foundation Business Service Providers
ACWG	Agricultural Coordinating Working Group
AGRITEX	Agricultural Technical and Extension Services
AIDAR	United States Agency for International Development Acquisition Regulation
AMA	Agricultural Marketing Authority of Zimbabwe
AMID	Ministry of Agriculture, Mechanization and Irrigation
APT	Agriculture Partnership Trust
ARC	Agriculture Research Council
BSP	Business Service Providers
C1, C2, C3	Component 1, 2, 3
CIBER	Competitiveness Impacts of Business Environment Reform
CIG	Commodity Industry Group
CO	Contracting Officer
COMESA-CAADP	Common Market for Eastern & Southern Africa-Comprehensive Africa Agriculture Development Programme
COMEZ	Commodity Exchange in Zimbabwe
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CFU	Commercial Farmers Union
CZI	Confederation of Zimbabwe Industries
CV	Curriculum Vitae
DCOP	Deputy Chief of Party
DFA	Director of Finance and Administration
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
FACHIG	Farmers Association of Community Self Help Group
FAO	Food and Agriculture Organization
FAR	Federal Acquisition Regulations
FPMAZ	Fresh Produce Marketers Association of Zimbabwe
HPC	Horticulture Promotion Council
GMAZ	Grain Millers' Association of Zimbabwe
GMB	Grain Marketing Board
GMO	Genetically Modified Organism
GOZ	Government of Zimbabwe
LMAC	Livestock and Meat Advisory Council
IT	Information Technology
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
PPAZ	Pig Producers' Association of Zimbabwe
RAP	Zimbabwe Regional Agricultural Policy
RDC	Rural District Councils
RFA	Request for Assistance
RFP	Requests for Proposals

RFQ	Request for Quotations
SADC	Southern African Development Community
SATH	SADC - Trade Hub
SMA	Stockfeeds Manufactures' Association
SME	Small and Medium Enterprises
SOW	Statement of work
STTA	Short Term Technical Assistance
TA	Technical Assistance
TAMIS	Technical and Administrative Management Information System
ToT	Training of trainers
TWG	Technical Working Groups
TFC	Trade Finance Capital
USAID	United States of Agency International Development
USG	United States Government
UZ	University of Zimbabwe
VOIP	Voice Over IP
WAM	Weekly Activities Meeting
YTD	Year to date
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
ZIMRA	Zimbabwe Revenue Authority
ZNCC	Zimbabwe National Chamber of Commerce

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1. Introduction and Executive Summary

1.1 Introduction

1.1.1 General

Great strides were made in the quarter under the three components of the Zim-ACP Task Order, particularly: in advancing the organization and knowledge bases of our client Commodity Industry Groups (CIGs) and in the Agricultural Marketing Authority of Zimbabwe (AMA) interface under Component 1; in laying preparations for both financial and non financial market forces support under Component 2; and in carrying out upgrading of trainers and preparing for support of rated trainers to cascade training under Component 3.

While we collaborated closely with the Ministry of Agriculture (MoA) on issues of common interest, the delay in obtaining a fully executed MoU with the MoA has forced Zim-ACP to avoid being a direct executor of activities. In part this constraint was ameliorated, as the emphasis of our approach is to work via the owners of the process of achieving competitiveness, who are the private sector associations and the public sector actors. Specifically, our collaborative advisory position was exercised with the AMA in support of its mandate to broker agricultural subsector issues' resolutions to improve Zimbabwe's competitiveness in both domestic and international markets, and in the development of Commodity Industry Groups (CIGs) in the six broad agricultural product areas that Zim-ACP has earmarked to support towards achievement of this goal.

MoUs were signed with three of the CIGs—with three more in the offing—enabling them to advance both their formation and learning bases in prioritization of issues whose resolutions will advance Zimbabwe's competitiveness. As reported below, numerous specific activities were carried out to these ends.

Concurrently, the database of the regulatory management system continued under development with the addition of nearly 300 statutory regulations.

With regard to supporting a more dynamic functioning of markets, groundwork was laid by the CIGs in indentifying the constraints and opportunities in their areas. This then led into the drawing up of SOWs to contract implementing agencies to diagnose them, assess actors' roles, and to produce action plans for the establishment of needed institutional mechanisms and strengthening of firms to offer improved financial and non financial products.

In the area of training capacity, identification of needs was carried out through both CIGs and a survey, and some 50 trainers had their skills upgraded.

1.1.2 Regulatory Work Analysis

This quarter there was a number of developments in the policy arena to which Zim-ACP directly responded to and/or assisted its partners in responding. The Ministry of Economic Planning and Investment Planning and the Governor of the Reserve Bank requested the Livestock and Meat Advisory Committee (LMAC) to submit a paper outlining the fiscal and monetary factors or issues the Livestock Industry wanted addressed through the medium-term fiscal and monetary policy reviews, respectively. The major issues the sector wanted addressed pertained to inconsistencies in the tariff imposed on final animal products imported into the country, and raw material imported for production of animal products within.

The first issue was on the implication of suspension of import duties on basic food commodities initiated in 2008 and extended to 30th June 2011 through Statutory Instrument 191 of 2010. The list of commodities covered includes maize flour, wheat flour and cooking oil made from soyabean, sunflower and cotton seed. The livestock industry players argued that allowing duty free imports of refined cooking oil and cereal flours discourages local processing of home-grown and imported grain and soyabeans leading to reduced

availability of by-products, such as wheat bran and oilseed cake, which are key ingredients for production of animal feed. These had then to be imported.

Given the requirements by the Ministry of Agriculture to certify maize and wheat bran for animal feed as non-GMO, the price of imported non-GMO has become comparatively expensive. This resulted mainly from importers having to incur additional transport cost sourcing the non-GMO products from outside SADC, (e.g. India), instead of from neighbouring South Africa. In addition, the importers have to spend more time and money to get the non-GMO certification. The second issue is that, as Statutory Instrument 191 of 2010 allowed imports of processed poultry feeds at 5% duty, this reduced the incentives of local manufactures to produce such livestock inputs. Thirdly, the high levels of brine injection (adding an average 25% by weight) in chicken imported from South Africa puts local producers at an additional disadvantage.

Zim-ACP supported the Livestock and Meat Industry Council to draft position papers. Ultimately, the Council drafted a paper that effectively called for a mixture of measures including imposition of duties and higher tariffs, and an outright ban of imports. This created some conflict for implementation of the program with stakeholders as Zim-ACP does not advocate for trade barriers and protection of local industries from external competition.

On the 23rd of June the Livestock Marketing Technical Committee of the Agricultural Marketing Authority requested the livestock industry to review legislative acts and statutory instruments of the sector and to assess how they impact on competitiveness. The Livestock and Meat Advisory Council (LMAC) requested Zim-ACP to assist with the exercise. This presented an opportunity to Zim-ACP to advance work on the regulatory management system review and reform on a demand basis. This will be a major activity in the next quarter.

1.2 Highlights

Achievement During the Quarter	Number Achieved	Number of Participants (Where applicable)
Statutory instruments scanned into soft copy database of Acts of Parliament	286	
Advisory committee members engaged	4	
Champions and facilitators confirmed	3	
MoUs signed with key stakeholders	3	
Strategic planning meetings conducted	2	29
Capacity building workshops organized for driving Component 1 forward	2	51
Meetings to discuss areas of collaboration with partners	23	
Stakeholder consultative forums using CIBER	4	52
Partners' business meetings attended by invitation	6	
ToTs in training	4	81
Research papers produced	3	
Plans received for cascading business and technical training	40	
STTAs approved	4	
LTTAs approved	1	
SOWs in process	5	
LPOs less than \$150 000 executed	7	
LPOs less than \$150 000 in process	5	
LPOs above \$150 000 in process	1	

1.3 Executive Summary

1.3.1 Component Activities

A breakdown of component and project activities developed during the third quarter is provided below.

1.3.1.1 Component 1: Strengthening Representative Bodies

Following on the previous quarter's definition and initial gatherings of six Commodity Industry Groupings (CIGs), in this quarter Zim-ACP achieved:

- 285 of the 331 target regulations were scanned for the database of the Regulatory Management System
- A robust expansion of activities following the agreed upon Implementation Framework took place within two of the CIGs (Meat/Livestock and Horticulture)
- Intensive stakeholder engagement was effected in response to their expressed demands, permitting a transfer of knowledge and skills resulting in partner organizational capacity building.

Please refer to Table 1.1 starting on P.18 for a summary of the Component 1 activities and outcomes.

1.3.1.2 Component 2: improving Market Infrastructure

- Members of stakeholder CIGs were sensitized to the supporting roles Zim-ACP will play in the revitalization of market mechanisms leading to improved competitiveness in the marketplace.
- A SOW was developed during this quarter that will lead to the selection, prioritization and implementation of action plans for interventions to this end.
- Planning continued with our designated partner Omen Muza of TFC Capital to facilitate a quarterly Agricultural Finance Working Group (AFWG) to be held in Harare and Bulawayo to bring out and develop needed interventions to improve financial mechanisms that will enhance competitiveness in the marketplace.

Please see Table 1.2 on P. 23 summarizing activities and outcomes of Component 2 during the quarter.

1.3.1.3 Component 3: Improving Agro-Business Development Services, Agro-Business Skills and Agro-Production and Productivity

- Leading into ToTs, expressions of interest were solicited with over 300 responses received and vetted, 110 short-listed and invited to ToTs in training methodologies and tactics, with 2 trainings in Harare and 2 in Bulawayo totaling 81 participants (50 male, 31 female).
- As an add-on to the Agribusiness Leader Perceptions Study (See M&E section of this report) willingness to pay for training was measured as well as was demand for types of business short courses.
- SOWs and RFPs were prepared and circulated for the purpose of forthcoming technical assistance (TA) of qualifying firms whose performance and services are key to achieving improved market functioning.

Please see Table 1-3 on P. 31 that summarizes the quarter's activities and outcomes.

1.3.2 Management & Governance

- Project implementation meetings. The core regular management meetings to propel Zim-ACP forward in an orderly fashion are the Monthly Management Meeting (MMM), the Weekly Activities Meeting (WAM) and the Quarterly Project Review (QPR), the latter being a structured conference

call between Harare-Bethesda and London. Further, the Annual Planning Retreat for August was planned and supervisory meetings held with the COTR.

- Advisory Committee. During the quarter USAID reviewed and advised alterations to the proposed Terms of Reference (TOR) for the advisory committee and then accepted the resulting TOR. USAID confirmed the four proposed members. The fifth should be recruited in the following quarter, and we anticipate launching the advisory council in the 4th quarter to coincide with the signing of the MoU by the Ministry of Agriculture.
- Website. The website was contracted and developed within this quarter. Content insertion and launching is to take place in the 4th quarter. The site is designed as a resource to stakeholders.

1.3.3 Monitoring and Evaluation

- A central effort of M&E during the period was the recording and detailing of feedback and statistics from participants in the numerous stakeholder workshops and the four ToTs. As well as being focal and quality checks, the tracking will keep the Zim-ACP team aware of its fulfillment of gender support and environmental considerations.
- The Agribusiness Leader's Perceptions study was carried out, led by David Irwin (Imani), while the survey of 400 contestants was conducted by the local consulting firm JIMAT. This study will baseline the perceptions and levels of confidence of the agribusiness community, and annual updates will track changes, thereby serving as a proxy to weighing the changes in the attractiveness or lack thereof of the business environment that may lead to alterations in investment levels.
- M&E planning and teamwork for the compliance, fulfillment and recording of indicator targets was a constant development theme of the quarter.

Please see 1.4 on P.33, which summarizes the M&E activities and outputs during the quarter.

1.3.4 Challenges Encountered

Both making headway and concurrently remaining compliant with non implementation while awaiting signing of our MoU presents a challenge.

1.3.5 Lessons Learned

- Our practice of "leading from the rear" allows us to empower our clients to take ownership of activities. Likewise, the generous collaboration at all levels in the Ministry of Agriculture has been encouraging.
- While the need of many organizations for funding colored their demands on Zim-ACP, we have found that key players are generally able to appreciate the approaches for change that our project has brought to them.
- Given the negative impact of HIV-AIDS on competitiveness, Zim-ACP finds that it should add this issue to gender and environment as an important one for us to address through collaborative efforts.

1.3.6 Preview of the Next Quarter (July-August)

1.3.6.1 Component 1:

- Engagement of stakeholders and their champions in the CIGS will continue unabated. They will be thoroughly engaged in the development of position papers and in their use in advocacy arising.
- The buildup of the regulatory system database will continue and be informed by findings and demands arising from the CIBER process.

Please refer to Table 1.5 on P.46 summarizing component 1 activities for the following quarter.

1.3.6.2 Component 2

- The Agricultural Finance Working Group (AFWG) will be launched in the 4th quarter facilitated by TFC Capital. This will be an important source of demand for the development of financial services and will be formed by CIG leaders and financial sector players.
- Studies envisaged for the quarter are:
 - An inventory of existing and needed agricultural market institutional infrastructure, and a feasibility analysis for rehabilitating, restoring or expanding market institutional infrastructure
 - A Quantitative Analysis of and Options for Improving Zimbabwe's Agricultural Competitiveness 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
 - Agricultural risk management options and identification of the key risks in agricultural production

Please see Table 1.6 on P.47 summarizing component 2 activities for quarter 4.

1.3.6.3 Component 3

The focal points of component 3 for next quarter are:

- The holding of three ToTs (training techniques, cotton grading, and horticulture post-harvest).
- Contracting of trainers and related oversight of up to sixty 2-day cascaded workshops for up to 1,000 trainees.
- The contracting of the firm Research Plus to conduct firm level assessments and resulting action plans and the beginning of this exercise with an estimated 6 firms. LEAD Trust consultants are to conduct the ensuing TA implementation.

1.3.7 Monitoring and Evaluation

- Tracking and reporting will take place of all events arising from components 1 and 3.
- Final editing of the baseline Perceptions Study will be made and the study first submitted to USAID and then circulated to stakeholders.
- PMP indicator/target and underlying data quality assessments are to be completed for year one.

Please see Table 1.8 on P.53 for a summary of activities for Q4.

1.3.8 Finance and Administration

- On May 31st Zim-ACP became a trust, giving it legal status and enabling it to apply to register as a PVO as will be required by the coming MoU with the Ministry of Agriculture, Mechanization & Irrigation Development. Likewise this enables the project to register with ZIMRA and to comply with payroll obligations on its direct staff.
- The departing Finance & Administration Manager was replaced at the end of May by Vince Broady who brings with him a plethora of knowledge of USAID and DAI regulations and procedures, which he will impart to the accountant, the procurement specialist and the administrative assistant during his year with us.
- Best practices in procurement have been inputted as of the end of the quarter being reported on. Likewise Vince has inputted an improved inventory process to conform to USAID norms.

2. Project 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 specific objectives of ACP are:

- Representative Bodies of Farmers and Agribusiness Organizations Have Proven Competence as Advocates for an Improved Business Environment
- Improved Market Infrastructure and Institutions
- Improved Agro-business Development Services, Agro-business Skills and Agro-Production and Productivity

3. Activities

3.1 Component 1: Strengthening Representative Institutions

C1 activities in the third quarter were anchored on the Implementation Framework developed and adopted by stakeholders in the first quarter. The activities and their outputs and outcomes are outlined below.

Stakeholder Engagement

The activities centred on engaging the identified Commodity Industry Groups to: (a) sensitize them of the Zim-ACP implementation framework; (b) catalyze them for the dialogue and consultation processes using the CIBER Assessment processes; (c) agree or confirm the suggested “champion”, “focal operatives” for reform, development and growth of the sector to be rallying points (or drivers) of the process; and (d) agree or confirm on the suggested independent facilitators. The DCOP, Research Coordinator and Legal Researcher held meetings with the Chief Executive Officers of the HPC, ZCFU, ZFU, and the Grain Millers’ Association of Zimbabwe (GMAZ). In the case of the Livestock and Meat Commodity Industry Group, the DCOP, Research Coordinator and Legal Researcher, were invited to make presentations at the scheduled meetings of commodity associations affiliated to the Livestock and Meat Advisory Council (LMAC), namely Zimbabwe Poultry Association (ZPA), Pig Producers’ Association of Zimbabwe (PPAZ), and Stockfeeds Manufacturers’ Association (SMA). Zim-ACP invited leaders of Commodity Associations affiliated to ZCFU to a briefing meeting at Zim-ACP offices, on 26 May 2011, to familiarise them with Zim-ACP and to get their input into what they consider as priorities, and how Zim-ACP can assist at farmers’ union and commodity association levels. The meetings culminated in the development of the MOUs which were submitted for review and discussion by the various parties. Annex 14.1 lists the meetings held while Annex 14.2 shows the MOU signed.

Capacity Building for Dialogue, Advocacy & Regulatory Reforms held from the 4 to 8th April 2011

This workshop was held as part of capacity building to develop a core group of Zimbabweans from Zim-ACP stakeholder organisations who are equipped with knowledge, information, understanding and skills of addressing, analyzing, directing, advising and facilitating issues of agricultural competitiveness and regulatory management system reforms in Zimbabwe. Twenty-eight participants drawn from the stakeholder organizations participated. The workshop program covered a variety of topics meant to give the participants background knowledge of Zimbabwe’s agriculture sector, particularly: the institutional and technology issues and challenges for enhancing agricultural competitiveness of the six Commodity Industry Groups; regulatory reform processes undertaken in other countries; and regional and international agreements signed by the Zimbabwean government highlighting the implications on agricultural competitiveness. Group exercises included participants going through the process of reviewing a Statutory Instrument. The list of participants and their organizations is contained in the workshop evaluation report (Annex 14.5).

Strategic Planning and Taskforce Meetings to discuss ways forward were held on April 11-13 and April 29 of 2011. A strategic planning consultative meeting was held on April 11-13 with the workshop participants. The meeting mapped out how the regulatory management system reform process could be carried out in the agriculture sector of Zimbabwe drawing on experience of regulatory reviews undertaken in other economic sectors such as health, mining and tourism. Ten participants (five male, five female), selected and tasked to come up with a plan for implementing the recommendations generated at the capacity building workshop met on April 29. The meeting discussed and agreed on the following: (i) the commodities to be included in the six Commodity Industry Groups (CIGS); (ii) set up the process and selection criteria for identifying CIG champions, focal operatives and facilitators; and (iii) developing a plan for sensitizing and mobilizing farmers’ organizations, commodity and agribusiness associations to be aware of and participate in Zim-ACP initiatives. The task team recommended that Zim-ACP should develop a program to build skills in facilitation and advocacy so that there would be a common approach for the work envisaged with CIGs and stakeholders. The task team’s recommendations are in Annex 14.6.

Regulatory Research

The process of building the regulatory data base commenced during the third quarter, but was slowed due to a lack of equipment and manpower, as well as limited access to hardcopies of the statutory instruments made available by Parliament. Generally, soft copies of the statutory instruments have never been produced or maintained by the Government of Zimbabwe. Despite minimal delays, Zim-ACP obtained the permission of Parliament to access the statutory instruments from 24 May-17 June 2011. Two research interns were hired to assist with the search and scanning of the statutory instruments. A scanner was also purchased for use in the process of building the database. The team managed to scan 286 from the list of 331 and 45 instruments remain not scanned. The preliminary inventory under development is given in Annex 14.7.

Requests were received from the Livestock and Meat Advisory Council to assist with the identification of legislative acts and statutory instruments pertaining to the livestock sector for the purpose of reviewing how they influence competitiveness of the livestock industry in local and external markets.

Background studies

SOW for background studies were drafted. Progress in commissioning the studies was checked because of the delay in establishing procurement processes as the responsible officers were only able to take their positions at the beginning of July.

CIBER Assessment

On the basis of DAI experience in other countries, Zim-ACP adopted the Competitiveness Impacts of Business Environment Reform (CIBER) Assessment Approach to guide the process of dialogue and constraints analysis to develop effective advocacy approaches for business environment reform. Three external STTA were engaged. The CIBER Assessment process was done in two interlinked steps, namely (i) capacity building of local resource persons to utilize the tool with other Commodity Industry Groups and (ii) undertaking the CIBER assessment.

(i) CIBER Assessment Training was held from the June 23-28 2011 at Gecko Gardens.

As there was no knowledge and technical capacity for applying the tool in Zimbabwe, Zim-ACP engaged Zaki Raheem of DAI, Ulrich Ernst and Prof Richard Bernsten from Michigan State University to build the capacity of a core Zimbabwean team to utilize the CIBER Assessment tool and in applying the output in applied economic analysis to generate issues and position papers to be used in advocacy. The training was hands-on using the poultry, pork and horticulture value chains. Twenty-six (12 male, 14 female) persons who participated came from various organizations. Six participants (three male, three female) were selected to constitute a team of local consultants to work with the external consultants in undertaking the CIBER Assessments.

(ii) CIBER Assessment Process

Zim-ACP facilitated the Pig Producers' Association of Zimbabwe (PPAZ), Zimbabwe Poultry Association (ZPA) and the Horticulture Promotion Council (HPC), to call meetings of the Pork, Poultry and Horticulture Commodity Industry Groups stakeholders, respectively, to dialogue 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. The CIBER Assessment process is ongoing and spilled into the July-September quarter as shown in Annex 14.8.

Table 1.1 Summary of Component 1 Activities Conducted During the Quarter (April, May, June)

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
1.1.6 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.	Zvichanzii Mugota plus 2 interns worked on scanning and creating a database of Acts of Parliament and Statutory instruments. Scanning prioritized poultry, pigs and horticulture subsectors so that the statutes are ready for CIBER.	286 statutory instruments scanned out of 331. Soft copy database of Acts of Parliament and Statutory instruments created. Scanning to continue into fourth quarter	
1.1.7 Engage a national consultant to undertake a study of stakeholders' assessment of (i) 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; (ii) 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 lead discussion paper to be presented at the Stakeholders' Consultative Workshop.	A lawyer Nyasha Chishakwe has been identified to critique current institutional arrangements for putting in place Acts of Parliament and statutory instruments. This work will inform stakeholder dialogue on regulatory reform. Procurement process undertaken to secure Nyasha's services	Work scheduled to start the fourth quarter	
1.1.9 Obtain from DAI a STTA with expertise on Regulatory Management Reform to prepare a discussion paper on the latest knowledge, approaches on and cross-country experiences in (agricultural) regulatory management systems for presentation at the Stakeholders' Consultative Workshop	Denis Gallagher's services were secured	Denis Gallagher prepared material and facilitated at the Capacity Building Workshop held 4-12 April 2011. See Annex 14.12 for Workshop Report	
1.1.10 Organize and hold an Inception/Launch luncheon to be attended by up to 120 representatives of Farmers' Unions, Commodity Associations, representative bodies of agribusiness sector, government, Civic, NGO to inform them of Zim-ACP, catalyze and seek their commitment to participate;	This was not done during the reporting period pending the signing of the MOU with Ministry of Agriculture, Mechanization & Irrigation Development (AMID)	This will contribute to a wider buy-in of Zim-ACP	The planned Inception/Launch was postponed as the MOU with AMID is still to be signed.
C1.2 Setting-up and Initiating Stakeholder Consultative and Dialogue Forums			

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
1.2.1 Develop Terms of Reference for the Advisory Committee	Finalized the ToRs for Advisory Committee. Developed selection procedures. Submitted CVs of Advisory Committee members and selection procedure to USAID	Four members (Prof Mandivamba Rukuni, Dr Tracy Mutaviri, Sijabuliso Biyam, Adv Choice Damiso) of the advisory committee approved by USAID in place and expected to start functioning as planned	One member yet to be identified
1.2.2 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.	Names of possible champions and facilitators were submitted at the Strategic Planning meeting held on 11-12 th April. See Annex for Workshop Report	Three champions who also double as facilitators were selected. These are Mario Beffa for livestock, Basilio Sandamu for Horticulture and Tafadzwa Musarara for Cereal CIG. Selected Champions and facilitators available to play their role in the Commodity Industry Groups dialogues.	Yet to identify champions for three of the CIGs (legumes and oilseeds, tree crops, cotton)
1.2.4 Approach and negotiate MOU with representative bodies of agribusiness organizations, Commodity Associations and Farmers' Unions for them to organize consultative and dialogue forums and agree on the terms of reference/scope of work for the arrangements and modalities for providing financial and technical resources.	Representative agribusiness bodies, Commodity Associations and Farmers' organizations were approached to constitute the Commodity Industry Groups	This marked the start of the dialogues under the Commodity Industry Groups. Four MOUs signed with ZFU, LMAC, GMA, and HPC	Draft MOU still with ZCFU
1.2.6 Engage and negotiate with a reputable organization to provide research and analysis services needed by the dialogue forum on continuous basis as needed.	Various possible organizations approached through procurement	The selected organization will be responsible for managing the research process and oversight of the consultants to be appointed for the assignments	
1.2.7 Hold first meeting with Champions and selected facilitators to discuss and agree on approach to be followed for the consultations and dialogue forums, develop Terms of Reference (ToR) specifying the principles to be adhered to and outputs and outcomes expected.	Conducted a strategic planning meeting on 11 to 13 April 2011 (attended by 25 stakeholders (16 male, 9 female)) and 29 th April 2011 (attended by eight task force members) for firming up on commodity industry groups and agreeing on the process of selecting champions and facilitators.	CIGs identified –horticulture, cereals, livestock and meat, legumes & oilseeds, tree crops, cotton. Selection process and criteria for champions and facilitators agreed	
C1.3 Building the knowledge and skills to strengthen analytical and lobbying capacity of farmers' organizations and representative bodies of agribusiness sector.			
1.3.1 Develop SOW for STTA/services providers to assess capacity building needs of farmers' organizations, commodity associations and industry groups for advocacy and dialogue as well as policy analysis of the technical staff of ZCFU, ZFU and CFU	Assessment and selection of successful firm was done. Procurement process underway following the signing of a conflict of interest waiver by Prof Rukuni, a director in IBS, the company selected for the study	Study to be conducted in the fourth quarter	
1.3.2a Work with ZFU, ZCFU, AMA, HPC, AMID, Coffee Producers Association, FAO, UZ, ARC, FACHIG and private firms to second individuals for the capacity building on Competitiveness & Regulatory Reforms	Up to 29 stakeholders (19 male, 10 female) participated in Capacity Building Workshop on Competitiveness & Regulatory Reforms facilitated by Denis Gallagher, held on 4-8 th April.2011.	Core group of Zimbabweans equipped with knowledge, information and understanding of agricultural competitiveness and regulatory management reforms	
1.3.2b Capacity-build stakeholders from ZFU, ZCFU, AMA, HPC, AMID, Coffee Producers Association, FAO, UZ, ARC, FACHIG and private firms on Zimbabwe agricultural sector policy strategies for the CIGs	Six persons (3 men, 3 women) sponsored by Zim-ACP participated in the seminar of 15 to 17 June 2011.	Appreciation of issues affecting the six CIGS	

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
1.3.3 Engage a STTA from DAI to develop and undertake short-term hands-on training in CIBER to equip the selected staff of ZFU, ZCFU, CFU, agribusiness representative bodies and public sector organizations with knowledge of methodologies and processes for evidence-based advocacy and regulatory reforms and guide them in the application of the tool	Services of Zaki Raheem acquired for CIBER training. Services of Richard Bernsten acquired for CIBER process. 22 people (12 male, two female) participated in the training that took place on 23-28 June 2011.	Building local capacity as well as undertaking the process of constraints analysis by the Commodity Industry Groups	CIBER assessment process delayed to non-availability of key resource person (Zaki Raheem) till June 2011
1.3.4 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	Workshop organized and held 4-8 th April 2011	Participants developed understanding and appreciation of issues of agricultural competitiveness and linkage with and role of regulatory reforms	Workshop length reduced to 7 days
1.3.6 Engage the trained officials to provide technical services for policy analysis, advocacy and drafting of issues and policy position papers.	Six trained staff/experts (3 men, 3 women) were allocated to two of the Commodity Industry Groups i.e. livestock and horticulture to provide technical services in the processes of analysis, advocacy and drafting of issues and policy position papers.	Stakeholder dialogues on constraints, and priority issues for the Commodity Industry Groups started with the horticulture sector on 28 June 2011. They are expected to continue into quarter four.	
1.3.7 Engage the SADC Policy Hub, COMESA-CAADP, FARNPAN and ACBF to explore opportunities for collaboration on initiatives supportive of Zim-ACP objectives	Meetings were held with Dr. Mharapara, the FARNPAN focal person. FARNPAN is involved in policy dialogue with stakeholders in agriculture and in the CAADP process.	To exchange notes on future collaboration. In building capacity for private sector to drive the process of policy dialogue with the public sector on regional and national issues	
1.3.8 Engage a service provider to organize and mount short-term training programs, inclusive of seminars, open to various organizations and individuals who may want the training for their own organization's or individual, respectively, capacity development.	Zim-ACP flighted an open advert in Thursday and Sunday papers of 23 and 26 June 2011, respectively to create a database of consultants for various consultants. Pre-qualified firms to be sent RFP for the study.	The expectation is that the training will develop the capacity of more local experts beyond those to be trained through direct Zim-ACP activities	Activity postponed to the fourth quarter
C1.4 Implementing Internal Dialogue and Consultation with Value Chain Stakeholders on Constraints and Strategies for Addressing the Constraints and Advocacy			
1.4.2 Organize and hold monthly meetings of the consultative and dialogue forums	Stakeholder consultative forums using CIBER assessment started with the horticulture CIG on 28 June 2011. Consultations are scheduled to intensify in the fourth quarter with first priority being given to horticulture and livestock CIGs		
1.4.3 Organize and hold eight consultative meetings to obtain inputs from various sectors, cross-sector stakeholders at national and 7 provincial towns.	Stakeholder consultative forums using CIBER assessment are scheduled to start in quarter four with the first one planned for 15 July 2011 with ZCFU affiliated farmers in Bulawayo	This was done so that the consultation and dialogue is extended to beyond Harare	Process ongoing
1.4.4 Engage and commission STTA to undertake required studies and analysis;	SOW for STTA to be informed by the CIBER assessment process. Pre-qualified firms from the Zim-ACP database to be sent RFP for the study.	Study to respond to the CIGs' need for detailed analysis of issues and constraints	
1.4.5 Draft issues papers for submission to the consultative and dialogue forums as inputs and for their consideration	Zim-ACP facilitated and supervised a consultant (Dr Sukume) to draft a paper on the livestock industry submitted by LMAC to Ministry of Economic Planning for the Mid-term Fiscal Review. Zim-ACP also facilitated and supervised a consultant (Dr Mutambara) to draft a paper on the pig industry discussed at the Pig Producers Association of Zimbabwe (PPAZ) consultative meeting	The papers highlighted the position of the livestock industry regarding imports and GMO based feed in Zimbabwe for consideration by the Ministry of Economic Planning	

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
1.4.6 Collate recommendations from the consultative and dialogue forums into position papers	This will be done by technical staff allocated to the CIG dialogue forums in the fourth quarter		
C1.5 Disseminating and Broadening the Dialogue on Regulatory Management Systems Reforms			
1.5.1 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;	Task team met to deliberate on the three bids submitted for the work. Betrinex, a local IT company was awarded the tender	Website work to be completed in the fourth quarter	
C1.6 Holding Stakeholder Consultative and Feedback Forum			
1.6.1 Develop Scope of Work for service provider to organize and manage the stakeholder dialogues	Drafting of SOW started. Pre-qualified firms from the Zim-ACP database to be sent RFP for the study.	The successful firm will be responsible for organizing and facilitating all the dialogues of the Commodity Industry Groups	Delayed due to late start of CIBER assessment process
1.6.7 Organize and hold 10 information-sharing and consultative workshops one each Provincial town of the 10 Provinces (Harare and Bulawayo inclusive) to allow the broadest participation in the process;	Organized two meetings comprising ZCFU and ZFU provincial chairpersons and commodity leaders in Harare for information sharing on the scope of Zim-ACP as well as areas of collaboration. These were attended by 25 leaders (23 male, 2 female)	This will be done to get the Commodity Industry Groups to engage local authorities on issues affecting producers at that levels	Delayed due to late start of CIBER assessment process Delay also due to need to await signing of MOU
1.6.8 Organize up to three workshops for relevant public and private sector stakeholders (to include Associations of Rural District Councils) to review and discuss issues identified by the dialogue forums as needing dialogue and advocacy to build common ground and consensus for change.	Postponed to fourth quarter. To be informed by outcomes of CIBER assessment	This will be done to get the Commodity Industry Groups to engage local authorities on issues affecting producers at that levels	

3.2 Component 2: Improving Market Infrastructure

In this quarter, the thrust of activities involved holding meetings to inform the stakeholders of Zim-ACP. It was decided to adopt the CIBER Assessment process to obtain stakeholders' views and suggestions as well as gather information on the marketing infrastructure issues that Zim-ACP would work on. In addition, a SOW was drafted for a STTA to undertake a study of existing and proposed or needed agricultural market institutional infrastructure that would be rehabilitated, restored or expanded to facilitate competitiveness for the various CIGs.

The DCOP maintained contact with the senior management of AMA to inform them of discussions held with the various commodity associations. Zim-ACP was invited and participated in two meetings of the AMA Livestock Marketing Technical Committee and one of the Cotton Marketing Technical. These contacts and meetings informed Zim-ACP of issues and interventions under discussions within AMA. The insights gained enable Zim-ACP to develop future programs for supporting and strengthening the commodity associations for effective participation in the marketing technical committees as well as identify issues that needed to be followed up when undertaking the CIBER Assessment.

Working Group on Agribusiness Finance

Discussion continued with Mr. Omen Muza, Managing Director of TFC Capital, on the conceptualization of the proposed quarterly monthly 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. The envisaged outcome is to generate interest and bring out innovative ideas on options for providing agricultural finance to producers of various commodities covered by the identified Commodity Industry Groups.

Table 1.2 Summary of Component 2 Activities Conducted During the Quarter (April, May, June)

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
C2.1 Conducting Study of Current Marketing Arrangements and Options for Improvement Institutions to Identify Options to be followed			
2.1.1 Development Scope for Work for STTA to undertake an inventory and assessment of existing and needed market institutional infrastructure and rank them with respect to their role and contribution to agricultural competitiveness for each of the target commodities;	SOW was developed. Pre qualified firms from the Zim-ACP database to be sent RFP for the study.	This study to inform on market institutional infrastructure that needs restoration or expansion	Study re-scheduled for fourth quarter. Study to be informed by the results of the CIBER assessment
2.1.2 Develop Scope of Work for STTA to undertake a study to assess the effectiveness of, constraints and gaps in current organizational arrangements that producers, of various commodities, use to access and participate in the commodity chain and identify options available or that can be developed for improvement;	SOW drafted and forwarded for procurement. Pre qualified firms from the Zim-ACP database to be sent RFP for the study.	This study, which is scheduled for quarter four is intended to obtain information and understanding of the shortcomings of existing market arrangements and marketing services provided by the commodity associations	Study scheduled for fourth quarter
C2.2 Prepare Detailed Business, Investment and Implementations Plans for Market Institutional Infrastructure			
2.2.1 Develop Terms of Reference for Tender bids to provide detailed business, investment and action plans	Activity postponed to quarter 4	This is needed to support initiatives for improving market infrastructure and institutions	Study to be informed by outcome of 2.1.1
C2.3 Commodity Exchange in Zimbabwe (COMEZ) and Warehouse Receipts System			
2.3.1 Engage FAO and SNV and develop an MOU to provide some support to continue the activities of the Market Linkages Working Group, with particular focus on further dialogue on the implementation of the COMEZ and Warehouse Receipts Systems.	The work will be done through MLWG. Awaiting developments on MLWG trust		COMEZ not yet operating. Zim-ACP will work with COMEZ and any other commodity exchange when they are operating.
2.3.2 Provide support to Commodity Associations to participate in the Market Linkages Working Group	Discussions with commodity associations indicated they were not keen to participate in the MLWG. Farmers' organizations were encouraged to participate in FAO coordinated ACWG particularly when agricultural commodities were discussed.	This is to be done in order to expose Commodity Associations to up-to-date information and ideas on market developments	
2.3.3 Provide opportunistic support and facilitate dialogue among Commodity Associations and private sector parties on initiatives supportive of market-based and transparent commodity exchange systems, including Warehouse Receipt System, and promoting effective participation of all farmers groups in the Commodity Exchange In Zimbabwe (COMEZ).	COMEZ not yet functional	This will be done to support initiatives for improving market infrastructure and institutions	Rescheduled to when COMEZ comes on board
2.3.4 Engage the Commodity Associations, for grain, cereals, and horticultural crops to explore how Zim-ACP can support them in their dialogue with and advocacy for favourable changes to the operations of the Grain Marketing Board (GMB) and Agricultural Marketing Authority (AMA) with respect to access and management of GMB warehouse sites—with goal of increasing smallholder trust, storage options, and the emergence of a predominantly market-based warehouse receipts system	This is yet to be done in response to expressed demand arising from the Commodity Industry Groups	This will be done to support initiatives for improving market infrastructure and institutions	Postponed to fourth quarter

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
C2.4 Supporting Emerging Commodity Associations			
2.4.1 Develop Scope of Work for a study to assess (i) the effectiveness of, constraints and gaps in current organizational arrangements of associations for various commodities and (ii) assess how the producers access and participate in the commodity chain and identify options available or that can be developed for improvement.	This study has been combined with the above 1.3.1 on commodity associations		
2.4.3 On basis of research finding and in consultation with ZimAIED, 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.	This will be done after studying the results of the capacity assessment to be done as per activity 2.4.1	This is needed to address organizational shortcomings of the commodity associations in providing services (including advocacy and regular consultations) to their members	Postponed to fourth quarter
2.5 Agricultural Insurance Options			
2.5.1 Arrange a roundtable with COMESA, FAO and MicroInsure on the weather-based index insurance on follow-up activities for Zim-ACP C2 support	Zim-ACP attended meetings with FAO and APT. Accessed the report on the Chiweshe weather Insurance pilot study. Awaiting further developments from the 2 stakeholders	This is done to identify opportunities for collaboration in improving options and information available to producers	
2.5.2 Engage a service provider to undertake a study on agricultural Insurance cover 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 for consideration for the warehouse receipts system to function effectively.	Study to be undertaken in fourth quarter. Consultant to be engaged to conduct the study	This will be done to support initiatives for improving market infrastructure and institutions	Delayed due to institution of new procurement process
2.5.3 On basis of outcome of activity 2.5.1 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).	This is a follow-up to activity 2.5.1	As in 2.5.1 above	
2.5.4 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.	This is yet to be done based on guidance from the Commodity Industry Groups	This will be done to support initiatives for improving market infrastructure and institutions	
C2.6 Agricultural Finance			
2.6.1 When available use the research finding of the USAID on the proposed study on demand and supply of agricultural finance to explore opportunities for ZimACP C2 to contribute in considerations of work thrust of ZimACP C1 and C2 ;	USAID finance study not yet available. USAID finance study will inform possible areas of programming for Zim-ACP	Results will inform Zim-ACP on programming activities	
2.6.2 Develop Scope of Work to engage STTA to study and develop a paper on opportunities and options presented by the establishment of the COMEZ for organizing and supplying short- and medium term loans to smallholder farmers organized participating in COMEZ	Study awaiting outcome of USAID finance study	Results will inform Zim-ACP on programming activities	
2.6.3 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.	Process to procure Omen Muza's services was completed during the reporting period. First finance working group scheduled for 8 July 2011 postponed to 29 July then postponed indefinitely pending the signing of an MOU with AMID .	It is anticipated that the Working Group will generate innovative ideas of provision of agricultural finance to be considered by the Commodity Industry Groups. And finance institutions.	The working group will be facilitated to meet in the 4 th quarter

3.3 Component 3: Improving Agro-Business Development Services, Agro-Business Skills and Agro-Production and Productivity

In view of the fact that both Zim-ACP and Zim AIED have training components designed to address issues of agro-business, and agro-production and productivity, Zim-ACP developed a Concept Note to facilitate trainings and technical assistance (TA) in a way that fosters collaboration between the two programs, rather than duplication and competition for clients and space. Main activities in quarter 3 (April – June) focused on developing a pool of business trainers through training of trainers (ToT) in training workshops. Zim-ACP will collaborate with rated trainers to offer demanded business trainings in the agribusiness sector. Quarter 3 activities also involved implementation of planned studies (assessing donor and GoZ agri-business programs, and demand for modules and willingness to pay study), planning for outstanding ToT workshops, planning for cascading trainings and planning for assessments for base lining agribusiness firms with the view to developing appropriate responses to address identified gaps and needs through TA and trainings. Activities conducted during the quarter are summarized in Table 1.3.

Table 1.3: Summary of Component 3 Activities Conducted During the Quarter (April, May, June)

<i>Work plan activities</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
C3.1: Assess the coverage of new and existing donor funded and GoZ agri-business programs with STTA support	<p>The report incorporating comments from the Zim-ACP team was produced and is being finalized. Zim-ACP collaborated with the FAO and EU who were doing similar mapping and added value to work done by the two organizations by producing a report in 3 parts, including narrative, tabular and graphic presentations.</p> <p>Graphic presentations of cursory value chains for sub-sectors where available information permitted (horticulture, maize and dairy) give a visual presentation of support gaps and areas where there is already a concentration of donor and GoZ support, areas where collaboration can be forged and areas where successor programs can be developed as current ones come to an end.</p>	Final report was produced. The report will be submitted to USAID for review before it is circulated to interested stakeholders through the Market Linkages Association.	
C3.2: Assess willingness to pay for services and recommend course costing with STTA support	The study whose objective is to inform Zim-ACP on how much trainees are willing to pay for business trainings, how much trainers can charge for training and the extent to which Zim-ACP should subsidize training to meet effective demand was incorporated into the business perceptions study.	Field work for the business perceptions study has been completed. The main consultant for the study is in the process of analyzing gathered data and compiling the final report.	Study was incorporated into the business perceptions study
C3.3.1: Conduct Training of Trainers in training courses	<p>a) Identify trainees for TOT programs</p> <p>Zim-ACP published adverts in 4 local newspapers (12 and 15 May 2011) inviting training firms and independent business consultants to submit expressions of interest to be trained as trainers.</p> <p>b) Generic TOT for firms and independent trainers</p> <p>Zim-ACP organized and conducted four ToT in training workshops in Harare (2) and Bulawayo (2). Following are the details of the ToTs.</p> <p>The two TOT workshops for Harare were held at Mandel Training Centre. The ToTs were conducted during the periods 17 – 20 May and 7 – 10 June 2011 and attracted 18 (13 male, 5 female) and 23 (13 male, 10 female) firm level and independent trainers respectively.</p> <p>The two ToT workshops for Bulawayo were held at the Holiday Inn. The ToTs were conducted during the periods 20 – 23 May and 27 – 30 June 2011 and attracted a total of 40 (24 male, 16 female) firm level and independent trainers.</p> <p>Preparations for a fifth ToT workshop to take place at the Wise Owl Motel in Mutare during the period 11 – 14 July have been completed.</p>	<p>More than 300 responses were received, and 110 applications were shortlisted to participate in the ToT (training) workshops</p> <p>Eighty one (50 male, 31 female) trainers with diverse expertise in business related fields have so far been trained and certified. Of these, 48 (31 male, 17 female) were rated as good trainers and included in the Zim-ACP database of trainers (Annex 14.11).</p> <p>Twenty 20 trainers (13 males, 7 females) are expected to attend.</p>	

<i>Work plan activities</i>	<i>Activities carried out</i>	<i>Results achieved/ progress towards results</i>	<i>Variances from work plan</i>
C3.3.2: Training of trainers in cotton grading	<p>Following intense discussions between the cotton ginners association, the ZFU and the ZCFU, it was decided that Zim-ACP support for training in cotton grading should be channeled through the ZFU to strengthen their capacity to offer cotton grading services to their members</p> <p>Zim-ACP developed a SOW to subcontract ZFU to organize and implement a ToT workshop in cotton grading.</p> <p>Ninety eight (90 male, 8 female) farmer leaders who will in turn train other famers on cotton grading and 15 (11 male, 4 female) ZFU trainers were identified to participate in the ToT. The ToT is planned to take place at the Cotton Training Centre in Kadoma during the period 25 to 29 July 2011.</p> <p>A training module, a budget, CVs of trainers and a training program were submitted to Zim-ACP by ZFU for consideration. Identified trainers (3 males) for the cotton grading ToT will participate in the Zim-ACP ToT in training workshop organized for Mutare to sharpen their training skills.</p>	<p>Developed trainers in cotton grading will go on to cascade cotton grading training in their resident communities.</p> <p>Trained ZFU officers will backstop and supervise the cascading process in all major cotton growing areas</p>	
C3.4: Support cascading of trainings with trained trainers on a monthly basis in each of the 10 provinces	<p>Submission of training plans by certified trainers: - Zim-ACP requested experienced trained trainers to submit their plans for cascading business trainings in the horticulture, cereals, cotton, legumes & oil seeds, livestock & meat and tree crop commodity industry groups during the period July to September. More than 40 plans were submitted and these are currently being reviewed by Zim-ACP</p> <p>SOW for cascading - Zim-ACP developed a SOW which will be used for subcontracting Certified trainers to offer business trainings in the 6 CIGs that Zim-ACP is working with</p> <p>Costing Calculator: - Zim-ACP developed a costing calculator, which will be used for costing trainings and calculating the amount of subsidy that Zim-ACP will provide for each training during the cascading process.</p>	<p>1,000 people/ enterprises will be trained through a cascading process with 50% of the trained expected to adopt new/ promoted technologies.</p> <p>The business modules to be delivered include farming as a business, entrepreneurship, marketing, business planning and management of people.</p> <p>The following projection is envisaged: August - 30 trainings, each lasting 2 days and targeting 20 participants. September - 30 trainings, each lasting 2 days and targeting 20 participants</p>	
C3.5: Conduct selective inventory and assessment of agribusiness firms.	<p>A detailed RFP for the selective inventory and assessment of agribusiness firms was developed and released to six shortlisted bidders.</p> <p>Two bids that were received were evaluated by a Zim-ACP procurement committee (comprising 3 programming staff and 2 finance staff). The procurement committee made recommendations on the winning bid.</p>	<p>The selection process for a survey firm to undertake the assignment is at an advanced stage and now awaits DAI home office and USAID inputs before the tender is awarded.</p>	<p>Assessment was delayed due to the need to retender the assignment to fully comply with USAID procedures and regulations</p>
C3.6: Review and upgrade existing Business training modules	<p>Activity was not carried out as the demand for modules study had not been completed</p>		<p>Activity was deferred to the next quarter</p>

4. Environmental Issue

The SOW for the selective inventory and assessment of agribusiness firms developed during the reporting period (under Component 3) requires the subcontractor to review and assess how agribusiness firms' activities impact –whether direct, indirect, negative or positive –on the environment. Agribusiness firms will be assessed on their compliance or complacency with existing laws of Zimbabwe; whether they have the commitment and capacity to meet such obligations. The subcontractor will be expected to make recommendations for mitigation strategies that protect the environment. The questionnaire to be used as a guide during the assessment includes questions on environmental practices. The study (which looks at the six areas of organizational competence i.e. governance, management practices, human resources, financial resources, service delivery and external relations) is scheduled to take place in the fourth quarter.

Four statutory instruments covering environmental management issues, that have a direct impact on agriculture, are included in the inventory of statutory instruments produced under Component 1. These are

1. Environmental Management Act [Chapter 20:27]
2. Environmental Management (Hazardous Substances, Pesticides and Other Toxic Substances) Regulations, 2007
3. Environmental Management (Access to Genetic Resources and Indigenous Genetic Resource Based Knowledge) Regulations, 2009 61/2009
4. Environmental Management (Effluent and Solid Waste Disposal) Regulations, 2007 6/2007

The first two of these have been scanned while the third one is yet to be scanned.

During categorization and evaluation of policies/regulations/administrative procedures planned for quarter 4 (under Component 1), Zim-ACP will sensitize stakeholders on environmental protection laws and regulations affecting particular business sectors. Zim-ACP will support and encourage lobbying and advocacy strategies that support the enactment of environmentally friendly policies and regulations such as tree planting and reforestation.

The regulatory review process, planned to go into full swing in quarter 4, will assess the extent to which regulations relating to various sectors take into account environmental issues. Zim-ACP will collaborate with EMA to facilitate the assessment and suggestion of appropriate changes.

5. Gender Issues

The Zim-ACP gender strategy was widely shared among staff to ensure compliance during programming. Women were encouraged to participate in stakeholder dialogue and consultation forums for the sectors where they are actively involved. This allowed for articulation and prioritization of issues affecting both women and men in the stakeholder dialogue and consultation forums. Attendance registers completed by participants during program meetings/workshops and trainings allowed for collection of sex-disaggregated data. The table below shows the collated data for both program staffing and participation during program events. Collation of the data allowed for the calculation of the proportion of women participating in Zim-ACP events. Feedback was given to component leads. Component leads were encouraged to increase the participation of women whenever the proportion of women fell below the targeted 30 percent. The program position, in encouraging women participation is that they are the best people to articulate issues affecting women players in the commodity value chains.

The SOWs for the assessment of agribusiness firms, commodity associations and farmers organizations developed during the reporting period requires the subcontractors to review and assess how gender is mainstreamed in their programs. Recommendations arising from the assessment will be incorporated in the action plans to be developed and implemented in quarter 4.

Gender awareness training was conducted during the four Training of Trainers courses run by Zim-ACP during the reporting period. Eighty-one trainers (50 men, 31 women) received gender awareness training. The training was designed to ensure that gender is mainstreamed during cascading of business and technical training. Gender awareness training will be conducted during planned ToT courses for quarter 4.

Women Participation in Zim-ACP Programming (April, May, June)

Category	Numbers			Percent Women
	Male	Female	Total	
Interns engaged	1	2	3	67%
Advisory Committee Members identified	2	2	4	50%
Average				59%
Resource Persons engaged				
Component 1 Capacity Building Workshop (4-8 April)	6	0	6	0%
Component 1 CIBER Process facilitation	5	3	8	38%
Component 3 ToT Core facilitators	1	2	3	67%
Average				35%
Planning Meetings				
Component 1 Strategic Planning Workshop (11-12 April) participants	16	9	25	36%
Component 1 Taskforce Members (29 April)	5	5	10	50%
Average				43%
Training/Workshop Participants				
Component 1 Capacity Building Workshop (4-8 April)	19	10	29	34%
Component 1 CIBER Training	12	10	22	45%
Component 3 ToT Workshop (17 to 20 May)	13	5	18	28%
Component 3 ToT Workshop (07 to 10 June)	13	10	23	43%

Component 3 ToT Workshop (20 to 23 June)	12	8	20	40%
Component 3 ToT Workshop (27 to 30 June)	12	8	20	40%
Average				38%
Internal Dialogue & Consultations with Stakeholders (participants)				
ZCFU provincial chairpersons at Zim-ACP (26 May)	11	1	12	8%
ZFU chairpersons s and Cotton CA Leaders at ZFU (1 June)	11	2	13	15%
CIBER Consultations with HPC stakeholders (28 June)	10	1	11	9%
CIBER Consultations with Pig Producers Association (28 June)	8	8	16	50%
Average				21%

To ensure buy-in and commitment to the gender strategy, gender awareness training will be conducted during quarter 4 for Zim-ACP staff as well as regular consultants involved in facilitating and documenting stakeholder dialogue and consultation forums under Components 1 and 2. The training will be designed to ensure that dialogue facilitators instill gender sensitivity in all dialogues, discussions, debates and advocacy activities. The gender awareness training will also ensure that the facilitators understand the differential impact of policies/regulations/administrative procedures on both women and men. This understanding will ensure that they strive to involve both women and men in all dialogues, discussions, debates and advocacy activities on policies/regulations/administrative procedures.

6. Management & Governance

The core regular management meetings to propel Zim-ACP forward in an orderly fashion are the Monthly Management Meeting (MMM), the Weekly Activities Meeting (WAM) and the Quarterly Project Review (QPR), the latter being a structured conference call between Harare-Bethesda and London. These meetings are all generally 90 minutes in length, and were held on the following dates:

- MMM: 15 April, 26 May, and 16 June
- WAM: 26 April, 4 May, 16 May, 23 May, 6 June, 13 June, 29 June
- QPR: 9 March. Next one early August and in general thereafter six weeks after end of each quarter.

The spreadsheets for the WAMs and the MMMs are to be found in Annexes 10.14 and 10.15 respectively to this report.

Advisory Committee. During the quarter USAID reviewed and advised alterations to the proposed TOR for the advisory committee and then accepted resulting TOR. Furthermore, USAID accepted the four proposed members, they being: Professor Mandi Rukuni, Sij Biyam. Choice Damiso, and Tracy Mutaviri. As well as these four outstanding professionals, Zim-ACP is finalizing recruitment of the fifth and last member and anticipates launching the advisory council in the 4th quarter, to coincide with the signing of the MoU by the Ministry of Agriculture, Mechanization & Irrigation Development after which a welcoming cocktail party will be held.

Annual Planning. The COP circulated a SOW for an annual planning facilitator in DAI in May. This STTA support, including the running of the annual residential 3-day staff retreat, was scheduled for July.

Website. The website was contracted and developed within this quarter. Content insertion and launching are to take place in 4th quarter. The site is designed as a resource to stakeholders.

7. Monitoring and Evaluation

Monitoring and evaluation (M&E) activities during the reporting period centered on ensuring that attendance registers were completed for stakeholder dialogues and training events conducted. The attendance register was intended to record event participant personal details, sex, organization /business. An evaluation report was written for all workshops and courses. The evaluation reports (attached Annex 14.10) contained the list of participants as well as copies of the evaluation tools. A business leaders' perceptions study was conducted during the reporting period. 400 questionnaires were completed. The draft report is expected in early July. An intake questionnaire designed in the second quarter was further improved and appended in the SOW for business trainers. This questionnaire is intended to record details of business enterprises receiving support from Zim-ACP. In line with the Zim-ACP gender policy submitted to USAID, gender awareness training was conducted in all Training of Trainers courses. The M&E specialist also kept a tally of percentage of women participating in program events and gave feedback to component leads. Table 1.4 gives a summary of M&E activities during the quarter.

Table 1.4 Summary of Monitoring and Evaluation Activities during the Quarter (April, May, June)

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Anticipated results /progress towards results</i>
1.1.1 Monitoring of regulatory reform activities		
Keep a record of all events and participants attending		
Ensure the attendance register is completed by all participants for all events	Attendance record completed by every stakeholder participating in stakeholder dialogue forums. Feedback given to component lead on low numbers of women (24 percent) participating in dialogue forums during the reporting period	Track the number of people (disaggregated by sex) and their organizations/sectors participating in stakeholder dialogue forums. Allows program management to take corrective action where some groups or sectors have been excluded
Develop a checklist to track progress and outcomes of stakeholder dialogue forums	Six CIBER trained staff/experts (3 men, 3 women) were allocated to the livestock and horticulture CIGs to provide technical services in the processes of constraints analysis and prioritization of issues for evidence based research	Allows program to keep track of and report on progress on the regulatory management systems dialogue
Record the number of experts contracted to produce evidence-based policy positions	A record was kept of the two papers produced by Drs Sukume and Mutambara for the poultry and pig sector respectively	Indicates ability of the program to generate researched evidence for informed and objective debate and engagement on regulatory management systems
Record the number of policies/regulations/administrative procedures (including environmental) analyzed, drafted and presented for public/stakeholder consultation, presented for legislation/decreed, passed/approved	Stakeholder dialogues during the reporting period concentrated on constraints analysis and prioritization of issues for evidence based research. Analysis of policies/regulations is expected to start in the fourth quarter	Tracking of progress on policy reforms will allow for reporting on three of the program's standard indicators
Enter the data in TAMIS	TAMIS is due to be installed in the fourth quarter	Allows for collation of data and communication of program progress to management in real time
1.1.2 Monitoring resource mobilization through partnerships		
Ensure the MOU signed with partners (institutions, unions, commodity associations, business enterprises) includes a clause partnership contributions towards technical assistance/training	MOUs signed with LMAC, HPC, Grain Millers association contain a clause on partnership contribution	Keep track of and record value of resources leveraged through partnerships to allow for reporting under indicator 14
Record information on the nature and value of contribution by each partner	No partnership contribution was recorded during the reporting period as no technical assistance or training was provided.	Allows for conclusion on sustainability of support
Enter the data in TAMIS	TAMIS is due to be installed in the fourth quarter	Allows for collation of data and communication of program progress to management in real time

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Anticipated results /progress towards results</i>
1.1.3 Monitor training activities organized by Zim-ACP staff and/or STTAs		
Record all individuals attending training events		
Ensure the trainee register is completed by all trainees for all courses organized under Zim-ACP	Attendance registers were completed by all the 167 trainees (97 male, 60 female) who attended the six trainings organized under components 1 and 3 during the reporting period. The lists of trainees are contained in the training evaluation reports attached as Annex 14.10	Keep track of the number of people (disaggregated by sex) receiving training. Allows program management to take corrective action in case of exclusion of some groups or sectors in the community.
Evaluate training and give feedback to facilitators and organizers	Daily evaluations conducted for week-long courses. End-of-course evaluations conducted for all other courses. An evaluation report was written for each of the six courses organized during the reporting period	Daily evaluations allowed for feedback and lesson learning into the ongoing course while the end-of –course evaluation allowed for evaluation of attainment of course objectives as well as getting lessons for future training.
Enter the data in TAMIS	TAMIS is due to be installed in the fourth quarter	Allows for collation of training data for communication to management in real time
Monitor cascaded training activities		
Have the designed intake questionnaire completed by trainees when they attend scheduled trainings	Cascading scheduled to start in the fourth quarter	Allows for tracking and reporting on cascaded trainings in terms of numbers, types (input supplier, processors etc) and location of business enterprises receiving training
Ensure MOU with training service providers, commits service provider to collect and supply details about the trainees	Developed MOU for training service providers in collaboration with the Training Coordinator and procurement section. MOU commits service provider to collect and supply details about trainees	Allows for tracking and reporting on capacity building activities by the program in terms of numbers of individuals, their organizations/ businesses
1.2: Survey on business and farmer leaders' perception of constraints to doing business		
1.2.1 Collaborate with Imani Trust in engaging a lead consultant for the design, collation, analysis and report writing part of the annual business leaders' perceptions study		
Agree on methodology (including sampling technique, tool for data collection etc), data analysis (tables to be generated) and presentation and report structure	Discussions were conducted with David Irwin when he came to Zimbabwe for the study from 9 to 14 May 2011. Agreed on survey methodology, pretested and refined survey tool. David Irwin produced and presented an inception report detailing study methodology, data analysis and presentation and report structure at on 13 May 2011	The study was designed to give a benchmark on business leaders' perception of the business climate at the start of the program. Annual studies will be conducted to track changes (if any) in business leaders' perceptions

<i>Work Plan Activity</i>	<i>Activities carried out</i>	<i>Anticipated results /progress towards results</i>
1.2.2 Engage a reputable research company to conduct a baseline study on business leaders' perceptions of the business climate		
Call for competitive tender for conducting of the surveys from professional agencies	Discussions were conducted with JIMAT on survey methodology. JIMAT pre-tested the questionnaire and gave feedback to David Irwin, which allowed for refinement of the tool. Fieldwork was conducted from 27 May to 24 June 2011. 400 questionnaires covering farmers, processors, input and equipment suppliers and service providers were completed. The data was sent to David Irwin in zipped files via email	David Irwin was, on the main, happy with the quality of the data. The report is expected in early July 2011. Six questionnaires could not be included in the analysis as they got misplaced during the transmission of 14 file attachments
Enter the baseline data on business leaders' perceptions in TAMIS	TAMIS is due to be installed in the fourth quarter	Allows for communication of study findings to management in real time
1.3 Ensure compliance with Zim-ACP gender strategy submitted to USAID		
Conduct gender awareness training in Training of Trainers courses	Gender awareness training included in the four Training of Trainers courses conducted under Component 3	81 trainers (50 men, 31 women) received gender awareness training. The training was designed to ensure that gender is mainstreamed during cascading of business and technical training
Tracking compliance with Zim-ACP gender strategy	Collated data on proportion of women participating in Zim-ACP events and gave feedback to component leads	Component leads were advised to encourage the participation of women particularly during stakeholder dialogue forums where the proportion of women has hovered below 30 percent.

8. Lessons Learned

While the delay of the MoU signing has caused major discomfort to Zim-ACP and an inability to overtly implement some of its designated work, we have found that our practice of “leading from the rear” allows us to empower our clients to take ownership of activities. Likewise, the generous collaboration at all levels in the Ministry of Agriculture has been encouraging.

Achieving stakeholder and intended partner buy-on - when they are generally cash-starved and we are essentially a TA project, has been trying at times. Nonetheless, our call and assistance for partners to attend to member competitiveness has found resonance.

The participation in the initial CIBER Assessment showed that various actors in the Commodity Industry Groups are keen for dialogue with each other and government in stimulating growth and development of their industry.

HIV and AIDS are major issues in Zimbabwe, and if not addressed, will negatively affect competitiveness in the agriculture and agri-business sectors of the country. Therefore Zim-ACP has to consider HIV and AIDS, in the same way as gender and the environment, as a mainstreaming issue in its program. The entry point for mainstreaming HIV and AIDS should be inclusion of a training module in all ToTs and cascading processes.

Training of trainers in training programs can be enhanced by including a session on use of technology during presentations, varying facilitators and including videos that model good training practices. Zim-ACP has already started improving its trainings by incorporating these recommendations.

9. Challenges

Challenges under the components are provided below. They consist of four major sets:

1. The process of engaging the CIG stakeholders culminating in the development of the MOUs was long drawn. This is because it involved several meetings at which Zim-ACP had to outline its objectives to gain buy-in and approval for collaboration. The draft MOU submitted for review and discussion followed the established consultation processes of the organizations.
2. Delays in availability of STTAs for the CIBER Assessment Process
3. The plan was to start the CIBER Assessment process in early June so as to complete the initial steps by end of the quarter. There was, however, a delay of slightly over a month as the key resource person was not available due to assignment elsewhere.
4. Delays in procurement of STTA services

General Challenges

The most significant challenge to Zim-ACP operations for Quarter three (3) continues to be the delay in receiving USAID approval for the procurement of two (2) project vehicles. Without these resources, Zim-ACP will continue to incur unforeseen costs as a result of the extended delay in receiving USAID approval, and will be required to submit for CO approval, a 180-day extension to continue renting the project vehicle. If this occurs, by November 2011 Zim-ACP will have paid in vehicle rental costs the equivalent of the purchase price for one Ford Everest. With project activities anticipated to surge in Quarter 4, it will be increasingly important to obtain USAID approval for the procurement of the two vehicles. The request was submitted for approval to the CO on April 5, 2011.

10. Networking and Collaborations

Zim-ACP and Zim AIED held meetings to discuss how the two programs could implement trainings in a way that fosters collaboration rather than competition and duplication of efforts. The two programs agreed that Zim AIED trains specific producer groups to meet market requirements while Zim-ACP trains trainers and then collaborates with them to cascade demanded trainings within the commodity industry groups (CIGs). This approach helps both programs to exercise their skills and provide non-duplicated training.

Zim-ACP held a meeting with Technoserve to share information on the CIBER Assessment process that we were embarking on and invited the Mr Zhen, the Technoserve volunteer consultant, to participate in the meetings. Mr Avalot and Mr Gonese participated in the meeting with poultry farmers held on 6th July while Mr Zhen attended the meet held on 8th July with the pig producers.

Zim-ACP extended invitation to Zim-AEID to participate in its CIBER Assessment meetings. Mr. Mark Benzon attended the meeting held with the horticulture stakeholders held on 6th July whilst Dr. Nyoka participated in meeting held with the smallholder horticulture and poultry producers held on 7th July. Ms Mpofu attended the 15th July meeting held in Bulawayo with farmers from Matebeland North and South Provinces.

11. Finance and Administration

11.1 Overview

On May 31, 2011, Zim-ACP became a registered Trust, following on requirements for it to register as a PVO, which couldn't be done as a USAID/DAI project. The official process will enable Zim-ACP to register with the Zimbabwe Revenue Authority (ZMRA) for tax compliance, as well as begin paying taxes for its full-time Zim-ACP employees, who have to-date been contracted as independent consultants.

Due to the early demobilization (March 2011) of the former Director of Finance and Administration (DFA), in April 2011, the replacement DFA was recruited and scheduled to begin work in late May 2011. The new DFA has been budgeted and contracted for one year with the intention of handing over all finance and administration responsibilities to the Finance Manager and Procurement Manager by the third quarter of Zim-ACP's fiscal year two (June 2012).

Since the arrival of the new DFA on May 29, 2011, Zim-ACP has been aggressively establishing sound procurement, finance and operations procedures. The DFA has been working closely with the project finance and administration staff, providing daily guidance and training in order to achieve both capacity building and fully-trained experts for each of their respective areas of responsibilities.

In the areas of finance and accounting, Zim-ACP has established firm internal controls that ensure effective segregation of duties between requisitions, approvals for procurement, and payment of allowable operations and programmatic expenditures. This includes the implementation of approved travel and logistics costs for workshop planning, conferences, trainings, independent consultant agreements, office supplies, and expendable and non-expendable equipment. Proper field expense reporting and payment vouchers have also been established, bringing the project fully in line with international accounting standards, DAI internal policies and procedures, and complete project record keeping.

Throughout the third quarter, Zim-ACP refined and strengthen its procurement department to both streamline and guarantee that all contracts for materials and services be awarded on a full and open competitive basis to the maximum extent possible. To achieve this, Zim-ACP developed Policies, Procedures, and Practices (PPP) guidelines (2-3 page documents), which build off DAI internal procedures, and incorporate all relevant federal regulations and requirements for competition. Zim-ACP's procurement department will guided by the various statutes, regulations, and laws prescribed by the Federal Acquisition Regulations (FAR) and the United States Agency for International Development Acquisition Regulation (AIDAR), among others. To ensure procedural and communication integrity, Zim-ACP established an anonymous email address (ZIMACPSolicitations@dai.com) to be used for releasing Requests for Proposals (RFP), Request for Quotations (RFQ), and in responding to vendor questions through a generic email.

In the area of operations procurement, Zim-ACP finalized blanket purchase agreements (PO) with a local office supply vendor, a local law firm to ensure full compliance with Zimbabwe labour and tax laws, and the procurement of a 15 KVA generator. For programmatic procurement, purchase orders and independent consultant agreements were executed for TOT workshops, regulatory management reviews, and the co-facilitation of ToTs.

In other finance and administration areas, Zim-ACP developed inventory procedures for tracking and reporting, began customizing DAI's Field Operations Manual to set project schedule of authorities and office operations, and, with the project registration as a Trust finalized, began negotiating employment agreements that would be in line with local labor laws and country norms for severance and allowances.

11.2 Planned Activities for Quarter 4

- Zim-ACP anticipates the arrival of its IT package to occur in early July 2011. In preparation, Zim-ACP has been working with a local IT consultant and the DAI home office to begin setting up the office. The project expects to have a fully operating network, server and IT package by mid August 2011.
- With the MoU expected to be signed in Quarter 4, Zim-ACP anticipates a surge in program activities to occur in Quarter 4. The Finance & Administration staff will continue to strengthen and establish policies and procedures to ensure compliance, sustainability, and efficiency of project activities. The DAI Field Operations Manual for Zim-ACP will be customized and put in full motion once TAMIS and the IT server have been set up. This will ensure and streamline a complete standardization of procurement, travel, M&E, and the day-to-day management of the project.
- Zim-ACP plans to submit for approval one IT and TAMIS specialist to arrive in mid-August 2011 in order to set up the Zim-ACP server and VOIP (Voice Over IP), and to train staff on the use of TAMIS.
- Zim-ACP will continue to monitor and follow-up with USAID for the approval to procure project vehicles.

11.3 Finance Summary

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

12. Conclusion

As in our opening introduction, at the conclusion we must reiterate our concern about the continuing lack of signature to the MoU with the Ministry of Agriculture, Mechanization & Irrigation Development, at the same time that we find fine acceptance and collaboration otherwise. This being the case, we must maintain a non-overt approach to implementation until we are so authorized by the Ministry of Agriculture, Mechanization & Irrigation Development.

13. Planned Activities for the Next Quarter

13.1 Component One Activities for the Next Quarter

Component 1 activities in the forthcoming quarter will mainly be focused on completing the activities carried over from this quarter, namely:

CIBER Assessment

The process will continue into the second and third step of the CIBER Assessment process of the three CIGs (Poultry, Pigs and Horticulture). Dr. Rick Ernst will work with the core team of local consultants to guide them in undertaking the economic analysis and drafting of the economic papers and their synthesis into position white papers for advocacy. Dr. Ernst will be providing guidance and oversight while Mr. Raheem and Prof Rick Bernsten will provide remote office support reviewing the economic analysis papers.

The team of local consultants will guide the Pig, Poultry and Horticulture Commodity Industry Group in the use of the CIBER Assessment results and technical support in the design of advocacy action plans for adoption and implementation of the recommended interventions.

Engaging Stakeholders

Efforts to engage the leadership of all farmers' commodity associations for the various CIGs will continue. The thrust of the efforts will be to sensitize them and seek their participation in the studies that will be underway, namely, (i) the capacity assessment of the representative organizations and (ii) analysis of the agriculture sector stakeholders' knowledge and the assessment of regulatory management systems currently in place. The stakeholders will particularly be engaged to consider the research outputs so as to derive recommendations arising from the studies.

Organizations that have signed MOUs will be engaged to put into effect the collaboration envisaged in the MOU with particular focus on (i) developing action plans arising from the capacity assessments and (ii) mobilization of support for and participation in outputs of the CIBER Assessments.

Support will be provided to the Grain Commodity Industry Group to organize and hold a national Grain Indaba to the sector stakeholders to dialogue on current and emerging issues that have a bearing on the viability of the grain industry in the short- and medium-term. The Indaba will present an opportunity to Zim-ACP to engage the stakeholders for future activities.

Background Studies

The following C1 background studies will be implemented in the quarter:

- i. Capacity Assessment of the Organizational Capacity and Effectiveness of Farmers' Organizations and Commodity Associations for Dialogue, and Advocacy Service Provision leading to the Development of Action Plans to Address Identified Needs and Gaps;
- ii. An Analysis of the Agriculture Sector Stakeholders' Knowledge and Assessment of the Institutional Arrangements, Processes, Capacity; and
- iii. Performance of the Regulatory Management Systems for the Zimbabwe's Agriculture Sector.

Regulatory Research

The process of building the regulatory data base will continue hand in hand with the review of the regulations arising from (i) the CIBER Assessment process and (ii) requests received from the Livestock and Meat Advisory Council, which will be to assist in the identification of legislative acts and statutory

instruments that pertain to livestock. The purpose of the review will be to determine how they influence competitiveness of the livestock industry in local and external markets. The work will be guided by the findings from the study analyzing the agriculture sector stakeholders' knowledge and the assessment of regulatory management systems.

Capacity Building

Zim-ACP, in collaboration with Africa Lead and FANRPAN, will develop and hold a training workshop for building skills in facilitation and advocacy for champions, facilitators and leaders of the CIGs. The knowledge and skills gained will be applied in the design and implementation of advocacy action programs for the various CIBER Assessments outputs.

As part of building local capacity for the CIBER Assessment, Rick Ernst will facilitate a 2-3 day skill enhancing workshop for the Zim-ACP core team to be acquainted with cost modelling and applied economic analysis tools applicable in CIBER Assessments as well as approaches for synthesizing the ensuing economic papers into position papers for advocacy. Component 1 activities for the next quarter are summarized in the table 1.5 below.

Table 1.5 Component 1 Activities for the Next Quarter (July, August, and September)

<i>Work Plan Activities</i>	<i>Anticipated activities for the next quarter</i>	<i>Anticipated results/progress</i>
C1.1 Bench Marking and building background for dialogue	(i) Capacity Assessment of Organizational Effectiveness of Farmers' Organizations and Commodity Associations for Dialogue, and Advocacy Service Provision leading to the Development of Action Plans to Address Identified Needs and Gaps	Action Plans based on needs and gaps identified by Capacity Assessment to be developed
	(ii) An Analysis of the Agriculture Sector Stakeholders' Knowledge and Assessment of the Institutional Arrangements, Processes, Capacity and Performance of the Regulatory Management Systems for the Zimbabwe's Agriculture Sector	The study to provide information to be followed up in the ongoing regulatory research and identification of regulatory issues arising from the CIBER Assessment
C1.2 Setting-up and Initiating Stakeholder Consultative and Dialogue Forums	Consultation will continue with the CIGs to catalyze them for dialogue	The various CIGs will be mobilized for internal dialogue
C1.3 Building the knowledge and skills to strengthen analytical and lobbying capacity of farmers' organizations and representative bodies of agribusiness sector.	Rick Ernst will facilitate a 3-day skill enhancing workshop for the Zim-ACP core team to be acquainted with cost modelling and applied economic analysis tools applicable in CIBER Assessments as well as approaches for synthesizing the ensuing economic papers into position papers for advocacy	A core team of Zimbabwe will have the knowledge to undertake similar economic analysis
	Zim-ACP will collaborate with Africa Lead and FANRPAN to develop and hold a training workshop for building skills in facilitation and advocacy for core team, champions, facilitators and leaders of the CIGs	The participants will develop an advocacy action plan to be followed by Zim-ACP stakeholders.
C1.4 Implementing Internal Dialogue and Consultation with Value Chain Stakeholders on Constraints and Strategies for Addressing the Constraints and Advocacy	CIBER Assessment will continue with the economic analysis and draft of synthesis reports for the Pig, Poultry and Horticulture CIGs	It is anticipated to have a synthesis or position paper to be used for advocacy on issues affecting the Livestock & Meat and Horticulture CIGS
	Support to be given to Grain Millers' Association to organize and hold a Grain Indaba	The immediate issues facing the grain industry to be discussed to arrive at industry consensus on issues for dialogue with government, AMA
C1.5 Disseminating and Broadening the Dialogue on Regulatory Management Systems Reforms	This will be deferred to next quarter when outputs of CIBER Assessments are known	
C1.6 Holding Stakeholder Consultative and Feedback Forum	This will be deferred to next quarter when outputs of CIBER Assessments are known	

13.2 Component Two Activities for the Next Quarter

Component two activities in the 4th Quarter will mainly focus on completing the activities carried over from the 3rd Quarter and making follow up on the issues arising from the 3rd Quarter.

Agribusiness Finance Working Group

The Agricultural Finance Working Group will be initiated to be a standalone activity that brings together all stakeholders in the CIGs and finance sector to dialogue on the needs, options and opportunities for financing the agricultural sector for growth and prosperity to meet competitiveness challenges in local and external markets.

Background Studies

The following studies will be undertaken in the quarter:

- i. An inventory of existing and needed agricultural market institutional infrastructure, and a feasibility analysis for rehabilitating, restoring or expanding market institutional infrastructure
- ii. A Quantitative Analysis of and Options for Improving Zimbabwe's Agricultural Competitiveness 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.
- iii. Agricultural risk management options and identification of the key risks in agricultural production.

Table 1.6 Component 2 Activities for the Next Quarter (July, August, and September)

<i>Work Plan Activities</i>	<i>Anticipated activities for the next quarter</i>	<i>Anticipated results/progress</i>
C2.1 Conducting Study of Current Marketing Arrangements and Options for Improvement Institutions to Identify Options to be followed	A STTA will undertake study to develop an inventory of existing and needed agricultural market institutional infrastructure guided by the CIBER Assessments discussions with CIGs	The study will come up with the market infrastructure considered as needed by the CIGs
C2.2 Prepare Detailed Business, Investment and Implementations Plans for Market Institutional Infrastructure	This will be done once results of C2.1 study are known	
C2.3 Commodity Exchange in Zimbabwe (COMEZ) and Warehouse Receipts System	Activities deferred until USAID study is available	
C2.4 Supporting Emerging Commodity Associations	Activities combined with C1.4	
2.5 Agricultural Insurance Options	Zim-ACP will participate in meetings arranged by COMESA, FAO and Micro insure and APT on the weather-based index insurance	The meetings will enable Zim-ACP to identify and develop activities it can follow-up on.
	A STTA will undertake a study on agricultural Insurance cover 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 for consideration for the warehouse receipts system to function effectively.	Study to provide information on options that can be considered by CIGs
C2.6 Agricultural Finance	Agribusiness Finance Working group to be launched at meeting to be organized once MOU is signed.	The AFWG will bring together the agricultural finance sector, 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.

13.3 Component Three Activities for the Next Quarter

Quarter 4 activities for component 3 are focused on completing outstanding studies (assessing donor and GoZ agri-business programs, and demand for modules and willingness to pay). One ToT in training, one ToT in cotton grading and one ToT in post harvest handling of fresh produce and two ToTs in business are planned for the period. Zim-ACP will also contract rated trainers to cascade business trainings and reach 1,000 agribusiness enterprises. In addition, firm level assessments will be conducted and action plans for the first batch of 18 agribusiness firms will be developed.

Table 1.7 Component 3 Activities for the Next Quarter (July, August, and September)

<i>Work plan activities</i>	<i>Anticipated activities for the quarter</i>	<i>Anticipated results /progress towards results</i>
C3.1: Assess the coverage of new and existing donor funded and GoZ agri-business programs with STTA support	<p>Distribution of report to interested parties through the Market Linkages Association</p> <p>Develop training programs that complement programs that are being implemented by other donor and government-funded programs.</p>	<p>Final report will assist donors and GOZ to design agribusiness programs that better compliment existing ones</p> <p>Better coordinated donor and GOZ agribusiness programs</p>
C3.2 Assess demand for business modules and willingness to pay for training and recommend course costing with STTA support	<p>Finalization of the willingness to pay assessment report</p> <p>Finalization of priority/demanded business modules</p> <p>Fine-tune the costing calculator/ sheet in line with the level of willingness to pay along the value chain.</p>	Determination of training subsidy levels that are in line with the willingness to pay for training by supported agribusiness enterprises.
<i>Work plan activities</i>	<i>Anticipated activities for the quarter</i>	<i>Anticipated results /progress towards results</i>
C3.3.1: Conduct Training of Trainers in training courses	<p>Develop an SOW for co-facilitation of the Mutare ToT workshop</p> <p>Develop a budget and program for the ToT workshop</p> <p>Invite 20 trainees, mostly from the Eastern region of the country to attend the workshop.</p> <p>Implement the ToT workshop during the period 11 – 14 July.</p>	<p>20 (13 male, 7 female) trainers will be trained so as to improve their skills to deliver technical material.</p> <p>Zim-ACP will go on to support rated trainers to cascade trainings by providing training subsidies</p>
C3.3.2: Conduct Training of Trainers in business courses	<p>Develop a SOW for the ToTs in business workshops</p> <p>Adopt a module and organize all logistics</p> <p>Implement 2 ToTs in business workshops in August and September</p>	40 rated trainers will be trained to deliver demanded business modules.
C3.3.3: Training of trainers in cotton grading	Collaborate with ZFU in organizing a training for ninety eight (90 male, 8 female) farmer leaders 15 ZFU trainers (11 male, 4 female) to undergo a cotton grading training at the Cotton Training Centre in Kadoma during the period 25 to 29 July 2011.	Developed trainers in cotton grading will go on to cascade cotton-grading training in their resident communities. Trained ZFU officers will backstop and supervise the cascading process in all major cotton grading areas
C3.3.4: Training of trainers in post harvest handling of fresh produce	<p>Develop a SOW to subcontract Fresh Produce Marketers Association of Zimbabwe (FPMAZ) to organize and implement a Training of Trainers course in post harvest handling of fresh produce.</p> <p>FPMAZ, in consultation with Zim-ACP will identify 20 people to be trained as trainers from the horticulture CIG. The ToT is planned to take place during the first week of September in Harare.</p> <p>FPMAZ, in consultation with Zim-ACP will identify a suitable training module and a trainer with Zimbabwean knowledge and experience. FPMAZ will also develop a budget for the workshop and submit this to</p>	Developed trainers in post harvest handling of fresh produce will go on to cascade the training within the horticulture CIG.

	Zim-ACP.	
C3.4.1: Support cascading of trainings with rated trainers on a monthly basis in each province	<p>Agree with Certified trainers on trainings to be conducted, modules to be delivered and training schedules</p> <p>Support the cascading process through provision of modules and subsidies</p>	<p>1,000 people/ enterprises will be trained through a cascading process with 50% of the trained adopting new/ promoted technologies. The business modules to be delivered include farming as a business, entrepreneurship, marketing, business planning and management of people.</p> <p>The following projection is envisaged:</p> <ul style="list-style-type: none"> • August - 30 trainings, each lasting 2 days and targeting 20 participants • September - 30 trainings, each lasting 2 days and targeting 20 participants
C3.4.2: Support training of farmers in business related areas at the Harare Agricultural Show	<p>Develop SOWs for the trainings</p> <p>Identify suitable trainers and modules for the trainings</p> <p>Collaborate with ZFU and ZCFU to organize and implement 3 trainings at the Harare Agricultural Show</p>	Improved farm business management approaches by commercial farmers
<i>Work plan activities</i>	<i>Anticipated activities for the quarter</i>	<i>Anticipated results /progress towards results</i>
C3.5: Conduct selective inventory and assessment of agribusiness firms.	<p>Undertake a selective inventory of agribusiness firms on a national scale; map out the agribusiness firms and categorizing them by industry, market share, business size, employment levels and geographical spread with STTA support.</p> <p>Conduct an assessment/ analysis of organizational, management, financial and technical capacities of the first batch of agribusiness firms with the view to identify their needs and gaps, hence determining areas of support to the agribusiness firms.</p> <p>Develop action plans, including technical assistance and training for agribusiness firms that demonstrate the greatest potential for growth and increased competitiveness in the target CIGs.</p>	Action plans, including technical assistance and training requirements for the first batch of 18 agribusiness firms.
C3.6: Review and upgrade existing business training modules with STTA support	<p>Identify demanded business training modules that require review and upgrading</p> <p>Prepare scope of work for reviewing, upgrading existing business modules and developing new ones</p>	Upgraded/ developed modules will meet the requirements of program beneficiaries for improving the competitiveness of their businesses.
C3.7: Monitoring trainings in the provinces	<p>Design a simple monitoring form that will be administered by enumerators</p> <p>Test the monitoring form before use</p> <p>Recruit, train and deploy monitors to all trainings</p>	Monitoring trainings will enable the program to keep track of trainings in the field and make adjustments to program implementation or module content or structure, as required.

13.4 M&E Activities for the Next Quarter (July, August, September)

Tracking and reporting on attendance and feedback on program events will intensify this coming quarter as trainings and stakeholder consultations intensify. Direct training events and workshops will be monitored by Zim-ACP staff. This will involve administering evaluation forms and writing evaluation reports. Feedback will be given to event organizers to help improve ongoing and future events. Zim-ACP will deploy enumerators to monitor scheduled cascaded trainings. Enumerators will be given training registers and evaluation forms to administer during the training. Data from these will be collated by the M&E specialist. Zim-ACP will record and report on number (sex disaggregated) of participants in stakeholder consultations. The program will report on the number of policies and or regulations that are undergoing in the different stages of progression, from analysis to implementation. Number of experts producing position papers as well as the position papers presented at stakeholder public forums will be tracked. M&E data will be captured in TAMIS once the program is installed and staff is trained in using it. Zim-ACP will monitor implementation of action plans by organizations/institutions. A survey tool will be developed to assess application of new technologies or management practices by supported business enterprises. A report on the business leaders' perceptions' perception study is expected from David Irwin in early July. The report will be edited once received and comments will be sent to Irwin for finalization of the report. The findings of the study will be disseminated to stakeholders at an appropriate time and occasion during the fourth quarter. Gender awareness training will be conducted at all Training of Trainers events. Level of participation of women in program activities will continue to be monitored to ensure compliance with the 30% quota given in the gender strategy. To ensure buy-in on the gender strategy and incorporation of gender sensitivity in all dialogue, discussions, debates and advocacy activities, Zim-ACP staff and technical consultants involved in dialogue facilitation, will be trained on gender awareness training will be organized for late in the fourth quarter.

Zim-ACP is expecting delivery of its ICT equipment upon which our data management depends during the early part of quarter 4. The TAMIS specialist is also expected to set up TAMIS once the ICT equipment is in place. The installation of the ICT equipment will allow for the development of common folders and the integration of programmatic files into the common folders. Hard copies of the folders will be set up to mirror the common folders. The establishment of electronic and hard copy files is a deliverable arising from the data quality assessment. Indicator reference sheets will be improved by identifying the correct data sources. Written procedures for data collection, analysis and reporting will also be established in quarter 4.

Table 1.8 gives the summary of the M&E activities for the coming quarter.

Table 1.8 M&E Activities for the Next Quarter (July, August, and September)

<i>Work Plan Activity</i>	<i>Anticipated activities for the quarter</i>	<i>Anticipated results /progress towards results</i>
1.1.1 Monitoring of regulatory reform activities		
Keep a record of all events and participants attending		
Ensure the attendance register is completed by all participants for all events	Give out attendance register to every participant to complete during registration for stakeholder dialogues	Track the number of people (disaggregated by sex) and their organizations/sectors participating in stakeholder dialogue forums. Allows program management to take corrective action where some groups or sectors have been excluded
Record the number of policies/regulations/administrative procedures (including environmental) analyzed, drafted and presented for public/stakeholder consultation, presented for legislation/decrees, passed/approved	Tracking achievement on policy/regulatory reform	Tracking of progress on policy reforms will allow for reporting on three of the program's standard indicators
Enter the data in TAMIS	Capture progress on policy reforms in TAMIS	Awareness on targets achieved on the policy reform process
1.1.2 Monitoring resource mobilization through partnerships		
Discussions with partners (institutions, unions, commodity associations, business enterprises) to include resource mobilization for implementation of action plans	Ensure that action plans developed with partners (institutions, unions, commodity associations, business enterprises) following capacity assessments commit partners to mobilize resources towards implementing the plans	Keep track of and record value of resources leveraged through partnerships to allow for reporting under indicator 14. Ability to mobilize resources points towards program sustainability
Record information on the nature and value of contribution by each partner	Monitor and report on implementation of action plans	Allows for conclusion on sustainability of support
Enter the data in TAMIS	Capture progress on policy resource mobilization in TAMIS	Awareness on targets achieved on resource mobilization
1.1.3 Monitor training activities organized by Zim-ACP staff and/or STAs		
Record all individuals attending training events		

<i>Work Plan Activity</i>	<i>Anticipated activities for the quarter</i>	<i>Anticipated results /progress towards results</i>
Ensure the trainee register is completed by all trainees for all courses organized under Zim-ACP	Give out attendance register to every participant to complete during registration for training	Track the number of people (disaggregated by sex) and their organizations/sectors attending training. Allows program management to take corrective action where some groups or sectors have been excluded
Evaluate training and give feedback to facilitators and organizers	Give out evaluation forms to every trainee to complete during and/or at the end of the training. Write training evaluation report	Gives feedback on training progress as well as on achievement of training objectives
Enter the data in TAMIS	Capture data on training activities	Allows for collation of training data and communication to management in real time
Monitor cascaded training activities		
Hire and train enumerators on their role in monitoring cascaded trainings	Recruit and train college students for the monitoring	Get feedback on all the cascaded trainings
Deploy enumerators to monitor and evaluate scheduled trainings	Deploy enumerators to administer the enterprise intake form developed in the second quarter; as well as administer the training evaluation forms Supervise a sample of enumerators	Allows for tracking and reporting on cascaded trainings in terms of numbers, types (input supplier, processors etc) and location of business enterprises receiving training
Create a database of enterprises benefiting from Zim-ACP support	Collate data on business enterprises	Database to be used as a sampling frame for evaluating the impact of the program of business enterprise performance
Enter the data in TAMIS	Capture data on training activities	Allows for tracking and reporting on number and type of enterprises receiving training (Indicator 16)
1.2: Survey on business leaders' perceptions (BLP) of constraints to doing business		
Receive draft baseline report on business leaders' perceptions study	Study the report and give comments on the report to David Irwin to allow for finalization of the report	Report to be circulated to the 400 respondents to ensure their cooperation in future BLP studies
1.3 Ensure compliance with Zim-ACP gender strategy		
Organize a gender awareness session for Zim-ACP staff	Identify a gender specialist and work with procurement section to secure their services	The gender awareness training will ensure buy-in on the gender strategy which is necessary for successful implementation
Conduct gender awareness training during Training of Trainers courses	Gender awareness training to be included in planned Training of Trainers courses under Component 3	The training is intended to ensure that gender is mainstreamed during cascading of business and technical training
Track compliance with Zim-ACP gender strategy	Collate data on proportion of women participating in Zim-ACP events and give feedback to component leads	Ensure that there is a deliberate effort towards promoting women participation in program events

<i>Work Plan Activity</i>	<i>Anticipated activities for the quarter</i>	<i>Anticipated results /progress towards results</i>
1.4 Monitor implementation of action plans by business enterprises, unions, associations, market infrastructure institutions		
Report on number of institutions/organizations (institutions include private for-profit institution or firm; private non-profit organization) undergoing capacity/competency assessments	Monitor institutions/organization assessments and ensure that developed action plans contain milestones to allow for tracking of improved performance	Provide data for reporting on indicator 11 –number of market infrastructural institution and firm action plans developed
Report on number of institutions/organizations (institutions include private for-profit institution or firm; private non-profit organization) undertaking capacity/competency strengthening	Report on assessed institutions whose action plans are implemented	Provide data for reporting on indicator 10 –number of market institutions and enterprises supported
Report on number of institutions/organizations (institutions include private for-profit institution or firm; private non-profit organization) that, as a result of USG assistance are making significant improvements	Monitor institution/organizational performance on agreed milestones (in action plan) on governance, management practices, human resources, financial resources, service delivery, external relations	Provide data for reporting on indicator 9 –number of market infrastructure and institutions making significant improvements based on recommendations made via USG supported assessment
Report on change in client coverage and/or customer outreach of supported institutions/associations/firms	Ensure that questions on client coverage and/or customer outreach are included in the protocol to be used during the capacity/competency assessments	Provide data for reporting on indicator 8 –increase in client coverage of supported institutions/organizations
1.5 Organize an adoption and impact study of supported business enterprises with STTA support		
Design SOW for local research company in collaboration with procurement and use prequalified firms to send RFP	Design SOW to give details of expected deliverables of the study	Ensure compliance with procurement procedures
Agree on methodology (including sampling technique, tool for data collection etc), data analysis (tables to be generated) and presentation and report structure	Negotiate with potential supplier on technical and budgetary issues	Agree on deliverables and calendar of events
Manage the study	Keep track of field work data collection to ensure timely collection of quality data	Provide data for reporting on indicators 2, 12, 13 –program impact at business enterprise level

14. Annexes

- 14.1 Events and meetings attended by programmatic staff
- 14.2 MOUs signed
- 14.3 Minutes of meetings with stakeholders
- 14.4 Capacity Building for Dialogue, Advocacy & Regulatory Reforms Report
- 14.5 Capacity Building for Dialogue, Advocacy & Regulatory Reforms Report
- 14.6 Task team's recommendations
- 14.7 Preliminary Inventory of Regulatory Research
- 14.8 CIBER Assessment process
- 14.9 Training of Trainers reports
- 14.10 Training of Trainers evaluation reports
- 14.11 Zim-ACP Database of trainers
- 14.12 Technical Papers by LMAC
- 14.13 Coming Events Calendar
- 14.14 Weekly Activities Meeting Minutes
- 14.15 Monthly Management Meetings Minutes
- 14.16 Scopes of Work
- 14.17 Financial Actuals