



**GOVERNMENT OF THE REPUBLIC OF ZIMBABWE**

**and**

**FOOD AND AGRICULTURE ORGANIZATION OF THE  
UNITED NATIONS**



**COUNTRY PROGRAMME FRAMEWORK 2012 - 2015**

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## LIST OF ACRONYMS

ACWG	Agricultural Coordinating Working Group
AGRITEX	Department of Agricultural, Technical and Extension Services
AIDS	Acquired Immune Deficiency Syndrome
AMA	Agricultural Marketing Authority
CAADP	Comprehensive Africa Agriculture Development Programme
CGIAR	Consultative Group for International Agricultural Research
COMESA	Common Market for Eastern and Southern Africa
CPF	Country Programme Framework
CSO	Central Statistical Office
DfID	Department for International Development
DRR/M	Disaster Risk Reduction and Management
ECHO	European Commission Humanitarian Aid and Civil Protection Office
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FAOR	Food and Agriculture Organization of The United Nations Representative
FEWSNET	Famine Early Warning Systems Network
FNC	Food and Nutrition Council
GDP	Gross Domestic Product
GMB	Grain Marketing Board
GNU	Government of National Unity
GPA	Global Political Agreement
GoZ	Government of the Republic of Zimbabwe
HDI	Human Development Index
HIV	Human Immuno-deficiency Virus
HQ	Head Quarters
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IOM	International Organization for Migration
LVS	Livestock and Veterinary Services
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MAMID	Ministry of Agriculture, Mechanization and Irrigation Development
MENRM	Ministry of Environment and Natural Resources Management
MEPD	Ministry of Energy and Power Development
MEPIP	Ministry of Economic Planning and Investment Promotion
MF	Ministry of Finance
MHCW	Ministry of Health and Child Welfare
MLGRUD	Ministry of Local Government, Rural and Urban Development
MLRR	Ministry of Lands and Rural Resettlement
MLSS	Ministry of Labour and Social Services
MWAGCD	Ministry of Women's Affairs, Gender and Community Development
MWRMD	Ministry of Water Resources, Management and Development
MTP	Medium Term Plan
NGO	Non-Governmental Organization

OCHA	Office for Coordination of Humanitarian Affairs
PASS	Poverty Assessment Study Survey
PLHIV	People Living with HIV
SADC	Southern African Development Community
SSI	Small Scale Irrigation
TAD	Trans-boundary Animal Disease
TCP	Technical Cooperation Programme
TCPL	Total Consumption Poverty Line
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund
UN WOMEN	United Nations Entity for Gender Equality and Empowerment of Women
USAID	United States Agency for International Development
USD	United States of America Dollars
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation
ZDHS	Zimbabwe Demographic Health Survey
ZIMPARKS	Zimbabwe Parks and Wildlife Management Authority
ZIMSTATS	Zimbabwe Statistical Agency
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

## PREAMBLE

This document constitutes the Food and Agriculture Organization of the United Nations (FAO) Country Programme Framework (CPF) 2012-15 for providing medium-term support to the Government of the Republic of Zimbabwe (GoZ) in the areas of food and nutrition, agriculture, natural resources management and rural development. It is aligned with the Government's priorities as expressed in the Medium Term Plan (MTP, 2011-2015) and other policy documents and regional development frameworks. The CPF is based on the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) agreed between the GoZ and the United Nations Country Team (UNCT) in 2011.

The ZUNDAF document clearly stipulates the food and nutrition, agriculture, natural resources management and rural development programme areas in which FAO should provide leadership and/or participate. These development areas and issues constitute the set of medium-term priorities for FAO assistance to the country. They were identified through the ZUNDAF consultative processes that involved relevant ministries and departments of the GoZ and non-state actors such as farmer organizations, the private sector, civic society and resource partners. In addition, key global, regional and national framework documents were reviewed and incorporated accordingly. These include the Millennium Development Goals (MDGs), the Comprehensive Africa Agriculture Development Programme (CAADP), the Common Market for Eastern and Southern Africa (COMESA) and Southern African Development Community (SADC) food security and natural resources framework documents. Further consultations were held with state and non-state actors to review the draft CPF document.

The overarching national development goal to which the CPF will contribute is *improved food and nutrition security at national and household levels*. This will be achieved through implementing a programme structured around three priority areas: (i) policy frameworks; (ii) sustainable agricultural productivity and competitiveness; and (iii) disaster risk reduction and management. In addition, two cross-cutting themes - gender and the impact of HIV/AIDS - have been identified as overarching programme components critical to the achievement of food and nutrition security. The priority areas and their corresponding outcomes which comprise the CPF are summarized below.

## CPF Priority Areas and Outcomes

<b>Impact:</b> Improved food and nutrition security at national and household levels in Zimbabwe		
CPF Priority Areas and Outcomes		
<i>Priority A</i> Policy Frameworks	<i>Priority B</i> Sustainable Agricultural Productivity and Competitiveness	<i>Priority C</i> Disaster Risk Reduction and Management
<i>Outcome:</i>  A - Improved land, agriculture and climate change policy environment	<i>Outcomes:</i>  B1 - Improved capacity of national institutions dealing with food and nutrition, agriculture, agricultural water management, land, fisheries and forestry B2 - Increased agricultural commercialization in the smallholder sector B3 - Improved rural and urban agricultural infrastructure B4 - Improved coordination, information generation and management in the agricultural, water and land sectors	<i>Outcome:</i>  C - Improved preparedness for effective response to agriculture, food and nutrition threats and emergencies
Cross-Cutting Issues: Gender and HIV/AIDS  <i>Outcome</i> – Improved mainstreaming of gender and HIV/AIDS into all programmes		

## Implementation Arrangements

Effective partnerships will be key to successful implementation. The CPF will thus be implemented in partnership with relevant line ministries, other UN agencies, private sector, civil society and resource partners. Specific partnerships will vary depending on the programme component. The programme will be placed under the co-ownership of the GoZ and FAO. The FAO Representative (FAOR) in Zimbabwe will take leadership and responsibility for the implementation of the CPF on behalf of FAO.

An unwavering focus on the attainment of specified results will be the cornerstone for implementation. To this end, FAO will together with GoZ and other partners endeavour to provide high quality technical support for the efficient, cost effective implementation of the programme. A comprehensive Monitoring & Evaluation (M&E) framework will be developed to guide the performance management of project activities, outputs and outcomes. M&E will facilitate accountability to all the stakeholders (donors, government departments, development partners and direct beneficiaries). Information from M&E will also be used routinely to strengthen the implementation of the programme, and will thus provide a valuable basis for continuous learning.

Feedback from all stakeholders will be the cornerstone for M&E, as well as for continuous learning and improvement. Key M&E tools to be used will include scheduled surveys and reviews that will be undertaken periodically, including baseline surveys, annual and mid-term reviews, and end of project evaluations. Feedback will also be sought from partners through *ad hoc* surveys and meetings.

To ensure two-way communication, information about progress on projects as well as findings of M&E exercises will be shared with farmers and other stakeholders through various fora which will provide opportunities for dialogue. These will include the National Agriculture Steering Committee, the MTP national cluster fora, Agricultural Coordination Working Groups (Livestock, Conservation Agriculture, Irrigation, Garden, Nutrition Cluster and Food Aid) as well as provincial fora. Quarterly progress reports will be produced and shared with stakeholders.

The M&E activities will be undertaken by FAO and partners, and will also include some independent evaluations. A working group will be set up to oversee monitoring and evaluation and will comprise M&E officers from all the implementing partners, chaired by FAO. The M&E subcommittee will report to the ZUNDAF M&E Team that is responsible for overseeing agriculture, land and environment issues. This committee comprises senior officials of the GoZ and the UNCT.

The estimated budget for the implementation of the CPF is about USD 282 million. This will be funded through financial contributions from FAO's Technical Cooperation and Tele Food Programmes, donors, technical partners and in-kind<sup>1</sup> contributions by the Government of the Republic of Zimbabwe.

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**Honourable Senator Dr J. M. Made (MP)**  
Minister of Agriculture, Mechanization  
and Irrigation Development

.....  
**Dr. Gaoju Han**  
Food and Agriculture Organization  
of the United Nations Representative

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<sup>1</sup> In-kind contributions include staff, equipment, transport, taxes, etc.

## **1. INTRODUCTION**

The Country Programme Framework (CPF) is a planning and management tool for providing medium-term support by the Food and Agriculture Organization of the United Nations (FAO) to Zimbabwe in the areas of food and nutrition, agriculture, natural resources management and rural development. It is aligned with the Government's priorities as expressed in the Medium Term Plan (MTP, 2011-2015) and other policy documents, the Ministry of Agriculture, Mechanization and Irrigation Development (MAMID), the Ministry of Lands and Rural Resettlement (MLRR) and the Ministry of Environment and Natural Resources Management (MENRM) strategic priorities and regional development frameworks. The CPF is based on the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) 2012-2015 agreed between the Government of the Republic of Zimbabwe (GoZ) and the United Nations Country Team (UNCT).

The CPF aims to: (i) improve the effectiveness of FAO's limited resources, which should be targeted to ensure catalytic effects and impact, leading to, whenever possible, additional resources from other sources; (ii) strengthen and develop FAO Zimbabwe partnerships – with the Government, other United Nations agencies in the country, other development actors, namely donors, private sector and civic society organizations, and with FAO units from Headquarters and the Regional and Sub-Regional Offices; (iii) support the mobilization of resources for food security and agricultural, fisheries and forestry development; and (iv) strengthen the mobilization of resources for the FAO country programme.

FAO is committed to working in close collaboration with the GoZ, other UN agencies and resourcing and technical partners to provide more effective assistance using the CPF as a strategic tool. The CPF, being based on agreed government priorities articulated in the ZUNDAF, recognizes the accepted international principle that successful development processes must be driven and owned by countries themselves (Rome, 2002, Paris, 2005, Accra, 2008 and Busan, 2011). Since 2011, FAO has embraced the Results-Based Management (RBM) approach which focuses on measurement of results and lessons learning.

FAO's mandate, strategic objectives, experiences and comparative advantage, as well as the ongoing and planned contributions of other partners were examined, with a view to assessing the gaps to which FAO could best contribute.

## **2. SITUATION ANALYSIS**

### **2.1 Zimbabwe Macro-economic and Social Situation**

#### **2.1.1 Macro-economic situation and trends**

From the year 2000 to 2008, Zimbabwe experienced severe macro-economic instability, characterized by hyperinflation. The Gross Domestic Product (GDP) declined by over 40 percent during this period (IMF, 2009), and agricultural output shrank. As a result, the country has become a net importer of food, while a large proportion of the population has had to rely on food aid. This decline contributed to worsening poverty and high unemployment. As economic

growth declined, so did formal employment. This resulted in substantial job losses and the “informalization” of the economy. More women (53 percent) were employed in the informal sector than men (47 percent), with 44 percent of those employed in the informal sector living below the Total Consumption Poverty Line (TCPL), compared to 36 percent of the formal sector (PASS II, 2003). Per capita GDP declined from over USD600 in 2000 to USD434 in 2010. Although data on employment are not readily available due to informalization of the economy, underemployment and unemployment combined is currently estimated at 95 percent.

With the signing of the Global Political Agreement (GPA) in September 2008, the formation of a Government of National Unity (GNU) and adoption of a multi-currency regime in early 2009, stability returned to the political and macro-economic environment. Inflation was soon under check and the economy grew by 5.8 percent in 2009, 8.1 percent in 2010 and an estimated 9.3 percent in 2011 (MF, 2010 and 2011). This was attributed mainly to the strong performance of the mining and agriculture sectors.

### **2.1.2 Social development, poverty and vulnerability**

Declining agricultural output due to uneven rainfall distribution in most of the seasons up to 2011/2012, coupled with a fragile macro-economic environment, high unemployment, weakened social protection systems and the HIV/AIDS epidemic, have resulted in a high incidence of poverty and vulnerability among the population. The latest poverty assessment was conducted in 2003 (PASS II), and showed that the proportion of households living below the TCPL increased from 42 percent in 1995 to 63 percent in 2003. The poverty situation is likely to have worsened between 2003 and 2008 because of the deteriorating macro-economic situation, impact of HIV/AIDS, significant decline in agricultural productivity and falling real incomes, shortages and high cost of basic foodstuffs and other commodities. HIV prevalence among the adult population aged 15-49 years stood at 14.3 percent in 2009, while inequality, as measured by the Gini-coefficient, worsened from 0.53 in 1995 to 0.61 in 2003 (PASS II, 2003), improving to 0.51 in 2009.

The poverty challenge in Zimbabwe has worsened the human development index, human poverty index and the food and nutrition security situation. Zimbabwe is, therefore, unlikely to achieve MDG 1 on halving hunger and extreme poverty by the year 2015. Zimbabwe’s human development index (HDI) of 0.410 is in the low human development category, having declined from 0.468 in 1995 (UNDP, 2010; GoZ and UNCT, 2010).

Natural disasters such as droughts and seasonal floods have been occurring at a frequent rate in the past few years. These are threats to agriculture, food and nutrition security and the environment. FAO will assist Government and non state agencies by strengthening the state of preparedness and response to such disasters when they occur and building resilience to such threats. This will entail strengthening of disaster risk reduction and management policy frameworks, early warning systems and DRR/M institutions and support to vulnerable households with agricultural inputs and productive assets following a disaster.

## 2.3 Food and Nutrition Security, Agriculture and Natural Resources Management

### 2.3.1 Food and nutrition security

In the 2010/2011 agricultural season, Zimbabwe produced a total of 1,451,629 tonnes of maize and 53,000 tonnes of wheat against an annual national requirement of about 1,800,000 million tonnes of maize and 450,000 tonnes of wheat (GoZ, 2012). In the past ten years, the country has failed to produce enough food to meet its needs and has had to rely on imports. General poverty and chronic food and nutrition insecurity have led to reduced diversity of household consumption and increased prevalence of chronic malnutrition, especially among women and young children.

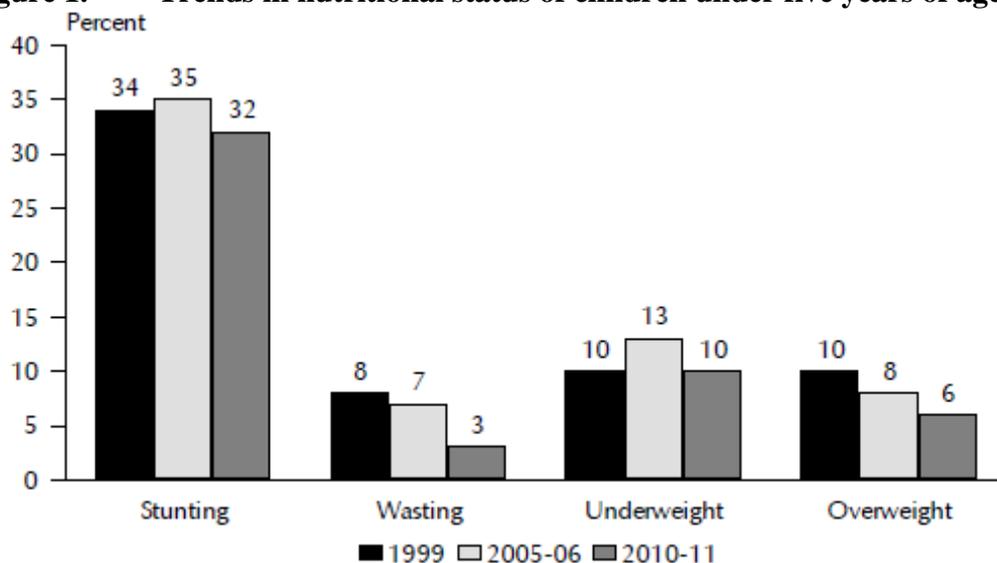
Zimbabwe's nutritional status has not changed much over the last ten years and chronic malnutrition (stunting) remains a major challenge. The country has a double burden of malnutrition, where



less than 10 percent of children aged 6–24 months consume the minimal acceptable diet (FNC and MHCW 2010), while 6 percent of children under the age of five are over-weight (ZDHS, 2010-11). Approximately one in three children (32 percent) is stunted (ZDHS, 2010-11), while one in three pregnant women is anaemic (CSO, 2005). Children living in

rural areas are more likely to be stunted and underweight than those in urban areas (FNC, MOHCW, 2010). Trends in malnutrition rates among children under five years of age from 1999 to 2010-11 are shown in Figure 1. These trends are due to a combination of reduced food availability caused by poor agricultural performance, lower access to food due to high levels of poverty and poor food utilization due to lack of knowledge on how to use the available food.

**Figure 1. Trends in nutritional status of children under five years of age**



Source: ZDHS, 2010-11

Over the past three years, the proportion of food and nutrition insecure rural households at peak (January to March) ranged from 17.8 percent in 2010 to 11.9 percent in 2011/2012 (ZimVAC, 2012). Livelihood indicators in urban areas have also shown signs of progress. The prevalence of food and nutrition insecure households amongst the low income urban communities (high density and peri-urban areas) decreased significantly from 33 percent in 2009 to 13 percent (ZimVAC, 2011). Following the 2011/2012 poor harvest season in which the country produced about half of its national maize requirements, an estimated 1.7 million people will need food aid before the next harvest.

HIV/AIDS has adversely affected agricultural production by reducing labour availability and increasing expenditure on health, thereby reducing income to purchase goods, services and food at the household level. The impact of HIV/AIDS has been particularly felt by women as they provide 70 percent of agricultural labour, while they constitute 55 percent of people living with HIV (PLHIV) (MHCW, 2009). Women are the major care givers for the sick and this has impacted negatively on food and nutrition security as women play a crucial role as food producers and processors. Poor water and sanitation and healthcare-related issues compound the chronic food insecurity. Therefore, FAO will seek to promote gender-sensitive interventions to achieve greater household dietary diversity and improved nutrition, particularly for the most vulnerable groups, including children, the elderly and people infected and/or affected by HIV/AIDS.

The National Food and Nutrition Security Policy for Zimbabwe was approved in August 2012. The policy espouses a multi-sectoral approach to address food and nutrition insecurity, the right to food, the MDGs, mitigation of the effects of shocks to food and nutrition security, especially for the most vulnerable, and establishment and strengthening of national structures responsible for food and nutrition security. FAO will work to strengthen the capacities of the national and sub-national structures of the recently established Food and Nutrition Council (FNC) and early warning systems as part of its disaster risk reduction and management priority area.

## 2.3.2 Agricultural performance

### *Role of Agriculture in the Economy*

Agriculture occupies a central place in the Zimbabwean economy, contributing 16-20 percent of GDP. In addition, it contributes over 40 percent of national export earnings and 60 percent of raw materials to agro-industries (GoZ, 2011). Over 70 percent of the population derives its livelihood from the agriculture sector directly and indirectly. Agriculture-related formal employment supports a third of the formal labour force.

The role of agriculture varies with different sub-sectors and commodities. Prior to the year 2000, Zimbabwe's agricultural sector had a dualistic nature, comprising large scale commercial farmers and the smallholder sub-sector. The land reform programme has resulted in the creation of small to medium-sized land holdings from what was previously large scale commercial farms. Zimbabwean agriculture is now dominated by small scale farmers, characterized by low productivity and uncompetitive production systems. Communal, old resettlement and some A1 farmers largely depend on agriculture for their livelihoods.

### *Policies*

Zimbabwe's Medium-Term Plan (2011-2015) policy on agriculture is to ensure food and nutrition security at household and national level, improve agricultural productivity, increase production for export, strengthen agricultural financing infrastructure and farmer support institutions, promote improved natural resources conservation in the production systems and strengthen research and extension service delivery (GoZ, 2011). Zimbabwe does not have a functional long-term agricultural policy as the one that was crafted in 1995 to cover the period up to 2020 was rendered non-operational by the changes brought about by the land reform programme. A draft agricultural policy, developed with assistance from FAO, is currently going through the approval processes.

The land issue has not been satisfactorily resolved, particularly continuing use of legal and extra-legal mechanisms of land acquisition for resettlement, inadequate security of tenure, weak market-based land transfer mechanisms, inadequate development of support institutions, hazy and inconsistent procedures of land administration, and unclear compensation models for current and future displaced farmers. FAO has worked with the Government in the past to draft irrigation policies. The Government is developing a new Irrigation Policy and FAO will assist with the process if required. Stakeholders have agreed on the need to develop gender sensitive land and climate change policies. Therefore, FAO will support efforts to improve the policy environment in agriculture, land, fisheries, irrigation, forestry and climate change.

### *Agricultural production and productivity*

Zimbabwe's farming sector has potential to produce surpluses of cereal and legume crops, and considerable amounts of cash crops. However, there has been a negative trend in the production of maize and wheat, the main staple cereals among others, in the period leading to and after the

2000 Fast Track Land Reform and Resettlement Programme (Ministry of Finance, 2011). Production trends of some of the major crops are summarized in Table 1 below.

**Table 1: Trends in production ('000 tonnes) of selected crops (1994-2012)**

<i>Crop</i>	<i>1994</i>	<i>2000</i>	<i>2005</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
Maize	2,109	1,620	905	471	1,240	1,328	1,452	968
Small grains	205	77	66	93	270	200	156	109
Wheat	239	350	229	39	48	41	42	na
Tobacco	180	200	83	70	59	123	131	144
Horticulture	34	64	60	60	35	43	na	na

Source: 2<sup>nd</sup> Round Crop & Livestock Assessments (various years), MAMID, FAOStat

Some of the key policy drivers of production trends in the country have been controlled prices for agricultural inputs and commodities. Controlled prices of maize and wheat led to a gradual switch by the large-scale commercial farmers from producing them to other non-price-controlled crops such as tobacco and cotton. Low productivity is also prevalent for most commodities due to lack of domestic and foreign investments into agriculture with the deteriorating economic conditions, recurrent droughts and over-reliance on rain-fed agriculture.



The recent increases in production of most major crops have been driven by an increase in area cropped, while productivity as measured by yields and cost efficiency has either stagnated or declined. For example, maize yields have averaged 800kg/ha during the period 2000-2011. The

average yields of small grains are currently around 300kg/ha. As most of these crops are now produced by smallholders, it is necessary that the CPF focuses on improving productivity, competitiveness and promotion of market linkages to improve commercialization of the smallholder sector.

Zimbabwe has many underutilized small-medium sized dams and dilapidated small irrigation schemes that could be used as a basis for increased productivity and production of high value commodities by smallholders. Similarly, many irrigation facilities on former commercial large scale farms are in a state of disrepair. An appropriate response to increased incidences of erratic rainfall seasons due to climate change call for a multi-pronged strategy, focusing on an appropriate climate change policy as well as improved natural resource management programmes such as conservation agriculture and irrigation development. FAO assistance in building the human capacity and infrastructure of the Department of Irrigation will be necessary. Other agricultural production and marketing infrastructure such as pack houses, dip-tanks and livestock sale pens are dilapidated and in need of rehabilitation.

Livestock and fisheries contribute about 40 percent of the agricultural GDP (MAMID, 2009 – unpublished estimates) and play an important role in the national agricultural economy and as sources of animal protein necessary to achieve balanced diets. However, their contribution to national agricultural sector performance is not fully recognized compared to that of the crop sub-sector. About 80 percent of the cattle, sheep, goats and donkeys are owned by the smallholder farmers. Smallholder farmers do not keep livestock for the primary purpose of producing animal products but for providing services such as draught power, milk and manure for cropping and as stores of wealth. Most of these indirect products and services are not included when computing the role of livestock in the agricultural economy.

In common with cropping, productivity levels for livestock are low. For example, the calving rates of cattle are 45 percent per annum or less, while milk yields average 7kg/cow/day. There is potential to double these productivity levels as demonstrated under commercial farming conditions in the past. The reasons for the poor performance include poor nutrition, animal disease outbreaks and general poor management. FAO has been involved in supporting smallholder farmers with rehabilitation of dip tanks as well as vaccinations for major diseases such as Foot and Mouth and Newcastle Diseases.

The fisheries sub-sector has remained marginalized, despite the fact that Zimbabwe has an estimated 10,700 large-medium sized dams covering 3,910 km<sup>2</sup> (Zimparks, 2011). FAO estimates that the *per capita* fish consumption in Zimbabwe is 1.2kg/year, whilst a total of 2,000 tonnes of fish were exported between 2009 and 2010 (MAMID, 2010). Fisheries of commercial importance are in Kariba, Chivero, Manyame, Mutirikwi and Mazvikadei. Kariba contributes about 90 percent of the country's fish production, providing mostly Kapenta (Marshall, 2005). Zimbabwe is exploiting 114 indigenous fish species and 30 exotic species (FAO, 2006), with trout, kapenta, tilapia, catfish and carp at the forefront. The fisheries sub-sector has a potential role to play in balancing diets of rural as well as urban communities.

### *Marketing of agricultural commodities*

Since 2009, the marketing of all agricultural commodities has been deregulated, with the Grain Marketing Board (GMB) maintaining a minimum floor price on maize and wheat as a buyer of last resort. However, farmers have yet to benefit from the liberalized marketing regime except for tobacco producers, as they are finding it difficult to sell their produce, even to the local market, since they cannot compete with imported commodities. This has resulted in the GMB



playing the role of buyer of first resort where Government-announced floor prices for grain are way above the price of imported commodities. As a result, farmers have had to rely on selling their produce in the local communities and informal marketing systems (GoZ, 2012). There has been an increase in informal marketing systems and emergence of middlemen in most smallholder marketing channels. These systems usually work to the detriment of smallholder farmers as they are typically characterized by weak information systems on market conditions; spot market transactions with inadequate mechanisms for risk management; limited coordination between input delivery, farm finance and commodity sales; and small businesses with limited influence on market rules and regulations.

The reasons for the non-competitiveness of Zimbabwean agricultural commodities include high cost of inputs, inefficient production systems, high post-harvest losses, lack of proper

marketing infrastructure and ineffective marketing policies. Low productivity is the major problem.

Government, through the Agricultural Marketing Authority (AMA), private sector, NGOs, FAO and other development partners, has been promoting market linkages through various types of contract farming and out-grower schemes for cash crops and some cereals such as maize. The success of these schemes has varied with commodity. Tobacco is probably the most

successful, while cotton has been facing challenges due to a marked decline in prices on the world markets. Other challenges of contract farming include side-marketing by farmers, especially when yields are lower than expected and late or partial delivery by contractors. FAO will continue to promote market linkages for smallholder farmers as part of its strategy to promote commercialization.

*Agricultural institutions and support services*

General institutional constraints have negatively affected the performance of the agricultural sector. These include deficiencies and duplication in the public institutional set up and organizational structures, weak linkages and inadequate coordination mechanisms. There are four agricultural-related ministries dealing with agriculture, land, natural resources management and water resources management and development namely MAMID, MLRR, MENRM and MWRMD. Among and within the ministries there are areas of duplication in roles which result in inefficiencies. This calls for enhanced coordination among the public institutions as well as non-state actors to enable the whole sector to function efficiently. The National Agriculture Steering Committee, chaired by a Principal Director from one of the departments in MAMID and with members from other MAMID departments and representatives of key donors, FAO, WFP, local and international NGOs, farmers' unions and private sector, provides a link between Government and agricultural stakeholders, including producing guidelines on input support levels at the beginning of each agricultural season. The CPF will focus on strengthening this committee and coordination of the sector in general as one of the major outcomes necessary for improved performance of the agricultural sector.

The agricultural support services include research, extension, information and financing. Up to the time of the fast track land reforms, the public extension services mainly focused on smallholder farmers, while large scale commercial farmers catered for themselves through consultants and commodity associations. The creation of small- to medium-sized land holdings (A1 and A2 farms) from what were previously large scale commercial farms, has expanded the mandate of the public extension services. The farmers have become more heterogeneous, both in production orientation and productivity, requiring varied approaches to adequately satisfy their needs. In addition, the country has experienced a marked brain-drain, which has

negatively affected the quality of agricultural research and extension. This has resulted in demand for extension and other agricultural services outstripping supply. Although resourcing partners have worked through NGOs to provide some extension services to smallholder farmers, the technical capacities of NGOs have not measured up to the needs of farmers. Similarly, farmer organizations such as unions and commodity associations who used to provide extension to commercial farmers no longer have the capacities to provide such services. Therefore, the public research and extension institutions and farmer organizations need to be strengthened if they are to play their traditional roles



effectively. Areas of capacity building include gender disaggregated agricultural information management and utilization, improved mobility of field extension staff and rehabilitation of research equipment and laboratories, among others.

There is currently an inadequate, and in some cases, asymmetric agricultural information system. The available information is usually out-dated, fragmented, of poor quality with limited gender disaggregation and not easily accessible. Lack of adequate and timely information is compromising decision-making and coordination at all levels, thus increasing the risks of production and marketing. Other factors compounding information collection and analysis in agriculture-related ministries has been lack of resources. FAO has been supporting MAMID and will continue to strengthen agricultural and land information systems.

Agriculture is highly underfunded as it cannot compete with other short-term sectors such as the retail trade under the current conditions of liquidity shortages. Zimbabwe has had many forms of agricultural finance and credit schemes, including crop input and equipment loan schemes run by parastatals, private contract farming arrangements and commercial bank lending, especially in the post-2000 era. The various schemes were uncoordinated and inadequate, and tended to discriminate against smallholder farmers, who typically have limited security or other forms of collateral. The land tenure system following the land reform programme, especially the non-securitization of land, has made it difficult for banks to advance loans to agriculture. This provides further justification for supporting work on land policy and the need for gender-sensitive programmes aimed at improving women farmers' access to credit and inputs.

### **2.3.3 Natural resources management**

Zimbabwe is endowed with a large variety of natural resources, spanning wild life, forests, land, water and minerals. Although Zimbabwe has a robust natural resources management framework, the overexploitation of natural resources has led to severe land and environmental degradation in most parts of the country. This is compounded by lack of a clearly defined natural resources and environmental management implementation plan following the land reform programme. Zimbabwe has experienced environmental degradation, soil erosion and water pollution from deforestation and illegal mining activities, as some beneficiaries of the land reform programme seek additional sources of livelihood. The fragmentation of functions related to food, agriculture, forestry and fisheries across ministries has compounded an already difficult situation.

Some of the specific environmental problems include:

- Deforestation, especially in the communal and resettlement areas as wood is the main source of energy for domestic purposes and increasingly for curing tobacco in newly resettled areas. Zimbabwe lost an average of 327,000 ha of its forest cover or 1.48 percent per year between 1990 and 2010, equivalent to a total of 29.5 percent of its forest cover or around 6,540,000 ha (FAO, 2010);
- Massive soil erosion and soil mining as a result of deforestation and poor farming practices. Rates of soil formation in Zimbabwe are very low (e.g. 400 kgs/ha/year), whereas rates of soil erosion are much greater; estimates of average soil losses on crop lands and grazing areas on commercial farms are 5 tonnes/ha/year and 3 tonnes/ha/year respectively; the equivalents average for communal lands are 50 and 75 tonnes/ha/year (Environmental Software Studies, 2011), respectively;

- River and dam siltation due to soil degradation, gold panning, riverbank cultivation and deforestation are resulting in depleted surface water;
- Desertification, which is a result of deforestation and changing weather patterns;
- Low soil fertility in communal areas due to monoculture practices with little or no fallow periods or rotation with leguminous crops to allow the land to regenerate its fertility; and
- Human-wildlife conflict in conservancy areas, some of which have been allocated to new settler farmers.
- Water pollution from uncontrolled and inadequately treated discharges of effluent as well as nutrient enrichment from runoff of agricultural fertilizers
- Unsustainable agricultural and other developments on wetlands resulting in degradation of ecosystems and the decline in the ability of these wetlands to perform a range of functions in the provision of natural products and the regulation of river flows.

FAO will work with MAMID, MLRR and MENRM departments to improve natural resources management, compliance with environmental regulations and sustainable agricultural productivity, especially by smallholder farmers.

### **3. FAO'S COMPARATIVE ADVANTAGE**

As an international organization with global interests, FAO possesses a wealth of expertise in virtually all aspects of agriculture, fisheries, forestry and food and nutrition security. FAO's programmes and projects implemented worldwide are at the heart of the institution's ability to draw lessons and best practice from diverse contexts and environments, and assist countries in their adaptation to local needs and conditions.

FAO's key comparative advantages lie in the global role of policy dialogue, advocacy and institutional strengthening and as an unparalleled source of agricultural related information, statistics and data. Technical expertise is strategically positioned in the different offices worldwide, from the Head Quarters in Rome, to the Regional, Sub-Regional and Country Offices. On account of this configuration, assistance is readily available and delivered to respond to the needs of the governments and main national stakeholder groups. Moreover, the ongoing decentralization process, an initiative started in 2011, is taking the expertise closer to the needs, therefore, ensuring faster response to the demand-driven country-led and owned priorities and programmes.

Zimbabwe hosts the Sub-Regional Office for Southern Africa, in which a multidisciplinary team provides technical assistance to the countries in the region. By virtue of proximity and close interaction, the FAO Zimbabwe country office enjoys almost a privileged treatment.

At the country level, FAO has vast country knowledge and experience, proven competence in operations, coordination and communication, with a solid track record of programmes implemented in close collaboration with Government, chiefly MAMID and MENRM and other partners. FAO has developed a strong and credible reputation as a knowledge-centered organization and serving as an honest broker between the Government and development

partners. For instance, the organization's view on the food and nutrition security situation and recommended actions are regularly requested by government, donors and other stakeholders.

FAO assists the Government in the development, updating and implementation of policies



related to agriculture, land, fisheries, forestry and climate change, and in the design of strategies for mainstreaming gender-related issues into the sector<sup>2</sup>. At the operational level, the close relationship with the MAMID has helped in the successful implementation and institutionalization of a number of initiatives, such as the ongoing country-wide promotion of Conservation Agriculture, whose strategy was officially launched in 2012.

Since 2002, FAO Zimbabwe has demonstrated very strong expertise in the areas of agriculture development and emergency/rehabilitation by implementing complex projects and managing large portfolios. During the economic transition phase towards recovery, which started with the economic improvements in 2009, FAO channeled over US\$100 million in various development interventions. These national activities include the coordination of humanitarian/rehabilitation interventions, the national crop and livestock assessments, review of the farm management handbook, strategies for forest fire management, promote crop diversification and post harvest management, implementation of an early warning system for food and nutrition security and various national livestock vaccination campaigns.

FAO's administrative procedures have been modified to make procurement faster and smoother. The FAO Representative for Zimbabwe has been authorized to sign locally contractual instruments for procurement and Letters of Agreement for up to USD500,000, with support and guidance from the FAO procurement unit at Headquarters. This will translate into a faster delivery, especially for large interventions. This delegation also demonstrates FAO's ability to be flexible in support of local requirements for enhanced capacity to deliver larger programmes, while at the same time ensuring strict accountability for resources.

At global and country levels, FAO has demonstrated responsible financial and administrative management. The organization's extensive experience in the management of large portfolios, combined with transparent rules and regulations, including financial auditing, is an assurance for reliable handling of financial resources and programme delivery.

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<sup>2</sup> Since 2009, FAO has assisted the Government in the development and formulation of the CA Upscale Framework, the Food and Nutrition Security Policy and the Draft Comprehensive Agriculture Policy Framework (2012-2032) .

## 4. PRIORITY AREAS AND PROPOSED PROGRAMME

### 4.1 Country Programme Priority Areas

The overarching national development priority to which the FAO CPF will contribute is food and nutrition security at national and household levels. This will be achieved through three CPF priority areas of (i) policy frameworks; (ii) sustainable agricultural productivity and competitiveness; and (iii) disaster risk reduction and management. FAO recognizes the need for mainstreaming cross-cutting issues of gender and HIV/AIDS into the programmes. As a result, activities take into consideration these issues.

These CPF Priority Areas have been aligned with the national, FAO, regional and global priorities and strategic objectives (see Annex 1 for CPF Priority Matrix) and adequately address the gaps to achieving national and household food and nutrition security.

**Table 2. CPF priority areas**

<i>Impact:</i> Improved food and nutrition security at national and household levels in Zimbabwe		
CPF Priority Areas		
<i>Priority A</i>	<i>Priority B</i>	<i>Priority C</i>
Policy Frameworks	Sustainable Agricultural Productivity and Competitiveness	Disaster Risk Reduction and Management
Cross-Cutting Issues Gender and HIV/AIDS		

#### **Priority A. Policy frameworks**

Following the changes to the agricultural sector brought about by the land reform programme, Zimbabwe's Agricultural Policy Framework 1995-2020 became non-functional. FAO supported the drafting of a new agricultural policy by MAMID, with inputs from other stakeholders. The draft is currently going through approval processes by Government. Once approved, the policy would need to be operationalised through the development of specific sub-sector strategies, for example, an irrigation development strategy. The GoZ, through the MWRMD, is currently drafting an omnibus Water Policy and the Department of Irrigation is developing an Irrigation Policy. Once these are approved, FAO is ready to provide additional support to the policy implementation process, especially in the context of enhancing agricultural productivity and competitiveness.

In 2000, Zimbabwe embarked on the fast track land reform programme aimed at redressing the gross inequities in land ownership and use. However, there are still some unresolved issues which are preventing full productivity on the acquired farms. The unresolved land policy issues include inadequate security of tenure, weak market-based land transfer mechanisms, inadequate development of support institutions, inconsistent procedures of land administration, and unclear



compensation models for current and future displaced farmers. This is one of the areas in which FAO will support the Government to develop and implement a comprehensive gender sensitive land policy and administrative procedures.

Through the ZUNDAF consultative processes, stakeholders agreed on the need to develop a gender sensitive climate change policy in response to the climate-related threats to food and nutrition, agriculture, fisheries and forestry systems. Therefore, FAO will support efforts to improve the policy environment in climate change.

### **Priority B. Sustainable Agricultural Productivity and Competitiveness**

Zimbabwean farmers are finding it difficult to market their produce both in domestic and foreign markets. This is largely because they cannot compete with commodities from the region and beyond, largely due to low productivity and to some extent quality of products. This is particularly felt by smallholder farmers who are highly dependent on agriculture for their livelihoods. Consequently, agriculture productivity, rehabilitation and development of infrastructure for processing and value addition and marketing will be prioritized for FAO intervention. This will include development and/or rehabilitation of irrigation infrastructure and also incorporation of other appropriate water harvesting and use technologies as well as support to the promotion of good agricultural practices including Conservation Agriculture to farmers.

In the past decade, when the focus was on humanitarian responses rather than development, FAO has been facilitating the coordination of agricultural activities through the ACWG. As the focus moves to development interventions, the Government will increasingly take leadership in the coordination of the agenda on food and nutrition, agriculture and natural resources management. This will address the need for decentralization of coordination to districts and provinces and strengthen linkages with existing mechanisms at provincial and district levels.

## Priority C. Disaster Risk Reduction and Management

In the recent past, Zimbabwe has experienced recurrent and frequent droughts, seasonal floods, plant pests and disease outbreaks (e.g. army worm and quelea birds), animal diseases (e.g. Foot and Mouth Disease, anthrax, tick-borne diseases and Newcastle disease), wild fires, human wildlife conflicts and major human diseases and economic policies with negative impacts on food and nutrition access, availability and utilization. These have threatened the rural households' and the country's ability to produce and access adequate, safe water and nutritious food.



FAO has expertise and experience in disaster risk reduction and management to make a difference to this situation. FAO will work with the line ministries and their departments to strengthen the state of preparedness and responsiveness of relevant institutions and resilience of communities to disasters that may threaten agriculture, food and nutrition, fisheries and forestry livelihoods.

### 4.2 Country Programme Impact, Outcomes and Outputs

The expected impact of the FAO Country Programme Framework is **improved food and nutrition security at national and household levels in Zimbabwe**. Seven outcomes will

contribute towards the achievement of this impact, while each of these outcomes will be achieved through corresponding outputs as shown in Table 3 below.

**Table 3. Programme priority areas, outcomes and outputs**

Priority Area	Outcomes	Outputs
<b>A. Policy frameworks</b>	<b>A1.</b> Improved land, agriculture, fisheries, forestry and climate change policy environment	<ol style="list-style-type: none"> <li>1. Reviewed/updated/ developed land, agricultural, fisheries, forestry and climate change policies</li> <li>2. Policy implementation strategies developed and actualized</li> </ol>
<b>B. Sustainable agricultural productivity and competitiveness</b>	<b>B1.</b> Strengthened National institutions dealing with food and nutrition, agriculture, land, fisheries and forestry	<ol style="list-style-type: none"> <li>1. National agricultural research, extension and training institutions and farmers' unions capacitated</li> <li>2. National and sub-national institutions strengthened to mainstream gender and HIV/AIDS into land, agriculture, food and nutrition, fisheries and forestry programmes</li> </ol>
	<b>B2.</b> Increased agricultural commercialization in the smallholder sector	<ol style="list-style-type: none"> <li>1. Improved farmers' skills and knowledge in sustainable farm management, product diversification and nutrition practices</li> <li>2. Gender-sensitive agricultural, fisheries and forestry farming systems identified and implemented</li> <li>3. Increased public-private partnerships in agriculture input/output markets, storage and value addition</li> </ol>
	<b>B3.</b> Improved rural and urban agricultural production and marketing infrastructure	<ol style="list-style-type: none"> <li>1. Small scale irrigation (SSI) schemes rehabilitated/developed and management enhanced</li> <li>2. Rural and urban agricultural production and marketing infrastructure upgraded/ developed</li> <li>3. Good agricultural practices promoted to farmers and the various constraints to adoption tackled.</li> </ol>

Priority Area	Outcomes	Outputs
	<b>B4. Improved</b> coordination, information generation and management in the agricultural and land sectors	<ol style="list-style-type: none"> <li>1. Improved coordination of the agricultural and land sectors by MAMID, MLRR and other relevant ministries</li> <li>2. Timely and reliable information on agriculture, land and food and nutrition security generated and disseminated</li> <li>3. Improved capacity of relevant ministries (MAMID and MLRR) in the area of management of agricultural and land information systems</li> </ol>
<b>C. Disaster risk reduction and management</b>	<b>C1.</b> Preparedness for effective and gender sensitive response to food and agriculture threats and emergencies improved	<ol style="list-style-type: none"> <li>1. Disaster risk management policy framework reviewed and updated</li> <li>2. Early warning systems developed/strengthened</li> <li>3. Capacity of institutions and communities to respond to agriculture and food and nutrition security threats strengthened</li> </ol>
	<b>C2.</b> Increased resilience of communities to agriculture, food and nutrition security threats	<ol style="list-style-type: none"> <li>1. Improve access by vulnerable households to climate smart technologies, agricultural inputs, weather-related insurance products and alternative livelihoods</li> </ol>

### 4.3 Actionable Strategies

The actionable strategies for each output are listed below.

#### Priority Area A: Policy frameworks

#### Outcome A1. Improved land, agriculture, forestry, fisheries and climate change policy environment

Output 1.1 Reviewed/updated/developed land, agricultural and climate change policies

- 1.1.1 Enhance capacity of government institutions to review, update and harmonise policies
- 1.1.2 Facilitate the development and adoption of gender-sensitive policies and regulations on land tenure
- 1.1.3 Strengthen capacity to incorporate cross-cutting issues in policy review and development.

Output 1.2 Policy implementation strategies developed and actualized

- 1.2.1 Enhance capacity for formulation of implementation strategies
- 1.2.2 Provide resources for formulation and implementation of strategies
- 1.2.3 Strengthen capacity on land issues (land tenure-land rights, land audit, valuation and compensation, land administration, dispute resolution, land-use planning, land surveys and farm registry, land information systems – e-Government)
- 1.2.4 Support the implementation of a National Land Audit
- 1.2.5 Support domestication of relevant Multilateral Agreements

**Priority Areas B: Sustainable Agricultural Productivity and Competitiveness**

**Outcome B1. Improved capacities of national institutions dealing with food and nutrition, agriculture, land, fisheries and forestry**

Output 2.1 National agricultural research, extension and training institutions and farmers' unions capacitated

- 2.2.1 Enhance human capacity of extension officers (AGRITEX, Mechanization, LVS, Forestry Commission, Farmers' Unions)
- 2.2.2 Strengthen institutional communication systems and transportation
- 2.2.3 Support the development/update of appropriate extension material, incorporating cross-cutting issues
- 2.2.4 Support agricultural research institutions in defining and implementing an appropriate research agenda
- 2.2.5 Promote private sector participation in research and provision of extension (e.g. small grain and legume seed production, cotton, tobacco, livestock and animal health)

Output 2.2 National and sub-national institutions strengthened to mainstream gender and HIV/AIDS into land, agriculture, food and nutrition, fisheries and forestry programmes

- 2.2.1 Support relevant ministries and NGOs to mainstream gender and HIV/AIDS into their land, agriculture, food and nutrition, fisheries and forestry programmes

**Outcome B2. Increased agricultural commercialization in the smallholder sector**

Output 2.3 Improved farmers' skills and knowledge in sustainable farm management<sup>3</sup>, product diversification and nutrition practices

- 2.3.1 Support local field research and extension services (e.g. mobility and communication)

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<sup>3</sup> Including issues on soil nutrients

- 2.3.2 Support gender-sensitive training of trainers for field extension staff on crop and animal husbandry and nutrition
- Output 2.4 Gender/age-sensitive agricultural, fisheries and forest farming systems identified and implemented
  - 2.4.1 Gender-sensitive, farming systems (crop, livestock, fisheries and forestry) piloted
  - 2.4.2 Promote economic empowerment of women and other disadvantaged groups through agriculture
- Output 2.5 Increased public-private partnerships in agriculture input/output markets, storage and value addition
  - 2.5.1 Establish an accessible agricultural market information system
  - 2.5.2 Strengthen farmer producer groups, commodity associations and unions
  - 2.5.3 Support farmer-public-private sector market linkages, including contract farming, trade fairs, agro-dealers and market research.

**Outcome B3. Improved rural and urban agricultural production and marketing infrastructure**

- Output 2.6 Small scale irrigation (SSI) schemes rehabilitated/developed and their management improved
  - 2.6.1 Conduct inventory of SSI schemes for rehabilitation
  - 2.6.2 Establish public-private partnerships for SSI development, identifying areas for FAO technical support (engineering and management aspects)
  - 2.6.3 Support rehabilitation and upgrading of SSI
- Output 2.7 Rural and urban agricultural production and marketing infrastructure upgraded/developed
  - 2.7.1 Conduct inventory of rural and urban agricultural infrastructure (e.g. grain storage structures, dip tanks, sale/feeding pens and horticulture pack houses)
  - 2.7.2 Support development/upgrading of urban and rural agricultural infrastructure
- Output 2.8 Good agricultural practices promoted to farmers and the various constraints to adoption tackled.
  - 2.8.1 Support further implementation of the CA strategies developed by FAO and the MAMID
  - 2.8.2 Promote use and adoption of water harvesting technologies

**Outcome B4. Improved coordination, information generation and management in the agricultural and land sectors**

- Output 2.8 Coordination of the agricultural and land sectors by MAMID, MLRR and other

relevant ministries improved

- 2.8.1 Develop and implement a coordination framework for the agriculture and land sectors
  - 2.8.2 Increased capacity of ministries' technical staff to coordinate and monitor
  - 2.8.3 Support the management of coordination working groups by MAMID and MLRR (e.g. ACWG and technical working groups)
  - 2.8.4 Strengthen the National Steering Committee for agricultural interventions
- Output 2.9 Capacity of relevant ministries (MAMID and MLRR) to manage agricultural and land information systems enhanced
- 2.9.1 Facilitate the development and implementation of information management strategies (MAMID, MLRR, FNC, ZimStats)
  - 2.9.2 Support the computerization and establishment of comprehensive databases
  - 2.9.3 Support training of relevant departments in managing information and undertaking surveys and assessments (Economics and Markets, LVS, AGRITEX, ZimStats, Forestry, etc) through training and methodology reviews
  - 2.9.4 Support the implementation of assessments through provision of technical, financial and logistical assistance (e.g. crop & livestock, demarcation of forestry areas, food security, livelihoods, special studies, etc)

### **Priority Area C: Disaster Risk Reduction and Management**

#### **Outcome C1. Improved preparedness for effective and gender sensitive response to agriculture, food and nutrition threats and emergencies**

- Output 3.1 Disaster risk management policy framework reviewed and updated
- 3.1.1 Enhance capacity of government and non-state institutions to review and update disaster risk reduction policies
  - 3.1.2 Support review and update of disaster risk management policy framework, ensuring incorporation of gender-sensitive, food and nutrition security and climate change issues
- Output 3.2 Early warning systems developed/strengthened
- 3.2.1 Provide institutional support to national early warning and surveillance systems
  - 3.3.2 Support the establishment of an integrated multi-sector DRM and vulnerability analysis unit
  - 3.2.2 Promote integration of national and sub-national early warning systems with regional ones
  - 3.2.3 Support implementation of early warning systems
- Output 3.3 Capacity of institutions and communities to respond to agriculture and food and nutrition security threats strengthened

- 3.3.1 Promote linkages between early warning systems and response
- 3.3.2 Support national institutions and communities to acquire equipment, infrastructure and expertise in disaster risk management
- 3.3.3 Support mechanisms to respond to disasters (e.g. strategic grain reserves, Zunde Ramambo, emergency agri-chemicals, etc.)

**Outcome C2. Increased resilience of communities to agriculture, food and nutrition security threats**

- Output 3.4 Vulnerable households assisted to access to improved and climate smart technologies, agricultural inputs, weather-related insurance products and alternative livelihoods
- 3.4.1 Support migratory pest management and control of trans-boundary animal diseases (TADs)
  - 3.4.2 Support various options of insurance schemes for farmers to mitigate weather-related risks
  - 3.4.3 Support the development and implementation of gender-sensitive and sustainable water and climate smart technologies (e.g. Conservation agriculture, drought tolerant crops and low-cost water harvesting and use techniques)
  - 3.4.4 Support vulnerable households that have adequate land and labour to access agricultural inputs and agricultural training
  - 3.4.5 Promote seed multiplication, food processing and storage
  - 3.4.6 Support non-agricultural livelihood opportunities and improve food utilization among vulnerable households

## 5. IMPLEMENTATION ARRANGEMENTS

### 5.1 Partnership Strategy

The particular transitional context of Zimbabwe – as the country moves from a humanitarian to a development context – requires highly effective partnerships with the Government, other UN agencies, NGOs and civil society, among others. FAO will continue to build on its existing successful working relationships and will focus on identifying the potential for new partnerships in the programme target areas. Specific partnerships will vary depending on the programme component (see Annex 3). The key stakeholders in implementing the CPF will include:

- Line ministries – the Ministries of Agriculture, Mechanization and Irrigation Development; Lands and Rural Resettlement; Environment and Natural Resource Management, Labour and Social Services; and Local Government, Rural and Urban Development
- UN agencies – IFAD, UNESCO, UNWOMEN, UNDP, WFP, UNICEF, WHO, IOM and UNOCHA
- All NGOs implementing agricultural projects and members of the ACWG (and its related fora)
- Private sector – banks, financial and insurance institutions and contracting companies.



The move towards development requires a stronger link with private sector and civil society implementing partners. Development partners will participate through joint financing mechanisms in the agriculture sector, while the inter-agency task teams for HIV/AIDS and for food and nutrition security – linking WFP, FAO and UNICEF – will continue to be used.

The ACWG, which comprises all key stakeholders in the agriculture sector, and its technical working groups, will continue to play a vital role as part of the larger national agriculture sector coordination mechanism led by Government.

## 5.2 Programme Management

Effective partnerships are key to successful implementation. Thus this CPF has been formulated with inputs of key development partners in mind, with a view to avoiding duplication and ensuring complementarities and alignment with Government priorities. It will be placed under co-ownership of the GoZ and FAO. Accordingly, the implementation of the CPF will be pursued in close consultation and collaboration with the main line ministries and other public institutions and will be guided by the ZUNDAF<sup>4</sup> coordination structures. With the delegated authority as conferred in the context of the FAO decentralization policy, the FAO Representative (FAOR) in Zimbabwe will take leadership and responsibility for the implementation of the CPF on behalf of FAO. FAOR, in turn, will receive full support of the UNCT and FAO Technical Officers in the Sub-Region (SFS), Regional Offices and FAO Headquarters.

## 5.3 Monitoring and Evaluation

A comprehensive Monitoring and Evaluation (M&E) framework will be developed to guide the performance management of project activities, outputs and outcomes as outlined in the results matrix (Annex 2) and monitoring framework (Annex 4). M&E will enable an unwavering focus on results and will facilitate accountability to all the stakeholders (donors, government departments, development partners and direct beneficiaries). Information from M&E will also be used routinely to strengthen the implementation of the programme, and will thus provide a sound basis for continuous learning.

Feedback from all stakeholders will be the cornerstone for M&E, as well as for continuous learning and improvement. M&E tools to be used will include scheduled surveys and reviews that will be undertaken periodically, including baseline surveys, annual and mid-term reviews and end of programme evaluation. Feedback will also be sought from partners through *ad hoc* surveys and meetings. In addition, FAO will support national assessments and routine information systems and databases, which include:

- Annual Crop and Livestock Assessments by the MAMID
- Agricultural Census by ZIMSTAT

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<sup>4</sup> The Agriculture, Lands and Environment (ALE) thematic group co-chaired by FAO and MAMID with Ministries of Land and Rural Resettlement and Environment and Natural Resources Management as alternates reports to the ZUNDAF (UNCT and GoZ)

- Annual Livelihood Assessments by ZimVAC chaired by the Food and Nutrition Council (FNC)
- Nutrition Surveys by the MHCW and FNC
- Agricultural Food Security Monitoring System by the National Early Warning Unit
- Land, livestock, agricultural marketing, forestry and fisheries information management systems

To ensure two-way communication, information generated will be systematically and timely shared with stakeholders, including farmers, through various fora which will provide opportunities for dialogue. These will include the National Agriculture Steering Committee, the MTP national cluster fora, working groups and clusters such as Agricultural Coordination, Conservation Agriculture, Irrigation, Livestock, Garden Working Group, Nutrition Cluster and Food Aid Working Group as well as provincial fora. Quarterly progress reports will be produced and shared with stakeholders.

The M&E activities will be undertaken by FAO, as well as partners (e.g. consultants, research institutes and implementing partners), and will also include some independent evaluations. A working group will be set up to oversee monitoring and evaluation and will comprise M&E officers from all the implementing partners (chaired by FAO). The M&E subcommittee will report to the ZUNDAF M&E Team that is responsible for overseeing agriculture, land and environment issues under ZUNDAF. This committee comprises senior officials of the GoZ and the UNCT.

## **6. RESOURCE MOBILIZATION STRATEGY**

The estimated budget for the implementation of the CPF is about USD 282,300,000. The programme will be funded through financial contributions from donors, the GoZ, other cooperating partners and FAO's Technical Cooperation Programme (TCP) and Tele-Food. FAO will embark on resource mobilization efforts, which will likely continue during the CPF implementation, as contributions will finance single or groups of activities.

The programme funding will allow FAO to place all financial contributions from different resource partners in a common fund while donors will contribute to different components within the large programme. This approach will simplify various steps of project management and administration, including procurement, monitoring and reporting.

In the past few years FAO Zimbabwe has received support from various donors, such as the European Union (including ECHO), the Department for International Development (DfID), the United States Agency for International Development (USAID), the Governments of Sweden and the Netherlands. Moreover, FAO has benefited from contributions from the Governments of South Africa, Ireland, Spain, Australia, Japan and Norway. Since 2008 to date, FAO Zimbabwe has been managing a substantial portfolio of projects exceeding USD 115 million, with an average annual delivery in excess of USD 23 million.

**Table 4. Value of FAO Zimbabwe Portfolio (2008-to date)**

Type of project	Amount (USD)
Emergency/Rehabilitation	111,851,991
TCP <sup>5</sup>	3,497,236
Tele-Food <sup>6</sup>	41,216
<i>Total</i>	<i>115,390,443</i>

Most of these donors operate with local offices in the country, and are also actively involved in coordination activities championed by FAO. FAO, through past and current interactions and activities, has a solid base on which to build future collaboration with financing partners in the shared vision of transition from relief to development.

A multi-pronged approach will be adopted to mobilize resources for the implementation of the CPF. In collaboration with regional and HQ offices, FAO Zimbabwe will approach local, regional and international donors for financial support. Other initiatives, such as the Consolidated Appeal Process (CAP), the Central Emergency Response Fund (CERF) and Flash Appeals, might be pursued as opportunities arise. Contributions will be mobilized through partnerships with technical stakeholders such as CGIAR institutes, SADC, COMESA, FANRPAN and other UN Agencies.

**Table 5. FAO Zimbabwe current projects**

Type of project	Amount (USD)
Emergency/Rehabilitation	43 740 513
TCP	451 211
Tele-Food	41 216
<i>Total</i>	<i>44 232 940</i>



<sup>5</sup> The TCP amount reflect the actual FAO contribution.

<sup>6</sup> Tele – Foods funds only accessed in 2011

## 7. ANNEXES

### Annex 1. CPF Priority Matrix for Zimbabwe

CPF Priorities	Relevant National Sector Priorities	ZUNDAF Priorities	FAO Strategic Objectives (SO)	Other National/Regional Frameworks	MDGs
<p><b>Overarching national priority:</b></p> <ul style="list-style-type: none"> <li>• Food and nutrition security</li> <li>• Integration of nutrition into agricultural, food security, fisheries and forestry programmes</li> </ul>	<ul style="list-style-type: none"> <li>• National and household food and nutrition security</li> </ul>	<ul style="list-style-type: none"> <li>• Food and nutrition security at national and household levels in Zimbabwe</li> <li>• Access to quality basic nutrition services</li> </ul>	<ul style="list-style-type: none"> <li>• SO1. Eradicate hunger, food insecurity and malnutrition</li> <li>• Food security and nutrition relevance</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing food supply and reducing hunger (CAADP)</li> <li>• Ensuring food and nutrition security through sustainable increase in agricultural production (COMESA)</li> <li>• Ensuring food availability; access to food; improving safety and nutritional value of food</li> </ul>	<ul style="list-style-type: none"> <li>• Eradicate extreme poverty and hunger</li> </ul>
<p><b>Priority Area A:</b> Policy frameworks</p>	<ul style="list-style-type: none"> <li>• Rationalization of the land reform programme</li> <li>• Review of agricultural policy</li> <li>• Food and Nutrition Policy – food and nutrition security a national human right</li> </ul>	<ul style="list-style-type: none"> <li>• Policy and action frameworks for enabling increased agricultural productivity and production</li> <li>• Comprehensive land policy developed and implemented</li> <li>• Comprehensive gender sensitive climate change policy framework developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• SO1. Eradicate hunger, food insecurity and malnutrition</li> <li>• Political commitment</li> <li>• Policy environment and investment</li> <li>• Food security and nutrition relevance</li> <li>• Closing the gender gap</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonizing and aligning key policies (COMESA/SADC)</li> <li>• Providing legally binding guidelines (SADC)</li> <li>• Access to food and improved nutritional value while minimizing food losses (SADC RISDP)</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental sustainability</li> <li>• Gender equality</li> <li>• Eradicate extreme poverty and hunger</li> </ul>
<p><b>Priority Area B:</b></p>	<ul style="list-style-type: none"> <li>• Improved</li> </ul>	<ul style="list-style-type: none"> <li>• Increased</li> </ul>	<ul style="list-style-type: none"> <li>• SO2. Increase and</li> </ul>	<ul style="list-style-type: none"> <li>• Improving rural</li> </ul>	<ul style="list-style-type: none"> <li>• Eradicate</li> </ul>

CPF Priorities	Relevant National Sector Priorities	ZUNDAF Priorities	FAO Strategic Objectives (SO)	Other National/Regional Frameworks	MDGs
Sustainable agricultural productivity and competitiveness	<p>agricultural productivity (MTP 2011-15);</p> <ul style="list-style-type: none"> <li>• Adequate financing for farmers and supporting institutions (MTP 2100-15);</li> <li>• Improved delivery of research and extension services (MTP 2011-15)</li> <li>• Multi-sectoral approach in ensuring food and nutrition security</li> </ul>	<p>agricultural productivity and production</p> <ul style="list-style-type: none"> <li>• Access to quality basic nutrition services</li> </ul>	<p>improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner</p> <ul style="list-style-type: none"> <li>• SO4. Enable more inclusive and efficient food and agricultural systems at local, national and international levels</li> <li>• Strengthen market linkages and partnerships with non-state actors for smallholders</li> <li>• Regulatory framework for food safety</li> <li>• Gender disaggregated data and information on food, agriculture and environment markets</li> </ul>	<p>infrastructure and market access (CAADP)</p> <ul style="list-style-type: none"> <li>• Improving research technology dissemination and adoption (CAADP)</li> <li>• Stimulation of strong agriculture-industry linkages (COMESA)</li> </ul>	<p>extreme poverty and hunger</p>
<b>Priority Area C:</b> Disaster risk reduction and management	<ul style="list-style-type: none"> <li>• Land preservation through conservation agriculture (MTP 2011-15)</li> <li>• Sound management and use of the environment, natural resources and land to promote sustainable development</li> <li>• Support vulnerable households to manage risk through</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental management, energy and climate change</li> <li>• Early warning information and communication systems management</li> <li>• Access to quality basic nutrition services</li> </ul>	<ul style="list-style-type: none"> <li>• SO3. Livelihoods of rural populations and in particular for women and youth improved through enhanced employment opportunities and conditions, increased access to productive resources and rural services</li> <li>• SO5. Increase the resilience of rural</li> </ul>	<ul style="list-style-type: none"> <li>• Extending the area under sustainable land management and reliable water control systems (CAADP)</li> <li>• Disaster preparedness for food security (SADC).</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure environmental sustainability</li> </ul>

CPF Priorities	Relevant National Sector Priorities	ZUNDAF Priorities	FAO Strategic Objectives (SO)	Other National/Regional Frameworks	MDGs
	productive safety nets (MTP 2011-15)		livelihoods to threat and crises		

## Annex 2. CPF Results Matrix – Part A

CPF Priority Area A: Policy frameworks			
CPF results	Indicators, baseline and target	Means and sources of verification	Assumptions
<b>Outcome A1.</b> Improved land, agriculture and climate change policy environment	Number of policies implemented	Policy documents Implementation strategy documents Government policy pronouncements	<ul style="list-style-type: none"> <li>Stable macro-economic and political environment</li> <li>GoZ sign Multilateral Agreements</li> <li>Political will to review and develop policies</li> </ul>
	Baseline: 0		
	Target: 3 (Land policy, agricultural policy and climate change policy)		
	Proportion of Multi-lateral Agreements domesticated	Legislation	
	Baseline: 0		
Target: 50 percent			
<b>ZUNDAF Outcomes</b>	<ul style="list-style-type: none"> <li>Comprehensive land policy developed and implemented</li> <li>Comprehensive gender-sensitive agricultural policy framework that encourages community members, especially women and girls, to participate in development and planning processes reviewed and implemented</li> <li>Comprehensive gender-sensitive climate change policy framework developed and implemented</li> <li>Energy Policy that use innovative and non—traditional means to solicit the participation of community members, especially women and girls in the development and planning process implemented</li> <li>National Environmental Strategy implemented.</li> </ul>		
<b>FAO Regional/ Organizational Results</b>	<ul style="list-style-type: none"> <li>Policy and action frameworks for enabling increased agricultural productivity and production</li> </ul>		

<b>CPF Priority Area B: Sustainable Agricultural Productivity and Competitiveness</b>			
<b>CPF results</b>	<b>Indicators, baseline and target</b>	<b>Means and sources of verification</b>	<b>Assumptions</b>
<b>Outcome B1.</b> Improved capacities of national institutions dealing with food, agriculture, land, fisheries and forestry	Institutional capacity score	Institutional capacity assessment reports	<ul style="list-style-type: none"> <li>• Policy environment is conducive for the participation of private sector</li> <li>• Financial resources are made available</li> <li>• High staff turnover of trained staff</li> </ul>
	Baseline: Baseline 2012		
	Target: 30 percent Increase		
	percent of farmers reporting an improvement in quality & quantity of extension provided	National survey reports	
	Baseline: Baseline 2012		
	Target:50 percent		
	Number of private sector companies participating in research and extension	National survey reports	
Baseline:50			
Target:75	Special studies		
<b>Outcome B2.</b> Increased agricultural commercialization in the smallholder sector	Yields of major agricultural commodities	National survey reports	<ul style="list-style-type: none"> <li>• No extreme weather patterns</li> <li>• Stable macro-economic and political environment</li> <li>• Adequate resources are available</li> <li>• No major pests and diseases outbreaks</li> </ul>
	Baseline: 5-year average as of 2012		
	Target: 30 percent increase		
	Knowledge, Attitude and Practice score, disaggregated by gender		
	Baseline: Baseline 2012		
	Target: 20 percent increase		
	Number of agricultural model farming systems piloted and implemented	Programme reports	

	Baseline: 0		
	Target: 4 model systems		
	Number of farmers engaged in contract farming	Programme reports	
	Baseline: 328,000	National surveys	
	Target: 600,000		
<b>Outcome B3.</b> Improved rural and urban agricultural production and marketing infrastructure in place	Number and hectarage of irrigation schemes rehabilitated/developed	Programme reports	<ul style="list-style-type: none"> <li>• Adequate resources are made available</li> <li>• Local authorities implement policies which allow the participation of the private sector in produce marketing</li> </ul>
	Baseline:0		
	Target: 10 schemes and 20000 Ha by 2015		
	Number of infrastructures (market stalls, dip tanks, etc.) rehabilitated/ developed	Programme reports	
	Baseline:0		
	Target:10		
<b>Outcome B4.</b> Improved coordination, information generation and management in the agricultural and land sectors	Number of technical guidelines developed and disseminated by working group	Programme reports	<ul style="list-style-type: none"> <li>• Conducive policy environment</li> <li>• Stable macro-economic environment</li> <li>• Partners 'willingness to coordinate activities</li> </ul>
	Baseline: 0		
	Target: 1 per working group		
	Number of functional agriculture and land information systems	Programme reports	
	Baseline: 0		
	Target: 3		
	Number of national assessments and surveys conducted	Assessment and survey reports	
	Baseline:3		
	Target: 12 (3 per year)		
<b>ZUNDAF Outcomes</b>	<ul style="list-style-type: none"> <li>• Strengthened national institutions on agricultural research and extension</li> </ul>		
<b>FAO Regional/ Organizational Results</b>	<ul style="list-style-type: none"> <li>• Knowledge management, information and advocacy</li> </ul>		

<b>CPF Priority Area C: Disaster Risk Reduction and Management</b>			
<b>CPF results</b>	<b>Indicators, baseline and target</b>	<b>Means and sources of verification</b>	<b>Assumptions</b>
<b>Outcome C1.</b> Improved preparedness for effective and gender sensitive response to food and agriculture threats and emergencies	DRR/M policy in place	DRR/M Policy Document	<ul style="list-style-type: none"> <li>• Adequate financial resources</li> <li>• Communities are willing to adopt climate smart technologies</li> <li>• Key institutions have sufficient (human, technical and financial) to implement early warning systems.</li> </ul>
	Baseline: 0		
	Target: 1		
	Functional national and sub-national early warning systems in place	Programme reports	
	Baseline: 0		
Target: 5			
	Number of contingency/response plans prepared Baseline:0 Target: 2		
<b>Outcome C2.</b> Increased resilience of communities to agriculture, food and nutrition security threats	Integrated pest management (IPM) systems developed and implemented	IPM manuals	<ul style="list-style-type: none"> <li>• Adequate financial resources</li> <li>• Communities are willing to adopt climate smart technologies</li> <li>• Key institutions have sufficient (human, technical and financial) to implement early warning systems.</li> </ul>
	Baseline: 0 manuals for use by farmers	Programme reports	
	Target: 5 manuals for use by farmers		
	Number of climate smart technologies and mitigation strategies implemented	Programme reports	
	Baseline: 0		
	Target:3		
	Percent of vulnerable farmers assisted with provision of agricultural input	National survey reports	
Baseline: 20 percent			
Target: 30 percent of communal households or 80 percent of vulnerable HHs			
<b>ZUNDAF Outcomes</b>	<ul style="list-style-type: none"> <li>• Effective Early Warning and Communication System developed and implemented</li> <li>• Effective Natural Resources Management Systems in place</li> </ul>		
<b>FAO Regional/ Organizational Results</b>	<ul style="list-style-type: none"> <li>• Improved preparedness for, and effective response to food and agriculture threats and emergencies</li> <li>• Sustainable management of fisheries and aquaculture resources</li> <li>• Sustainable management of forests and trees</li> </ul>		

	<ul style="list-style-type: none"> <li>Sustainable management of land, water and genetic resources</li> </ul>
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### Annex 3. CPF Results Matrix (Part B) – Indicative Resource Requirements

CPF results	Indicative Resource Requirements (US\$ '000)							Implementing partners		Resource Partners
	Estimate of total resources required					Available funding	Resource mobilization target (gap)	National	International	
	2012	2013	2014	2015	Total for 4 years					
<b>Priority Area A: Policy frameworks</b>										
<b>Outcome A1</b> Improved land, agriculture and climate change policy environment										
<b>Output 1.1</b> Land, agricultural and climate change policies reviewed/updated/developed	200	270	50	50	570	200	370	MAMID, MLRR, MENRM, MF, MLGRUD, MWRMD, MEPD	UNDP	
<b>Output 1.2</b> Policy implementation strategies developed and implemented	1,610	2,220	2,250	1,650	7,730	200	7,530	MLRR, MAMID, MF, MLGRUD, MWAGCD, MHCW	UNDP UNWomen, WHO, UNAIDS	
<b>Sub-Total Priority Area A</b>	1,810	2,490	2,300	1,700	8,300	400	7,900			

CPF results	Indicative Resource Requirements (US\$ '000)						Implementing partners		Resource Partners	
	Estimate of total resources required					Available funding	Resource mobilization target (gap)	National		International
	2012	2013	2014	2015	Total for 4 years					
<b>Priority Area B: Sustainable Agricultural Productivity and Competitiveness</b>										
<b>Outcome B1</b>										
Improved capacities of national institutions dealing with food, agriculture, land, fisheries and forestry										
<b>Output 2.1</b> National agricultural research, extension and training institutions and farmers' unions capacitated	15,600	15,700	26,000	11,000	68,300	1,063	67,237	MAMID, MENRM, MF, MEPIP	UNDP, WFP, UNEP, IFAD, IOM	
<b>Output 2.2</b> National and sub-national institutions strengthened to mainstream nutrition, gender and HIV and AIDS into land, agriculture, food, fisheries and forestry programmes	50	50	50	50	200	170	30	MAMID, MLRR, MWAGCD, MHCW	UNWomen, WHO, UNAIDS	
<b>Outcome B2</b>										
Increased agricultural commercialization in the smallholder sector										
<b>Output 2.3</b> Improved farmers' skills and knowledge in sustainable farm management, product diversification and nutrition practices	1,500	1,500	1,500	1,500	6,000	1,700	4,300	MAMID	IFAD, WFP	
<b>Output 2.4</b> Gender/age-sensitive agricultural, fisheries and forestry models identified and implemented	2,500	3,000	3,500	3,500	12,500	458	12,042	MAMID, MENRM	IFAD	
<b>Output 2.5</b> Increased public-private partnerships in agriculture input/output markets, storage and value addition	5,000	10,000	15,000	15,000	45,000	3,170	41,830	MAMID, AMA, GMB	IFAD	

CPF results	Indicative Resource Requirements (US\$ '000)							Implementing partners		Resource Partners
	Estimate of total resources required					Available funding	Resource mobilization target (gap)	National	International	
	2012	2013	2014	2015	Total for 4 years					
<b>Priority Area B: Sustainable Agricultural Productivity and Competitiveness</b>										
<b>Outcome B3</b>										
Improved rural and urban agricultural production and marketing infrastructure										
<b>Output 2.6</b> Small scale irrigation (SSI) schemes rehabilitated/ developed and management enhanced	7,000	10,000	15,000	15,000	47,000	-	47,000	MAMID, MWRMD	IFAD, WFP, IOM	
<b>Output 2.7</b> Rural and urban agricultural production and marketing infrastructure upgraded/ developed	4,000	6,000	10,000	15,000	35,000	-	35,000	MAMID	IFAD	
<b>Outcome B4</b>										
Improved coordination, information generation and management in the agricultural and land sectors										
<b>Output 2.8</b> Coordination of the agricultural and land sectors by MAMID, MLRR and other relevant ministries enhanced	220	170	130	150	670	220	450	MAMID, MLRR, MENRM	UNDP	
<b>Output 2.9</b> Capacity of relevant ministries (MAMID and MLRR) to manage agricultural and land information systems enhanced	1,800	1,600	1,900	1,900	8,200	30	8,170	MAMID, MLRR, MWRMD, ZIMStats	UNDP, WFP	
<b>Sub-Total Priority Area B</b>	37,670	48,020	73,080	63,100	221,870	5,811	216,059			

CPF results	Indicative Resource Requirements (US\$ '000)							Implementing partners		Resource Partners
	Estimate of total resources required					Available funding	Resource mobilization target (gap)	National	International	
	2012	2013	2014	2015	Total for 4 years					
<b>Priority Area C: Disaster Risk Reduction and Management</b>										
<b>Outcome C1</b>										
Improved preparedness for effective and gender sensitive response to food and agriculture threats and emergencies improved										
<b>Output 3.1</b> Disaster risk management policy framework reviewed and updated	50	50			100	-	100	MLGRUD, MHCW, MAMID, MLSS	WFP, UNDP, UNICEF, WHO, OCHA	
<b>Output 3.2</b> Early warning systems developed/strengthened	200	200	100	50	550	200	350	MAMID, MLGRUD, ZIMSTATS	UNDP, OCHA, WFP, IOM	
<b>Output 3.3</b> Capacities of institutions and communities to respond to agriculture, water and food and nutrition security threats strengthened	1,000	2,000	2,000	2,000	7,000	-	7,000	MAMID, MENRM, MF, MEPIP, MWRMD	UNDP, WFP, UNEP, IFAD	
<b>Outcome C2.</b>										
Increased resilience of communities to agriculture, food and nutrition security threats strengthened										
<b>Output 3.4</b> Vulnerable households assisted to access to improved and climate smart technologies, agricultural inputs, weather-related insurance products and alternative livelihoods	15,000	12,000	10,000	7,500	44,500	15,500	29,000	MAMID	IFAD, WFP, IOM	
<b>Sub-Total Priority Area C</b>	16,250	14,250	12,100	9,550	52,150	15,700	36,450			
<b>Grand Total</b>	<b>55,730</b>	<b>64,760</b>	<b>87,480</b>	<b>74,350</b>	<b>282,320</b>	<b>21,911</b>	<b>260,409</b>			

#### Annex 4. Monitoring Framework

<b>CPF Priority Area A: Policy Frameworks</b>				
<b>CPF results</b>	<b>Indicators, baseline and target</b>	<b>Means and sources of verification</b>	<b>Assumptions</b>	<b>Method/Frequency/Responsibility</b>
<b>Outcome A1.</b> Improved land, agriculture and climate change policy environment	Number of policies implemented	<ul style="list-style-type: none"> <li>• Policy documents</li> <li>• Implementation strategy documents</li> <li>• Government policy pronouncements</li> </ul>	<ul style="list-style-type: none"> <li>• Stable macro-economic and political environment</li> <li>• GoZ sign Multilateral Agreements</li> <li>• Political will to review, develop and implement policies</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reviews by MLRR, MAMID, MENRM</li> </ul>
	Baseline: 0			
	Target: 3			
	Proportion of Multi-lateral Agreements domesticated	Legislation		
	Baseline: 0			
	Target: 50 percent			
<b>CPF Priority Area B: Sustainable Agricultural Productivity and Competitiveness</b>				
<b>Outcome B1.</b> Improved capacities of national institutions dealing with food, agriculture, land, fisheries and forestry	Institutional capacity score	Institutional capacity assessment reports	<ul style="list-style-type: none"> <li>• Policy environment is conducive for the participation of private sector</li> <li>• Financial resources are made available</li> <li>• Low staff turnover of trained staff</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reviews by MLRR, MAMID, MENRM</li> <li>• National Crop &amp; Livestock Assessments ( twice a year), MAMID, ZIMSTAT, FAO</li> <li>• Special Studies on contract farming (once a year) – MAMID, AMA, FAO, WB</li> <li>• Institutional capacity assessments (once every two year) – MLRR, MAMID, MENRM, UNDP, FAO</li> </ul>
	Baseline: Baseline 2012			
	Target:30 percent Increases			
	percent of farmers reporting an improvement in quality & quantity of extension provided	National surveys		
	Baseline: Baseline 2012			
	Target: 50 percent increase			
	Number of research institutions strengthened	Institutional capacity assessment reports		
	Baseline:0			
Target:3				
Number of private sector companies participating in research and extension	National surveys			

<b>CPF Priority Area A: Policy Frameworks</b>				
<b>CPF results</b>	<b>Indicators, baseline and target</b>	<b>Means and sources of verification</b>	<b>Assumptions</b>	<b>Method/Frequency/Responsibility</b>
	Baseline:50 Target:75			
<b>Outcome B2.</b> Increased agricultural commercialization smallholder sector	Yields of major agricultural commodities	National survey reports	<ul style="list-style-type: none"> <li>• Weather patterns conducive for agricultural activities</li> <li>• Stable macro-economic and political environment</li> <li>• Adequate resources are available</li> <li>• No major pests and diseases outbreaks</li> </ul>	<ul style="list-style-type: none"> <li>• National Crop &amp; Livestock Assessments ( twice a year), MAMID, ZIMSTAT, FAO, Farmer Unions, Private Sector Companies</li> <li>• Special Studies on contract farming ( once a year) – MAMID, AMA, FAO, WB</li> <li>• Institutional capacity assessments (once every two years) – MLRR, MAMID, MENRM, UNDP, FAO</li> </ul>
	Baseline: 5-year average as of 2012			
	Target: 30 percent increase			
	KAP score, disaggregated by gender	National survey reports		
	Baseline: Baseline 2102			
	Target: 20 percent increase			
	Number of agricultural models piloted and implemented	Programme reports		
	Baseline: 0			
	Target: 4 models			
<b>Outcome B3.</b> Improved rural and urban agricultural production and marketing infrastructure	Number of farmers engaged in contract farming	Programme reports	<ul style="list-style-type: none"> <li>• Adequate resources are made available</li> <li>• Local authorities implement policies which allow the participation of the private sector in produce marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural Infrastructure assessments (once every two years) MALR, MAMID, MENRM, UNDP, FAO, WB</li> </ul>
	Baseline: 328,000			
	Target: 600,000			
	Number and hectares of irrigation schemes rehabilitated/developed	Programme reports		
Baseline:0				
Target: 10 schemes and 20000 Ha by 2015				
Number of infrastructures (market stalls, dip tanks, etc.) rehabilitated/ developed	Programme reports			

<b>CPF Priority Area A: Policy Frameworks</b>						
<b>CPF results</b>	<b>Indicators, baseline and target</b>	<b>Means and sources of verification</b>	<b>Assumptions</b>	<b>Method/Frequency/Responsibility</b>		
	Baseline:0 Target:10					
<b>Outcome B4.</b> Improved coordination, information generation and management in the agricultural and land sectors	Number of technical guidelines developed and disseminated by working group Baseline:0 Target: 1 per working group	Programme reports	<ul style="list-style-type: none"> <li>•Conducive policy environment</li> <li>•Stable macro-economic environment</li> <li>•Partners 'willingness to coordinate activities</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reviews MALR, MAMID, MENRM, UNDP, FAO</li> </ul>		
	Number of functional agriculture and land information systems Baseline:0 Target: 3	Programme reports				
	Number of national assessments and survey conducted Baseline:3 Target:12	National assessment and survey reports				
	DRR/M policy in place Baseline:0 Target:1	DRR/M Policy Document			<ul style="list-style-type: none"> <li>•Adequate financial resources</li> <li>•Key institutions have sufficient (human, technical and financial) to implement early warning systems</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reviews MLRR, MAMID, MENRM, UNDP, FAO</li> <li>• Annual Crop and Livestock Assessments MAMID</li> <li>• Annual Post Planting, Pre/Post Harvest Assessment</li> <li>• Annual Food Security Assessments GoZ, FNC, UNICEF, WFP, FAO, FEWSNET</li> </ul>
	Functional national and sub-national early warning systems in place Baseline:0 Target:5	Programme reports				
	Number of climate smart technologies and mitigation strategies implemented	Programme reports				

<b>CPF Priority Area A: Policy Frameworks</b>				
<b>CPF results</b>	<b>Indicators, baseline and target</b>	<b>Means and sources of verification</b>	<b>Assumptions</b>	<b>Method/Frequency/Responsibility</b>
agriculture, food and nutrition security threats strengthened	Baseline:0	National survey reports	technologies • Political climate mature (non-politicization of humanitarian interventions) • Ability of organisations to operate	• Annual Crop and Livestock Assessments MAMID • Annual Post Planting, Pre/Post Harvest Assessment Annual Food Security Assessments GOZ, FNC, UNICEF, WFP, FAO, FEWSNET
	Target:3			
	Percent of vulnerable farmers assisted with provision of agricultural input			
	Baseline:20 percent of communal households			
	Target: 30 percent of communal households or 80 percent of vulnerable households			

**Annex 5. CPF Action Plan**

CPF results	Responsible and other FAO Unit(s)	CPF programming cycle - Calendar			
		2012	2013	2014	2015
<b>CPF Priority Area A: Policy Frameworks</b>					
<b>Outcome A1.</b> Improved land, agriculture and climate change policy environment					
<b>Output 1.1</b> Land, agricultural, fisheries, forestry and climate change policies reviewed/updated/ developed	SFS, NRL; TCS; FI; FO; NRC;ESW; AGP				
<b>Output 1.2</b> Policy implementation strategies developed and implemented	SFS, NRL; TCS; FI; FO; NRC;ESW; AGP				
<b>CPF Priority Area B: Sustainable Agricultural Productivity and Competitiveness</b>					
<b>Outcome B1.</b> Improved capacities of national institutions dealing with food and nutrition, agriculture, land, fisheries and forestry					
<b>Output 2.1</b> National agricultural research, extension and training institutions and farmers' unions capacitated	SFS, AGA; AGP; FI; FO; ESW;				
<b>Output 2.2</b> National and sub-national institutions strengthened to mainstream gender and HIV/AIDS into land, agriculture, food and nutrition, fisheries and forestry programmes	SFS, AGA; AGP; FI; FO; AGN				
<b>Outcome B2.</b> Increased agricultural commercialization in the smallholder sector					
<b>Output 2.3</b> Farmers' skills and knowledge in sustainable farm management, product diversification and nutrition practices enhanced	SFS, AGA; AGP; AGS; AGN				
<b>Output 2.4</b> Gender/age-sensitive agricultural, fisheries and forestry models identified and implemented	SFS, AGA; ESW; AGP; FI; FO				
<b>Output 2.5</b> Increased public-private partnerships in agriculture input/output markets, storage and value addition	SFS, AGA; AGS; AGP				

CPF results	Responsible and other FAO Unit(s)	CPF programming cycle - Calendar			
		2012	2013	2014	2015
<b>Outcome B3. Improved rural and urban agricultural production and marketing infrastructure</b>					
<b>Output 2.6</b> Small scale irrigation (SSI) schemes rehabilitated/developed and management enhanced	SFS, NRL; AGP				
<b>Output 2.7</b> Rural and urban agricultural production and marketing infrastructure upgraded/developed	SFS, AGS; AGN;				
<b>Outcome B4. Efficient coordination, information generation and management in the agricultural and land sectors</b>	SFS, ESS; ESA; NRL; AGA; AGP				
<b>Output 2.8</b> Coordination of the agricultural and land sectors by MAMID, MLRR and other relevant ministries enhanced	SFS, OEK; NRC;				
<b>Output 2.9</b> Capacity of relevant ministries (MAMID and MLRR) to manage agricultural and land information systems enhanced	SFS, TCS; NRC; AGP; AGA				
<b>CPF Priority Area C: Disaster Risk Reduction Management</b>					
<b>Outcome C1. Improved preparedness for effective and gender sensitive response to food and agriculture threats and emergencies</b>					
<b>Output 3.1</b> Disaster risk management policy framework reviewed and updated	SFS, AGP; AGA				
<b>Output 3.2</b> Early warning systems developed/strengthened	SFS, AGP; AGA				
<b>Output 3.3</b> Capacity of institutions and communities to respond to agriculture and food and nutrition security threats strengthened	SFS, AGP; AGA; TCS				
<b>Outcome C2. Increased resilience of vulnerable communities to agriculture, food and nutrition security threats</b>					
<b>Output 3.4</b> Vulnerable households assisted to access to improved and climate smart technologies, agricultural inputs, weather-related insurance products and alternative livelihoods	SFS, AGP; AGA; NRC				

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