

Zimbabwe: Transitioning
Emergency into
Rehabilitation and
Development

Plan of Action 2010-2015



Food and Agriculture Organization of
the United Nations



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Acronyms

ACWG	Agricultural Coordination Working Group
AFSMS	Agriculture and Food Security Monitoring System
AGRITEX	Ministry of Agriculture's Department of Agricultural Technical and Extension Services
CAADP	Comprehensive Africa Agriculture Development Programme
CA/CF	Conservation Agriculture/Conservation Farming
CFU	Commercial Farmers Union
CGIAR	Consultative Group on International Agricultural Research
DFID	UK Department for International Development
DVFS	Department for Veterinary Field Services
EC	European Commission
ECHO	Humanitarian Aid Department of the European Commission
EDF	European Development Fund
ERCU	Emergency and Rehabilitation Coordination Unit (FAO)
EU	European Union
EW	Early Warning
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FEWSNET	Famine Early Warning System Network
GCP	Government Cooperative Programme
GDP	Gross Domestic Product
GMB	Grain Marketing Board
GoZ	Government of Zimbabwe
GPA	Global Political Agreement
HH	Household
IFAD	International Fund for Agricultural Development
IPC	Integrated Phase Classification
LFA	Logical Framework Analysis/Approach
LITS	Livestock Identification and Traceability Systems
M&E	Monitoring and Evaluation
MDT	Multi-Disciplinary Team (FAO)
MDTF	Multi-donor Trust Fund
MIS	Management Information System
MoAMID	Ministry of Agriculture, Mechanization and Irrigation Development
MTP	Medium-Term Plan
NAC	National AIDS Council
NANGO	National Association of NGOs
NARDS	National Agricultural Research and Development System
NEWU	National Early Warning Unit
NGO	non-governmental organization
NMTPF	National Medium-Term Priority Framework
OCHA	Office for the Coordination of Humanitarian Affairs

OFDA	Office of U.S. Foreign Disaster Assistance
OSRO	Office for Special Relief Operations (FAO)
OVC	Orphans and Vulnerable Children
PoA	Plan of Action
RAF	Regional Office for Africa (FAO)
RP	Regular Programme (financed through regular contributions of member countries) of FAO
SADC	Southern African Development Community
SFA	Strategic Focus Area
SFS	Sub-Regional Office for Southern Africa (FAO)
SIDA	Swedish International Development Cooperation Agency
STERP	Short Term Emergency Recovery Programme
TCE	Emergency Operations and Rehabilitation Division (FAO)
TCEO	Emergency Operations Service of TCE (FAO)
TCI	Investment Centre Division (FAO)
TCIA	Investment Centre Division, Africa Service (FAO)
TCP	Technical Cooperation Programme (FAO)
TCPL	Total Consumption Poverty Line
TFD	Telefood projects (FAO)
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
WFP	United Nations World Food Programme
WG	Working group
ZCFU	Zimbabwe Commercial Farmers Union
ZFU	Zimbabwe Farmers Union
ZimVAC	Zimbabwe Vulnerability Assessment Committee
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

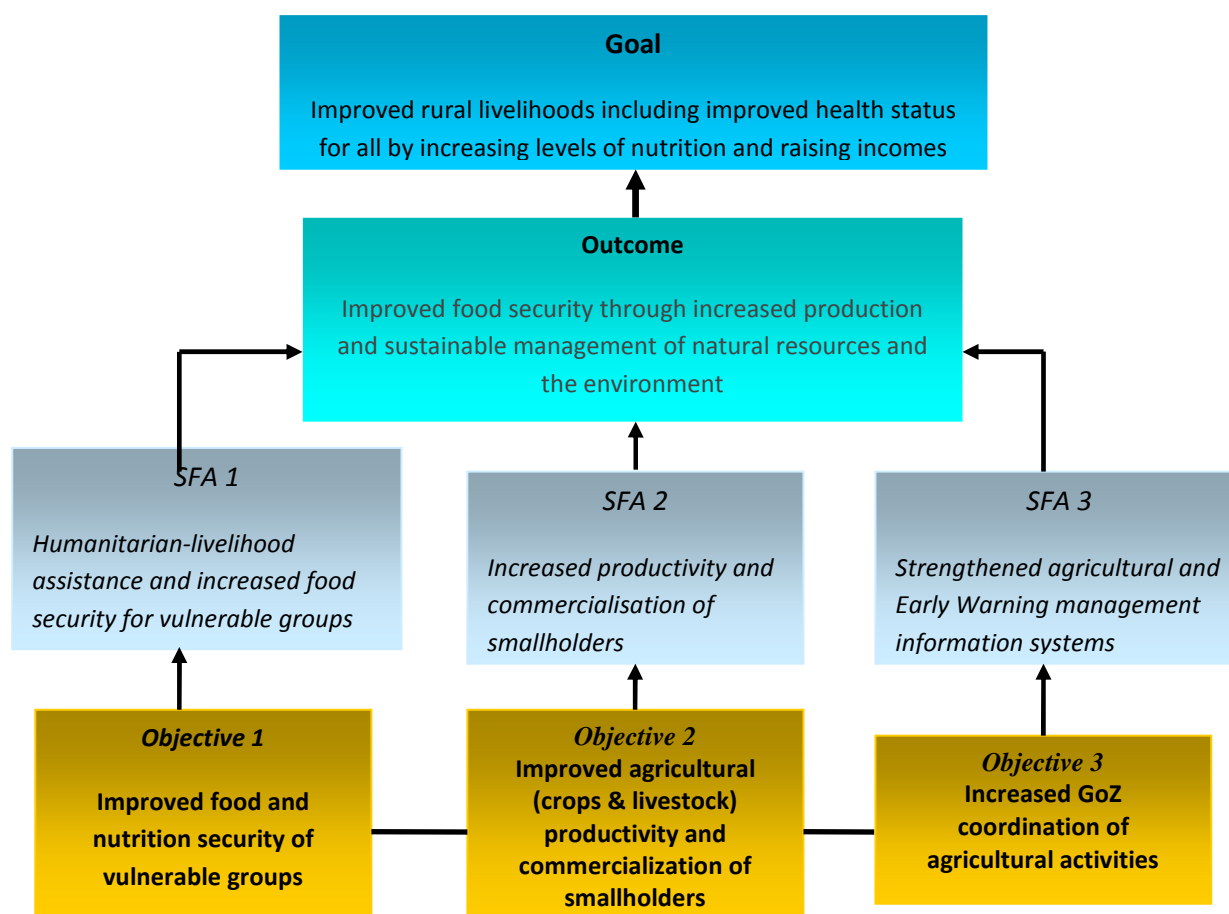
Note: In this document, the use of 'FAO in Zimbabwe' denotes the Sub-Regional Office for Southern Africa (SFS), the Multi-Disciplinary Team (MDT), the Emergency and Rehabilitation Coordination Unit (ERCU) and FAO Country Office for Zimbabwe.

EXECUTIVE SUMMARY

As part of its *Strategic Framework 2010-2019*, FAO aims to improve linkages and transitions between emergency, rehabilitation and development. The FAO Emergency Operations and Rehabilitation Division (TCEO) uses the Plan of Action (PoA) as a tool to promote more integrated planning and coordination and to guide a smooth transition from relief to development. The PoA describes the FAO strategy in Zimbabwe for “bridging” emergency activities with more medium and long-term development programmes over the next five years. This document maps out FAO support to the Government of Zimbabwe (GoZ) and other main stakeholders for the revitalization of the agricultural sector in Zimbabwe. It proposes to align FAO assistance and support with government priorities and strategies.

Through implementing the PoA, FAO also intends to reinforce collaboration and enable more integrated planning between the FAO emergency unit and regular country programme, as well as other FAO technical units, throughout the transition period.

The PoA was designed using a participatory approach involving Government, non-governmental organization (NGO) partners, civil society - including producer organizations, donors and various FAO units from the Southern Africa sub-regional office and headquarters. It is built around three interrelated Strategic Focus Areas (SFAs) contributing to Outcome 6 of the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) 2007-2011 - improved food security and sustainable management of natural resources and the environment.



1. INTRODUCTION

1.1 Scope of the Plan of Action

As part of its *Strategic Framework 2010-2019*, FAO is working toward improving linkages and transitions between emergency, rehabilitation, and development in its programme planning. The PoA is one strategic tool being used by FAO Zimbabwe to promote more integrated planning and coordination and to facilitate a smooth transition from relief to development. The aim of the PoA is to bridge emergency activities with more medium and long-term development programmes. This PoA covers a period of 5 years – 2010 to 2015. The PoA also aims to guide FAO Zimbabwe management to align interventions with the organization's goal and mission and GoZ priorities, while ensuring optimal and sustainable impact.

FAO is presently supporting Zimbabwe in the delivery of emergency and humanitarian assistance as well as providing technical development assistance through its Regular Programme (RP) Unit. The PoA considers how FAO can position itself in this transitional assistance context.

The PoA complements FAO's National Medium-Term Priority Framework (NMTPF) 2009 – 2013 in defining specific priority interventions and operationalising these priorities. The NMTPF is of particular importance in driving the identification process for PoA priorities, as the NMTPF is the main programming and planning document determining FAO interventions in the country.

The PoA will consolidate on-going activities of FAO's country programme - supported by the Emergency and Rehabilitation Coordination Unit (ERCU) and the Regular Programme (RP) unit - and lay a solid foundation for working with the GoZ in addressing the country's priority needs in collaboration with other partners. The PoA is to be shared with partners and donors to enhance synergies, improve coordination and mobilise resources for the agriculture sector. The PoA will be reviewed and refined in annual programme reviews to continually align and reflect the changing environment and Government priorities.

Zimbabwe

Key Facts

Population: 12.5 million

GDP (PPP) per capita 2008: US\$ 145 est.

Pop. below poverty line 2004: 80%

Total land area: 390 000 km²

Total arable land: 8.3%

Labor force by occupation: agriculture 66%, industry 10%, services 24%

Agriculture's contribution to GDP: 18%

Main crops: maize (main staple), cotton, soy beans, wheat, tobacco, and horticulture crops (flowers and vegetables)

Life expectancy (2008): 44

Under 5 mortality rate: 96/1,000 live births

Adult literacy rate: 91%

HIV/AIDS prevalence rate (ages 15-49): 15.3%

Orphans due to AIDS: 1 million



(Sources: FAO, UNICEF, UNAIDS)

1.2 Plan of Action Design Process

A draft set of guidelines prepared by the Regional Emergency Office for Africa were used as a reference document for developing the PoA for Zimbabwe¹. The PoA was developed using a participatory process to identify priorities and formulate strategic objectives that reflect the specific current context and critical features required to support the transition from emergency to development (see Annex 1). The process included: i) a situation analysis; ii) stakeholder consultations (see Annexes 2 and 3) and iii) using a logical framework approach (LFA) (see Annex 4). The LFA - with an emphasis on results-oriented planning and management - is the basic organizing tool for the PoA. As well, strategic documents prepared by the government and the international community were consulted (see Annex 5). A dozen major FAO partners validated the results, as did various offices and divisions within FAO.

1.3 Guiding Criteria for Developing the Plan of Action Strategic Focus Areas

The guiding criteria for selecting PoA priorities take into consideration institutional, technical, social and economic dimensions. The interventions of the PoA:

- **align with Government of Zimbabwe priority areas:** based on areas identified by the Ministry of Agriculture, Mechanization and Irrigation Development (MoAMID) as government priorities outlined in GoZ frameworks designed to guide the Short Term Emergency Recovery Programme (STERP, 2009) and the Medium Term Plan (MTP) currently being drafted to cover the 2010-2015 time-frame; as well as the Africa-wide Comprehensive Africa Agriculture Development Programme *compact* (CAADP *compact*, 2009). The PoA expands on key priorities and interventions already identified in the ZUNDAF 2007-2011 and articulated in the NMTPF, 2009² and major strategic documents such as the MoAMID-FAO Nyanga Retreat (2006).
- **build on ERCU major activities** or ongoing projects and activities of partners (see Annexes 6 and 7 for lists of active FAO projects and activities);
- **build on FAO Regular Programme activities;**
- **are activities of “transitional” quality** - i.e. not exclusively associated with emergency but also support rehabilitation leading to development and coordination measures;
- **support the FAO mandate, reflecting FAO’s comparative advantage** – i.e. are promising FAO or partner activities which lend themselves to being scaled-up and have the potential to yield immediate benefits; and
- appear to be **feasible** politically, financially, economically and technically (see Annex 8: *Risk Matrix*).

¹ Similar PoAs have been prepared for major emergency programmes of FAO, such as Burundi, the Horn of Africa, Uganda and Ethiopia.

² Identified key interventions based on the government’s agriculture and food security priorities, namely: enhancing the policy environment; strengthening institutions and the operational framework; improving incentives, inputs and services and agricultural information systems.

2. SITUATION ANALYSIS

2.1 National context

During the first decade of the 21st century Zimbabwe suffered a humanitarian crisis causing severe weakening of human welfare, economic well-being and rural livelihood resilience and a dramatic increase in rural poverty, from 20 percent in 1995 to 48 percent in 2003 (PASS, 2006). Ten years of continuous economic decline - Gross Domestic Product (GDP) fell by 48 percent - weakened Zimbabwe's capacity at most levels of Government, and depleted the financial, physical and human capital. The poor, both rural and urban, were the worst affected.

This was in stark contrast to high growth rates in the 1980s and 1990s, with a strong export-oriented economy and relatively good infrastructure and services, notably built on a strong commercial agriculture sector that inspired Zimbabwe's reputation as "the breadbasket of southern Africa."

Numerous events contributed to a decline in the performance of the agriculture sector bringing widespread poverty and food insecurity, these include: unfavourable climatic conditions, constrained policy options, political instability, lack of investment in agriculture infrastructure, inadequate service delivery, short supply and high cost of inputs, weak micro-finance institutions, weak producer-market linkages, poor organizational capacity among producers, deteriorating social conditions and the effects of a generalised HIV and AIDS epidemic. A large majority of Zimbabweans live in pervasive poverty: 80 percent of the population lives on less than US\$ 2 a day, and 60 percent lives on less than US\$ 1 a day.³ Trends in national food consumption have been concerning over a long period. The proportion of people below the Total Consumption Poverty Line (TCPL - very poor and poor) increased from 42 percent in 1995 to 63 percent in 2003, representing a 51 percent increase.⁴

The first signs of transition and economic recovery were witnessed in Zimbabwe in late 2008 with the signing of the Global Political Agreement (GPA) and the formation of the inclusive Government in early 2009. Shortly thereafter, in March 2009, macro-economic conditions improved - hyperinflation was halted and new policies and budget reforms were implemented. A Short-Term Emergency Recovery Programme (STERP, 2009) was launched to guide GoZ efforts to stabilize the economy, recover investment levels, restore basic social services and pave the way for medium to long-term economic development. The STERP prioritized promotion of production and increasing capacity, especially in agriculture with a view to improving food security and reducing poverty. Interventions emphasized timely availability of inputs on the open market, technical support and monitoring of farm practices and management, improved cooperation among Government, private sector, farmer organizations and other actors, and resource mobilization. The Government is finalizing a medium term plan covering 2010-2015, the successor to STERP that builds on the achievements of the short-term recovery period. It too

³ 2007 Protracted Relief Programme (PRP) reports.

⁴ *Poverty Assessment Study Survey*, 2006.

emphasizes restoration and transformation of capacities for sustainable economic growth and development.

Efforts to bring stability to the country are being recognized gradually by the international community, providing new opportunities to move Zimbabwe's growth and development agenda forward.

2.2 Agricultural and Food Security Situation

Agriculture is the backbone of Zimbabwe's economy, providing employment and livelihoods for approximately 70 percent of the population. Agriculture contributes 15-20 percent of the country's GDP and 40-50 percent of exports. Agriculture is also significant to the country's economy as it provides food security, economic management of natural resources and is a supply of raw materials for industry. Zimbabwe requires approximately 1.8 million tonnes of maize and about 450,000 tonnes of wheat to feed its human, livestock, industrial and strategic needs annually. In past years, Zimbabwe has produced on average not more than 60 percent of the requirement.

Several studies have indicated that livestock, particularly cattle, are an integral part of the smallholder farming system through provision of draught power, manure, milk and meat. An estimated 50-60 percent of rural households own cattle and 70-90 percent of the rural population own goats. Small ruminants (goats and sheep) and non-ruminants, particularly poultry, are also important for rural households, as they constitute an important safety net and rapidly disposable asset in the event of drought. Crop income obtained by livestock owners is also higher than those of non-owners, even in semi-arid areas.

Until recently, the agriculture sector was characterized by a dualistic structure: low-input/low-productivity in smallholder communal areas and high-input/high-productivity in commercial areas utilizing predominantly the most fertile areas of the country. Since 2000, the agriculture sector has been experiencing challenging and intensified constraints. Periodic droughts, deteriorating macroeconomic conditions, a constrained policy environment and the HIV and AIDS pandemic drastically reduced outputs and productivity. As a result, production patterns have shifted toward more basic subsistence farming methods. While area under cultivation has sometimes increased, yields of most crops decreased.

The smallholder sector, once able to sustain household cereal requirements for maize and small grains, has been unable to meet household food requirements. Only 70 percent of national grain requirements are produced in the country. Consequently, the country's humanitarian needs have remained high, with an estimated 1.8 million people requiring food assistance during the 2009-2010 lean season. The reduction in crop production has also contributed to poor diets and chronic malnutrition, in children in particular. In parallel, the near collapse of the livestock industry for beef cattle, dairy and pigs has resulted in a compromised capacity to provide animal health services and a reduction of household income-generating activities and protein intake.

For the 2009/10 planting season, communal and small-scale farmers needed assistance with key agricultural inputs through emergency interventions in order to improve their critical food security situation. Without substantial humanitarian support and measures to sustain smallholder agricultural production, Zimbabwe would have undergone further decline in livelihood conditions. The extent of relief interventions supporting the agricultural sector has been significant – estimated at US\$ 45 million in 2008/2009 (involving about 70 partners)⁵ and about US\$ 75 million in 2009/2010.

Both the STERP and the subsequent *draft* MTP covering 2010-2015⁶ recognize that during the recovery phase, agriculture is pivotal to rebuilding the national economy, food and livelihood security and improving economic stability. Socio-economic factors impeding the growth of the agriculture sector are likely to remain relevant for the next few years and must be addressed. These include:

- shortage and high cost of agricultural inputs that make them inaccessible to most communal farmers;
- poor agricultural extension and training services due to low capacity of government extension support; and
- labour shortages in the smallholder agriculture sector (due to emigration and HIV and AIDS).

A considerable amount of resources has been invested in agricultural and food security projects over the last six to eight years through NGOs and the UN. The international community and donors continue to provide humanitarian and relief assistance and while there are demonstrated efforts to bring stability to the economy and invest in agricultural growth by the inclusive Government, donors have yet to commit to longer-term development re-engagement.

3. FAO OPERATIONS IN ZIMBABWE

FAO in Zimbabwe has been supporting an increasingly complex portfolio of activities in emergency and development through its ERCU and Regular Programme. FAO leads preparation of projects and programmes, mobilizes resources, provides implementation support, conducts monitoring and evaluation, and plays a particularly vital role in coordination of agricultural emergency and food security interventions in sub-sector areas, including provision of agricultural extension and inputs, nutrition, assistance to households affected by HIV and AIDS, livestock health and Conservation Agriculture, among others.

Examples of on-going and pipeline FAO project activities include:

- provision of extension services in close collaboration with the Department of Agricultural Technical and Extension Services (AGRITEX) of the MoAMID;

⁵ Source: *Emergency Smallholder Crop Production Support Programme Document 2009-2010*.

⁶ The MTP serves as a vehicle for medium-term planning and builds on the STERP.

- support for seed production (legumes, sorghum and millets) and formulation of a national agricultural policy;
- enhancement of productivity for communal farmers in Zimbabwe through advanced land use and land management practices (e.g. Conservation Agriculture);
- reviewing the Zimbabwe's Farm Management Handbook;
- poultry vaccination against Newcastle disease and surveillance (e.g. Avian Influenza);
- surveillance and vaccination of livestock against Foot-and-Mouth Disease, Anthrax and Rabies;
- training on nutritional aspects of agriculture, dietary diversification, food preservation and cooking methods;
- HIV and AIDS and nutrition mainstreaming;
- crop diversification – introducing Cassava in the farming system and the diet, and commercialisation of the crop;
- technical assistance support for plant protection activities in general and particularly for capacity building in implementation of international instruments for Plant Protection in collaboration with the Southern African Development Community (SADC) secretariat; and
- farm management approaches to mitigating the spread of Transboundary Animal Diseases (TADS) and livestock-wildlife conflicts management.

One of the key roles of FAO's country office has been a central provider of agricultural information and technical advice for the humanitarian community in Zimbabwe. FAO contributes to the production and dissemination of a wide range of informational material covering issues pertaining to seasonal developments and performance, availability of inputs, humanitarian interventions in agriculture, and food security and gap analysis.

FAO chairs the Agricultural Coordination Working Group (ACWG), also known as the agriculture cluster. The ACWG brings together key players in the agricultural sector in Zimbabwe to share information, plans and lessons learned. Over 100 people attend, representing Government, (e.g. MoAMID, Meteorological Office), farmers' unions, NGOs, United Nations agencies, research institutions, private sector and others. Sub-working groups have been established to provide technical guidance and improved coordination of programme activities in livestock, seeds, gardens, and Conservation Agriculture.



In addition, in February 2009, FAO helped establish a donor forum⁷ focusing on agricultural input design, which meets monthly or bi-monthly to discuss and analyze policies and priorities in the agriculture sector and coordinate activities, programming directions and funding requirements.

⁷ The group is hosted and chaired by the EU Delegation and FAO provides technical support and secretariat

FAO currently has a portfolio of projects valued at US\$ 53 million covering all emergency, rehabilitation and development interventions (including regional cooperation projects) and has been receiving funding from the following donors: European Union (EU), Office of U.S. Foreign Disaster Assistance (OFDA), UK Department for International Development (DFID), Swedish International Development Cooperation Agency (SIDA), Irish Aid, and the governments of South Africa, Japan, the Netherlands, Norway, Finland, Australia, Ireland and Spain (see Annexes 6 and 7 for lists of FAO Zimbabwe projects).

4. OPPORTUNITIES FOR PLAN OF ACTION IMPLEMENTATION

Zimbabwe is endowed with a well-developed infrastructure and human resource base, fertile lands and natural resources, including wildlife and minerals. Its climatic conditions and soil types make it possible for the country to grow a wide range of crops and support livestock production. With Government commitment, enabling policy measures, adequate service provision, vitalized markets, innovative technologies and proven sustainable farming practices, such as Conservation Agriculture, and new niche areas of production such as horticulture there is potential to regain sustainable levels of pro-poor agricultural growth, improved levels of food security and economic development.

The value of the livestock sector at US\$ 2.57 billion is estimated to have export earnings potential exceeding US\$ 130 million. The off-take rate from the former commercial cattle sector used to be about 20 percent; the off-take rate from the smallholder sector which is more important now is less than 6 percent. A number of countries in the SADC region, including Zimbabwe, are embarking on or revitalizing Livestock Identification and Traceability Systems (LITS) in an attempt to use harmonized approaches that will eventually restore confidence from lucrative external livestock product markets, e.g. the EU beef market, in products from the SADC region. Given Zimbabwe's potential to supply to such markets, the country could benefit from LITS initiatives, notably to address animal health standards which currently bar the entry of Zimbabwe's beef in lucrative markets. Other opportunities for growth include rabbit, guinea fowl and pig production, dairy and aquaculture in communal dams and ponds.

There are also efforts supporting Zimbabwe's ratification of Plant Protection conventions and the strengthening of seed policies and legislation as a way of promoting commercialization and enhanced trade within the region and beyond.

FAO has solid country knowledge and experience in Zimbabwe, proven competence in operations, communication and coordination, and successful working relations with an impressive number of operational partners and donors. In summary, FAO has developed a strong and credible reputation in Zimbabwe. Working with its partners, it has been promoting

services.

transition beyond basic emergency operations - characterized by basic agricultural input projects, and has developed a complex portfolio of well-targeted activities that address urgent humanitarian and livelihood issues of smallholder communities, as well as rehabilitation and longer-term development-oriented interventions. FAO is further strengthened by technical expertise and internationally experienced human resources in its Regular Programme, the FAO Offices in Zimbabwe (includes the SFS, ERCU and FAO Country Office for Zimbabwe) and its headquarters units.

Attention to targeting and reaching different categories of households, including women-headed and the most vulnerable, has strengthened FAO operations and impact. Emergency programming has emphasized mainstreaming of nutrition security and HIV and AIDS awareness as standard crosscutting issues included in agronomy, livestock and extension support activities and information management. This holistic approach, well-adapted to the country context, is imperative to successfully implementing transitional interventions and has already produced benefits including improved farm management practices, dietary diversity, and increased knowledge of improved nutritional practices applied by households – most notably related to HIV and AIDS. Many project activities such as the promotion of Conservation Agriculture have helped improve extension agents' knowledge base and operational and monitoring capacities, while also improving smallholder farming skills, crop diversification and productivity. Government is now widely promoting Conservation Agriculture.

5. THE PLAN OF ACTION: STRATEGIC FOCUS AREAS

The FAO in Zimbabwe programme goal is to *improve rural livelihoods including improving health status for all by increasing levels of nutrition and raising incomes* by 2015. This will contribute to attainment of Outcome 6 of the ZUNDAF (2007-2011) - improved food security and sustainable management of natural resources and the environment.

This Plan of Action articulates how the goal will be achieved and is built around three interrelated Strategic Focus Areas (SFAs):

- Humanitarian-Livelihood Assistance and Increased Food Security for Vulnerable Groups;
- Increased Productivity and Commercialization of Smallholders; and
- Strengthening Agricultural and Early Warning Management Information Systems.

GOAL: *Improved rural livelihoods including improved health status for all by increasing levels of nutrition and raising incomes*

OUTCOME: *Improved food security through increased production and sustainable management of natural resources and the environment*

5.1 Strategic Focus Area 1: Humanitarian-Livelihood Assistance and Increased Food Security for Vulnerable Groups

5.1.1 Justification

The Rural Food Security Assessment - Zimbabwe Vulnerability Assessment Committee (ZimVAC), September 2009 estimated that 1.1 million rural people have insufficient means to access adequate food. That number was projected to rise to 1.6 million people during the peak hunger period from January to March 2010. Compared to the May 2009 assessment, the absolute number increased by 0.2 million. The ZimVAC recommended that food assistance be immediately provided to the affected population using strategies that recognize the general availability of basic food stuffs on the market. The most recent ZimVAC assessment, provided in June 2010, estimated that 1.3 million rural people will have insufficient means to access adequate food in the period from January to March 2011.

Nutritional levels are stable at about 4.8 percent for acute malnutrition, below emergency cut-off points. However, chronic malnutrition has been on the rise, reaching levels above 30 percent at the end of 2009.⁸ The impact of HIV and AIDS (currently at 13.7 percent prevalence) will be felt for a long time; it has resulted in a significant loss of productive labour and key personnel in the agriculture sector and increased households hosting orphans and headed by children, all of which reduces self-reliance and resilience.⁹

SFA 1 addresses the immediate challenges of food insecurity and low resilience among the most vulnerable rural and urban households. This is done by supporting an increase in levels of food consumption, improving nutrition, developing improved risk mitigation strategies and strengthening resilience to shocks by strengthening and diversifying the livelihood asset base and production systems and broadening options to access inputs. SFA 1 serves as a “safety net” to assist households with acute humanitarian vulnerabilities.

5.1.2 Activities and Outputs

Ongoing FAO in Zimbabwe and partner assistance projects¹⁰ include both emergency assistance (responding to acute humanitarian needs and chronic vulnerabilities) and recovery and development initiatives (improving sustainable livelihoods and strengthening capacity of households and communities to cope with future shocks).

Specific interventions under SFA 1 would cover, for example, improved access to inputs, supply and protection of productive assets for improved and diversified incomes, mitigating the impact of HIV and AIDS through small livestock production, nutrition gardens and counselling (including in urban settings), strengthening extension support and facilitating the ACWG.

⁸ National nutrition survey, June 2010; RIASCO Update 2009; personal communication UNICEF.

⁹ 1,050,000 AIDS orphans are estimated in Zimbabwe and expected to rise (ZUNDAF 2006).

¹⁰ As examples: OSRO/ZIM/903/SWE, OSRO/ZIM/904/USA, OSRO/ZIM/905/SPA, GCP/017/EC.

The two main SFA 1 outputs are:

- (i) target groups receive appropriate inputs and extension support, and
- (ii) vulnerable rural smallholder and urban households (e.g. those hosting HIV and AIDS persons) engaged in farming become keen and sensitized to appropriate nutrition, adequate production systems, and HIV and AIDS issues, and become knowledgeable of recommended behaviour related to these topics.

Strategic Focus Area 1: Humanitarian-Livelihood Assistance and Increased Food Security for Vulnerable Groups	
<i>Development Objective:</i> Improved food and nutrition security and protected livelihoods of vulnerable groups	
<i>Target Groups:</i> Vulnerable households, including an estimated 20 percent of households currently hosting orphans ¹¹ , female-headed households, chronically-ill headed households, and elderly-headed households	
OUTPUTS	ACTIVITIES
1.1 Beneficiaries receive appropriate and timely inputs and extension support	<p>1.1.1 Identify most vulnerable geographical areas and most appropriate, responsive support measures required to reach vulnerable rural and urban-based households</p> <p>1.1.2 Plan and provide identified support measures to intended vulnerable household beneficiaries in a coordinated manner (e.g. agriculture packages – seeds, fertilizer inputs, vaccines, etc.)</p> <p>1.1.3 Piloting/scaling-up of alternative input support approaches (voucher-input trade fairs, warehouse receipts systems, cash transfers, cash for assets, broadened access to food as per requirement)</p> <p>1.1.4 Ensure regular accompanying measures (extension support) to complement input distribution to promote sustainable production systems (e.g. good farming practices, diversified production – e.g. livestock, processing, etc. – labour-saving technologies, improved water management, post harvest practices, etc.)</p>
1.2 Beneficiaries receive appropriate nutrition and HIV and AIDS sensitization, education and demonstration	<p>1.2.1 Support awareness raising (AR), education (E), and practical training (all ongoing) for identified vulnerable households by field agents/community workers/teachers in nutritional counselling and complementary good production practices (e.g. use of Healthy Harvest tools, Training of Trainers, mentoring, etc.)</p> <p>1.2.2 Support to improved production practices targeting particularly vulnerable households (e.g. OVC, women-headed, etc.), such as homestead gardens, small livestock “pass on” schemes, urban agriculture - mobile gardens, development of market linkages, etc.</p>

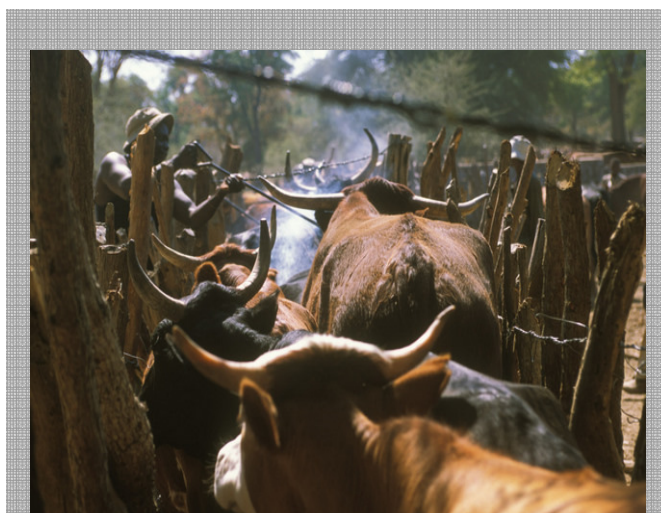
¹¹ 1.3 million children have lost at least one parent (UNICEF 2007).

5.2 Strategic Focus Area 2: Increased Productivity and Commercialization of Smallholders

5.2.1 Justification

Agricultural production, productivity and marketing have been in decline over the past decade and may decrease even further without substantial development support to the sector. Major causes of low production, productivity and marketing of smallholders include:

- **Land tenure insecurity.** Credible security of tenure would build confidence for investment in production and facilitate agricultural financing. An estimated 20 percent of farmers are able to access capital from banks. Ensuring equal access and control of landholdings by women would be critical;
- **Agricultural inputs in short supply.** 80 percent of inputs for farming (e.g. seed and fertilizer) are sourced from partners (with only a fraction produced in Zimbabwe¹²) while the GoZ provides 20 percent;



Vaccinating and branding locally-bred cattle owned by smallholder farmers in communal areas.

(FAO/Antonello Proto)

- **Inadequate water-harvest management and irrigation.** Successful gravity-fed irrigation systems and small dams have been constructed, but many systems have fallen into disrepair often due to dam siltation or they were not fully completed (i.e. lack water distribution systems). Although most provinces prepare irrigation development plans, these remain unfunded. Zimbabwe has the potential to put over 200,000 hectares of land under irrigation, however an irrigation policy and irrigation master plan are lacking and there is inadequate financing of irrigation rehabilitation and development;

- **Limited capacity of research and extension services.** AGRITEX, the National Agricultural Research and

Development System (NARDS), the Department of Veterinary Field Services (DVFS), service delivery staff (field extension workers in crop and livestock production, meat inspectors, technicians, artisans, and veterinary assistants) are severely limited in capacity due to inadequate and ill-adapted skills, lack of refresher training and experience¹³, and limited resources and equipment to operate effectively (impeding mobility, etc.). Linkages between research and extension are poorly coordinated. Private sector actors, formerly important partners in agricultural research, have scaled back operations;

- **Inappropriate and inefficient farm management practices** are common, characterized

¹² Due to a combination of weak foreign exchange rates and pricing policies, raw material shortages, reduction in local seed producers and declining numbers of agro-dealers.

¹³ For example, half of the 4,800 posts in the Field Division at provincial level were vacant in 2009.

by cultivation of crops in unsuitable areas or over-reliance on mono-cropping especially of maize. Such poor practices result in low yields or total crop failure and soil degradation;

- **Market linkages weakened.** Market and price information is now essentially absent. Maize and wheat marketing under a Grain Marketing Board (GMB) monopoly over the past decade has suffered from controlled prices experiencing hyperinflation. The role of private traders and producer organizations in disseminating market information and facilitating market linkages for smallholders has decreased; and
- **Investment in agriculture recovery has been limited.** Agriculture's allocation of the national budget – 4.8 percent in 2008 – is far from the recommended 10 percent agreed upon during the Maputo Conference in 2003¹⁴. International finance institutions have not yet started to provide resources for long-term agriculture investment. Small-scale private investment is hindered by uncertainties such as land titles, while larger investments are hindered by uncertainties over the future of commercial farming.

5.2.2 Activities and Outputs

SFA 2 builds on FAO's emergency and development programmes in Zimbabwe. Some areas of intervention, such as major rehabilitation of irrigation schemes, credit schemes through banks, or utilization of land resettled under the land reform programme, will be highly dependent on the evolution of the political-economic context in Zimbabwe and the process of shifting to development mode. Other key interventions building on past and current ERCU/RP programmes mainly for smallholder farmers are continuous provision of extension for improved farming management, the adoption of appropriate, diversified and intensified farming systems per ecological natural region, and the provision of incentives for farmers and private sector to establish linkages (contract farming) aiming at significant income generation.

There are three inter-related immediate objectives prioritized in SFA 2. These are:

- (i) increased agricultural diversification and intensification;
- (ii) improved market linkages; and
- (iii) increased resources for agriculture.

An increased number of farmers will be supported to improve levels of production and market linkages in the transitional context by strengthening extension services and broadening access to inputs. It is expected that outputs per labour force and land unit, access to and use of water and share of crop and livestock production that enters the market will improve.

The availability of substantial resources for agriculture recovery is viewed as essential to increasing support for production and ensuring improvements in the current input/output marketing system.

The target groups may still require humanitarian assistance during periods of increased vulnerability (e.g. drought years) over the transition period, thus humanitarian interventions will be programmed alongside to cushion against risk.

¹⁴ The African Union Maputo Declaration of 2003 said African states would devote at least 10 percent of their national budgets to agriculture.

Strategic Focus Area 2: Increased Productivity and Commercialization of Smallholders

Development Objective: Improve agricultural (crops and livestock) productivity and commercialization of smallholders

Immediate Objectives: (1) Increase diversification and intensification, (2) improve market linkages, and (3) increase resources for agricultural recovery

Target Groups:

- Smallholders with potential (labour, land and livestock) to make use of their assets and opportunities for business.
- Communal farmers, farmers in old settlements, and newly resettled A1 farmers –1.3 million farmers on more than 26 million hectares of land. The possibility to work with A1 farmers, using contested land, would require an evolution of the national context and donor approaches.
- 700,000 households or some 3.5 million people reached over 5 years.

OUTPUTS	ACTIVITIES
2.1 Improve farmers' skills and knowledge in appropriate farm management practices	2.1.1 Validate best practices for agriculture interventions, including crops, livestock, and forestry 2.1.2 Dissemination of best practices (training, demonstration, exchange visits, etc.) 2.1.3 Conduct M&E and adapt/improve
2.2 Enhance capacity of extension service providers	2.2.1 Assess current extension delivery systems and identify key weaknesses and gaps 2.2.2 Integrate improved service delivery approaches into existing extension systems (materials development, capacity building) 2.2.3 Support implementation including operational measures (communications, transport, incentives)
2.3 Strengthen research and extension linkages	2.3.1 Conduct on-station and on-farm research involving farmers and extension workers 2.3.2 Encourage private sector linkages with research institutes (e.g. small grain and legume seed production, cotton, tobacco) 2.3.3 Disseminate research results and integrate into programmes (NGO/donor, and GoZ programmes)
2.4 Enhance development and management of small scale irrigation (SSI) schemes	2.4.1 Conduct inventory of rehabilitation needs for SSI schemes 2.4.2 Establish partnerships for SSI development, identifying areas for FAO technical support (engineering and management aspects)
2.5 Smallholders receive market and price information	2.5.1 Conduct market research and provide market information (by government, farmer unions, etc.) through multiple channels (radio, print media, electronic) 2.5.2. Form/strengthen smallholder producer groups and commodity associations 2.5.3 Support farmer-private sector linkages including contract

	farming, trade fairs, fora, etc. 2.5.4 Assess existing rural finance institutions to broaden access for different categories of smallholders
2.6 Farmers have access to input and output markets	
2.7 Donors aware of funding needs related to technical assistance and investment for recovery/development of the agricultural sector	2.7.1 Strengthen the agricultural input donor forum and develop other fora with partners on specific livelihoods interventions (e.g. vouchers, input fairs, insurance schemes, livestock, and urban agriculture) 2.7.2 Jointly with GoZ, prepare/disseminate briefs, information notes/circulars, concept notes regarding investment proposals, resources gaps, etc.
2.8 Options for crop and livestock diversification formulated and implemented	

5.3 Strategic Focus Area 3: Strengthening Agriculture and Early Warning Management Information Systems

5.3.1 Justification

There are serious deficits in information systems in Zimbabwe outside of the emergency context. In the MoAMID AGRITEX and the Department for Veterinary Services structures exist, but they need to be systematically reviewed, revised, upgraded and modernized. Crop price and market information is collected but almost exclusively from big urban markets and then it is not effectively disseminated to end-users. Consequently, farmers and traders do not get real time price information on nearby markets. At dip tanks data is being collected on forms covering different aspects of livestock health and production, but there is usually only one data clerk per province who cannot enter and process all the completed forms. At district level there is a serious lack of computers and staff.

The transition from the humanitarian to development activities in Zimbabwe will accelerate if reliable information is available to inform the decisions of Government, stakeholders, donors and partners. The GoZ, and in particular, the MoAMID, requires system and information technology upgrades which has lagged due to inadequate financial resources over the past 10 years.

Developing national management information systems to generate and maintain data for decision making is an FAO priority. Access to historical data, analysis of crop, livestock, food-

THE AGRICULTURE & FOOD SECURITY MONITORING SYSTEM

In 2007, FAO and the National Early Warning Unit (NEWU) started the Agriculture and Food Security Monitoring System (AFSMS) to fill information gaps. It was initially active in 13 districts and now exists in 50 districts at 198 sentinel sites. The sentinel sites feed into the production of agricultural information which is shared on a monthly basis within the humanitarian community and beyond.

security and livelihood situations, disaster preparedness, ensuring rational and transparent allocation of resources and streamlining such systems through partners will be key to the transition from emergency to rehabilitation and development.

5.3.2 Activities and Outputs

SFA 3's main objective is establishment of a capacity building strategy for the GoZ to take a more direct lead role in coordinating humanitarian activities in the agricultural sector and handling management information systems.

Key expected results of SFA 3 include MoAMID co-chairing the ACWG with FAO, with the aim of moving towards MoAMID direct leadership in agricultural coordination and GoZ driving and owning the Integrated Phase Classification (IPC) for Food Security implementation process in Zimbabwe.¹⁵ Under the umbrella of the Food and Nutrition Council - FAO, WFP, UNICEF, the Central Statistics Office and the Ministry of Labour and Social Services have contributed to the conceptual framework of a food and nutrition security analysis unit. This will contribute to meeting a second result of SFA 3 - a strengthened centralized and consolidated data information system and coordinated responses by the various sectors.

FAO in Zimbabwe has been actively involved in coordinating monitoring and evaluation (M&E) activities, as well as assessments in Zimbabwe, in an effort to collect and disseminate critical agricultural information. The AFSMS - which is supported technically and financially by FAO and the Famine Early Warning System Network (FEWSNET) and implemented by NEWU - serves as the only monthly monitoring system that is operational in 50 of 60 districts in Zimbabwe. MoAMID would build on the successes of the AFSMS and reinforce these databases. M&E activities led by the GoZ will be critical for coordination and making project/programme adjustments.



¹⁵ The Vulnerability Assessment Committee in Zimbabwe (ZimVac) is leading implementation of the IPC in the country: www.ipcinfo.org.³

Strategic Focus Area 3: Strengthening Agricultural and Early Warning Management Information Systems	
<i>Development Objective:</i> Increased GoZ coordination of agricultural activities.	
<i>Immediate Objectives:</i> (1) strengthened management information systems led by GoZ to produce reliable and timely information, (2) greater technical guidance by GoZ to the humanitarian and development communities.	
<i>Target Groups:</i> <ul style="list-style-type: none"> ▪ GoZ personnel in charge of determining information needs and designing M&E systems and IT. ▪ Key MoAMID, ERCU/RP staff members currently involved in M&E and IPC. ▪ Information users. 	
OUTPUTS	ACTIVITIES
3.1 Increase capacity of GoZ/MoAMID in the area of management of agricultural information systems	3.1.1 Train on management of agriculture and food security information systems 3.1.2 Support the computerization of MoAMID offices 3.1.3 Assist GoZ in the establishment of comprehensive agriculture database (national and sub-national data) 3.1.4 Set up all-inclusive integrated information system for comprehensive food security analysis led by GoZ 3.1.5 Support the establishment by GoZ of an integrated multi-sector food security database (WASH, health, agriculture/food, nutrition)
3.2 MoAMID and other relevant ministries empowered to coordinate the humanitarian and development community	3.2.1 Provide financial and technical support to Government to enhance their capacity for coordination of humanitarian activities 3.2.2 Progressive inclusion of MoAMID in the management of the ACWG and technical WGs (chairing, secretariat) 3.2.3 Organize all-inclusive stakeholder meetings to ensure a shared understanding of priorities and needs from a humanitarian perspective

6. KEY ASSUMPTIONS AND RISKS

Several risks and assumptions that have the potential to limit the ability to meet PoA objectives have been identified. The main risks, their level of probability and mitigation measures are presented in a matrix (see Annex 8). Key assumptions are presented in the PoA logframe (see Annex 4).

Economic and political instability is a risk which could result in low Government commitment to agriculture and reduced donor engagement for transitional and development programmes. Formation of the inclusive Government has been a positive step, however the international community remains vigilant in extending direct support to government programmes, and

alternatively works primarily through other development partners. Donors are waiting for concrete steps from the new Government before re-defining their engagement.

Delayed engagement could stall a number of key steps including limiting the updating of data sources necessary for accurate targeting and weakening access to much needed private sector opportunities essential to stimulating sector revitalisation. However, independently from donor engagement with the GoZ, humanitarian assistance with a transitional perspective will remain central for Zimbabwe in the coming years.

7. INSTITUTIONAL ARRANGEMENTS

7.1 One FAO Country Programme

The POA for Zimbabwe is fully aligned with FAO Country Programme and Government priorities and is based on strengthened collaboration among all players of the FAO in Zimbabwe team. This team comprises staff from the Country Office, the ERCU and SFS, with involvement of technical staff from FAO headquarters.

Three SFA focal points will be nominated from the FAO team in Zimbabwe to broadly oversee SFA progress. These focal points will sustain close contact with relevant stakeholders concerning SFA issues and activities. They will facilitate the drafting of project proposals and, on a regular basis, monitor and report progress of POA implementation to the FAO team.

Collaborative conceptualizing, planning and implementation by the FAO Zimbabwe team and FAO's technical divisions will be strengthened to facilitate a smooth transition into the long-term programme for the country. This is important as technical expertise becomes increasingly critical when moving from emergency to development work in agriculture. FAO in Zimbabwe has attracted substantial financial resources and has managed large portfolios. These resources will be leveraged and expanded to encourage a mix of support, including direct support of financial and technical assistance, for existing and new activities and partnerships, including secondments of technical expertise to GoZ.

FAO will continue mainstreaming gender in its 2010-2015 programme. This will be done with support from a gender focal person to be appointed to ensure that all staff builds the capacity to mainstream gender and that a gender perspective is incorporated into activities.

7.2 Communication and coordination with partners

Close collaboration and regular exchanges will be encouraged between the FAO Country Team, ACWG and ACWG sub-working groups to build synergies, harmonize and coordinate programming and field operations. In particular, donors will be regularly updated on PoA progress to plan and guide resource allocation in support of PoA interventions.

8. MONITORING AND EVALUATION

The M&E system of the PoA will be results based, participatory and guided by the main goal, objectives and outputs summarised in the PoA implementation logframe (see Annex 4).

M&E systems will be designed to cover the range of aspects that determine PoA success, covering improvements in:

- **technical areas** – levels and diversification of production (including access and use of inputs and improved technologies), nutrition and food security, farming practices, input-output market linkages, information systems;
- **physical features** – infrastructure, such as rehabilitated dams, irrigation systems, etc.;
- **institutional arrangements** – service delivery performance, private sector activities, farmer organization capacity, coordination in humanitarian and agricultural sector, information exchange, resource mobilization, etc.;
- **financial support** – funding with indication of shifts toward rehabilitation and development; and
- **household livelihoods** – household well-being, diversified livelihood strategies, poverty reduction, risk resilience.

Internal reviews will be carried out on regular basis, with a focus on strategic issues. M&E results and lessons learned will be disseminated periodically, particularly to FAO staff as well as to the wider public. Emphasis will be placed on integrating recommendations and lessons gathered from M&E into ongoing PoA activities and future programming.

Implementation of activities is expected mainly through donor-supported projects, each with their own M&E arrangements. When possible, alignment in methodologies, tools, formats and information systems will be encouraged. Indicators shall be disaggregated by gender and also by categories of population when appropriate. Regular monitoring and reporting of progress will be based on workplans. Baselines will be conducted early in the process to capture the *ex-ante* situation. SFA reports will be collated to form PoA bi-annual and yearly progress reports.

Annexes

Annex 1: PoA Methodology and Preparation Steps

Methodology

The structure of the PoA generally conforms to the Project/Programme Cycle concept. The Logical Framework focus is at programme level, underpinned by a number of activities or actions which – in the case of the three Strategic Focus Areas – could be developed into projects.

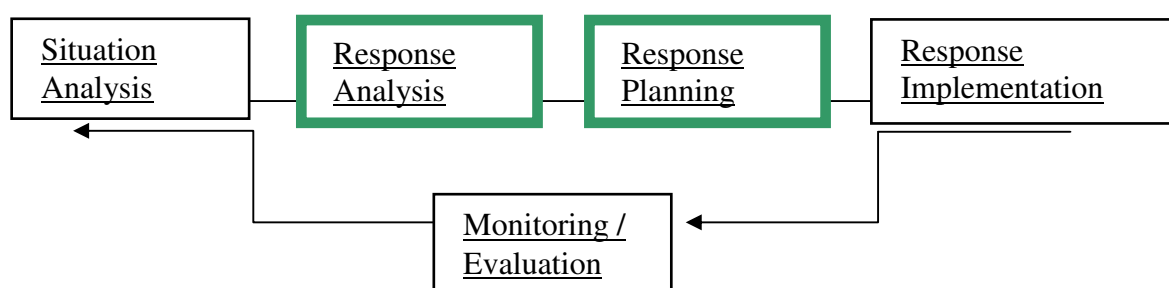


Figure 1: The PoA design steps.

This document deals primarily with the first three steps. At a later date, focus area and activities identified will be further developed into specific projects, and include implementation strategies with timelines and M&E systems.

A number of activities were organized to carry out the three core steps above. These included:

- (i) developing a set of “priorities” and specific “Strategic Focus Areas” of intervention based on selected criteria; the set of criteria was established for selecting priorities and areas of intervention for the PoA.¹⁶ These were identified through triangulation and a synthesis of information collected by an in-depth review of documents that reflect government priorities, examination of ongoing ERCU activities, and consultations with a range of stakeholders.
- (ii) consulting with a range of stakeholders from Government, the donor community, NGOs and private sector to: validate/adjust priorities, explore synergies and identify potential partnerships (see list of persons met in the *Acknowledgements*);
- (iii) finalizing and validating priorities and Strategic Focus Areas - laying the groundwork for using the Logical Framework Approach (LFA) during a two-day workshop;
- (iv) developing result frameworks (objectives and outputs) around agreed priorities and Strategic Focus Areas;
- (v) developing a stakeholder matrix of key actors, which includes roles

¹⁶ For this exercise a Proposed PoA Strategic Focus Area Alignment with Key Criteria Matrix was developed, which showed correspondence between the criteria and the identified PoA priorities and areas of intervention. Estimated degrees of strength of correlation between priority and criteria were identified.

- (donor/implementer/technical assistance) and potential collaboration in Strategic Focus Areas (see Annex 3);
- (vi) presenting the logframe proposal and stakeholder analysis matrix to key stakeholders to get their input and validation;
- (vii) finalizing logframe objectives and outputs, with activities, assumptions/risks, and indicators;
- (viii) defining mechanisms for implementation of the PoA;
- (ix) outlining steps for the way forward; and
- (x) drafting the final PoA report.

In conducting the above activities, a three-person mission team (from TCE and TCI) was formed that worked in direct collaboration with the ERCU and the FAO Zimbabwe Office and closely with officers from the MDT of the FAO SFS for a period of almost three weeks. Priority was placed on involvement of MDT and FAO Country Office staff, including staff from the ERCU, as they will be the main actors responsible for PoA implementation.

Selection Criteria and Identification of Priority Areas: Based on identified criteria, the most relevant and important sectoral thematic areas for the PoA were grouped and organized into Strategic Focus Areas or “blocks (priorities).” In the end three blocks¹⁷ were identified: (i.) humanitarian-livelihood assistance and increased food security for vulnerable groups; (ii) improved agricultural productivity and commercialization; and (iii) strengthened GoZ coordination of agricultural management information systems. Specific areas of intervention were then gleaned from a combination of information sources (project documents, reports, interviews) and arranged into these corresponding blocks. Although the number of Strategic Focus Areas was not specified, an attempt was made to consolidate them when possible to keep the number to a manageable size that would make sense. A draft matrix was designed that was used during discussions within FAO and with key informants in order to refine priorities and Strategic Focus Areas – eliminating some areas, adding others, combining when possible. At the two-day Logical Framework workshop at FAO, finalization and validation of priorities and Strategic Focus Areas was reached. The PoA logframes were developed on the basis of these results (see Annex 4).

Response planning: Logical Framework matrices related to the priorities – now considered PoA Strategic Focus Areas – were prepared during a two-day workshop involving FAO staff from the ERCU, country programme and MDT, as well as selected key partners (GoZ, IFAD, WFP¹⁸). Working groups were formed (through self-selection) around priorities and tasked to examine and finalize proposed priorities and Strategic Focus Areas. Once revised and agreed (in plenary), the priorities and related discussion were used as a basis for designing PoA Strategic Focus Area programmes using the Logical Framework Approach. The development of the LFA Matrices (logframes) commenced with working groups defining:

- (i) development objectives
- (ii) immediate objectives

¹⁷ The first draft comprised 5 blocks, separating smallholder commercialization and improved agricultural productivity.

¹⁸ UNICEF was unable to participate.

- (iii) outputs
- (iv) activities
- (v) assumptions

Results of working groups were shared and refined during the plenary session¹⁹. After the workshop these results were documented by the mission in preparation for a validation workshop which was organized for stakeholders to solicit feedback at the end of the mission.

A **stakeholder analysis matrix** (see Annex 3) was developed to assemble information concerning partner activities (ongoing and pipeline) in correspondence with proposed priority areas and provide indicative measures of engagement in respect to agencies' core mandates. This matrix was completed during the validation workshop, and also through consulting partners and collecting information from ERCU. It is anticipated that the matrix will be a valuable support tool when designing PoA programmes and projects, as it indicates potential partnerships (donors, implementers, technical advisory services) and guidance for coordination.

The **validation workshop** was organized for stakeholders (see *Acknowledgements* for a list of participants) to introduce the PoA objective and process, present and validate the "Proposed PoA Priority Alignment with Key Criteria Matrix," show the logframes highlighting programme objectives and outputs, and introduce and complete the stakeholder analysis matrix. Discussion and feedback were encouraged and confirmed that several participants coming from other agencies looked at the PoA as a useful tool that they thought could eventually also be applied in their own agencies to facilitate the transition from emergency to development operations. At the end of the workshop participants were asked to indicate the weight they would give to each of the three PoA Strategic Focus Areas as a percentage of the total funding for the three Areas.

¹⁹ Groups completed objectives and outputs, but due to time constraints did not finalize activities, indicators and assumptions.

Annex 2: Key Partners

General description of key partners:

To best leverage existing partnerships, an inventory of stakeholders was conducted to identify *who* is operating in PoA proposed areas, *what* activities partners are (or plan) supporting, *how/in what capacity* (donor, technical advice, etc), and indicative measures of engagement. A **stakeholder matrix** was developed and finalized by partners and FAO during the validation workshop and consultations.

Key findings include the following:

- **Government:** AGRITEX and DVLS are the main partners from Ministry of Agriculture Mechanization and Irrigation Development (MoAMID) currently working closely with FAO and other stakeholders in implementing field operations. They will be key actors in PoA implementation and resource persons. Other government partners for PoA implementation include the National Aids Council (NAC),²⁰²¹ and organizations having a wide decentralized structure. A number of other Ministries are expected to be involved in PoA activities.²²
- **UN agencies:** WFP and UNICEF are expected to be main partners in PoA implementation and to a lesser extent, IFAD, UNAIDS and OCHA. Joint WFP and FAO operations are ongoing; commonly, FAO provides technical and resource support while WFP assist vulnerable households to obtain their food entitlements through direct food, food for assets, vouchers, and school-based feeding and cash assistance. WFP and FAO also participate in food security and crop assessments. A task force with WFP, FAO and UNICEF is examining support to establishing a Food Security Unit within GoZ to ensure reliable, timely information/data regarding food security, production and humanitarian needs (SFA 3). UNICEF leads the Nutrition Cluster, working closely with the Food and Nutrition Council and other partners to network and coordinate food-based and nutritional activities notably for persons with HIV/AIDS and OVCs (SFA 1). IFAD activities will be well-aligned with the PoA in the inception phase of an agricultural support programme.²³
- **NGOs:** About 1,000 NGOs are registered with the National Association of NGOs (NANGO), the coordinating body of NGOs. Only about 70 (national and international) are working in relief and recovery, most of who partner with FAO. Coordination for the agricultural sector is through ACWG led by FAO. There are also other coordination mechanisms such as C-SAFE, PRP, OVC Programme which encompass other needs and cross cutting issues. The support of international NGOs has brought a wealth of technical experience in recovery programming and resources, provided by donors, UN, and their own institutions in the implementation of projects.²⁴

²⁰ A parastatal of MoHCW and Secretariat of the National Technical Working Group on Gender and HIV
²¹ guidelines on agriculture and HIV, Healthy Harvest, HIV nutritional counseling, OVC support, national census.

²² Including Ministries of Health and Child Welfare, of Women's Affairs, Gender and Community Development, of Public Service, Labour and Social Welfare and of Education.

²³ Improving: service delivery, agricultural research, market linkages, small-scale irrigation and information management.

²⁴ Seeds and inputs; food assistance; improved technologies including CA; introduction of new crop varieties; nutritional garden support; HIV and AIDS-based health and nutrition support, livestock

- **Farmer Unions:** The Zimbabwe Farmers Union (ZFU), the Zimbabwe Commercial Farmers Union (ZCFU), the Commercial Farmers Union (CFU) and the Zimbabwe National Farmers Union (ZNFU). Vibrant at one time, producer organizations require strengthening due to severe economic deterioration. Unions are working towards rebuilding their capacity – notably in institutional strengthening and outreach to revive committees at decentralized levels. They also are working to improve service delivery (agricultural support), communication and information dissemination, promotion of commodity associations and market linkages. A European Union-supported FAO project aims to strengthen and build union capacity notably through promotion of contract farming.²⁵ MoAMID is working with unions to support member groups, mostly by strengthening commodity-based groups.
- **Private Sector:** over recent years input dealers, traders and other private sector actors have been operating below capacity due to economic downturns and lack of capital to rebuild. Access to credit remains limited causing difficulties to access inputs. Unfavourable pricing policies, shortage of foreign exchange, unreliable services and loss of staff have contributed to shortages (seeds, fertilizer, fuel and agro-chemicals). Domestic production of fertilizers fell to 15 percent of capacity in recent years, most of which was available only on parallel markets where prices were high and out of reach for most households. Government and humanitarian agencies' input distribution schemes have partially been able to fill gaps. Innovative solutions²⁶ in conjunction with the private sector will be important in PoA activities supporting input-output market linkages.
- **Donors:** the PoA is well-aligned with donors' support to the agricultural sector, covering smallholder productivity and rural development, drought mitigation, research, livestock, irrigation, marketing, and policy and information assistance.²⁷ The majority of donor assistance has recently been in short-term recovery and emergency/rural development (about US\$ 63 million - CAADP 2009) targeting the most vulnerable communities and less in longer-term development activities (currently around US\$ 2 million). Major donors include the EU and Humanitarian Aid Department of the European Commission (ECHO), a number of bilateral donors (Spain, UK, USA, Australia, Sweden, Norway, Finland, Ireland and Japan). It is expected that development funding will be maximized as donor confidence in Zimbabwe improves.

production assistance; and training to improve rural service delivery.

²⁵ ORSO/ZIM/806/EC.

²⁶ Alternative input schemes - e.g. voucher schemes, input trade fairs, outgrower/contract farming, stimulating joint ventures and partnerships (e.g. private-farmer union linkages), facilitating financial institutions' lending to farmers.

²⁷ From CAADP Implementation Process: National Agricultural Conference (October 2009).

Annex 3: Stakeholder Matrix

The table below presents the key stakeholders/institutions currently involved in each Strategic Focus Area of the PoA, their role and degree of potential involvement and contribution in achieving expected outputs. This is measured on a nominal scale 1-3 (1 being weak) based on ERCU experience and interviews completed by the mission. It should be noted that this score provides an *indicate measure* of the stakeholder's potential involvement based on their core mandate and existing or planned activities.

SFAs & Outputs	Donor	Implementers	Technical Resource Support/Persons
STRATEGIC FOCUS AREA 1: Humanitarian & Livelihood Assistance for VG			
1.1 Input/Ext support (rural and urban)	1 IRE, WFP 2 SPA 3 USA, SWE, NET, EU/ECHO?, DFID	1 2 3 FAO, NGOs, WFP, Farmer Unions, PRP	1 2 3 FAO , DLVS,AGRITEX
1.2 Nutritional and HIV support	1 SWE, JAP 2 3 ECHO, USAID, EU, UNICEF, DFID	1 AGRITEX, FNC, MoHCW, NAC, MoAMID MLSW 3 MOH3, MGCD, PRP ²⁸ / NGOs	1 2 3 FAO, UNICEF
STRATEGIC FOCUS AREA 2: Improved Agricultural Productivity and Commercialization			
2.1 Improved farm management	1 2 FIN 3 EU, NOR, SWE, USA, SPA, NET, WFP, IFAD	1 2 Farmer Unions 3 NGOs, PRP, DED	1 WFP/1 3 FAO, DLVS, AGRITEX, NGOs, Farmer Unions, CGIAR, Seed & FertilizerCo
2.2 Improved extension capacity	2 NOR 3 EU, USA, IFAD, DFID	3 Farmer Unions, PRP	2 MDTF2 3 FAO, AGRITEX/DLVS, Farmer Union, NGOs
2.3 R&E linkages	1 FAO		

²⁸ PRP donors include: DFID, Netherlands, Denmark, Norway, AusAID, World Bank.

SFAs & Outputs	Donor	Implementers	Technical Resource Support/Persons
	2 DFID 3 EU, IFAD	2 CGIAR, AGRITEX, PRP, Farmer Unions	2 Farmer Unions 3 CGIAR
2.4 Input-output market linkages	1 WB, USAID 2 WFP, SPA, EC, SDC, DFID, IFAD	Farmer Unions/1, NGOs/2 1 WFP 2 PRP NGOs, Seed & Fertilizer Co	2 NGOs 3 FAO, Seed & Fertilizer Co, AGRITEX
2.5 Small-scale irrigation	1 IFAD, DFID 2 3 EU, IFAD	1 NGOs, Irrigation Co, PRP, Farmers Unions 3 MoAMID/Dept. of Irrigation	1 2 FAO2, MDTF ²⁹ 3 MoAMID/Dept. of Irrigation/3, Seed & Fertilizer Co, AGRITEX
2.6 Donor awareness/funds	3 IFAD	2 Farmer Unions 3 UNCT, NGOs, GoZ	3 FAO, MDTF, GoZ
STRATEGIC FOCUS AREA 3: Strengthened Coordination and Improvement of Agricultural Management Information Systems			
3.1 GoZ (MoAMID) led MIS	1 2 IFAD 3 EU	1 2 3 NAC/MoAMID	1 WFP 2 3 FAO
3.2 GoZ capacity to coordinate agriculture sector	2 IFAD 3 EU	2 MoAMID, AGRITEX	3 FAO
3.3 Strategic guidance by GoZ for humanitarian community	1 WB/MDTF 2 DFID		3 WFP, FAO, MDTF
3.4 Comprehensive joint data collection/analysis planned and implemented by stakeholders	1 2 USA, IFAD, ECHO 3 EU-UNDP, UN	1 MoAMID, MOHCW 2 MoAMID/NAC, FNC	3 FAO, UNICEF, WFP

²⁹ Funding from Australia, Canada, Denmark, EC, Germany, Netherlands, Norway, South Africa, Sweden, UK, USA, World Bank.

Annex 4: PoA Logframe

The results based approach is summarized up to activities in the following logical framework³⁰ to guide the implementation of the PoA.

Although targets were not specified for the expected SFA results, the verifiable indicators will guide the definition of qualitative and quantitative targets as the PoA is implemented and funds allocated to specific projects. The methods documented for verifying the targets includes methods for collecting data criteria for determining success. A strong M&E plan detailing indicators and baselines drawn from existing national databases, data collection methods, frequencies roles and responsibilities should complete the PoA.

Monitoring PoA progress will be conducted through measuring progress in SFA implementation and be based on both quantifiable measures and quality assessments, when appropriate through participatory processes. Indicators presented in the PoA logframe provide the starting point for carrying out the M&E. Independent studies may be considered as part of the PoA M&E arrangements. These studies should be aimed at problem solving, describing case studies or learning lessons.

³⁰ Logframe prepared December 2009.

Goal	<i>Improved rural livelihoods including improved health status for all by increasing levels of nutrition and raising incomes</i>
Outcome	<i>Improved food security through increased production and sustainable management of natural resources and the environment</i>

Strategic Focus Area 1: Humanitarian-Livelihood Assistance and Increased Food Security

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<u>Development Objective:</u> Improved food and nutrition security and livelihoods of vulnerable groups	a) Reduction in the proportion of beneficiary households failing to meet food requirements from their own production b) % of targeted VH reporting increased food security and levels of nutrition ³¹ c) Average % increase of beneficiary HH food intake that stems from own production d) No. of VH reached by the project reporting improved livelihoods and increased resilience to adequately withstand shocks e) % of increase in food security among beneficiary HH (measured by food deficit – in months – decreased) f) Improved nutritional status of HIV/AIDS infected people reached by the programme	<ul style="list-style-type: none"> • ZimVAC • CFSAM • WFP assessments • national data sources • UNICEF nutritional assessments 	<u>... from Immediate Objective to Development Objective:</u> ✓ Sufficient rainfall in terms of quantity and distribution ✓ Absence of surges in major crop, livestock, human disease outbreaks ✓ Absence of unexpected shocks or unfavourable influences from policy, economic, political, natural causes ✓ Improved HH food consumption in quantity and quality in beneficiary HHs

³¹ If disaggregated data for beneficiary HHs are available one may also use acute malnutrition rates for children under 5 and/or number of HHs meeting food intake requirements of 2,100 cal/day per person.

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<u>Immediate Objective:</u> 1 Target groups utilize inputs and apply recommended technical advice on agriculture, nutrition, and HIV/AIDS to improve food security	a) Adoption rates by beneficiaries of different recommendations/inputs b) No of HH with increased nutritional knowledge attributed to the project that translates into changes in levels and quality of food consumption ³² c) Number and HH adoption rate of alternative types of input support approaches d) % of VH increasing diversification of production systems to mitigate risk	<ul style="list-style-type: none"> • ZimVAC • WFP assessments • national monitoring tools/assessments of production • UNICEF nutritional assessments • NAC data 	<u>... from Outputs to Immediate Objectives:</u> ✓ Willingness and interest of beneficiaries to follow technical advice ✓ Absence of additional shocks which would lead beneficiaries to utilize inputs outside intended use
<u>Outputs:</u> 1.1 Intended beneficiaries, rural smallholder and urban households engaged in farming, have received appropriate and timely inputs and extension support 1.2 Intended beneficiaries, rural smallholder and urban households engaged in farming, have received appropriate nutrition and HIV/AIDS sensitization, education and demonstration (S/E/D)	1.1 Number of HH receiving appropriate and responsive extension recommendations and input support in a well-coordinated and timely manner 1.2 Number of types of S/E/D programmes designed 1.3 Number of field workers trained/equipped with required orientations/technical materials to deliver S/E/D programmes 1.4 Number of households receiving S/E/D disaggregated by type of programme and gender 1.5 % of beneficiaries that considers extension support as appropriate	<ul style="list-style-type: none"> • field reports • yearly data assessments • review of programmes • quality assessment reports 	<u>... from Actions to Outputs:</u> ✓ Timely availability of appropriate inputs and financial resources ✓ Capable service delivery workers available and committed to effectively perform roles ✓ Conducive policy framework and favourable municipal government support for land allocation for urban agriculture activities ✓ Favourable environment (political, natural, economic) to implement field activities as planned

³² See footnote #31 above.

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<p><u>Actions:</u></p> <p>1.1.1 Identify most vulnerable geographical areas and most appropriate, responsive support measures required to reach vulnerable rural and urban-based HH</p> <p>1.1.2 Plan and provide identified support measures to intended vulnerable household (VH) beneficiaries in a coordinated manner (agriculture packages – seeds, fertilizer inputs, vaccines, etc.)</p> <p>1.1.3 Pilot/up-scale alternative input support approaches (voucher – input trade fairs, warehouse systems, cash transfers, cash for assets, broadened access to food if needed)</p> <p>1.1.4 Ensure regular accompanying measures (extension support) to complement input distribution to promote sustainable production systems (good farming practices, diversified production such as livestock and processing, labour-saving technologies–HIV support, improved water management, post-harvest practices, etc.)</p>	<p>1.1.1.a Classification system of VH established/adopted by partners that determines type and quantity of inputs</p> <p>1.1.2.a Plan in place of coordinated support & interventions provided by all major partners for VH</p> <p>1.1.2.b ACWG (sub-WG) informed and guiding implementation and M&E processes</p> <p>1.1.3.a Alternative input support measures planned according to VH classification/needs and implemented</p>	<ul style="list-style-type: none"> • reports • meeting reports • analysis of system • plan <ul style="list-style-type: none"> • meeting minutes/reports • field reports • yearly data assessments • plan • field reports • yearly data assessments <ul style="list-style-type: none"> • yearly assessments/reports vs. baseline survey • field reports • yearly data assessments • qualitative assessment reports • field reports • yearly data assessments 	<ul style="list-style-type: none"> ✓ Data on vulnerability available on time ✓ Communities remain accessible ✓ Limited political interference <ul style="list-style-type: none"> ✓ Partners' willingness to coordinate activities <ul style="list-style-type: none"> ✓ Timely availability of appropriate inputs and financial resources <ul style="list-style-type: none"> ✓ Capable service delivery workers available and committed to effectively perform roles

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<p>1.1.5 Intended beneficiaries - rural smallholder and urban HH engaged in farming - have received appropriate nutrition and HIV/AIDS sensitization, education and demonstration</p> <p>1.2.1. Support awareness raising (AR), education (E), and practical training (all ongoing) for identified vulnerable households by field agents/community workers/ teachers in nutritional counselling and complementary good production practices (use of Healthy Harvest tools, Tots, mentoring, etc.)</p> <p>1.2.2 Support improved production practices targeted particularly vulnerable households (OVC, women-headed, etc.) (homestead garden, small livestock “pass on,” urban agriculture - mobile gardens, initiate development of market linkages, etc.)</p>	<p>1.1.5.a % of AR/E/training activities implemented as per plan</p> <p>1.1.5.b # and % of AR/E/ training by types of field worker delivering support</p> <p>1.1.5.c % of targeted beneficiaries by type of intervention</p> <p>1.1.5.d % of targeted beneficiaries that perceive AR/E/training as appropriate, successfully delivered</p> <p>1.2.1.a # of Vulnerable Households receiving extension and inputs support for improved production practices</p> <p>1.2.2.b % of beneficiaries perceiving extension and input support as appropriate and useful</p>	<ul style="list-style-type: none"> • needs assessment report • plan • training materials • field reports • yearly data assessments <ul style="list-style-type: none"> • qualitative assessment reports • yearly data assessments vs. baseline <ul style="list-style-type: none"> • yearly data assessments vs. baseline • qualitative assessment reports 	<ul style="list-style-type: none"> ✓ Political will and meaningful involvement from relevant national agencies (e.g. AGRITEX, NAC) ✓ Communities remain accessible ✓ Timely availability of appropriate inputs and financial resources <ul style="list-style-type: none"> ✓ Willingness and sufficient resources (human) of key partners (NAC, MoAMID, other ministries) to actively participate in activities ✓ Timely availability of appropriate inputs and financial resources

Strategic Focus Area 2: Increased Productivity and Commercialization of Smallholders

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<p>Development Objective:</p> <p>Improved agricultural (crops & livestock) productivity and commercialization of smallholders</p>	<p>a) outputs per labour force and land unit improve</p> <p>b) share of crop & livestock production for market increases</p>	<ul style="list-style-type: none"> national statistics impact studies of major agriculture programmes 	<p>... from Intermediate Objectives to Development Objective:</p> <ul style="list-style-type: none"> ✓ no major losses of crops/livestock due to natural or man-made disasters
<p>Immediate Objective(s):</p> <p>1 Increased diversification and intensification. Improved capacity of farmers and extension staff in technologies</p> <p>2 Improved market linkages</p> <p>3 Increased resources for agriculture recovery</p> <p>4 Community-based wildlife conflict management strategy developed</p> <p>5 Strengthened capacity of for community based natural resources utilisation and management</p>	<p>a) no. of different crops/livestock being produced by agricultural producers</p> <p>b) average yields increase due to application of recommended technology</p> <p>c) revised drought mitigation strategy document and agric pest control strategies formulated.</p> <p>a) increased no./% of farmers have access to inputs</p> <p>b) no./% of farmers who argue that they have adequate market outlets</p> <p>a) size of donor pledges for agricultural recovery/development</p> <p>b) major donors' portfolio of agriculture development projects</p> <p>a) Community-based wildlife conflict management strategy in place</p> <p>a) Key personnel trained in wildlife conflict management</p>	<ul style="list-style-type: none"> agricultural surveys and adoption studies market studies covering beneficiary assessments linked to development programmers MoAMID/FAO records MoAMID /FAO Records 	<p>... from Outputs to Immediate Objectives:</p> <ul style="list-style-type: none"> ✓ farmers' adoption rates of recommended practices reach an acceptable level as nothing prevents them to apply their newly acquired skills and knowledge ✓ marketing arrangements between farmers, retail- and whole sellers and buyers have win-win effects ✓ farmers can afford to purchase inputs ✓ major donors trust positive trends for political and economic developments

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<u>Outputs:</u> 2.1 Farmers' skills and knowledge in appropriate farm management practices improved 2.2 Extension service providers' capacity enhanced 2.3 Research and Extension linkages strengthened 2.4 Enhanced development and management of small scale irrigation schemes	2.1.1.a no. of farmers reached with different extension activities 2.1.1.b % of farmers reached with different extension activities who demonstrate competence 2.2.a consultants/ trainers of extension service providers list areas of improved capacity 2.2.b % of extension service provider staff that pass capacity tests in different areas 2.3.a research & extension personnel communicate increasingly on farmers' needs and newly released technology 2.4.a hectares of command area developed 2.4.b no. of SSI schemes with efficient and effective management	<ul style="list-style-type: none"> records of extension programmes personnel competence verification tests reports by consultants/ trainers results of capacity tests reported by cons./ trainers reports by heads of divisions for research and extension statistics and assessments of irrigation department 	<u>... from Inputs/Actions to Outputs:</u> <ul style="list-style-type: none"> ✓ appropriate best practices exist ✓ required service delivery mechanism in place and effectively functioning ✓ adequate resources to support extension service delivery (funding for operations) ✓ favourable policy environment for private sector involvement in agricultural extension is maintained ✓ sustainable mechanisms can be developed for regular effective communication of research and extension departments ✓ interest and engagement of private extension sector to partner with public research system ✓ irrigation management standards (e.g. on water distribution, water user associations, water fee collection) are approved and promoted by the Government

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
2.5 Smallholders receive market and price information	2.5.a degree of coverage of market & price information systems 2.5.b % of smallholders considering market & price information relevant	<ul style="list-style-type: none"> GoZ organizational entities running market & price info systems marketing info surveys agricultural marketing surveys 	<ul style="list-style-type: none"> ✓ a sufficient number of farmers have access to media ✓ smallholders ready for joint purchase of inputs and pooling their products for marketing ✓ input providers/ traders interested in serving smallholders ✓ finance institutions accept smallholders' collateral
2.6 Farmers have access to input and output markets	2.6.a no/% of smallholders arguing that inputs easily accessible at the proper time 2.6.b no/% of smallholders arguing that marketing their products is not a problem		
2.7 Donors aware of funding needs related to technical assistance and investment for recovery/development of the agricultural sector	2.7.a no. of informative sub-sector reviews and capacity needs studies conducted 2.7.b no. of workshops & fora organized with GoZ and donor participation discussing needs and opportunities	<ul style="list-style-type: none"> minutes of ACWG and sub-group meetings 	<ul style="list-style-type: none"> ✓ realistic needs assessments are convincingly communicated

<p><u>Actions (Major Activities):</u></p> <p>Output: 2.1 Farmers' skills and knowledge in appropriate farm management practices improved 2.1.1 Development and validation of best practices for agriculture interventions (including crop, livestock, forestry) 2.1.2 Dissemination (training, demonstration, exchange visits, etc.) of best practices 2.1.3 M&E and adaptation/improvement</p> <p>Output: 2.2 Extension service providers' capacity enhanced 2.2.1 Assessment of current extension delivery systems and identification of key weaknesses and gaps 2.2.2 Integration of improved service delivery approaches into existing extension systems (materials development, capacity building) validation 2.2.3 Support to implementation (communications, transport, incentives)</p> <p>Output: 2.3 Research and Extension linkages strengthened 2.3.1 Conduct on-station & on-farm research involving farmers and extension workers 2.3.2 Encourage private sector linkages with research institutes (e.g. cotton, tobacco) 2.3.3 Research results disseminated and integrated into programmes (NGO/donor, GoZ programmes)</p> <p>Output: 2.4 Farmers have access to input and output markets 2.4.1 Conducting market research and providing market information (by Government, farmer unions, etc.) through multiple channels (radio, print media, electronic etc.) 2.4.2 Formation /strengthening of smallholder producer groups and commodity associations 2.4.3 Support farmer-private sector linkages including contract farming, trade fairs, fora etc. 2.4.4 Assess existing rural finance institutions to broaden access for different categories of smallholders</p> <p>Output: 2.5 Enhanced development and management of small scale irrigation schemes 2.5.1 Conduct inventory of rehabilitation needs for small-scale irrigation (SSI) schemes 2.5.2 Establish partnerships for SSI development, identifying areas for FAO technical support (engineering and management aspects)</p> <p>Output: 2.7 Donors aware of funding needs for recovery/development of the agricultural sector 2.7.1 Organize fora with partners</p>	
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Strategic Focus Area 3: Strengthening Agricultural and Early Warning Management Information Systems

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<p><u>Development Objective:</u></p> <p>Increased GoZ coordination of agricultural activities.</p>	<p>a) FAO coordinates less activities of the humanitarian agricultural sector in Zimbabwe</p> <p>b) Better informed decisions taken by GoZ and partners in planning and programming</p>	<ul style="list-style-type: none"> Minutes of ACWG and technical WGs related to chairing and secretariat) Feedback from donors and organizations working on agriculture in Zimbabwe 	<p><u>... from Immediate Objectives to Development Objective:</u></p> <p>✓ There are good reasons for stakeholders to trust the information provided and to follow GoZ's technical guidance in resource allocation and priority setting</p>
<p><u>Immediate Objectives:</u></p> <p>1. Strengthened management information system led by GoZ producing reliable and timely information</p> <p>2. Greater technical guidance by GoZ to the humanitarian community (gardens, livestock, seed, CA, markets linkages, etc.)</p>	<p>a) Integrated management information system in a centralized database and communication architecture</p> <p>b) GoZ regularly calls together the humanitarian community to provide clear messages on interventions required</p>	<ul style="list-style-type: none"> Assessment by Senior IT specialists working in e-government ACWG monthly journal 	<p><u>... from Outputs to Immediate Objectives:</u></p> <p>✓ Strong interest of the Government to fully coordinate all humanitarian agricultural interventions in Zimbabwe</p> <p>✓ Donors provide support to facilitate transition process</p> <p>✓ Trained IT staff remain with the GoZ and their new capacity in MIS administration and utilization as well as data analysis is put to good use</p>
<p><u>Outputs:</u></p> <p>3.1. Increased capacity of GoZ MoAMID in the area of management of agricultural information systems</p>	<p>3.1.a Investments in upgrading computer hardware and software of MoAMID is increasing to the required levels</p> <p>3.1.b IT posts established/filled and consultants hired</p>	<ul style="list-style-type: none"> Assessments by Senior IT specialists working in e-government MoAMID Personnel Department's records Assessments by Senior IT specialists working in e-government 	<p><u>... from Actions to Outputs:</u></p> <p>✓ Sufficient human resources are allocated to the management of information systems, i.e. MoAMID has funds to establish IT posts and hire consultants</p>

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<p>3.2. MoAMID and other relevant ministries empowered to coordinate the humanitarian community</p>	<p>3.1.c Capacity of GoZ IT staff to manage the hardware, software and IT applications is continuously improving</p> <p>3.2.a MoAMID and other ministries are more actively involved in and coached to preparing and conducting meetings to coordinate humanitarian interventions</p>	<ul style="list-style-type: none"> Assessed by ERCU staff involved in preparing and organizing ACWG and technical WGs 	<ul style="list-style-type: none"> ✓ MoAMID staff strengthened/coached in preparing and conducting meetings to coordinate humanitarian interventions are capable and interested in taking over a more active role in coordination

Major Elements / Core Structure	Objectively Verifiable Indicators	Means of Verification	Important (Critical) Assumptions
<p><u>Actions:</u></p> <p>3.1.1 Provision of financial and technical support to Government to enhance their coordination capacity of humanitarian activities</p> <p>3.1.2 Progressive inclusion of Moa in the management of the ACWG and technical WGs (chairing, secretariat).</p> <p>3.1.3 Organization of all-inclusive stakeholder meetings to ensure a shared understanding of priorities and needs from a humanitarian perspective</p> <p>3.2.1 Training on management of agriculture and food security information systems for GoZ</p> <p>3.2.2 Support the computerization of GoZ offices</p> <p>3.2.3 Assist GoZ in the establishment of comprehensive agriculture database (national & sub-national data)</p> <p>3.2.4 Set up of all-inclusive integrated information system for comprehensive food security analysis led by GoZ</p> <p>3.2.5 Support the establishment by GoZ of integrated multi-sector food security database (WASH, health, agriculture, nutrition, etc.)</p>	<p>3.1.1 Amount of financial resources provided to Government</p> <p>3.1.2 Number of WGs co-chaired by Government</p> <p>3.1.3 Number of meetings</p> <p>3.2.1 Number of training courses organized</p> <p>3.2.2 MoAMID with internet and email facility</p> <p>3.2.3 Database operational and available for consultation</p> <p>3.2.4 Adequate IT and communication infrastructure and dedicated IT applications installed and operational</p> <p>3.2.5 Number of databases designed and integrated</p>	<ul style="list-style-type: none"> • Donor funds allocated to this task • ACWG Meeting Minutes • Programme Progress Report • Progress reports of projects 	<ul style="list-style-type: none"> ✓ Donors willing to support the process ✓ Environment conducive for all-inclusive discussions ✓ Decision taken by MoAMID top management to assign MoAMID staff to get more actively involved in direct coordination activities

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Annex 6: Bar-chart of FAO Projects in Zimbabwe

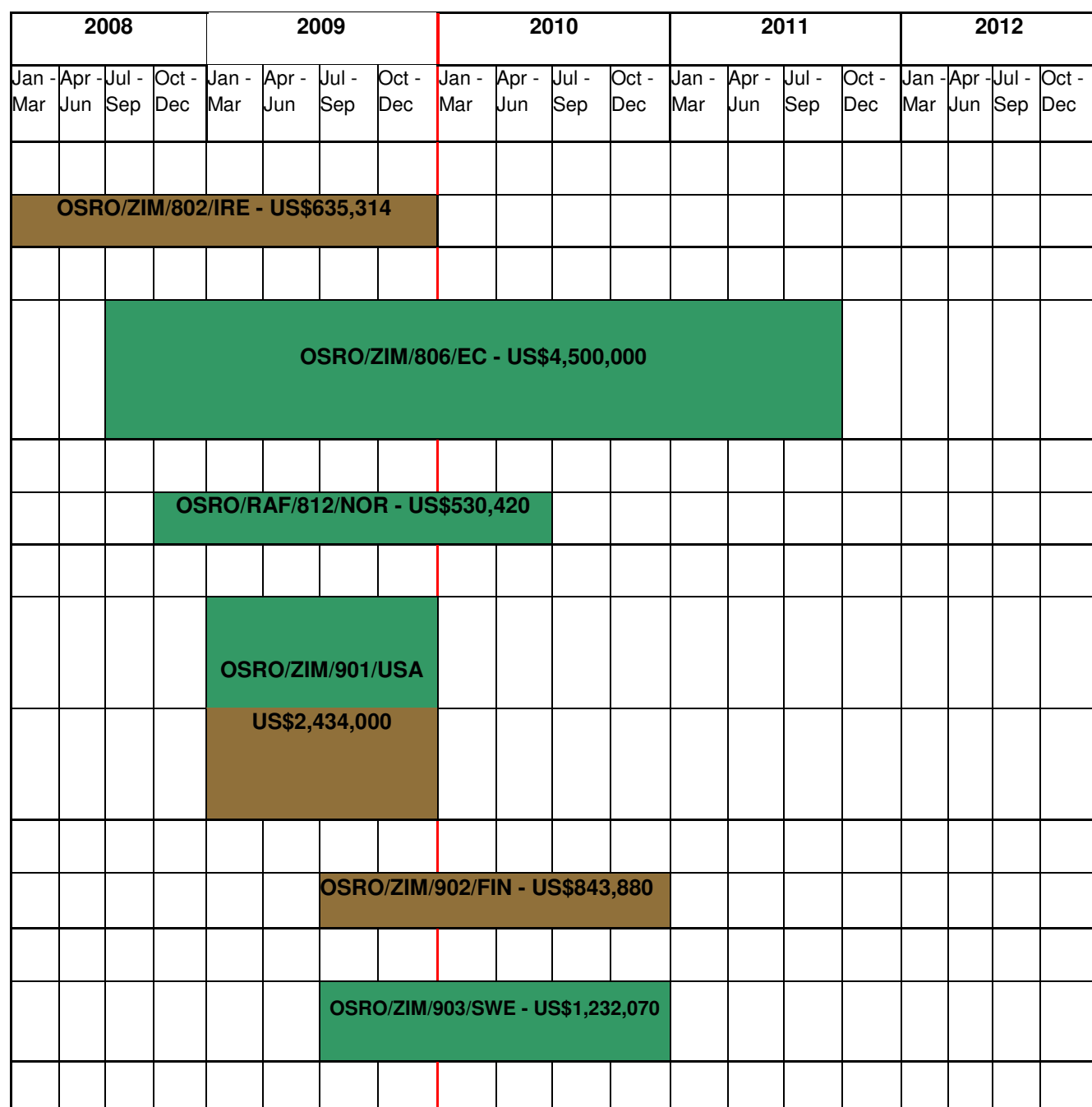
ERCU Project Portfolio at the time of PoA Preparation (December 2009)

Livestock
Agriculture/CA

length of bars indicate expected lifetime of projects

width of bars indicates relative size of average budget per month

everything that is right from the red line is considered to be part of PoA



						OSRO/ZIM/904/USA - US\$999,984													
							OSRO/ZIM/905/SPA - US\$836,819												
						OSRO/ZIM/906/NET - US\$2,941,159													
						OSRO/ZIM/907/EC - US\$13,855,422													
						GCP /ZIM/017EC - US\$24,004,712													

Annex 7: FAO Technical Cooperation Department Field Programme Activities

List of Operationally Active projects for all Organizational Units in Zimbabwe by funding source

Symbol	Title	From	To	Budget(\$)
Technical Cooperation Programme (TCP)				
TCP/RAF/3111	Emergency assistance to combat Epizootic Ulcerative Syndrome in the Chobe/Zambezi	2007	2009	112,875
TCP/ZIM/3201	Strengthen institutional capacity in mainstreaming HIV/AIDS concerns in the agricultural sector	2008	2010	450,000
TCP/ZIM/3202 BABY01	Updating of Farm Management Handbook	2008	2009	140,984
TCP/ZIM/3202 BABY02	Report on Plant Genetic Resources	2008	2009	38,499
TCP/ZIM/3203	Promoting integrated cassava production, processing and utilization for increased food security and income generation	2009	2011	335,000
TCP/ZIM/3301	Securing farming systems and livelihoods in communal lands adjacent to Protected Areas through human and wildlife conflicts management	2010	2010	475,000
Other Trust Funds (TF)				
MTF /RAF/436/CFC	Development and piloting of horticulture out-grower schemes for export markets in Eastern and Southern Africa (CFC/FISGTF/19)	2007	2011	45,000
OSRO/RAF/719 /USA	Avian Influenza Control in Southern African Region	2008	2010	1,598,875
OSRO/RAF/720 /AFB	Strengthening institutions for risk management of TADs in the SADC region.	2008	2012	661,944
OSRO/RAF/810 /SWE	Improving livelihoods and food security in Vulnerable SADC Countries: Supporting farmers adapt to climate change through Conservation Agriculture.	2008	2010	1,097,392
OSRO/RAF/812 /NOR	Up Scaling Conservation Agriculture for Improved Food Security Using the CAADP Framework (UP-CA)	2008	2010	2,824,857
OSRO/ZIM/003 /UK	Improved Impact of Livelihoods Interventions to Vulnerable Households in Zimbabwe through Co-ordination, Monitoring & Evaluation of Agricultural Interventions and Mainstreaming of HIV&AIDS	2010	2011	908,626
OSRO/ZIM/806/EC	Conservation Agriculture (CA)/Farmers Unions Project: Enhancing and Stabilizing Agricultural Productivity for Communal Farmers through Advanced Land Use and Management Practices	2008	2011	2,006,657
OSRO/ZIM/902 /FIN	Provision of Dipping Chemicals, Dip Tank Management, and Improved Community Dipping Service in Communal Areas of Zimbabwe	2009	2010	843,880
OSRO/ZIM/903 /SWE	Agricultural Input Assistance to Vulnerable Smallholder Farmers and improving nutrition and dietary diversity through vegetable garden	2009	2010	1,232,069
OSRO/ZIM/904 /USA	Improvement of food security and livelihoods of smallholder farmers through provision of extension and inputs.	2009	2010	999,984
OSRO/ZIM/905	Enhancing Productivity for Communal Farmers in	2009	2010	836,819

/SPA	Zimbabwe, through Advanced Land Use and Management Practices			
OSRO/ZIM/906/NET	Improvement of food security and livelihoods of smallholder farmers through provision of extension and inputs	2009	2010	2,941,159
OSRO/ZIM/907/EC	Promotion of Conservation Agriculture (CA) and Coordination of Agricultural Activities in Zimbabwe.	2010	2012	13,855,422
Trust Fund/FAO-Government Cooperative Programme (TF/GCP)				
GCP/RAF/402/FRA	Improving Policy Environment and related capacity for Sustainable Food and Agriculture Development in the SADC Region - Phase I	2005	2010	1,101,827
GCP/ZIM/017/EC	Agricultural Input Assistance to Vulnerable Smallholder Farmers in Zimbabwe and the Co-ordination and Monitoring of Agricultural Emergency Interventions	2009	2010	24,004,712
TeleFood Activities				
TFD-02/ZIM/001	Mudzingwa Poultry Eggs Production	2004	2004	7,600
TFD-03/ZIM/001	Poultry Eggs Production - Mukuwamombe Rural Association	2004	2005	8,100
TFD-03/ZIM/002	Poultry Eggs Production - Chigondo Development Club	2004	2005	9,600
TFD-03/ZIM/003	Agriculture, Gardening vegetable growing	2004	2005	6,400
TFD-03/ZIM/004	Budiriro Goat Project	2004	2005	4,496
TFD-03/ZIM/005	Farirai Poultry and Vegetable Production	2005	2006	8,275
TFD-05/ZIM/001	Nemanwa Secondary Fish & Bee Keeping	2007	2008	6,997
TFD-05/ZIM/002	Chidygwamugwamu Nutrition Garden	2007	2008	9,442
TFD-05/ZIM/003	Tatenda Poultry and Egg Production	2007	2008	9,521

The source of the information provided on this page is the Field Programme Management Information System (FPMIS). The content is coordinated by the Field Programme Monitoring and Coordination Service (TCOM) and technological aspects through the Technical Information Systems Group (AFIS/T).

Annex 8: Risk Matrix

Risk Description	Rating of Risk	Mitigation Measure
Economic instability; unfavourable policies and decisions	M-H ³³	Advance planning and agreed measures established, including standards of costs/quality/requirements for purchaser and vendors, etc. Identify options and adapt strategies if volatile fiscal environment.
Political instability resulting in low Government commitment to agriculture sector, limiting technical department's ability to participate adequately	M	Agree upon set of core responsibilities and roles for main players. Continue communication and exchange with authorities. Envisage scenarios for varying levels of engagement.
Delayed/reduced donor engagement to shift support to transitional and development programmes	M	Maintain high level of communication and collaboration among partners. Ensure partners are well informed of progress and successes (reports, site visits).
Inability/limited interest of smallholder/rural communities to engage in programme activities	L	Ensure adaptive interventions. Promote simple, user-friendly, easily accessible methods for smallholder awareness and participation. Encourage livelihood-based asset-building approaches.
Private sector revitalization stalled	M	Encourage and promote commercialization: meet with and involve private sector in programme activities; maximize private sector involvement in decision-making; facilitate linkages between private sector and producer organizations; emphasize market growth.
Inability to access appropriate and timely inputs and equipment to implement activities	L	Prepare in advance; ensure adequate measures and procedures for procurement, including follow-up, are in place; favour pre-qualified suppliers.
Lack of accurate, updated information in data sources for targeting and monitoring	M	Support strengthening of existing databases; recruit qualified, experienced experts to facilitate upgrading of information systems; optimize and collate targeting data/information of partners.
Poor climatic conditions ³⁴	M	Identify adaptive production methods, e.g. drought-resistant crops, and strengthen farmer-to-farmer exchanges of good practices; strengthen diversified livelihood strategies; support emergency preparedness and effective household coping mechanisms.

³³ Elections are to take place in 2010.

³⁴ 98 percent of FAO programmes for 2010 are rain-fed based.



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