

ZIMBABWE AGRICULTURE INVESTMENT PLAN (ZAIP)

2013-2017

A COMPREHENSIVE FRAMEWORK FOR THE DEVELOPMENT OF ZIMBABWE'S AGRICULTURE SECTOR¹

¹Zimbabwe Agricultural Investment Plan (ZAIP 2013-2017) is the sector plan for implementing the Agricultural Policy Framework and contributing to the attainment of the Zimbabwe Medium Term Plan (MTP 2011-2015) in line with core CAADP principles, such as broad stakeholder consultation and participation, accountability, and coordination.

Preface

The preparation of Zimbabwe Agriculture Investment Programme (ZAIP) was initiated by the Ministry of Agriculture, Mechanization and Irrigation Development (MAMID). This is in line with the country's commitments under the Comprehensive Africa Agricultural Development Program (CAADP) guidelines to allocate at least 10% of the national budget to agricultural development to attain a sustainable annual agricultural growth rate of more than six percent per annum.

A ZAIP Technical Team was constituted to: review the national agricultural development objectives and the progress being made in attaining the targets; develop ZAIP strategic framework to better meet the objectives; identify the key performance indicators and propose a monitoring and evaluation plan for tracking progress; propose an institutional framework to facilitate implementation of the investment plan; and prepare the budget for implementation of the plan.

In line with CAADP principles, MAMID in partnership with the key agricultural stakeholders and COMESA coordinated development of the draft ZAIP with financial support from the Agrarian Sector Technical Review Group (ASTRG). The ZAIP Technical Team reviewed the relevant literature to identify the key issues facing the agriculture sector in Zimbabwe. Beyond that the ZAIP Technical Team and MAMID conducted participatory consultations in all provinces to verify and prioritize the key issues and to solicit proposals for implementation of ZAIP. The draft ZAIP shall be reviewed in the national validation workshop to be convened in 2013. It is expected that the revised ZAIP will guide the preparation and implementation of agricultural sector budgets and work plans and requests for additional funding from development partners.

The ZAIP Technical Team would like to thank the MAMID, ASTRG, World Bank-Harare and the various stakeholders throughout the country for the support and the suggestions to improve the draft. The Team is aware that not all suggestions were taken on board. In this regard, ZAIP should be regarded as work in progress and therefore, additional suggestions could be submitted during the preparation of the annual work plans and reviews.

Executive Summary

Background

The economic and political developments between 2000 and 2008 re-configured the country's agricultural and food sectors. This brought challenges and opportunities for agriculture development centred around a predominantly smallholder production structure. Despite the downward trends during this period, the agriculture sector continues to provide livelihood to approximately 70% of the population, contribute between 15% -20% of GDP and 40% of exports and supplies 63% of agro-industrial raw materials. This makes the agriculture sector very important in not only employment generation, and reduction of poverty and food insecurity but also overall economic growth.

Agriculture-bounced in 2009, growing by 33% in 2010, 9.6% in 2011 and 4.6% in 2012. Agriculture is expected to grow by 5.6% in 2013. The Zimbabwe Agricultural Investment Plan (ZAIP 2013-2017) is the sector investment plan for implementing the Agricultural Policy Framework and contributing to the attainment of the Agricultural Sector and Medium Term Plan (MTP 2011-2015) objectives. The ZAIIP is also aligned to the core CAADP principles, which include broad stakeholder consultation and participation, accountability, and coordination. The thrust of the Medium Term Plan is to create a self-sufficient and food surplus economy and see Zimbabwe re-emerge as the "Bread basket of Southern Africa". The MTP acknowledges that Agriculture plays a pivotal role in Zimbabwe's economy and has the potential to significantly reduce poverty, enhance economic growth and entrench economic stability. The Draft Agricultural Policy Framework intends to galvanize all stakeholders to participate in development of the sector in an environment of improved macroeconomic stability and expanded regional and bilateral trade opportunities. As a major strategy, the Government shall continue to engage all stakeholders in policy review, interpretation and implementation.

ZAIP Strategic thrust

Given the provisions of the MTP and the Draft Agricultural Sector Policy Framework, the ZAIIP recognizes that the Zimbabwean agricultural sector has undergone massive

changes in the farm size leading to increased number of farmers and relatively smaller sizes of farms; however the sector is operating well below its production, productive and competitive potentials. The sector however has potential to operate viably and profitably for the farmers and the private sector. However, for this to happen, there is need for the Farmers and farming systems to be integral parts of domestic and export value chains. Further, productive and competitive capacities of farmers as well as capacities of public institutions which support farmers need to be built across different commodities so that farmers can participate competitively and supply both domestic and export markets.

More resources will need to be mobilized to increase public investments and leverage the private sector to invest in the agricultural sector. Policies and institutions have to be strong and supportive so that actors in the value chains operate in an ambient environment which facilitates sustainable increase in production, productivity and competitiveness as well as increased income generation in the agricultural sector. A sustainable increase in productivity and production shall enable Zimbabwe to compete in domestic, regional and international markets.

Given this background the strategic thrust for ZAIP to attain the agricultural sector objectives and feed into the aspirations of the wider Zimbabwean economy are:

- Focus on ***farmers and their farming systems and the various key players in the sector***. Targeting them and how to make them an integral part of domestic and export value chains;
- Ensuring ***Capacity Building***: Building capacities for farmers, private sector and of public institutions which support farmers so that farmers and agri-businesses can participate profitably and competitively and supply both domestic and export markets;
- ***Fostering Partnerships***. To mobilize more public investment which makes it attractive for private sector to invest viably and make profits in the agricultural sector; and,

- ***Policy alignment and institutional reforms:*** to create a profitable and viable environment for business operations by farmers, private sector and development partners.

The overall goal of ZAIP is:

“to facilitate sustainable increase in production, productivity and competitiveness of Zimbabwean agriculture through building capacity of farmers and institutions, and improving the quantity and quality of public, private and development partner investment and policy alignment”.

In order to support these strategies and attain agricultural sector objectives, the public, private, development partners and non-governmental organizations are bound by common values to accelerate investment in sustainable agriculture development. The key ZAIP values include:

- Farmer development and capacity building through maximum exploitation of the comparative advantages of the different agro-ecological;
- Customer oriented farming systems to meet changing needs and desires of domestic and international markets;
- Consistent public sector investment to ensure attractiveness of the agricultural sector to the private sector;
- Consistent alignment, interpretation and implementation of the agricultural policies, decisions and regulations to reduce the perceived uncertainty and risks;
- Sustainable utilization of the natural resources and the environment;
- Continuous stakeholder consultations to ensure that major decisions are acceptable.
- Efficient delivery of agricultural services leading to widespread adoption of good agricultural practices.

ZAIP Business model

The implementation of ZAIP will require commitment from all stakeholders namely government, private sector, farmers and development partners. Therefore, the following assumptions have to be made for the ZAIP business model to take root:

- That government will be able to avail the requisite catalytic financing that is required to trigger finances from others actors;
- That private sector, development partners and farmers are able to respond to the catalytic finance;
- There is adequate commitment for policy alignment and support for institutional reforms from stakeholders;
- There is cooperation, shared interest, and unity of purpose for achievement among all key stakeholders namely government, private sector, farmers and development partners; and
- That if farmers are capacitated, they will operate effectively, and compete domestically, regionally and internationally.

Given these assumptions, the ZAIP business model can be outlined as follows:

Government and development partners will provide catalytic financing as well as other forms of financing such as venture capital and equity investments into specific strategic areas such as productive infrastructure, capacity development viable small and medium sized agribusinesses and farmers (syndicates, cooperatives and other groups) to trigger long term funding in investments that increase production and productivity. The targeting of farmers in groups, cooperatives and syndicates works better for farmers and makes it easier for private sector and government to deal with them. This will lead to farmers regaining some of the domestic markets lost to imports, and eventually regain the export markets leading to Zimbabwe re-gaining its status as the breadbasket of Africa. Catalytic investment by government and development partners will be specially targeted at strategic areas which provide leverage for the farmers and private sector to operate competitively. Strong partnerships between government and private sector will need to be formed so that investment deals are appropriately structured”

In order to restore Zimbabwe as the “Bread basket of Southern Africa” and major exporter of agricultural products, ZAIP shall focus on ***building the capacity of Zimbabwean farmers, service institutions, and private sector through increased investment, institutional reforms and policy alignment*** to increase production of commodities that have the biggest potential for growth and impact on the agriculture GDP. These are mainly the products that experienced huge decrease in productivity and production e.g., tobacco, maize, beef, wheat and soya beans. Dairy, pig and poultry subsectors will also indirectly benefit in that they depend on the by-products of industrial processing of some of these commodities. Therefore, ZAIP shall target all categories of farmers involved in production of these products. In addition, ZAIP shall also target the food insecure population (1.4 million) (FEWSNET,2012).

In view of the fact that farmers are spread across the five agro-ecological regions in Zimbabwe and the need to compete in domestic and regional markets, ZAIP shall promote crop and livestock production based on the regional comparative advantage such as livestock in Matabeleland, Horticulture and Timber in Manicaland etc; especially those products with significant downstream value-adding activities which if taken into account would increase the commodity’s contribution to agriculture GDP significantly.

ZAIP objective and intermediate result areas

The overall **programme objective** of ZAIP is to facilitate sustainable increase in production, productivity and competitiveness of Zimbabwean agriculture through building capacity of farmers and institutions, improving the quantity and quality of public, private and development partner investment and policy alignment.

There are four **Intermediate Result Areas** that have been identified as individually and collectively contributing to the overall Programme Objective. Based on the provisions from the MTP, Draft Agricultural Policy and CAADP framework, the key issues from the literature review and stakeholder consultations were clustered in the formulation of four ZAIP intermediate result areas as follows:

- a. *Intermediate Result Area 1*: Increasing production and productivity through improved management and sustainable use of land, water, forestry and wildlife resources;
- b. *Intermediate Result Area 2*: Increased participation of farmers in domestic and export markets through development of an efficient agricultural marketing system and an enabling environment for competitive agricultural production, investment (Domestic and FDI) and Trade;
- c. *Intermediate Result Area 3*: Ensuring food and nutrition security by facilitating a cohesive multi-sectoral agricultural response; and,
- d. *Intermediate Result Area 4*: Improving Agricultural Research, Technology Dissemination and Adoption.

ZAIP Illustrative Budget

Between 2013 and 2017, the estimated total ZAIIP budget is **US\$4. 69 billion**. The allocations to the various ZAIIP components are as shown in Table 1.

Table 1: ZAIIP Budget Summary

Intermediate result area	Estimated budget(US\$)	Percent(%)
a. <i>Intermediate Result Area 1</i> : Increasing production and productivity through improved management and sustainable use of land, water, forestry and wildlife resources;	1,056,940,000	22.53
b. <i>Intermediate Result Area 2</i> : Increased participation of farmers in domestic and export markets through development of an efficient agricultural marketing system and an enabling environment for competitive agricultural production, investment (Domestic and FDI) and Trade;	2,726,473,280	58.13
c. <i>Intermediate Result Area 3</i> : Ensuring food and nutrition security by facilitating a cohesive multi-sectoral agricultural response; and,	350,600,000	7.47
d. <i>Intermediate Result Area 4</i> : Improving Agricultural Research, Technology Dissemination and Adoption.	418,054,122	8.91
e. Secretariat, Implementation, coordination, Monitoring and evaluation	138,272,590	2.95
Grand total	4,690,339,992	

Coordination and Implementation

The implementation of ZAIP shall involve a number of stakeholders, requiring joint programming through an independent ZAIP Secretariat with clear reporting system, oversight and governance structure headed and facilitated by the MAMID . Upon signing of the ZAIP compact, all stakeholders shall be compelled to realign their programmes and funding in line with the ZAIP priorities. Thematic Working Groups (TWGs) shall be established to analyze, prioritize, and address constraints and opportunities in the agricultural sector. In order to ensure continuous involvement in ZAIP implementation, the private sector representatives shall be encouraged to chair the TWGs to be convened by Directors from sector Ministries.

Monitoring and Evaluation

ZAIP shall develop an effective monitoring and evaluation system that will provide input into the national monitoring system to measure the progress towards implementation of the planned activities and attainment of the expected results. In view of the many stakeholders involved in ZAIP, the development of the monitoring and evaluation system shall be participatory. In view of the need to supplement the capacity in the public sector and to introduce objectivity, it is recommended that this should be contracted to external parties.

Risks and Sustainability

The major external risks facing ZAIP reside in challenges associated with establishing of the necessary enabling environment. The opportunities stem from Zimbabwe's abundant natural resources and the past experience of competing in domestic, regional and international agricultural markets. The major risks arise from climate change, international commodity prices, and an artificial lack of domestic cost competitiveness which has led to importation of products from other countries, which however, can be addressed through right instruments.

The principal internal risks facing ZAIP relate to the inherent complexity of getting several agriculture sector ministries to work together to implement ZAIP. It is important to ensure that all sector ministries contribute staff to the coordinating unit. In addition, ZAIP needs decentralized implementation, stable macro and political environment, strong communication system and teamwork among all stakeholders.

Next Steps

The following immediate steps are planned for the ZAIP start-up:

- ❖ Finalization of National stakeholder consultations to review the draft ZAIP
- ❖ Signing of the Zimbabwe CAADP compact;
- ❖ Establishment of the ZAIP implementation structures particularly the Management Coordination Unit and secretariat to spearhead development of implementation plans with clear timelines and service the different management committees;
- ❖ Further awareness-raising and sensitization of stakeholders about linkages with CAADP processes, the MTP and ZAIP, clarifying the respective roles and responsibilities;
- ❖ Capacity building in ZAIP planning and implementation;
- ❖ Harmonization and alignment of existing programmes and projects with the ZAIP objectives, targets, and activities.
- ❖ Development of Performance management and impact enhancement system which includes a monitoring and evaluation mechanism, capacity development, networking, as well as development of communication and social marketing strategies.

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List of acronyms

AMA	Agricultural Marketing Authority
ASIMC	Agriculture Sector Inter-Ministerial Committee
ASSC	Agricultural Sector Steering Committee
ASTRG	Agrarian Sector Technical Review Group
COMESA	Common Market for Eastern and Southern Africa
CAADP	Comprehensive Africa Agricultural Development Program
CFU	Commercial Farmers Union
DASIC	District Agriculture Sector Implementation Committee
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FTLR	Fast track Land Reform
GDP	Gross Domestic Product
GoZ	Government of Zimbabwe
GMB	Grain Marketing Board
HDI	Human Development Index
ICFU	Indigenous Commercial Farmers' Union
IOM	International Organisation of Migration
MDGs	Millennium Development Goals
MAMID	Ministry of Agriculture, Mechanization and Irrigation Development
MTP	Medium Term Plan
MDTF	Multi Donor Trust Fund
NGOs	Non Governmental Organizations
NEPAD	New Partnership for Africa's Development
PASCU	Provincial Agriculture Sector Coordination Unit
PWC	Price Water-House Coopers
RBZ	Reserve Bank of Zimbabwe
SAP	Structural Adjustment Programme
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children and Education Fund
UNDP	United Nations Development Programme
WFP	World Food Programme
WHO	World Health Organization
TPCL	Total Poverty Consumption Line
TWGs	Thematic Working Groups
ZAIP	Zimbabwe Agriculture Investment Programme
ZFU	Zimbabwe Farmers Union
ZNFU	Zimbabwe National Farmers Union

ZIMBABWE AGRICULTURE INVESTMENT PLAN 2012-2016

1. CHAPTER ONE: ZIMBABWE'S NATURAL RESOURCE BASE AND THE ROLE OF THE AGRICULTURE SECTOR IN THE ECONOMY

1.1 Overview

Zimbabwe is an agro-based country since 70% of the country's population lives in rural areas, and over 80% depends on agriculture for a livelihood. The majority of farmers are women. The manufacturing sector derives products inputs from agriculture and in turn provides services and inputs to the sector through backward and forward linkages. The sector produces various commodities which contribute to agricultural GDP as follows: maize 14%, tobacco 25%, cotton 12.5%, sugar and horticulture 7%, beef and fish 10%, at least 24% is devoted to the rest of livestock (cattle, sheep, goats, pigs, poultry and ostrich etc.), 0.5% is accounted by subsistence crops. Of these commodities, tobacco, cotton, sugar, horticulture, tea, and bananas accounts for exports. Agriculture is the major employer of the country's labor force, accounting for 65% of the rural population. This chapter outlines the country's natural resource base and the role of the agricultural sector in economic development.

1.2 The Natural Resource Base

Zimbabwe has a wide range of natural resources that include arable land, water minerals, wild life and other natural resources to support development of a sustainable agricultural sector in line with the MDGs and the CAADP targets for reduction of poverty and food insecurity. The major natural resources to increase agricultural production include land, water, forestry and wild life resources.

1.2.1 Land resources

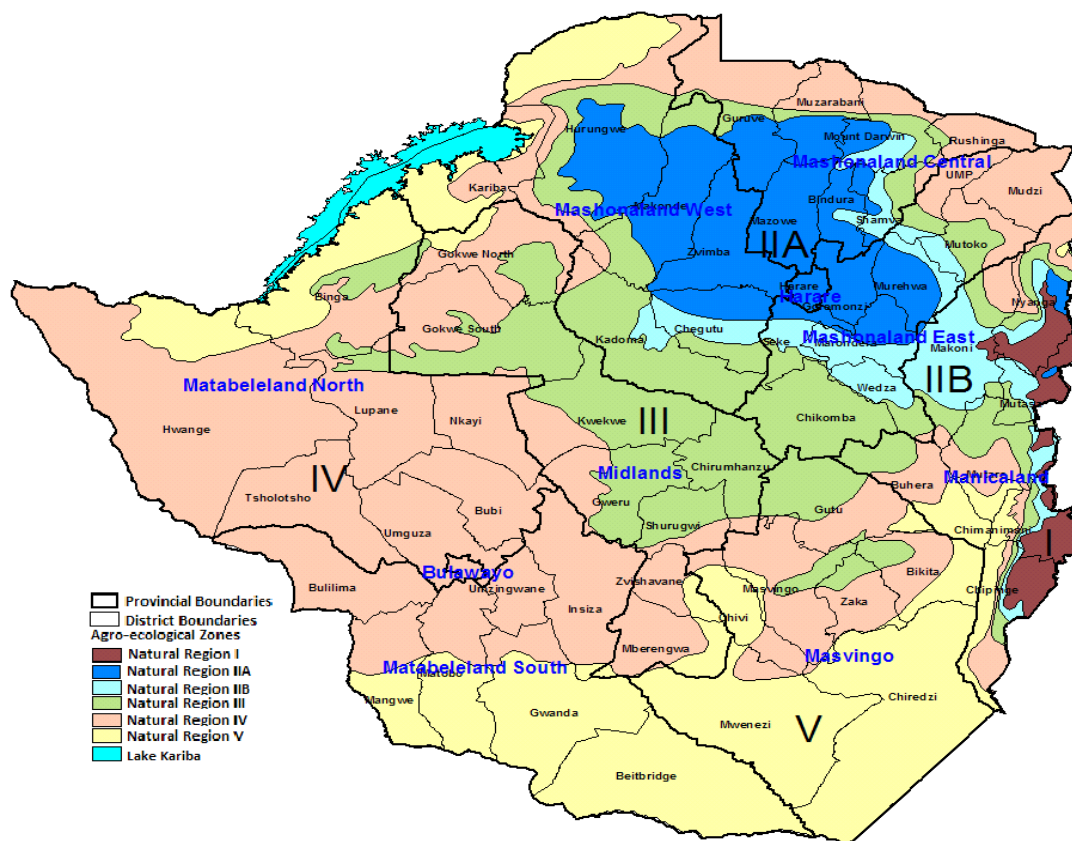
Zimbabwe has a total land area of 39.6 million hectares, and Agriculture is practiced on 39.9% of total land area (15.8 million ha) of which 10.9% (4.31 million ha) is arable. Zimbabwe's arable land is classified into five agro-ecological regions based on the soil

types and the uni-modal rain-season from October – April. It is estimated that only 37% of the country receives rainfall considered to be adequate for crop production (FAO [2000]). Except for horticultural crops and wheat, most crops are produced during the rain-season. Table 2 and Figure 1 present the predominant agricultural activities in the various agro-ecological regions. However, the increasing frequency of droughts points to the need to urgently review the classification of agro-ecological zones. The utilization of the comparative advantage of each agro-ecological region, has proven that Zimbabwe can produce competitively.

Table 2: Zimbabwe’s Agro-Ecological Regions

Natural Region	Province Spread	Average Rainfall (mm)	% Total Land	Characteristics	Agricultural Activity
I	Manicaland	Greater than 1050	2	High rainfall, specialized and diversified	Forestry, tea, coffee, fruit, intensive livestock
II	Mashonaland Central, Mashonaland East, Mashonaland West, Manicaland, Harare	750 – 1000	15	High rainfall	Maize, flue cured tobacco, cotton, sugar beans, horticulture, intensive animal husbandry, coffee, irrigated wheat and barley, sorghum, groundnuts
III	Manicaland, Midlands	680 – 800	19	Periodic droughts, unreliable start to rain season, mid - term dry spells	Semi intensive farming, extensive beef ranching, marginal maize, millet, sorghum
IV	Masvingo, Matebeleland South, Matebeleland North, Manicaland, Midlands, Bulawayo	450 – 650	37	Too dry for successful crop production without irrigation, prolonged mid - term dry spells	Marginal millet, sorghum, extensive beef ranching, game ranching
V	Masvingo, Matebeland South, Manicaland, Bulawayo	Less than 450	27	Too dry for successful crop production without irrigation, prolonged mid - term dry spells	Marginal millet, sorghum, extensive beef ranching, game ranching

Figure 1: Zimbabwe Agro - Ecological Zones



In 1980, Zimbabwe inherited an agricultural sector characterised by duality and a racially skewed land ownership pattern, with approximately 4,500 white commercial farmers owning 40% of the land under the freehold land tenure system (Table 3). To address the imbalance, the Government of Zimbabwe prioritized land redistribution. Between 1980 and 2000, protracted discussions on acquisition of the land did not produce the desired results as only 3.5 million hectares (9%) of the land had been redistributed to small scale farmers (72,000) in the Old Settlement Scheme.

Table 3: Changes in the National Distribution of Land

Farmer Cluster	Land Category	1980		2000		2010		Number of Farmers
		Area (Million hectares)	%	Area (Million hectares)	%	Area (Million hectares)	%	
Smallholder Farmers	Communal	16.4	41.9	16.4	41.9	16.4	41.9	1,100,000
	Old resettlement	0.0		3.5	9.0	3.5	9.0	72,000
	New resettlement A1	0.0		0.0		4.1	10.5	141,656
Small - Medium Scale Commercial	New resettlement A2	0.0		0.0		3.5	9	8,000
	Small-scale commercial farms	1.4	3.6	1.4	3.6	1.4	3.6	14,072
Large-scale Commercial	Large-scale commercial farms	15.5	39.6	11.7	29.9	3.4	8.7	4,317
	State farms	0.5	1.3	0.7	1.8	0.7	1.8	
	Urban land	0.2	0.5	0.3	0.8	0.3	0.8	
	National parks and forest land	5.1	13.0	5.1	13.0	5.1	13.0	
	Unallocated land	0.0		0.0		0.7	1.8	

Table 3 also shows that the land reform launched in 2001 further reduced the area under large scale commercial farmers from 11.7 million hectares in 2000 to only 3.4 million hectares in 2010. This enabled approximately 141,656 A1 and 8,000 A2 farmers to settle on 7.6 million hectares of arable land. However, Table 4 reveals that there was inequitable distribution in that most of the land was given to male beneficiaries (82% in A1 and 88% in A2).

Table 4: Land Allocation Patterns by Gender and Province

Province	MODEL A1				MODEL A2			
	Males		Females		Males		Females	
	No.	%	No.	%	No.	%	No.	%
Midlands	14,800	82	3,198	18	338	95	17	5
Masvingo	19,026	84	3,644	16	709	92	64	8
Mashonaland Central	12,986	88	1,770	12	1,469	87	215	13
Mashonaland West	21,782	81	5,270	19	1,777	89	226	11
Mashonaland East	12,967	76	3,992	24	-	-	-	-
Matebeleland South	7,754	87	1,169	13	215	79	56	21
Matebeleland North	7,919	84	1,490	16	574	83	121	17
Manicaland	9,572	82	2,190	18	961	91	97	9
TOTAL	106,686	82	22,723	18	6,043	88	796	12

Source: Beyond the Enclave, 2011

The Government has replaced the freehold with the leasehold land tenure system and banned the sale of farmland. Three clusters of farms (Table 3) have emerged: large scale commercial farms (4,317), small to medium scale commercial farms (22,072) and the smallholder sector (1,313,656 farmers). These shifts in land tenure and farm sizes require new policy and strategies to develop the agriculture sector and that further land reforms should address the gender imbalance.

Moyo and Mikhezi [2012] argued that land redistribution has created a favorable agrarian structure for growth of the agriculture-sector self-employment, wage employment, and rural non-farm sector development in that the net farm income now accrues to many households as opposed to a small number of large-scale farmers. They also argued that many small scale farmers have access to relatively more fertile land with bias towards labor intensive crop production as opposed to livestock grazing that requires extensive land and relatively less labor.

With regards to land resources management, the MTP (2010-2015) notes that the following issues need to be attended to increase participation by the private sector in agriculture development:

- ❖ Finalization of the land audit to establish the remaining underutilized land;
- ❖ Finalization of the Fast Track Land Reform Programme to restore confidence in farm land ownership;
- ❖ Rationalization of vacant and abandoned land based on the land audit;
- ❖ Adoption and issuance of documents to provide security of tenure;
- ❖ Converting farm land leasehold into marketable title deeds that can be used as acceptable collateral to agricultural credit institutions;
- ❖ Surveying and demarcation of the farm lands; and
- ❖ Compensation for large scale farmers that lost their farms during the FTLR.

In view of the direct relationship with access to commercial agricultural credit and the general desire to encourage the private sector financial institutions to increase funding for agricultural development, the government is committed to addressing most of the above issues. In the case of compensation, the government has indicated that further consultations are needed.

1.2.2 Forest and wildlife Resources

Forestland constitutes 40.39% of total land area and inhabited by different wildlife species. Zimbabwe's land thus offers opportunities for wildlife-based economic activities. Table 3 indicates that Zimbabwe has huge national park and forest area (5.1 million hectares) with hardwood timber and flora and fauna that are a major attraction to the tourism subsector and a good source of livelihood to some rural people. Forests contribute about 3% to the GDP in Zimbabwe and are an important source of employment.

Between 1990 and 2010, Zimbabwe lost about 30% of its forest cover at the rate of deforestation of 1.5% per year. It is estimated that forests are being lost at a rate of 327,000 hectares per annum with tobacco curing being a major contributor. Unsustainable utilization of forestry resources (timber and wood for tobacco curing,

forest fire, etc) also contributes to deforestation and climate change, responsible for the increasing frequency of droughts and in some places floods, soil erosion and silting of dams and rivers.

In order to minimize these effects, the government is reviewing legislation and regulations to compel farmers to plant trees for every hectare of tobacco but the follow up system is weak. In addition there is increasing interest in conservation agriculture, including conservation farming, as a way to minimize the adverse effects of utilization of the natural resources. Even though Zimbabwe has the potential to be a carbon sink, this is constrained by pressures for more agricultural land and wood harvesting by the local population.

1.2.3 Water resources

Predominance of rain-fed crop production exposes the country to the adverse effects of rainfall variations and therefore, reduces production of rain-fed crops and increases food insecurity. Irrigation provides opportunity to grow a second crop during the dry season or supplement low rainfall on some crops, enabling farmers to increase total production.

In Zimbabwe, the irrigated area decreased from 200 000 hectares in 2000 to 135,580 hectares in 2009. The decrease was due to vandalized irrigation equipment (water pumps and pipes, etc) and conflicts in sharing of irrigation infrastructures that were designed for former large scale farms. The other general constraint to utilization of irrigation potential include inadequate access to long term credit, , inadequate involvement of farmers in management of irrigation infrastructure, dependence on government and donor assistance; marginalization of marketing and production support services; inadequate institutional strengthening, and poor land tenure arrangements and rural road infrastructure.

Moyo and Mikhezi [2012] argued that irrigation development should focus on rehabilitation of existing irrigation schemes, adaptation/replacement of the old irrigation machinery and equipment to serve the smaller scale farms that have replaced the large-scale farms and development of idle irrigation schemes and dams that could bring 6,140 hectares (Table 5) under production.

Table 5: Dams with Water Lying Idle

Name of Dam	Province	Potential Irrigable Area (Ha)	Natural region
Zhove	Matebele South	500	V
Muzhwi	Masvingo	680	IV
Manyuchi	Masvingo	330	V
Osborne	Manicaland	1,700	IV
Mbindangombe	Masvingo	100	V
Mtshabezi	Mat South	300	V
Tshatshani	Mat North	230	V
Mwarazi	Manicaland	400	IIB
Mwenje	Mash Central	400	IIA
Mazvikadei	Mash West	1,000	IV
Total		6,140	

Source: Source: Moyo and Mikhezi [2012]

1.3 The Role of the Agriculture Sector in economic development

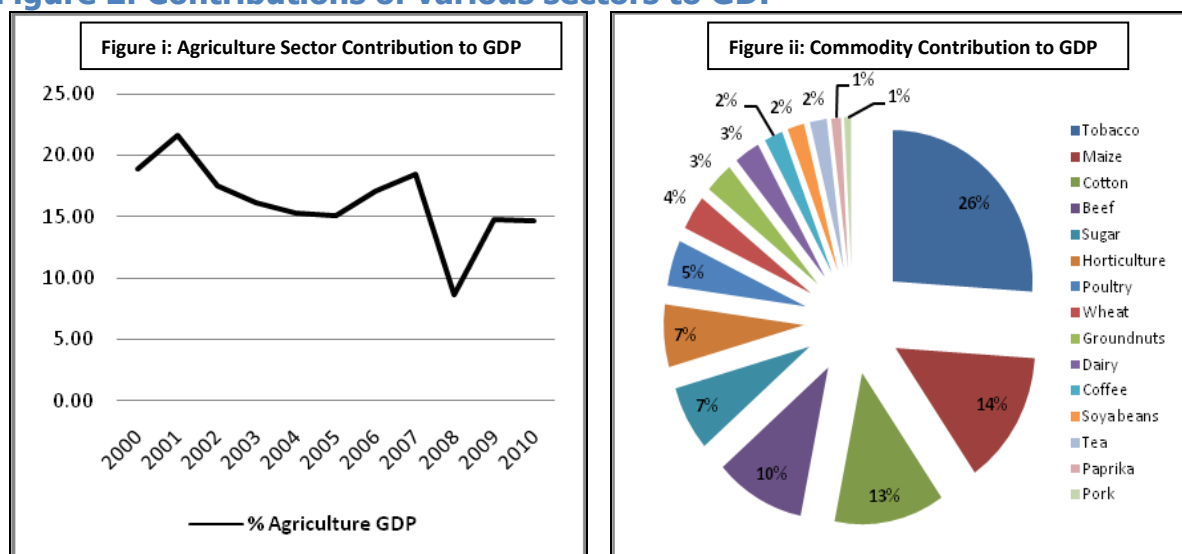
The agricultural sector contributes to the GDP, exports, employment generation, and reduction of poverty and food insecurity and malnutrition. Therefore, the MTP-2011-2015 has given priority to accelerating the growth of the agricultural sector. Even though tobacco production is by far the highest contributor to the agriculture GDP (26% in 2010), exports (85.8% in 2011) and employment, the growing campaign against tobacco implies that the income from tobacco should be used to diversify to other products with comparative advantage. The roles of agriculture in Zimbabwe's growing economy are:

- Contributing to both household and national food security and feeding the growing urban industrial population;
- Supplying raw materials to the manufacturing sector;
- Building domestic capital through savings and investment;
- Providing an effective market for industrial products, as shown by the tobacco industry;
- Earning FOREX and improving balance of payments; and,
- Releasing excess labor from agriculture into the growing industrial sector.

1.3.1 Contribution to the GDP

Over years, Zimbabwe has experienced significant decrease in agricultural GDP and exports. Figure 2 shows that the agriculture GDP decreased from approximately 21% in 2001 to less than 10% in 2008. Even though the agriculture sector contribution to the GDP increased by 15% in 2009, 34% in 2010 and 20.4% in 2011, the levels were still far below those achieved prior to 2000 (Figure 3). In 2010, the major commodities in the agriculture GDP (Figure 4) were tobacco (26%), maize (14%), cotton (13%), beef (10%), sugar (7%) and horticulture (7%).

Figure 2: Contributions of various sectors to GDP



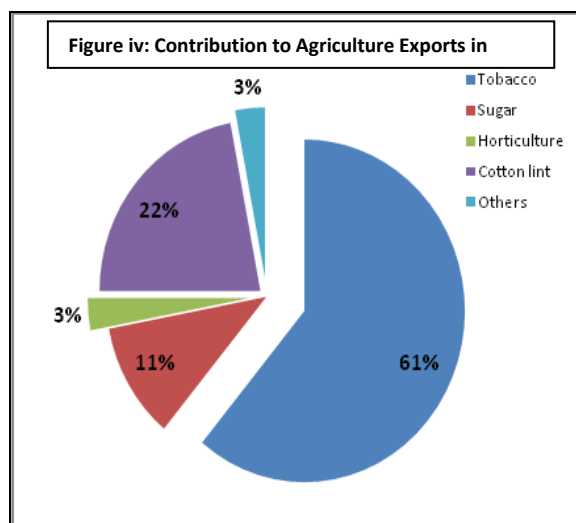
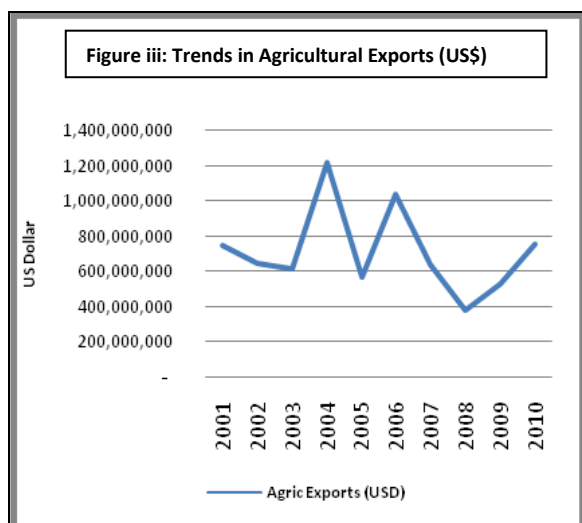


Table 6: Contribution of various commodities to agricultural export earnings²

	Tobacco	Sugar	Horticulture	Cotton lint	Others
2000	54%	9%	12%	15%	9%
2001	65%	8%	13%	9%	5%
2002	62%	9%	18%	8%	3%
2003	55%	9%	20%	12%	4%
2004	45%	9%	17%	24%	4%
2005	47%	11%	18%	22%	3%
2006	43%	10%	11%	23%	5%
2007	46%	17%	12%	22%	5%
2008	50%	16%	5%	26%	8%
2009	61%	11%	3%	22%	3%
2010	53.9%	11.0	2.5%	16.7	5.7
2011	65.5%	8.9	8.7	12.8	4.0
2012	63.8%	8.8	6.9	16.3	4.0

² RBZ Monetary Policy Statement, 2009

1.3.2 Contribution to Exports

The value of total agricultural exports decreased (50%) from above US\$1 billion in 2004 to less than US\$0.5 billion in 2008 (Figure 5). In 2009, the major agricultural exports (Figure 6 and Table 6) are tobacco (61%), cotton (22%) and sugar (11%). The decrease in agricultural export earnings is attributed to low productivity, hyper inflation, overvalued currency and export bans. This had the effect of reducing contribution to export earnings and resulted in loss of export markets, loss of employment and failure to utilize the preferential trade agreements the country has signed with COMESA, SADC, India, China, Brazil, and the EU.

1.3.3 Contribution to Employment

At least 70% of the population lives in rural areas and hence directly derive livelihood from agriculture related activities (65%), whilst the rest of the population is in urban areas where they mainly depend on informal sector employment, with only a small number being engaged in the civil service (24%) and industry and commerce (10%). The official unemployment rate increased from approximately 80% in 2005 to 95% in 2009. These factors resulted in the Human Development Index (HDI) decreasing from 0.241 in 1980 to 0.140 in 2010 (Human Development Report Zimbabwe [2010]). Therefore, accelerating agriculture sector growth is important to improving HDI.

1.3.4 Contribution to Reduction of Poverty

Zimbabwe is a low-income country with a population of 12.6 million persons and an annual population growth rate of 0.8%. WHO [2008] reported that the life expectancy declined, from 65 years in 1980 to 44 years in 2008, due to the high prevalence of HIV/AIDS and the outward migration of people that was triggered by the economic decline the country experienced between 2000 and 2008.

Between 1995 and 2008, poverty increased from 74% to 80% (PASS II study [2002] and UNDP Human Development Report [2008]). It is estimated that 50% of the population lives on less than US\$1 per day and 80% on less than US\$2 per day. The high levels of poverty are attributed to the negative effects of droughts (2001/2002, and 2007/2008) and the poor macroeconomic performance that resulted in hyperinflation and low industrial capacity utilization.

The incidence of poverty in urban areas increased from approximately 45% in 1995 to 61% in 2003, whilst the number of poor rural households increased from 57% to 71% over the same period (Zimbabwe MDG Mid Term Progress Report [2007]). However, Zimbabwe experiences a higher prevalence rate of poverty in female headed households, with 68% living below the Total Poverty Consumption Line (TPCL) in 2003 (GoZ, MDG Status Report, 2010). In view of the fact that most rural households (70%) depend on the agriculture sector as a source of income, accelerating the sector growth is important to reduction of poverty.

1.3.5 Contribution to Reduction of Food Insecurity and Malnutrition

The national food insecurity in Zimbabwe is high and varies from year to year (20%³ in 2008/2009 season and 11% in 2012) and between urban and rural areas. The population of food insecure households in urban areas decreased from 26% in 2009/2010 to 10% in 2011. In rural areas, the proportion of food insecure population declined from 18% in 2009/2010 to 12% in 2011⁴. In 2012, the food insecure population was 1.4 million people with approximately 30% living in urban areas. Most of the food insecurity is due to chronic poverty (FEWSNET [2012]).

In terms of nutrition, one in every three children in Zimbabwe is chronically malnourished (33.8%), leading to more than 12,000 children under the age of five to die from malnutrition every year (National Nutrition Survey [2010]). The causes of malnutrition include lack of proper breastfeeding, the right foods and safe water and sanitation facilities. In this regard, it is important to prioritise agriculture development

³Fews Net, ZIMVAC September 2011 – Zimbabwe Food Security Outlook Update, page 2.

⁴*Ibid.*, page 2

to increase incomes, food supply and consumption of the right foods, provision of basic social services, and access to nutritious food.

Pazvakavambwa [2009, p.8] summarized the general causes of food insecurity:

- Low labour productivity and non-solvent demand as primary roots of insufficient income
- Lack of public goods which leads to insufficient pro-poor growth.
- Low level of capital endowment leading to low yield and output price instability.
- Inadequate technical application in agriculture as signified by the very low level of inputs used and lack of adequate public research.
- Lack of efficient support agricultural services such as extension and credit.
- Lack of adequate supporting infrastructure such as roads and telecommunication services.
- Inadequate or misdirected government support.
- Inappropriate agricultural policies.

Even if the market operates efficiently, there will always be some vulnerable people who need to be assisted through targeted social safety nets, such as school feeding programme, under-five feeding programme, etc, mainly administered by NGOs and Civil Society Groups with funding from the Government and Development Partners. FEWSNET [2012] estimates that the Government of Zimbabwe and WFP are providing food to approximately 1 million food insecure households in rural areas. However, nearly 10% of food insecure households have no support. However, it is important to provide smart subsidies that will not distort the market.

1.4 Crop and Livestock Production Trends

Zimbabwe produces cereals (maize, wheat, sorghum and millet), oilseeds, livestock (beef, dairy and small stock [goats, poultry, pigs, and sheep]) and fish. Since 1996, Zimbabwe experienced general decrease in crop and livestock production, leading to decrease in agriculture sector GDP and exports.

1.4.1 Staple Crops

Maize: Maize is the major staple food predominantly (90%) produced by small scale farmers for consumption and the surplus is sold either to the GMB or the private sector traders. The total area under maize production has been almost stable with an average of 1.4 million hectares. Since 2008, maize production increased from nearly 0.5 million tons to approximately 1.5 million tons in 2011 (Figure 3).

Most of the maize (65%) is produced in the high rain fall natural agro-ecological regions I and II where the average yield is approximately 35% above the national average. Maize is also produced in semi arid natural region II (22%) and arid regions (13%). However, the average yields in these areas are relatively low.

Figure 3: Production and productivity of staple crops in Zimbabwe
Production of Staple Food Crops ('000 tons) **Yield of Staple Food Crops/Hectare (kg)**

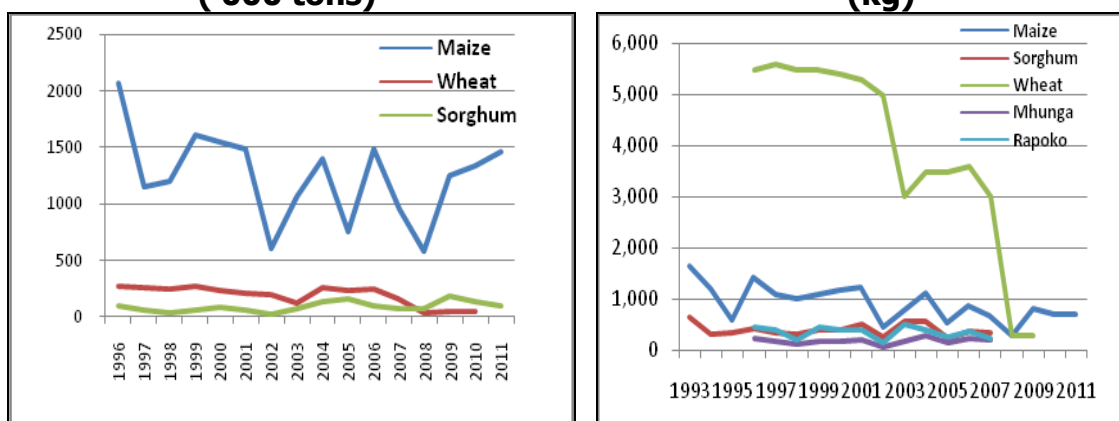


Figure 3 shows that deep falls in the production trend indicate the drought years when maize production is significantly reduced. However, the long term downward trend in maize production is mainly due to decrease in area under maize production in the commercial sector (from 160,000ha to 55,000ha) attributed to the controlled pricing of maize which did not keep pace with rising input costs and hyper-inflation, the reduction in commercial sector productivity (from 4.2 tons/ha to 1.5 tons/ha), and the failure to raise smallholder communal sector productivity (stagnating at 700-800 kg/ha). The decrease in yield per hectare has been mainly due to rainfall variability.

Between 2009 and 2011, the increase in maize production is mainly due to expansion in planted area (1.2 million hectares to 1.6 million hectares). This may have been influenced by the high GMB floor price (\$285/ton), improved access to subsidized inputs from the government and donors, and relaxation of market controls on input prices which increased availability of inputs (seed, fertilizer, fuel and draught power).

The average yield masks the variations in the yield of maize per hectare on various categories of farms. During the 2008/2009 farming season, the average maize yield per hectare was 2 tons on A2 farms, 1.2 tons on A1 farms, 0.54 tons on the communal farms and 2.55 tons on large scale commercial farms (PWC [2010], MAMID Crop Forecasting Committee [2009]). The differences between farm categories and the potential yield offer good prospects for sustainable increase in maize productivity in areas with comparative advantage. Relatively low cost sustainable land management practices, such as conservation farming, have been proved to significantly increase production among small scale farmers within a short period.

Wheat: Wheat is produced under irrigation during the winter season on large-scale commercial farmers with irrigation facilities. Prior to 2008, the total area under wheat production varied from 37,000 to 70,000 hectares but this decreased to 12,000 hectares in 2009 (Figure 3). At the same time, the yield per hectare also decreased from 5400kg in 2000 to 288kg in 2009.

The general decrease in wheat production is mainly due to power shortages and irrigation facilities needing rehabilitation. In addition, the new landowners have limited capacity to mobilize the necessary capital and manage large areas under irrigation. Since irrigation development is expensive, the focus should be on improving irrigation capacity in areas with underutilized irrigation infrastructure, especially in the resettlement farms where there is need to redesign mechanisms to share water and run irrigation projects (PWC [2010]).

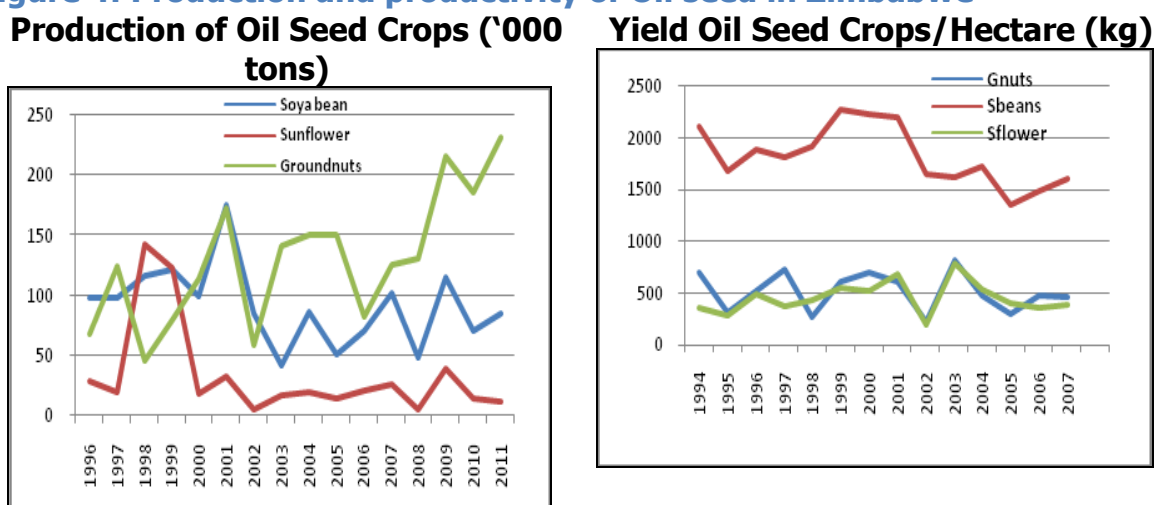
In addition, farmers need practical training in production of irrigated wheat and establish partnership (contract farming) with buyers and processors.

Small grains (sorghum, finger millet, and bulrush millet): These are produced by small scale farmers in relatively low rainfall areas. Both the total production and yield per hectare remained fairly stable (Figure 3). However, the large difference between actual and potential yield, may be due to challenges faced by extension system or farmers not fully practicing prescribed production methods.

1.4.2 Oil Seed Crops (groundnuts, soya beans and sunflower)

Groundnut is produced on small-scale farms. Figure 4 shows that groundnut production increased from 100,000 tons in 2000 to 225,000 tons in 2011. However, the increase in groundnut production mainly came from expansion of the area planted as the yield per hectare remained almost constant (500 kg/hectare) with small variations from year to year (Figure 4).

Figure 4: Production and productivity of Oil seed in Zimbabwe



Soya bean: Zimbabwe needs approximately 200,000 tons of soya beans per year, with 33% destined for the stock feed market. Soya bean is produced mainly on A2 farms during the rain-season as a rotational crop with wheat. Total production increased from approximately 100,000 tons in 2000 to 175,000 tons in 2001 and thereafter declined to approximately 50,000 tons in 2003 (Figure 4). After this period, soya bean production increased to approximately 100,000 tons in 2011. The upward trend in production after 2001 is mainly due to expansion of the area under soya beans.

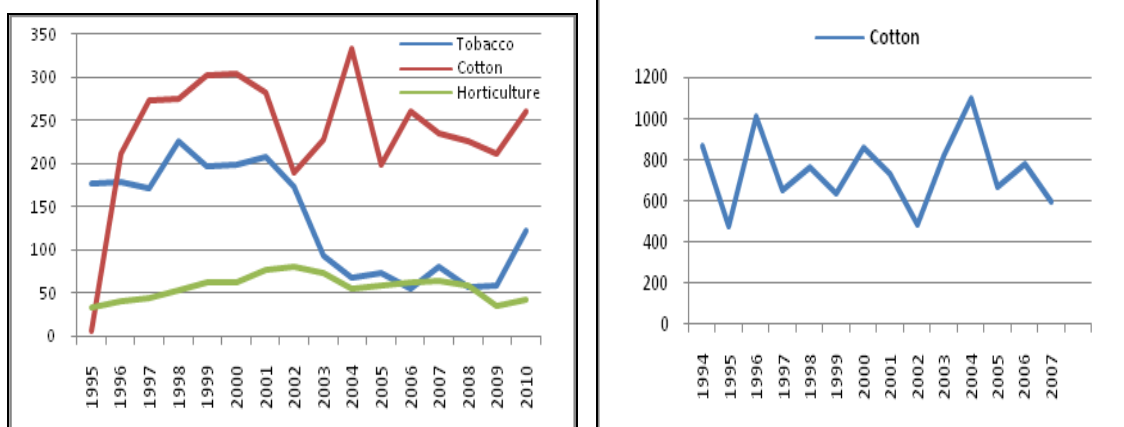
Sunflower: The production has declined from approximately 150,000 tons in 1998 to only 7,000 tons in 2007 (Figure 4). In view of the almost constant yield per hectare (Figure 4), the decline in production was due to reduction in planted area as farmers shifted to production of competing products (probably groundnuts) that became relatively more profitable.

It is important to note that leguminous oil seed crops are important rotational crops with the staple foods because they leave residue plant nutrients in the soil, thereby reducing the quantities and cost of fertilizer. In addition, the relatively short growing period enables farmers to plant oil seed crops after staple crops have been planted, increasing the income. Moreover, the by-products of oil seed crops processing are important in stock feed production. Therefore, the decreasing productivity of soya beans has a negative impact on livestock production.

1.4.3 Cash Crops (cotton, tobacco and horticulture)

Cotton: Cotton is produced by small scale farmers under contract farming in natural geographical ecological region III. The contractor provides the basic inputs and some extension services. Figure 5a indicates that there has been a general upward trend in cotton production. However, Figure 5b indicates that yield per hectare has remained almost constant at an average of 800kg per hectare with variations that appear to be related to drought years. Since the yield of cotton is well below the potential yield, it is an indication that private sector extension services may not have been very successful in delivering the sustainable land management practices to enable farmers to increase productivity.

Figure 5: Production and Productivity of cash crops in Zimbabwe
Production of Cash Crops (tons) **Yield of Cash Crops/Hectare (kg)**



Tobacco: Tobacco production decreased from 165.6 million kilograms in 2002 to 49 million kilograms in 2008. However, tobacco production increased to 123,400 tons in 2010, with smallholder farmers accounting for 60% of the area under tobacco (100,287 hectares) and thereby contributing approximately 34% to the agriculture sector GDP. In 2011, the area under tobacco further increased to 148,160 hectares, leading to 177,792 tons of tobacco being produced (Table 11).

The recovery of the tobacco subsector is attributed to small holder expansion of the area under tobacco production that was triggered by the emerging macroeconomic stability after adoption of multiple currencies, increased support through contract farming and self-financing. The challenge facing the subsector is that average yield for 2010-2011 was 1.2 tons per hectare (Figure 12 where is figure 12) compared to the potential yield of 4 tons per hectare and the national average yield of 2.1 tons per hectare for 1980-2008, indicating the need for investment in building practical skills, upgrading infrastructure and machinery, and appropriate financial services.

Sugar: Sugar production decreased from 580,005 ton in 2002 to 259,145 tons in 2009. This is attributed to the unfavourable macroeconomic environment that prevailed. However, there are significant changes taking place in the sugar industry following the private sector investment of over \$600 million in a sugar growing and processing facility to produce ethanol from sugar cane. Production expected to increase from approximately 385,000 tons in 2011 to 600,000 tons in 2015.

1.4.4 Livestock Production and Productivity Trends

The major livestock products are beef cattle, dairy, poultry, pigs, goats and sheep. In rural areas, 50-60% of rural households own cattle, 70 -90% own goats, and over 80% own chickens. Small scale farmers own most of the cattle (90%), goats (98%) and pigs (80%) as important sources of animal protein, draft power, income and social safety net during emergencies, especially drought. Therefore, increasing livestock production is very important in reducing poverty and food insecurity.

Since 2002, Zimbabwe has experienced general decrease in livestock population. Between 2002 and 2005, cattle population on large scale farms declined from about 25% of the national herd to less than 13% of the national herd (Anseeuw et al; 2011) and to less than 21,689 (less than 1%) in 2009. Dairy herd also declined from 104,483 in 1994 to 43,159 in 2004 and to 22,000 in 2009, leading to decline in milk production. By 2009, the livestock population of Zimbabwe consisted of 5.1 million cattle, 21,689 dairy, 397,800 sheep, 3.2 million goats and 202,234 pigs.

The major constraints facing the livestock subsector are:

- Low calving rate of 45%.
- High mortality of 4.4% as compared to the desired rate of 3% per annum
- Low cattle off-take rate of 5.3% as compared to 20%.
- Rangeland degradation due to over stocking and recurrent droughts.
- Limited access to markets due to restrictions on movement of animals.
- Unavailability breeding stock and experienced breeders;
- Lack of suitable finance to expand production.

Moyo and Mikhezi [2012] argued that declines in crop and livestock yields were largely due to the shortages of inputs that affected all the categories of farmers, rising input costs, and inadequate credit, incomes, savings and wage remittances. The low yields are also due to the increasing frequency of droughts.

2. CHAPTER 2: REVIEW OF THE PROGRESS IN ACHIEVING AGRICULTURE SECTOR OBJECTIVES IN ZIMBABWE

The Zimbabwe Medium Term Plan (ZMTP 2011-2015) and the Draft Agricultural Policy Framework expects the agricultural sector to play a key role in contributing to economic growth, increasing exports, and reduction of poverty and food and nutrition insecurity. This chapter summarizes the progress being made in attaining the agricultural policy objectives based on the selected macroeconomic indicators (national budget allocations to the agricultural sector, GDP, exports, employment, and poverty), the agricultural production trends, and selected social economic indicators (food insecurity and malnutrition).

2.1 The vision of the agricultural sector in Zimbabwe

During the period 1995 -2011, MAMID has an approved agriculture policy – the Agriculture policy Framework (1995 – 2020). This is has outdated in focus and principle. ZAPF does not capture and address new developments on the local and international arena such as: the new production structure dominated by smallholders, climate change, conservation agriculture, priorities defined in MTP, MDGs, CAADP, increased focus on productivity not area under production, the potential for synergies between private and public sector investment, etc hence MAMID has come up with a new Draft Agriculture Policy Framework (2012 – 2032). In 2011, MAMID convened a stakeholder meeting to develop the draft agriculture policy.

The proposed vision for the agricultural sector is to:

"promote development of an efficient, competitive and sustainable agricultural sector, which assures food security and increased income."

The above vision is expected to galvanize all stakeholders to participate in development of the sector in an environment of improved macroeconomic stability and expanded

regional and bilateral trade opportunities to attain the Millennium Development Goals (MDGs). In order to ensure success and acceptance of the policy, the Government shall continue to engage all stakeholders in policy review, interpretation and implementation. Furthermore, public and private sector resources shall be mobilized to increase incomes and accelerate agriculture sector growth and enhance contribution to reduction of poverty, food insecurity and malnutrition.

The real challenge is in mobilizing all stakeholders and building their capacity to consistently interpret and implement the policies. It is important to note that the Government has previously focused on ensuring self-sufficiency in maize production, the major staple food, through providing maize input and marketing subsidies. This focus tends to marginalize production of other staple foods, legumes and vegetables, leading to high levels of malnutrition, continued poverty which leads to food insecurity through inability to purchase food.

2.2 Public sector investment into the agricultural sector: National budget allocations

Over the years, the Government has allocated less than 5% of the national budget to agriculture development (Table 7). The budget allocations were generally inadequate to finance the necessary public services to increase productivity and production. Between 2005 and 2008, the Government increased the budget allocations to the agriculture sector through quasi-fiscal allocations from Reserve Bank of Zimbabwe (RBZ).

However, the RBZ funding did not reflect the actual funding needs for the sector, giving the impression that the agriculture sector was adequately funded and yet the ministry's operating expenses were not provided for, leading to ineffective program implementation and monitoring (Pazvakambwa [2009]). In addition, most of the RBZ funds were disbursed towards the end of the year and therefore, the funds were not available for use. The other problem is that hyperinflation levels that prevailed in the country quickly eroded the allocations.

In line with CAADP, the Government is committed to increasing the agriculture sector budget to at least 10% of national budget. Table 7 shows that even though there are variations in the annual national budget allocations to the ministry of agriculture, there has been upward trend. In 2010, the national budget allocation of 14% exceeded CAADP target. However, the allocation to agriculture decreased to 8% in 2012, indicating that the Government has not sustained the national budget allocations above the CAADP target of 10%.

The agriculture sector budget is channeled through many institutions that are not coordinated and often duplicate activities, thereby reducing the impact. Table 8 shows that even though the agriculture sector budget increased from 2.74% in 2009 to 5.94% in 2011, it remains below the CAADP target of at least 10% of the national budget. The failure to align adequate agriculture budget support has led to an under-funding of agricultural support services and infrastructural development as well as government's priority projects (Anseeuw and Wambo, 2008). In view of the fact that Zimbabwe has endorsed CAADP, it is possible to significantly increase public expenditure in the agriculture sector.

Table 7: National Budget and Allocations to Agriculture (1995-2012)

Year	National Budget (Z\$ million& US\$ million)	Allocation to Agriculture (Z\$ millions& US\$ millions)	Agriculture as % of the National Budget*
1995	25679.00	1437.90	6.00
1996	31199.15	6747.75	2.00
1997	37335.30	1465.30	4.00
1998	70607.00	13110.60	2.00
1999	65198.60	1331.20	2.00
2000	109197.20	2173.20	2.00
2001	276450.00	5520.4	2.00
2002	421926.30	16943.10	4.00
2003	783934.00	40549.10	5.00
2004	7747638.50	497615.30	6.00
2005	28363608.40	1000155.3	4(21)
2006	430826273.00	32198830.00	7.47(31)
2007	41725656.00	3053734.00	7.32(37)
2008	7905314086.00	366858058.00	4.64(42)
2009	1,000	23,5	2.47
2010	2,250	448.00	14.00
2011	2,750	122.00	4.44
2012	4,000	337.20	8.43

MAMID [2010]: Review and Stocktaking Report, P53. Updates have been added

*Figures in brackets include quasi-fiscal allocations from RBZ

Table 8: Government Support to the Agriculture Sector 2007 to 2011

Year	National Budget (Z\$m)	MAMID (Z\$m)	Ministry of Lands & Resettlement	Ministry of Water Resources Development & Management	Ministry of Environment & Natural Resources Management	Aggregate Spending on Agriculture	%Aggregate Agriculture spending of National Budget	%Allocation Excluding other agro – related Ministries
2007	41725656	3053734	-	-	-	-	-	7.32 (37)
2008	7905314086	36658058	-	-	-	-	-	4.64 (42)
2009	1391000000	34314162	425000	3376190	36 800	38152152	2.74	2.46
2010	2250 00000	119145665	1018400	1690000	3585000	123244900	5.57	5.29
2011	2746000000	12259000	1200000	35215000	4732000	163312000	5.94	4.44

Source: MAMID Stocktaking Report, 2010; Zimbabwe Government Estimates of Revenue and Expenditure 2000 to 2011

Table 9: All Support to the Agriculture Sector (US\$)

Sources of Funding	2008/09	2009/10	2010/11	Total	%
Government support	79,040,040	300,206,439	172,730,737	551,977,216	0.30
Presidential facility			30,000,000	30000000	0.02
Development partners	25,000,000 ⁵	74,000,000	60,000,000	99000000	0.05
Bank sector support	94,765,128	331,242,000	411,628,246	837,635,374	0.45
Lines of credit	162,746,635	150,379,749	14,500,000	327,626,384	0.18
Total	336,551,803	855,828,188	688,858,983		
Total as % of Total Budget	37	40	25		
Total as % of GDP	6	13	8		

Source: Ministry of Finance, October 2011.

Table 10: Government Public Expenditure in Agriculture since 2009

Item	2009	2010	2011	TOTAL	%
Grain Procurement	5,650,000	101,345,967	75,050,000	182,045,967	0.29
Input Support	60,000,000	87,400,000	45,000,000	192,400,000	0.31
Capitalisation of Agribank		17,000,000	2,500,000	19,500,000	0.03
Extension & Other Support Services	13,390,040	93,617,472	103,853,800	210,861,312	0.34
Irrigation Development		843,000	11,763,500	12,606,500	0.02
Total	79,040,040	300,206,439	238,167,300	617,413,779	

Source: Ministry of Finance, October 2011

⁵ The figure for 2008/2009 Season was deduced from the above Speech by the Netherlands Ambassador.

Table 9 indicates that between 2009 and 2011, the major sources of funding to agriculture sectors were Government (30%), Banks (45%) and international lines of credit (18%). It is also estimated that development partners contributed only 5% of the funds through the public deliver system. Table 10 shows that most of the allocations to the agriculture sector are utilized for grain procurement (29%) and input support (31%). In addition, some funds are allocated to provision of extension/support services (34%).

However, the Government of the Republic Zimbabwe budget remains skewed in favour of recurrent expenditure, at the expense of capital expenditure and services, as confirmed by the 2011 National budget estimates that provide for an overall spending envelope of US\$2.7 billion, of which 78% (or US\$2.14 billion), is committed towards recurrent expenditure. Moreover, the staff emoluments constitute approximately 65% of the recurrent expenditure (US\$1.8 billion). This budget distribution is also observed in the various government departments, e.g., approximately 65.1% of the total budget of MAMID (\$119.53 million) is for recurrent expenditure. This is way above the trend set by the Ministry during the mid – 1990s, when salaries accounted for only 40% of the budget.

2.3 Private Sector Investment and participation in the Agriculture Sector

2.3.1 The manufacturing sector

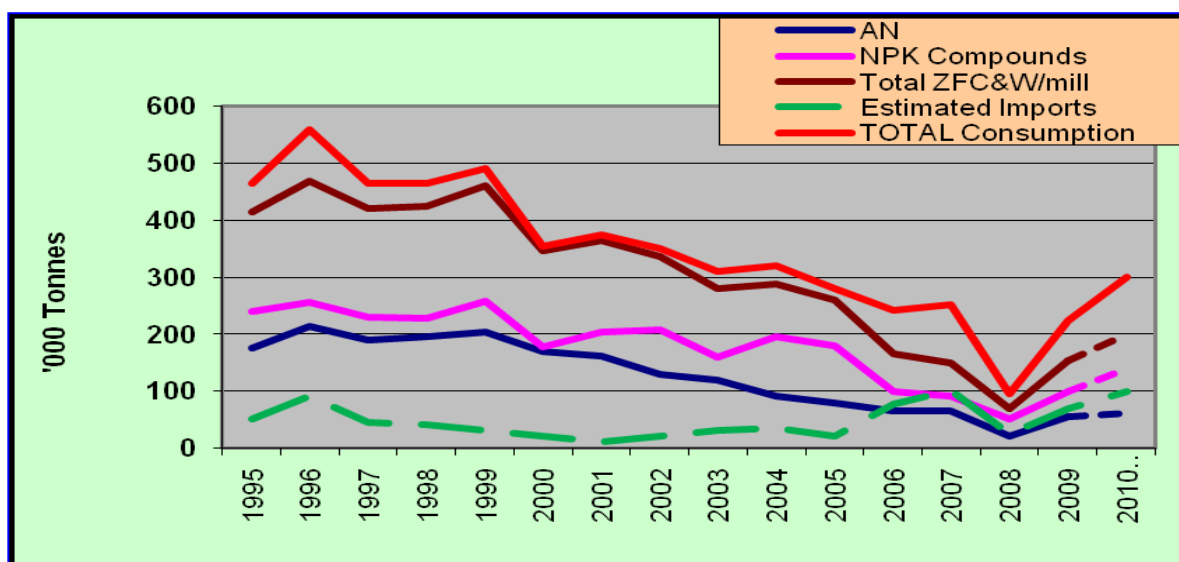
Zimbabwe's agri-business sector has been engaged in contract farming, input supply (seed processing, manufacturing of fertilizer and agro – chemicals), product marketing and processing. Between 2000 and 2008, the hyperinflation and unfavourable macro-economic environment constrained private sector activities. These factors led to significant slump in manufacturing capacity utilization (less than 10%) and the downsizing and closure of many small to medium scale agribusinesses.

Since 2009, the favourable macroeconomic environment has increased private sector activity, especially contract farming firms and agrochemical companies. In 2011, the major sources of agricultural credit were private sector financial institutions (61%), public sector (26%) and Development Partners (13%). Even though industrial output recovered (2009 – 2011) in some sub sectors, the recovery has been slow in areas that require huge capital investment with capacity utilization remaining below 35%.

2.3.2 Fertilizer and Certified Seed production and consumption

Fertilizer consumption decreased from 550,000mt in 1996 to 100,000mt in 2008 (Figure 6). At the same time, domestic fertilizer production decreased from approximately 460,000mt in 1996 to 70,000mt in 2008. This decrease is attributed to unreliable power supply and unfavourable macroeconomic environment. In order to offset the deficit, fertilizer imports increased from less than 10% prior to 2004 to 42% in 2008. Fertilizer consumption has increased from 200,000mt in 2009 to 300,000mt (2009 – 2010).

Figure 6: Fertilizer Production and Consumption Trends



Source: Agriculture Monitoring and Evaluation Sub Committee, 2011

Certified maize seed production decreased significantly by 78.2% from 28,187 metric tonnes in 2000/01 to 6,137.8 metric tonnes in 2007/08 season⁶. Since 2009, certified seed production has increased from 7,806.7 metric tonnes in 2009 to 32,204 metric tonnes⁷. The increased seed production has enabled increasing numbers of farmers to access improved seed, especially open pollinated seed from community-based seed multiplication projects. Despite the increase in use of improved seed, most farmers continue to attain actual yields far lower than the potential yields, an indication of the knowledge gap between researchers and farmers.

2.3.3 Agro-Dealership Network

The private sector agro-dealership network has been instrumental in reducing the transactions costs of critical inputs (seed and fertilizer) for small holder farmers. However, the agro-dealership network was adversely affected during the macroeconomic instabilities [2000 – 2008] and the unfair competition from widespread dependence on donor aid and government assistance programmes (ZASA, [2010], Zimbabwe CAADP Stocktaking Update [2012], Anseeuw, W; Kapuya, T; and Saruchera D. [2011]).

Following attainment of macroeconomic stability, the restoration of private sector agri - dealerships capacity requires strengthening of market – oriented interventions, further reduction of humanitarian assistance, and improving targeting of appropriate subsidies to the beneficiaries.⁸ Many stakeholders recommended that free input schemes should be transformed into market-based input delivery systems, such as widespread adoption of food and input vouchers for selected beneficiaries in rural areas to enable them to purchase from local shops and dealers. In addition, it is important to strengthen value-chain programmes and agri-dealer capacity⁹.

⁶These are figures are extracted from Seed Company of Zimbabwe (2011) that were presented by S. Moyo and Hans Binswanger-Mkhize page 30: Study on Recovery and Growth of Zimbabwe Agriculture.

⁷Ibid page 30

⁸MAMID; "Zimbabwe CAADP Stock Taking Update: 2009 – 2011", Draft Report, April, 2012, page 8.

⁹Anseeuw, W; Kapuya, T; and Saruchera D; "Zimbabwe Agricultural Reconstruction and Recovery: On - going Projects, and Prospects for Re - Investment", CIRAD, University of Pretoria, June 2011, page 84.

2.3.4 Contract Farming

Many firms are involved in contract farming to secure strategic raw materials for agro – processing and export. Contract farming often provides a market for contracted products, credit to buy the key inputs, and extension services. In the past, contract farming mainly focused on high value and export products, such as tobacco, cotton, sugar and commercial seed bulking. It is estimated that between 50% and 60% of tobacco is financed under contract farming and that during the 2011/12 growing season, at least 50 firms contracted approximately 328,000 smallholder farmers to produce a variety of crops on 628 000 hectares.¹⁰ The cotton contract farming subsector worked with approximately 46% of small holder growers.

The main constraint to contract farming is side marketing. However, cotton stakeholders have developed a marketing system, backed by Statutory Instrument 142 of 2010, to reduce side selling. Though at an early stage, preliminary results indicate that the model has potential for up and out-scaling to other agricultural products. In order to ensure continued growth of contract farming, an appropriate legal and institutional framework is needed to minimize violation of contractual obligations. The Agricultural Marketing Authority (AMA) has successfully supervised the cotton contracts and the model could be up/out scaled to other crops.

In terms of other commodities, the legal and regulatory framework for contract farming is fragmented, hence the need for a clear and consistent policy to establish minimum standards for contract farming. Enacting a contract farming framework to regulate general aspects of contract farming for all commodities should back this¹¹. This could then be complemented by commodity specific Statutory Instruments, similar to the one for cotton contract farming.

¹⁰ Irwin. B.; Haley. D. S., Chishakwe. N.E., Vitoria B., and Mudonhi S., "Building Agricultural markets: Constraints and Opportunities in Contract Farming for Smallholder Agricultural Economy in Zimbabwe", Agri – business Systems International (ASI), WB, March 2012, page 1.

¹¹*Ibid* page 1.

In view of the varying levels of experience of contract farming, there is need for targeted support to strengthen technical capacity of contracting firms and farmers to reduce the risk of investment in contract farming (Irwin. B; Haley. S.D *et. al*; 2012).

2.4 Development Partner Support to the Agriculture Sector

Over the years, Development Partners have provided agricultural development assistance to the Government of Zimbabwe. Since 2000, many donors withdrew disbursement of their support through government institutions owing to policy and legislative restrictions placed by certain western countries on assistance to central government entities, such as public utilities, ZISCO Steel, Zimbabwe Electricity Supply Authority, and ZB Bank, among others.

However, various donors continue to provide support through alternative delivery channels, especially the clusters coordinated by some UN agencies: FAO is responsible for agriculture, UNDP - livelihoods, UNICEF - education and nutrition, WFP - emergency food aid, OCHA - coordination of humanitarian assistance, WHO – health, and IOM/UNHCR – protection, with the prime mandate to coordinate emergency responses (Table 10).

Table11: Donor Working Groups in Zimbabwe’s Agriculture Sector

WORKING GROUP	CHAIR	FOCUS
1. Agriculture Coordination Working Group (ACWG):	FAO	NGOs, donors and government representatives. Coordinates agricultural and food security projects. NGOs provide information on what they are doing in which districts. At this platform, the Agricultural and Food Security Monitoring Systems (AFSMS), composed of FAO, Agritex and FEWSNET, shares its latest findings. FEWSNET (Famine Early Warning Systems Network) is an organisation that forecasts crop harvests.
2. Market Linkage Working Group (MLWG) -		MLWG links small farmers with the market, specifically organising them into groups to work with private companies. They also maintain a database to link smallholder farmers with markets. It provides market intelligence information for dissemination especially to the remote smallholder farmer. This is the only working group which includes the private sector. It also works with donors, farmers unions, government and a financial institution (Standard Chartered Bank). It is funded by the Dutch agency SNV.
3. Food Assistance Working Group (FAWG)	WFP	The group provides food security update, monitoring and distribution of aid. They also offer logistical support to other UN agencies. The group is made up of Donors, NGOs and government.

4. Livestock Working Group (LWG):	FAO and Government	The LWG works with the Vet department in government. This forum brings together key players in the livestock sector to discuss topical livestock issues. Representatives of Government, farmers' unions, NGOs, UN agencies, donors and other stakeholders constitute the meetings. The group produces technical guidelines, project models, and promotes ideas for uptake. This is the only working group where government has an active role, because of its Extension Department's comprehensive rural network.
5. Conservation Agriculture Working Group (CAWG):	FAO	Conservation Agriculture is being promoted and practiced in Zimbabwe as a sustainable agricultural technology that increases crop productivity while at the same time preserves and conserves the environment. Membership is drawn from representatives of donor agencies, local and international NGOs, UN agencies, key ministries such as MAMID and Local Government, academics, researchers and interested individuals.
6. The Gardens Working Group (GWG): GWG	FAO	The purpose of the gardens working group is to provide a forum that promotes dialogue on current and emerging issues in rural and urban gardens and facilitate exchange of improved practice and strategic information and experiences so as to ensure closer collaboration and networking between partners in the area of households.
7. Cash Working Group (CWG):	-	More donors are now using vouchers and cash transfers instead of giving free inputs. NGOs involved in the cash projects meet to share lessons and coordinate. This group is comprised only of NGOs.
8. Multidonor Trust Fund(Agricultural Sector Technical Review Group(ASTRG))	World Bank	MDTF operates through the Agrarian Sector Technical Review Group (ASTRG)*

Source: Anseeuw W. et al (2011)

Initially, the Development Partner support focused on providing emergency food aid (humanitarian support to offset the food shortages that prevailed in the country). As the food supply situation stabilized, donor support shifted from humanitarian towards early recovery/transition aid. Donor support increased from US\$25 million in 2008/2009 season to US\$74 million in 2009/2010 season for the provision of seed and fertilizer to food insecure households. Donor funds also support coordination of all key stakeholders and promotion of conservation farming, other rural livelihoods, production of small grains and livestock, institutional strengthening, HIV/AIDS mainstreaming, and irrigation development. Most of these projects are implemented through bilateral arrangements with NGOs. This makes it difficult to fully account for the impacts of the various projects.

2.5 Provision of services in the agricultural sector

Research and extension services are important in generation and dissemination of appropriate technologies to increase crop and livestock productivity. Public and private institutions (seed companies, large farms, and out-grower schemes) conduct varying degrees of research and extension services.

2.5.1 Research Services

Over the years, publicly funded research has faced the challenges of inadequate funding, limited coordination among the various research institutions, and loss of qualified and experienced staff. As a result, very little public research and development is being undertaken. In view of the limited public funding, research needs to focus on increasing access to and fine tuning existing technologies and increasing farmer access to viable technologies on the shelf. Research should also support adaptation of promising biotechnologies and guide informed discussion on policy to enable the country to continue being competitive.

Private sector research will always focus on products of interest with much emphasis on those products where it is possible to exclude those who are not willing to pay. In this regard, seed, sugar, tobacco and cotton companies should be encouraged to conduct research. However, coordination of research and sharing of the research results will be very important and the public sector research institutions are better placed to take the lead.

2.5.2 Extension Services

Extension services are the source of knowledge and skills to increase agricultural productivity. There is an increase in the number of farmers in need of extension services as the new land owners have limited commercial farming experience and skills. The sources of extension services are the Government, the private sector commodity contractors (Tanganda, Hippo Valley, Cottco, Northern Tobacco, Delta, SeedCo, etc) and the NGOs.

Public extension services are provided through Agritex (crops) and the Department of Livestock Production and the Veterinary Services Department. However, the Government extension system does not have adequate capacity to provide the required services due to the huge brain drain during the period of macroeconomic instability, poor working conditions, and limited equipment and logistics. The extension worker to farmer ratio decreased from 1/100 farmers in the 1980s to 1:600 (some say 1:300-400) farmers by 2008. Even though the number of extension workers has now increased (5,927), many do not have adequate training and experience. In addition, extension workers lack up to date knowledge and skills due to weak links between researchers, extension workers and farmers.

Some private companies also offer extension services as a part of contract farming or promotion of their products based on the lead farmer approach. Moyo and Mikhezi [2012] reported that Northern Tobacco successfully used lead farmers to facilitate farmer-to-farmer extension to increase tobacco yield from 500 kg to 880 kg per hectare in 2008/9 season. In view of the limited incentives offered to lead farmers (motor bikes for transport is transferred to lead farmers after two years and incentive bonuses based on the group's performance), it appears to be a good and affordable model for intensification of extension services for other crops. Moyo and Mikhezi [2012] also recognized that former workers on the split large scale farms are sharing their experience in production of various crops and livestock.

2.5.3 Agricultural Product and Input Markets

In liberalized agricultural markets, the price of inputs and outputs is determined by supply and demand. Except for maize and wheat, the markets for most agricultural products were liberalized a long time ago and the prices are determined by the supply and demand.

Over the last few years, the government has tried to liberalize the agricultural market for maize by abolishing the monopoly powers for buying and management of strategic grain reserves and as buyer of last resort. This buyer of last resort clause and the

setting of high GMB floor price of maize (US\$285/ton in 2011), remain major sources of market distortions. Attracted by the high floor price of maize, many farmers deliver their maize to the GMB. However, the GMB does not have adequate funds to pay farmers in time to buy inputs and meet other obligations. Recently, GMB announced that farmers can collect inputs against their expected income but farmers indicated that this prevents them from shifting to relatively more profitable crops as they are limited in choice of inputs, for instance, GMB may not be able to give Tobacco, or horticulture inputs.

In general, the private sector operates efficiently under predictable and consistent policies and stable macroeconomic environment. While the macro-economic environment has improved, the private sector is concerned about the following:

- Lack of investment in farming, processing and agriculture credit.
- While the situation is improving, isolated situation where distribution of subsidized and free agricultural inputs discourages investment in the rural distribution networks, such as rural input stockists.
- Market intelligence not fully developed.
- Developing and strengthening rural livestock markets (auctions) to reduce search costs
- Strengthening market institutions, such as local livestock producer organizations and market information systems
- Rehabilitation of roads and railway infrastructure to areas with continuous surplus production of marketable agricultural products
- Increasing access to concessionary development finance as a way of addressing the credit limitations in the financial system
- Increasing and stabilizing power supply as a way of reducing the adverse effects of frequent power cuts on irrigation, processing and trading.

2.5.4 Agricultural Finance Services

Over the years, the macroeconomic instabilities eroded the capacity of banks to provide capital. This was further compounded by the adoption of the multi – currencies,

without any consideration of the prevailing conditions in Zimbabwe. This has eroded RBZ’s ability to conduct monetary policy and influence credit availability.

The banks were also adversely affected by failure to convert Zimbabwe Dollar balances to the adopted currencies. This prevented depositors from accessing their savings and reduced depositor confidence in the banks. RBZ (Monthly Economic Review [2011] and USAID [2012]) estimated that 93 percent of deposits (US\$3.1 billion) were subject to quick withdrawal, i.e., demand (60%), short-term (20%), savings (5%), and long term (7%). In this regard, banks lend mostly on a short term basis (less than 30 days). These loans are not suitable for agricultural products with long production periods. Moreover, there is inadequate credit for investment in rehabilitation and development of productive infrastructure such as machinery and equipment, vehicles, buildings, rehabilitation and acquisition of irrigation equipment.

Despite the low inflation rate (4.9% in 2011) and base rate lending rate, very high interest rates (up to 50%) are charged (Table 12). The high interest rates are in part attributed to risk premium associated with unfavourable policy interpretation and implementation. At the same time, very low savings deposit interest is paid, thus discouraging depositors (Table 12).

Table12: Interest Rates, 2011 (annual percentages)

Month	Commercial Bank Average Base Lending Rate	Commercial Bank Weighted Average Base Lending Rate	Merchant Bank Average Base Lending Rate	Merchant Bank Weighted Average Base Lending Rate	Three-Month Deposit Rate	Savings Deposit Rate
Jan	1.26-28	9.5	11-34	29.5	9.3	1.0
Feb	1.26-28	14.0	15-34	27.1	9.3	1.0
Mar	1.26-28	9.5	16-32	19.9	8.3	1.0
Apr	1.26-28	9.5	16-32	18.3	8.6	3.2
May	8-30	12.8	15-32	18.1	8.6	2.7
Jun	8-30	11.2	16-32	17.3	8.6	2.6
Jul	8-30	11.0	16-32	18.2	11.3	2.7
Aug	8-30	12.1	16-32	18.9	11.9	2.7
Sep	8-30	12.6	16-32	19.6	8.3	1.0
Average			11.4	20.8	9.4	2.0

Source: USAID, 2012

In general, the constraints to smallholder farmer access to agricultural finance include: - liquidity, key land tenure issues, short term nature of most available bank loans, the demise of the micro – finance sector, and lack of trust in the business environment (Irwin. B;, Haley. S.D et. al; 2012). In addition, the Banking Act requires collateral for all commercial loans or the bank making an unsecured loan must set aside loan loss

reserves equal to 100% of the loan, hence making it difficult for banks to lend to smallholders and other farmers, since they do not have qualifying collateral.(USAID, 2012).

2.6 Farmer Organization and representation

In Zimbabwe, farmer organizations consist of the Zimbabwe Farmers Union (ZFU), Commercial Farmers Union (CFU), the Zimbabwe Commercial Farmers' Union (ZCFU), and the Zimbabwe National Farmers Union (ZNFU). Under normal circumstances, farmer and commodity associations play important roles in linking farmers and the agricultural value chain actors, such as increasing farmer access to key services and improving their negotiating power (Irwin. B;, Haley. S.D *et. al*; 2012). Farmer and commodity associations in Zimbabwe do not have adequate capacity (coordination, funding and institutional structure) to enable them to play a significant role in linking farmers to markets, offering agronomic services, research and extension services to members, enhancing product marketing by disseminating price related data to their members, contract farming (consolidating production) and also strengthen the bargaining capacity of farmers.

3. CHAPTER THREE: PROBLEM ANALYSIS AND STRATEGIC FRAMEWORK

3.1 Overview

The ZAIP derives its policy direction from the MTP and the draft agricultural policy frameworks and provides the business model for players in the sector. In general, it articulates the priority investment areas and provides clear outline of the business model as well as implementation arrangements for achieving the objectives set in the MTP and the Draft agricultural policy. The business model is important because achievement of MTP and agricultural sector objectives will involve many players including government institutions, private sector players, farmers and their organizations as well as development partners. The business model outlines a strategic business justification for each stakeholder to contribute to the ZAIP.

Since 2009, Zimbabwe's economy has shown remarkable economic growth but there still remain challenges to eradicate poverty, food insecurity and malnutrition. The agricultural sector growth has largely been driven by expansion of the planted area of key agricultural commodities at a time when productivity has generally been declining. Despite the emerging enabling environment, Zimbabwe has not been able to fully utilize the agricultural sector production potential. This is mainly due to lack of productive and competitive capacity among farmers. The country has been struggling with how to mobilize more catalytic public investment which makes it more attractive for private investment around the prime movers such as research, infrastructure, and technology development thus providing the critical link between public and private investment. As a result, Zimbabwean farmers have not been able to optimize participation in domestic and export value chains because of weak public and private support systems.

Zimbabwe has now relatively better prospects for improved performance of the agriculture sector due to: the prevailing macroeconomic stability that has improved producer incentives; the elimination of exchange rate controls and trade restrictions have improved producer incentives and profitability; the expected increase in world commodity prices shall increase exports and profits and make agriculture production attractive; the opportunities that have arisen in the agro-fuels sector; and the much larger number of farms of smaller size than in the past that today occupy the best

arable land of Zimbabwe (Moyo and Mikhezi [2012]). In addition, Zimbabwe has signed many regional and bilateral agreements to expand trade in agricultural commodities, leading to expansion of the target markets, especially in staple foods.

3.2 MTP Agricultural Sector Provisions

3.2.1 MTP's envisaged role of Agricultural Sector in the Economy

The thrust of the Medium Term Plan is to create a self-sufficient and food surplus economy and see Zimbabwe re-emerge as the "Bread basket of Southern Africa". The MTP acknowledges that Agriculture plays a pivotal role in Zimbabwe's economy and has the potential to significantly reduce poverty, enhance economic growth and entrench economic stability. It is also acknowledged that strong performance in the sector translates into overall improvement of the country's GDP. The sector is estimated to contribute between 15 and 18 percent of GDP over the MTP period. In view of its linkages with other sectors of the economy, the MTP envisages agriculture sector to play a critical role for sustained high growth and poverty reduction.

3.2.2 MTP agricultural sector Objectives

The over-arching policy objectives for the agricultural sector during the MTP period will be:

"...to ensure national food security as well as the sector to provide throughput to the manufacturing sector..."

This will imply increased production in food crops, industrial, horticultural and livestock.

3.2.3 Strategies for Attaining MTP Agricultural Sector Objectives

MTP focuses on strengthening input and product markets and creating new capacities for increasing yields, widening opportunities for new strategic choices that lead to modernization and commercialization of agriculture across all sub sectors. Priority areas for intervention in the MTP include wide ranging activities which can be summarized as capacity development of various farmers groups to enable them to produce commercially, policy and institutional reforms to create an enabling environment for

farmers and private sector actors, increased investment in key areas such as infrastructure, research and technology development as well as attraction of private sector players. Some of the specific areas of intervention include:

- Targeted interventions on specific products such as cereals, tobacco, cotton, horticulture and livestock
- Targeted interventions in irrigation, mechanisation, research, extension, education and training, financing, inputs supply management, as well as marketing and trade.
- Implementation of National Programmes and Projects namely Completion and Rationalisation of the Land Reform Programme, Irrigation Rehabilitation, Expansion and Development Programme as well as Strengthening National Agricultural Research, Extension and Training Systems.

3.3 Draft Agricultural Policy Provisions

3.3.1 Rationale for the agricultural sector policy

Since the year 2000, Zimbabwe's farming areas have undergone fundamental transformation under the Agrarian Reform Programme. The resulting farm structure now comprises the following categories of farmers; Communal Area, Old Resettlement, A1, Small Scale Commercial, A2, and Large-scale Commercial farmers. The changed farm structure presents a number of challenges and opportunities. There are new and expanded demands for knowledge, given the large number of resettled farmers. The challenges facing the agricultural sector can be grouped under four major categories – those impacting agricultural productivity and production and competitiveness, the bio-physical and labour environment, agricultural service provision and challenges affecting the institutions servicing agriculture. There are also particular challenges of lack of access to agricultural resources that women farmers face, due to the non-equitable access to resources between men and women. The country has lost its productive and competitive capacities and is constantly faced by food insecurity challenges.

3.3.2 Agricultural Sector Objectives

The draft agriculture policy vision is aligned with the MTP and the policy envisages:

"..a prosperous, diverse and competitive agriculture sector ensuring food and nutrition security and significantly contributing to national development".

This vision is in line with the need to be competitive in domestic and regional markets, reduce food and nutrition insecurity and a growing agriculture sector GDP as enunciated in the MTP. In line with this vision, the specific objectives of the agricultural sector policy are to:

- Assure national and household food and nutrition security;
- Ensure that the existing agricultural resource base is maintained and improved;
- Generate income and employment to feasible optimum levels;
- Increase agriculture's contribution to the Gross Domestic Product (GDP);
- Contribute to sustainable industrial development through the provision of home-grown agricultural raw materials; and
- Expand significantly the sector's contribution to the national balance of payments.

3.3.3 Strategies and Priorities Investment Areas for Attainment of Agricultural Sector Objectives

Draft agricultural policy intends to galvanize all stakeholders to participate in development of the sector in an environment of improved macroeconomic stability and expanded regional and bilateral trade opportunities. As a major strategy, the Government shall continue to engage all stakeholders in policy review, interpretation and implementation. Furthermore, public and private sector resources shall be mobilized to increase incomes and accelerate agriculture sector growth and enhance contribution to reduction of poverty, food insecurity and malnutrition. The real challenge is in mobilizing all stakeholders and building their capacity to consistently interpret and implement the policies.

The strategic thrusts in the draft agricultural policy are inclined towards capacity building, investments and policy reforms and alignment. In sync with the MTP, the priority areas for intervention in the Draft agricultural sector policy include wide ranging activities which can be summarized as capacity development of various farmers groups

to enable them to produce commercially, policy and institutional reforms to create an enabling environment for farmers and private sector actors, increased investment in key areas such as infrastructure, research and technology development as well as attraction of private sector players. Some of the specific areas of intervention include:

- Targeted interventions on specific products such as cereals, tobacco, cotton, horticulture, livestock and agro forestry;
- Review of agricultural legislation and regulatory mechanisms;
- Interventions on agricultural institutions (institutional reforms) such as the ministry, parastatals and farmer organisations;
- Targeted interventions in irrigation, mechanisation, research, extension, education and training, financing, inputs supply management, marketing and trade, HIV and AIDS mainstreaming;

3.4 ZAIP Strategic thrust

The Zimbabwean agricultural sector has undergone massive changes in the farm size leading to increased number of farmers and relatively smaller sizes of farms; however the sector is operating well below its production, productive and competitive potentials. The sector however has potential to operate viably and profitably for the farmers and the private sector. However, for this to happen, there is need for the new Farmers and farming systems to be an integral and part of domestic and export value chains. Further, productive and competitive capacities of farmers as well as capacities of public institutions which support farmers need to be built across different commodities so that farmers can participate competitively and supply both domestic and export markets.

More resources will need to be mobilized for more public investment which makes it attractive for private sector to invest in the agricultural sector. Policies and institutions have to be responsive and supportive so that actors in the value chains operate in an ambient environment which facilitates sustainable increase in production, productivity and competitiveness and increase income generation in the agricultural sector. A sustainable increase in productivity and production shall enable Zimbabwe to compete in domestic, regional and international markets. Given this background the strategic thrust for ZAIP to attain the agricultural sector objectives and feed into the aspirations of the wider Zimbabwean economy are:

- Focus on ***farmers and their farming systems and the various key players in the sector***. Targeting them and how to make them an integral part of domestic and export value chains;
- Ensuring ***Capacity Building***. Building capacities for farmers, private sector and of public institutions which support farmers so that farmers and agri-businesses can participate profitably and competitively and supply both domestic and export markets;
- ***Fostering Partnerships***. To mobilize more public investment which makes it attractive for private sector to invest viably and make profits in the agricultural sector; and,
- ***Policy alignment and institutional reforms***: to create a profitable and viable environment for business operations by farmers, private sector and development partners.

3.5 ZAIP objective

The overall goal of ZAIP is:

“to facilitate sustainable increase in production, productivity and competitiveness of Zimbabwean agriculture through building capacity of farmers and institutions, improving the quantity and quality of public, private and development partner investment and policy alignment”.

3.6 ZAIP Values

In order to support these strategies and attain agricultural sector objectives, state and non-state actors are bound by common values to accelerate investment in sustainable agriculture development. The key ZAIP values include:

- Farmer development and capacity building through maximum exploitation of the comparative advantages of the different agro-ecological;
- Customer oriented farming systems to meet changing needs and desires of domestic and international markets;
- Consistent public sector investment to ensure attractiveness of the agricultural sector to the private sector;

- Consistent alignment, interpretation and implementation of the agricultural policies, decisions and regulations to reduce the perceived uncertainty and risks;
- Sustainable utilization of the natural resources and the environment;
- Continuous stakeholder consultations to ensure that major decisions are acceptable.
- Efficient delivery of agricultural services leading to widespread adoption of good agricultural practices.

3.7 Overview of ZAIP Business model

The implementation of ZAIP will need financial and policy as well as political commitment from all stakeholders namely government, private sector, farmers and development partners. Therefore the following assumptions have to be made for the ZAIP business model to take root:

- That government will be able to avail the requisite public sector budgetary financing that is required to trigger finances from others actors;
- That private sector, development partners and farmers are able to respond to the catalytic finance;
- There is adequate commitment for policy alignment and support for institutional reforms from stakeholders; and,
- There is cooperation, shared interest, and unity of purpose for achievement among all key stakeholders namely government, private sector, farmers and development partners.
- That if farmers are capacitated, they will operate effectively, and compete domestically, regionally and internationally.

Given these assumptions, the ZAIP business model can be outlined as follows:

Government, development partners and private sector investors will provide catalytic financing as well as other forms of patient money such as social venture capital and equity investments into specific strategic areas such as productive infrastructure, capacity development viable small and medium sized agribusinesses and farmers (syndicates, cooperatives and other groups) to trigger long term funding in investments

that increase production and productivity. The targeting of farmers in groups, cooperatives and syndicates works better for farmers and makes it easier for private sector and government to deal with them. This will lead to farmers regaining some of the domestic markets lost to imports, and eventually regain the export markets leading to Zimbabwe gaining its status as the breadbasket of Southern Africa. Catalytic investment by government and development partners will be specially targeted at strategic areas which provide leverage for the farmers and private sector to operate competitively. Strong partnerships between government and private sector will need to be formed so that investment deals are appropriately structured”

3.8 Investment Opportunities and Incentives in Zimbabwe

The Zimbabwe Investment Authority highlights that Zimbabwe as an agro-based economy provides abundant opportunities for investment in value addition in the agriculture sector, for instance, meat processing, fish processing, food processing, fruit juice manufacturing, horticulture and floriculture, processing of cotton lint, cigarette manufacturing sugar milling and timber processing. Investors can also commit resources in primary production of food and cash crops, primary horticulture, game, wild life ranching, livestock, Poultry farming, fishing and fish farming. Investments in the agricultural sector can take many forms such as Public Private partnerships (PPPs), equity and non-equity partnerships, Build Own Operate and Transfer (BOOT), Build Operate and Transfer (BOT), joint ventures (JVs), contract farming, green field businesses, etc depending on the investment area and type of investor. The Zimbabwe Revenue Authority (ZIMRA) administers various tax incentives aimed at promoting investment while the Ministry of Industry and International Trade, the Industrial Development Corporation and the Zimbabwe Investment Authority are the main administrators of non-tax incentives. Revenue incentives in Zimbabwe apply equally to both domestic and foreign investors and the major goals of incentives in place are:

- Income generation;
- Export promotion;
- Employment creation and skills transfer;
- Small business development;
- Industrial development; and,
- Revenue inflows.

Like many other developing countries, Zimbabwe offers a number of tax and customs incentives in the form of tax holidays, reduced tax rates, and accelerated depreciation. The incentives are given by sector, type of activity, form of organization, and geographical location of investment. Some of the tax incentives relevant to the agricultural sector include:

1. Income Tax

Build Own Operate and Transfer (BOOT) and BOT Arrangements

Contractors may enter into contracts with state or Statutory Corporation under which he undertakes to construct infrastructure for the state or statutory corporation. This will be in consideration for the right to operate or control for a specified period after which the contractor will transfer ownership or control of the item to the state or statutory corporation. The investor enjoys tax holiday for first 5 years and is taxed at 15% for the second five years

Manufacturing Companies

Taxable income from manufacturing or processing company which exports 50% or more of its output taxed at a special rate of 20%.

Special Initial allowance (SIA)

This is a capital allowance which ranks as a deduction and allowed on expenditure incurred on construction of new industrial buildings, farm improvements, railway lines, staff housing and tobacco barns. Also allowed on additions or alterations to existing items as already mentioned

SIA is also allowed on articles, implements, machinery and utensils purchased for purposes of trade. The allowance is optional and once claimed this replaces wear and tear. It is allowed at the rate of 25% of cost from year one.

Farmers Special Deductions

Farmers are allowed special deductions over and above the normal deductions for instance expenditure on fencing, clearing and stamping land, sinking boreholes, wells, aerial and geophysical surveys.

Double Taxation Agreements

Zimbabwe has signed several Double Taxation Agreements which are meant to avoid or mitigate double taxation of the same income in the two countries to the agreement, that is, where a business entity operates in the two territories. The agreements restrict some withholding taxes to the amounts specified fees. As an example, almost all the DTA's signed limit the rate of tax on Technical Fees to 10% or less.

2. Value Added Tax

Farming inputs and equipment are subject to VAT at 0% [Section 10 a. r. w. 2nd schedule of the Regulations]

Most farm inputs such as animal feed, animal remedy, fertilizer, plants, seeds and pesticides and equipment or machinery used for agricultural purposes are zero rated.

Deferment of collection of VAT on the importation of capital goods [Section 12A]

Value added tax can be deferred on some capital equipment for the exclusive use in mining, manufacturing, agricultural and aviation industries whose investment generally relies on imported capital. The whole amount becomes due within 90 days from the date of deferment.

3.9 Target Beneficiaries and Geographical Coverage

In order to restore Zimbabwe as the "Bread basket of Southern Africa" and major exporter of agricultural products, ZAIP shall focus on ***building the capacity of Zimbabwean farmers, service institutions, and private sector*** to increase production of commodities that have the biggest potential for growth and impact on the agriculture GDP. This will be achieved ***through increased investment, institutional reforms and policy alignment***. These are mainly the products that significantly contribute to the agriculture GDP and experienced huge decrease in productivity and production e.g., tobacco, maize, beef, wheat and soya beans. Dairy, pig and poultry subsectors will also indirectly benefit in that they depend on the by-products of industrial processing of some of these commodities. Therefore, ZAIP shall target all

categories of farmers involved in production of these products. In addition, ZAIP shall also target the food insecure population.

In view of the fact that farmers are spread across the five agro-ecological regions in Zimbabwe and the need to compete in domestic and regional markets, ZAIP shall promote crop and livestock production based on the regional comparative advantage such as livestock in Matabeleland, Horticulture and Timber in Manicaland etc; especially those products with significant downstream value-adding activities which if taken into account would increase the commodity's contribution to agriculture GDP significantly.

4. CHAPTER FOUR: ZAIP PROGRAMME EXPECTED RESULTS AND ILLUSTRATIVE ACTIVITIES

Programme Objective: As highlighted in the strategic framework for ZAIP presented in the previous chapter, the overall objective of ZAIP is to facilitate sustainable increase in production, productivity and competitiveness of Zimbabwean agriculture through building capacity of farmers and institutions, improving the quantity and quality of public, private and development partner investment and policy alignment.

Intermediate Result Areas: There are four Intermediate Result Areas we identified as individually and collectively contributing to the overall Programme Objective. Based on the provisions from the MTP, Draft Agricultural Policy and CAADP framework, the key issues from the literature review and stakeholder consultations were clustered in the formulation of four ZAIP intermediate result areas as follows:

- f. *Intermediate Result Area 1:* Increasing production and productivity through improved management and sustainable use of land, water, forestry and wildlife resources;
- g. *Intermediate Result Area 2:* Increased participation of farmers in domestic and export markets through development of an efficient agricultural marketing system and an enabling environment for competitive agricultural production, investment (Domestic and FDI) and Trade;
- h. *Intermediate Result Area 3:* Ensuring food and nutrition security by facilitating a cohesive multi-sectoral agricultural response; and,

- i. *Intermediate Result Area 4: Improving Agricultural Research, Technology Dissemination and Adoption.*

The specific sub result areas, illustrative activities and business models for each of these intermediate result areas are presented in the proceeding section.

4.1 Investment plan: Intermediate result areas, sub result areas and illustrative activities

4.1.1 ZAIP Intermediate result area 1: Increasing production and productivity through improved management and sustainable use of land, water, forestry and wildlife resources

A sustainable increase in production and productivity is hinged upon improved management and sustainable use of the natural resources base. Currently, the productive potential of the natural resource base can be enhanced by targeted investment in irrigation, forestry, secure tenure and land rights and sustainable land management practices.

4.1.1.1 Sub result areas and illustrative activities for ZAIP intermediate result 1

To increase production and productivity through improved management and sustainable use of land, water, forestry and wildlife resources ZAIP shall focus on achieving the following sub results:

- a. Sub result area 1: *Improving land rights security of users-Securing long term investments on land requires secure and sustainable tenure encompassing the full basket of rights¹²*

Government is currently working on the land policy. Many stakeholders recommended that the Government should urgently review the land policy to enable many farms to

¹² Basket of rights include:

- Use rights: to grow crops, trees, make permanent improvement, harvest trees and fruits, wildlife and so on;
- Transfer rights: are rights to transfer land or use rights, i.e., rights to sell, give, mortgage, lease, rent or bequeath; rights to bequeath are most important in traditional systems
- Exclusion and inclusion rights: are rights by an individual, group or community to exclude and/or include others from the rights discussed above; and
- Enforcement rights: refer to the legal, institutional and administrative provisions to guarantee these rights.

have a bankable tenure system which is acceptable to agricultural finance institutions as collateral. This will encourage the agricultural finance institutions to increase lending to the sector, a major constraint to increased use of purchased inputs.

The illustrative activities for sub result area include:

- Reviewing the land tenure laws;
- Conduct land-use surveys and set up decentralized land administration structures;
- Conduct consultations on compensation for inherited farm infrastructure and improvements; and,

Key performance indicators:

- Complete land-use survey and update farm registers by end of 2014
- At least 50% of farmers have a sustainable land tenure which allows for **and enforcement by 2016.**

b. Sub result area 2: *Increasing the area of land under sustainable land management;*

In view of the need to contribute to reduction of environment degradation and to increase productivity, ZAIP shall promote conservation farming among all farm categories.

The illustrative activities include for this sub result area include:

- Promoting up/out scaling of adoption of conservation farming.
- Identifying and adapting appropriate small-scale farmer labour saving technologies for conservation farming.
- Linking farmers with commercial suppliers of appropriate machinery and equipment for conservation farming.

Key performance indicators:

- At least 50% increase in the area under sustainable land management by 2016

c. Sub result area 3: *Increasing the area under efficient and sustainable irrigation technology.*

Irrigation enables farmers to produce suitable high value crops (vegetables, fruits and wheat) during the dry season. Zimbabwe has approximately 366,000 hectares of irrigation potential of which 175,000 hectares of land is developed. The irrigation schemes were either owned by large-scale commercial farmers (individuals or corporate entities like ARDA) or the Government with the later being communally managed.

Currently, approximately 102,000 hectares are operational and the other 73,000 hectares are equipped but the equipment was damaged during the Agrarian Reform Programme and requires rehabilitation. Moreover, the irrigation water distribution system and the type of irrigation technologies require urgent review to make them suitable for smallholder farmers.

Smallholder irrigation is predominant in the relatively drier agro-ecological regions (III, IV and V) as source of supplementary food production, especially vegetables. The public schemes are managed through cooperatives, with farmers being responsible for maintaining the scheme. In view of the underutilized irrigation facilities, ZAIP shall focus on increasing access to water for appropriate irrigation in areas with existing infrastructure. Therefore, ZAIP shall conduct an audit to determine the current status of the irrigation infrastructure in the country and to redesign and rehabilitate irrigation infrastructure. For example, private sector investment in Chisumbanje sugarcane estates has facilitated irrigation of 8,000 hectares of sugar cane. It is projected that the area under sugar cane irrigation will increase to 40,000 hectares over the next 15 years. This has created opportunities for contract farming of sugar cane on nearby farms.

The provincial stakeholder consultations identified the key constraints to irrigation development:

- a) Inadequate knowledge and skills in irrigation management.
- b) Lack of security of tenure of land discourages the use of other assets as collateral.

- c) Lack of medium to long term credit facilities for purchasing of machinery and equipment and rehabilitation of infrastructure.
- d) Communally owned irrigation facilities allocate very small areas for subsistence needs.
- e) Limited participation of donors in rehabilitation of the irrigation schemes

The illustrative activities include:

- Conducting a study to quantify the small- and large-scale irrigation infrastructure to be rehabilitated, modernized and developed.
- Surveying and redesigning of water and electricity distribution system to serve the new farm land ownership.
- Rehabilitation of existing priority sources of water (dams, rivers and boreholes) for irrigation.
- Promoting the adoption of water harvesting/capturing/storage techniques;
- Mobilization of international concessional and private sector finance.
- Promote appropriate water efficient irrigation systems (drip irrigation and inexpensive pumps).
- Strengthen irrigation management skills.

Key indicators of performance:

- At least 50% of prioritized irrigation systems are rehabilitated
- *Area under irrigation increased from 102,000 hectares in 2012 to 175,000 hectares in 2016*

d. Sub result area 4: *Increasing the area under sustainable forestry and wildlife management.*

Forestry and wildlife significantly contribute (3%) to the GDP and provide the wood that is used to cure tobacco in the bans. The increasing numbers of farmers growing tobacco and the area under tobacco has increased demand for wood, contributing to deforestation and gas emissions that contribute to climate change. While legislation compels farmers to plant wood for every hectare of tobacco planted, there is minimal compliance with the law.

Stakeholder consultations identified the following constraints:

- a) Weak law enforcement and penalties for offenders.
- b) Weak extension services on sustainable natural resources utilization.
- c) Unsustainable woodcutting for tobacco curing and timber.
- d) High levels of unemployed former farm workers on redistributed farms.
- e) No incentives for compliance.
- f) Overstocking of livestock results in overgrazing.
- g) Destruction of wildlife control fences

The illustrative activities are:

- Strengthen law enforcement for forestry, fisheries and wild life protection
- Strengthen information dissemination on sustainable land and forest use.
- Promote widespread adoption of conservation farming.
- Strengthen farmer capacity to enforce environmental laws/regulations.
- Promote tree farming
- Promote aquaculture farming
- Promote game ranching

Key performance indicators for Expected Result 4:

- By 2016, at least 50% increase in area under sustainable forestry and wildlife utilization
- By 2016, at least 50% increase in aquaculture production
- *By 2016, the loss of forestry and wildlife area will have decreased (50%) from 327,000 hectares per annum in 2012 to less than 165,000 hectares per annum in 2016*

4.1.2 ZAIP intermediate result area 2; Increased participation of farmers in domestic and export markets through development of an efficient agricultural marketing system and an enabling environment for competitive agricultural production, investment (Domestic and FDI) and Trade.

Efficient agricultural markets ensure that inputs and products are delivered to the right markets at the right time at the least cost. For farmers in different farming systems to be able to participate competitively in domestic and exports markets an efficient marketing system has to be developed through investments in development of key infrastructure, strengthening of key institutions and facilitating access to finance.

4.1.2.1 Sub result areas and illustrative activities for intermediate result area 2

For increased participation of farmers in domestic and exports markets ZAIP shall target the following sub results.

Sub Result Area 1: Improving of key rural infrastructure (feeder roads, railway lines, electricity supply, storage, and communication) in areas with significant marketable surplus;

Zimbabwe has 88,100 km of roads of which 17,400 km are surfaced. The District Development Fund is responsible for managing and maintaining a core network of 26,000 km of tertiary rural roads while the rural district authorities are responsible for managing 35,300 km of tertiary feeder and access roads. This road network has enabled Zimbabwe to attain high road density (0.23 km per square km), comparable to that of the high income, non-OECD countries and lower middle-income countries.

However, the poor state of the road infrastructure in Zimbabwe is slowing down the revival of the economy in general and the agriculture sector in particular. Approximately 24 percent of the road network is currently estimated to be in "good" condition, 36% is in "fair" condition and 40% is in "poor" condition. Moreover, the state of the rural roads tends to deteriorate significantly following the rain-session, thereby affecting farmers' ability to access markets.

The poor roads lead to relatively high transport cost (US10¢ per ton per km) compared to the regional rates (US3¢ to US6¢). In some remote rural areas, the cost can be as high as US20¢ per ton per km, thereby significantly increasing the cost of inputs and outputs and reducing the competitiveness of agricultural products. The poor rural

roads also contribute to inadequate competition in the market as new firms are discouraged from entering the market. In addition, poor roads contribute to increased post harvest losses as farmers fail to transport products to markets in time, leading to high post harvest storage losses (13.5%). Therefore, improving both the road and storage infrastructure is important in reducing the storage losses.

The African Development Bank [2011] estimates indicate that \$1.1 billion will be required to rehabilitate the 12,800 km of roads in a “poor” state. The current expenditure on road maintenance is only \$30 million per year, which is 16% of the desired expenditure.

Stakeholder consultations prioritized the constraints:

- a) Poor road and rail infrastructure leading to high cost of transport.
- b) High incidences of farmers not paying the local authority bills leads to inadequate resources to enable local authorities to develop and/or maintain infrastructure.
- c) Underutilization of agro-processing capacity due to unreliable electricity and inadequate financial services
- d) Limited participation of the private sector in infrastructure development through private public partnership arrangements.
- e) Inadequate infrastructure for marketing of livestock.
- f) High post-harvest losses

The illustrative activities to achieve sub result 1 include:

- a) Conduct baseline study to identify and prioritize the key market infrastructure to areas with consistent and marketable surplus production (feeder roads, rail lines and electricity).
- b) Prepare a concept note on developing/improving the identified infrastructure to assist in resource mobilization
- c) Rehabilitate the priority feeder roads, rail lines, and electricity supply lines to areas with significant surplus production.
- d) Promote development of agricultural market centers in areas with significant production to reduce transaction costs.

- e) Promote PPP in management and utilization of public storage infrastructure (GMB) to minimize post harvest losses.

Indicators of Performance of sub result 1:

- Priority infrastructure identified and the costs are estimated
- Number of priority market infrastructure rehabilitated/developed.
- Increase in investment in value addition in rural areas.
- Increase in utilization of public storage infrastructure through PPP.
- Number of agricultural market centres developed.
- *By 2016, at least 50% of farmers will have access to good market infrastructure in areas with surplus production*

Sub Result Area 2: Strengthening of the capacity of key institutions in agricultural marketing and development of facilitating legislation in the area of agricultural trade;

Zimbabwe does not have good and timely market information to enable liberalized agricultural markets to function efficiently. Information asymmetry results in farmers engaging in agricultural activities without adequate information on prevailing market conditions, such as supply, demand and prices. In the absence of appropriate and timely market information, farmers make wrong investment and marketing decisions.

Over the years, Zimbabwe has tried to develop the agro-input dealers but the macroeconomic instabilities led to undercapitalization and undermined their role as intermediaries between the farmers and the markets. Most of the agro-input dealers want to establish stable relationships with processors, financiers and NGOs to ensure access to reliable agricultural markets, financial services, and services.

The provincial stakeholder consultations identified the key constraints:

- a) Weak market intelligence systems have failed to collect and analyze market data and information needed in decision-making.

- b) Lack of consensus on the pricing for major staple foods and the role of strategic reserves.
- c) Weak commodity exchange.
- d) Contract farming does not cover all major commodities.
- e) Inefficient livestock marketing.
- f) Under utilization of agro-processing capacity due to unreliable electricity and inadequate access to credit
- g) Weak farmer organizations and bargaining power of farmers in the market.

Illustrative activities for sub result 2 include:

- Strengthen capacity of farmer organizations to distribute market information and provide extension services
- Strengthen market intelligence systems (data collection, analysis and dissemination)
- Review maize market and price restrictions and the future role and management of strategic reserves
- Strengthen agricultural commodity exchange
- Promote warehouse receipt system to serve as collateral for farmers
- Strengthen contract farming regulations and enforcement based on experiences from tobacco and cotton models
- Promote development of additional commodity and trade associations
- Development/strengthening of rural livestock markets
- Promote PPP in production and processing to increase parastatal capacity utilization.

Key performance indicators for sub result 2:

- Timely market information available.
- Commodity exchange established.
- Warehouse receipt system established.
- Farmer organizations distributing market information.
- Capacity of agro-dealers is strengthen.
- Livestock movement and marketing regulations revised

- *Strengthened capacity of key institutions in agricultural marketing policy formulation, implementation and dissemination of market information*

Sub Result Area 3: *Increased access to agricultural finance services and value of agriculture credit and facilitate both domestic and foreign investment in the agricultural sector with emphasis on FDI in areas with huge capital outlays.*

Commercial agriculture needs appropriate agricultural financial services for purchasing inputs, insurance, machinery, plant and equipment. Following adoption of multiple currencies (United States Dollar, South African Rand, Botswana Pula, and British pound), the RBZ lost the ability to regulate money supply. Despite the increase in the bank balance from \$1.1 billion in 2009 to the \$3.3 billion in 2012, it is inadequate to support an economy worth approximately \$5.5 billion. Moreover, over 85% of the deposits in the banking sector consist of short-term deposits, not suitable for medium and long lending. The liquidity constraints have led to interest rates in excess of 25% per annum at a time when the inflation rate is generally below 5% per annum.

The agriculture sector utilizes approximately 18% of the total credit portfolio (\$2.6 billion) in Zimbabwe. However, most of the credit (80%) to the agriculture sector is allocated to the agro-processors with only (20%) going directly to farmers. In addition, only \$294 million out of the \$1.14 billion raised from external lines of credit has been channeled to the agriculture sector. The agricultural financial institutions blame the lack of acceptable collateral as the cause of this bias. However, there are ongoing stakeholder consultations on how to make farmland become acceptable as collateral.

Alternative sources of finance, e.g., micro-finance, charge high interest rates ranging from 5% to 100% per month (180% to 314% per annum). In most cases the providers of micro-credit offer salary based loans, i.e., borrowers have to be in formal employment, with repayments being deducted by employers for remittance to the micro credit institution. This means that microfinance has not been largely available to farmers. In addition, the high interest rate is unsuitable for financing agriculture, especially medium to long term funding.

Moreover, many farmers lost their equity capital due to hyperinflation and the non-conversion of money held in the banking system during the changeover to the multi-currency regime. This means that most farmers need credit to finance agricultural operations and purchase capital items.

All provincial consultations identified lack of access to appropriate and adequate agricultural credit as one of the major constraints to increased agriculture productivity and production. The following were prioritized:

- a) Inadequate access to agricultural finance due to lack of acceptable collateral constrains access to purchased inputs
- b) Inadequate liquidity in the financial sector leads to shortages of loan funds
- c) High cost of currently available funds constrains agriculture development

The illustrative activities to achieving sub result 3 are:

- Facilitate development and access to appropriate credit mobilizing resource based value system and documentation (CMRBS).
- Provide tax incentives for lending to the agricultural sector
- Promote rural savings as a way of mobilizing additional funding for agricultural loans
- Promote domestic lending to agriculture through targeted incentives, e.g. lower tax on profit from agricultural loans, RBZ capital requirement exemptions on agricultural loan portfolio, etc
- Mobilization of international credit and donor support at concessional interest rates to increase the pool of loan funds in financial institutions
- Promoting contract farming through tax exemptions and strengthening the legal framework on contract farming
- Improve extension services to farmers to enable them increase productivity as a way of reducing default risks
- Providing tax exemptions for agricultural insurance to reduce insurance premium

- Consult financial services sector during development of financial instruments to mobilize capital (bonds, treasury bills, etc) to mobilize funds from the local market
- Issue paper with prescribed asset status to mobilize funds for the sector and enforce compliance with prescribed asset status requirements for pension and provident funds
- Enforce commercial bank compliance with RBZ minimum lending requirements to the sector

Performance Indicators for sub result 3:

- At least 50% of farmers with acceptable (CMRBS) access appropriate agricultural finance
- Timely availability of adequate short term, medium term and long term agricultural credit
- Cost of agricultural credit reduced by at least 50%
- Consistent interpretation of legislation and regulations
- Conflicting legislation and regulations revised
- *By 2012, at least 50% of farmers have access to adequate and timely finance for crop and livestock production*

4.1.3 ZAIP Intermediate result area 3: Ensuring food and nutrition security for all people at all times particularly among most vulnerable groups by facilitating a cohesive multi-sectoral agricultural response

Economic growth can have a positive effect on food and nutrition security and can contribute towards the eradication of malnutrition. Equally, by addressing the issue of food and nutrition not only is the welfare of citizens improved, but economic growth is also enhanced. Rates of chronic malnutrition have risen by 52 per cent since 1994; present trends will see these reach critical levels within the next decade. Evidence shows that stunting (chronic malnutrition) is consistently highest in the poorest socioeconomic groups and that the prevalence of stunting has increased among all socioeconomic groups during the period 1994–2009. However, it is important to note that there are also unacceptable rates of malnutrition among the wealthy

socioeconomic groups. Thus, while economic growth is an essential pre-prerequisite for addressing poverty and associated food and nutrition insecurity, it is not sufficient on its own to ensure food and nutrition security for all. Furthermore, food and nutrition security is not an end but a means to economic and social development. A set of policies and strategies must be in place to harness the benefits of economic growth towards achieving food and nutrition security, particularly if the most vulnerable are to be prioritized.

4.1.3.1 Sub result areas and illustrative activities for intermediate result area 3

Sub Result Area 1: *Policy instruments which protect and enhance food and nutrition security particularly amongst the most vulnerable are formulated and inform government and non government decision making*

Socioeconomic and macro food security policy instruments are necessary to accelerate food security while protecting food and nutrition security for the most vulnerable. These policy instruments must promote a dominant and viable private sector role (for example, in relation to the redistribution of surplus food to areas of need) and strengthen social protection systems and equitable access to sustained high quality basic social services. A response to persistent national food and nutrition insecurity also needs to reflect an analysis of the opportunities and barriers within the broader global and regional food security environment. In food crises, effective regional integration increases the potential for local sourcing of food to respond to the needs of communities. It also potentially protects countries against supply shocks and price volatility. An improvement in regional trade, including trade liberalization, and enhanced market opportunities remain important response options for absorbing negative shocks that originate in the wider global and regional food system. Policies need to be flexible and adjusted to evolving conditions globally, in the region and within Zimbabwe. These policies must be developed and monitored in close collaboration with the sectors of agriculture, health and social protection and their respective ministries.

Key illustrative activities under this result area include:

- 1. Ensure that policies encourage local, national and regional markets to be fully functional and accessible to all food producers, food traders and the food industry. These policies must promote, at the minimum, a strong and clearly defined private sector role to facilitate free food movement within the country, allow prices to respond to market-demand forces and avoid the storage of large-scale food stocks in the medium to longer term;*
- 2. Advocate and promote the implementation and scaling up of all food and nutrition interventions which have proven effectiveness;*
- 3. Promote and ensure that nutrition security is integrated and owned by multiple sectors as reflected in their policies and strategies;*
- 4. Promote the role of the private sector role to meet minimum needs for food imports without negatively impacting on medium- to longer-term capacities and incentives for local food production, the local food industry and local food-processing.*
- 5. Develop policies that stimulate private sector investment in agriculture, trade and food-processing industries to ensure that agriculture not only serves as a sustainable and equitable source of growth but is also a driver of development and growth.*

Illustrative indicators include:

- Technical reports and policy briefs which inform policy produced
- Supportive and informed policies in place
- Positive policy review reports

Sub result area 2: *ensuring that where social protection (including social assistance programmes) is implemented, it must contribute and enhance nutrition and food security of the most vulnerable in the short and medium term.*

Social protection encompasses a wide range of public actions that transfer goods and services (which could include food, cash, or health and education services) to protect people from both chronic and transitory poverty and hunger. Social protection primarily has three components: social assistance (safety nets when scaled up in emergencies),

social insurance and standards that protect citizens. Social assistance is thus recognized as one mechanism within a broader social protection framework. A social protection framework facilitates a greater level of predictability, provides scope for impacting on chronic hunger and vulnerability and increases ownership by government and accountability to its citizens. Social assistance can be scaled up in the context of a transient shock and can also provide an opportunity or entry point to not only protecting the most vulnerable but also supporting them in becoming more productive and therefore more resilient to future shocks. Illustrative activities under this result area include:

- 1. Ensure that all social assistance programmes are aligned with the relevant social protection policy frameworks and have an integral component that enhances food and nutrition security.*
- 2. Ensure that all social assistance (including safety net mechanisms implemented in emergencies and crises situations) is timely and meets universally accepted minimum standards and, where relevant, meets national food and nutrition standards.*
 - i. Food assistance – This should be applied with caution so as not to undermine local capacity for production.*
 - ii. Agricultural inputs (crops and livestock) – The provision of agricultural input packages (tools and implements, quality seeds, planting material and/or animals, fertilizers, improved practices for cultivation, livestock rearing) must be designed to have an immediate impact on production.*
 - iii. Food/Cash for Assets – Sometimes referred to as public works programmes, food/cash for assets must contribute to improved food security for vulnerable families who have productive labour capacity and to improved food security for the community in the longer term.*
 - iv. Cash Transfers – These are generally the preferred option as a safety-net mechanism in conditions where food and market system is available.*
 - v. Chronically ill, including those on HIV and AIDS and TB treatment – Adequate nutritional care and support is essential for those receiving treatment for chronic diseases such as HIV and AIDS and TB.*

- vi. *Supplementary feeding programmes for vulnerable groups – These groups include the children under the age of five old, pregnant women and the elderly.*
 - vii. *School feeding – In general, school feeding programmes are not considered the most preferred option for directly enhancing nutritional outcomes therefore issues of sustainability must be seriously considered if they are implemented*
 - viii. *Vegetable gardens – Household or community gardens can contribute to a household's food and nutritional needs in the short to medium term. For these programmes to be effective, their design must be based on a strong analysis of barriers and opportunities for market access.*
3. *As a means to enhancing food and nutrition security, ensure that nutrition education, behavior change and communication is an integral part of a complementary strategy within all social assistance programmes.*
 4. *Establish a national (small-scale) decentralized food reserve system that allows communities to effectively and timeously access food during periods of acute food shortage.*
 5. *Recognize individual and community-level coping strategies as capacities and means to cope with food and nutrition insecurity that can either reduce or exacerbate vulnerability. Where these coping strategies exist, these should be identified, and positive ones (for example, the consumption of wild foods, kinship support practices) should be supported and reinforced. Negative ones such as commercial sex work and family separation should be reversed and mitigated.*
 6. *Ensure that the design of social assistance programmes recognize the central role that women and girls play in caring for the vulnerable and include strategies to empower women to be supported.*
 7. *Ensure that where social assistance programmes include food assistance or food inputs, the procurement of locally produced food products is prioritized.*
 8. *Ensure that social assistance programmes enforce community ownership and that social assistance strategies aim at strengthening existing social support structures, (i.e., social capital), thereby reinforcing community capacity to reverse food and nutrition insecurity.*

9. *Recognize HIV and AIDS as a significant potential driver of vulnerability and ensure that appropriate food and nutrition security strategies include, as a minimum integrated package, appropriate advice on and promotion of exclusive breastfeeding for HIV-positive mothers; methods of strengthening systems of referral between HIV testing/treatment and management of acute malnutrition; community based nutritional care that is based on use of locally available foods; and a strategy for ensuring longer- term household food security.*

Illustrative indicators include:

- Adequate grain reserve
- Reduced post harvest losses to <5%
- Increased market linkages
- Capacity strengthening of farmers in climate variability
- Poverty reduction
- Diverse livelihoods adopted
- Good social safety nets

Sub result area 3: *Ensuring the provision of safe and wholesome food to all. Consequently, all food whether imported or locally produced, shall meet both national public health legislation and international standards for quality safety.*

Ensuring food safety and adherence is a multi-sectoral responsibility. The commitments outlined in this Food and Nutrition Security Policy inform and reinforce multi-sectoral accountabilities in a food safety and standards sector- specific policy. Food safety and standards are recognized as a critical component of food and nutrition security, especially with respect to enhancing the utilization of food. It is critical that the capacity for adherence to food safety and standards is extended to apply to all private sector-led food industries and food-related businesses. Imports and exports, tourism and catering (formal and informal) will also all be critical entry-points for ensuring adherence to food safety and standards. Illustrative activities under this sub result area include:

1. *Ensure the adoption of the 'farm-to-fork approach' to promoting food safety and quality at each level of the food supply chain is based on national and international standards.*
2. *Strengthen the enforcement and capacity of national food safety legislation at national, provincial, district and sub-district level.*
3. *Strengthen the enforcement and capacity of national food safety legislation at national, provincial, district and sub-district level.*
4. *Ensure that all food imports comply with relevant national food safety regulations, including food for relief and in-kind donations and those used in social assistance mechanisms, agriculture, food security and nutrition programmes.*
5. *Ensure that safe (non-contaminated) water is used in agricultural production, for human consumption and all in food premises.*
6. *Ensure that household hygiene, safe sanitation and waste management are priority components in addressing food and nutrition security.*
7. *Ensure that food safety and standards are an integral component of existing multi-sectoral structures and/or that multi- sectoral structures are put in place for the co-ordination of food safety and food standards, with clearly defined roles and responsibilities for the different sectors and authorities in order to ensure consistence and harmony.*
8. *Establish structures for public awareness and consumer education on food safety measures, including training at community levels, with a focus on the importance of food safety for the chronically ill (those suffering from HIV and AIDS and TB) and recognizing women and the elderly as being the primary care-providers.*
9. *Ensure that all foods targeted at infants and young children (whether imported or manufactured in-country, including infant formula, complementary foods and therapeutic milks used for treating acute malnutrition) are in full compliance with regulations on infant nutrition and breast milk substitutes (for example, Statutory Instrument 46 of 1998) or any such other national regulations catering to the requirements of the international code for marketing breast milk substitutes.*

Illustrative indicators include:

- Food safety standards Bill and Act
- Compliance to Good Agricultural Practices(GAP), ISO,HACPP, Good Hygiene Practices
- Good laboratory Reports
- Export and import laws enforced

Sub result area 4: *Ensuring a national integrated food and nutrition security information system that not only provides timely and reliable information on food and nutrition security situation and effectiveness of programmes but also informs decision-making.*

A national integrated food and nutrition security information system is essential for understanding the breadth and scope of food and nutrition insecurity, assisting in prioritizing and planning food and nutrition interventions, providing evidence for timely emergency responses, understanding the effectiveness of a multi-sectoral approach; and tracking progress and impact. A national food and nutrition security information system is informed by a conceptual framework and made up of a number of defined assessments and monitoring instruments that together provide a comprehensive understanding of the food and nutrition security situation. Some of the illustrative activities under this sub result area are as follows:

1. *Ensure that all assessments and surveillance contribute to an integrated national food and nutrition security information system.*
2. *Ensure that individual technical sectors are accountable for producing high-quality information and ensure that a food and nutrition security information system is in place for the organization, harmonization, integration and synthesis of information from the relevant technical sectors.*
3. *With the support of ZIMVAC acting as a technical advisory committee on assessments, ensure that all components of the food and nutrition security information system reflect best practice methodologies; integrate nutrition and food security information appropriately; are robust and transparent; and have buy-in from multiple government ministries as well as partner organizations. The*

system should be based on a standardized, agreed and comparable set of indicators.

- 4. Ensure that decentralized ownership of information systems is promoted and the relevance and meaning of information is enhanced at decentralized levels through timely feedback and disaggregation by district, gender, socioeconomic group and agro-ecological zone, where possible.*
- 5. Ensure that the information system includes the analysis of routine programme monitoring data designed to track the effectiveness of food and nutrition security interventions.*
- 6. Ensure that that relevant food and nutrition information leads to decision-making and national action.*
- 7. Ensure that a central repository for the storage, retrieval, maintenance and update of information is established.*
- 8. Ensure that the food and nutrition security Information system encompasses tools that are both quantitative and qualitative, with emphasis on participatory approaches.*
- 9. Ensure that, where possible, the food and nutrition security information system will be informed by, and will inform, regional (for example, through SADC VAC) and global food and nutrition information systems.*
- 10. Ensure that the food and nutrition security information system distinguishes between chronic and transitional acute food and nutrition insecurity and risk.*

Illustrative indicators include:

- Timely produced reports
- Monitored food security situation
- Good risk management

Sub Result Area 5: Enhancing and strengthening national capacity in food and nutrition security, primarily through supporting and reinforcing local community capacity and responsibility for food and nutrition security, applied context-specific research and learning and multi-sectoral professional training in food and nutrition security.

The community's capacity to address problems of food and nutrition insecurity at the local level is significant and will be recognized, enhanced and promoted. The national capacity to identify and define appropriate solutions through operational research is critical towards ensuring food and nutrition security in the longer term. Accordingly, context-specific food and nutrition security interventions are required and should be scaled up according to demonstrated evidence of their effectiveness in Zimbabwe. Strengthened professional capacity in food and nutrition, supported through both academic and in-service training, will enhance and reinforce multi-sectoral approaches with the aim of further strengthening professional service delivery and community support. Some of the illustrative activities under this sub objective are as follows:

- 1. Ensure that the significant potential and capacity of communities in ensuring food and nutrition security is recognized and that communities themselves are encouraged and promoted to play a critical role in identifying and responding to food and nutrition security.*
- 2. Ensure that the social and cultural factors affecting food and nutrition security are systematically recognized and reflected in food and nutrition security strategies, including distinguishing the different roles and responsibilities that men, women, siblings and the elderly have in food and nutrition security.*
- 3. Ensure that the capacity development and strengthening of national structures, co-ordination mechanisms and national staff capacity is an explicit component of all food and nutrition security interventions at sub-district, district and provincial level.*
- 4. Ensure that national civil society actors, including the private sector, food traders, food industry, farmers' associations, consumer advocacy groups, religious organizations, the food industry, millers and traditional leaders, are included in capacity development initiatives and are themselves contributing to capacity development in food and nutrition security.*
- 5. Ensure that the food and nutrition security knowledge, skills and capacity of all relevant sector professionals in nutrition, health, agriculture, social protection, local government and education is strengthened through both pre-service (for example, university and college curricula) and in-service training using nationally standardized training material.*

6. *Ensure that the capacity of multi-sectoral food and nutrition co-ordination structures is enhanced by strengthening competencies and skills such as leadership, management, planning, facilitation, analysis and prioritization.*
7. *Ensure that academic and operational research is conducted in collaboration with national research bodies to inform and provide policy guidance on emerging food and nutrition issues as well as develop and promote context-specific, evidence-based, best practice programmes in food and nutrition security.*
8. *Ensure that the national capacity for food safety and adherence to food standards is strengthened, including human resources, skills development, up-to-date knowledge and practices and equipment for food laboratories.*

Illustrative indicators include

- Functional food and nutrition committees
- Demand driven operation research

4.1.4 ZAIP intermediate result area 4: Improving access to appropriate agricultural technologies to increase productivity

To raise agriculture productivity there has to be strong research–extension-farmer links to enhance access to appropriate technologies. Moreover, Graduates from agriculture colleges and universities should have adequate practical skills to assist farmers. Investments in better public sector conditions of service should encourage experienced people from joining/staying in the civil service.

4.1.4.1 Sub result areas and illustrative activities for intermediate result area 4

Sub Result Area 1: *Strengthening practical skills of all research and extension officers*

Research and Extension services are supposed to provide farmers with the necessary knowledge and practical skills to increase productivity and participate in liberalized commodity markets. Many stakeholders indicated that research and extension workers have weak practical skills in sustainable crop and livestock production based on the

comparative advantage of each natural region. This is in part attributed to inadequate training in crop and livestock production and marketing. In addition, public sector conditions of service are not attractive to attract/retain experienced extension workers, leading to many vacancies.

Over the years, progressive farmers in a given area, serving as lead farmers of commodity interest groups, are used to increase the reach and add practical value to extension services. The lead farmers assist in transferring practical skills based on the principles of the study circle approach. Study circles are cost-effective, have potential to reach large numbers of farmers, and enable relatively less educated farmers to obtain skills based on structured discussion and information sharing between fellow-farmers. Combined with e-extension and demonstrations/study visits, study circle is an important tool for achieving the objectives of ZAIP. The farmer interest groups are also of interest to the private sector as the entry point for dissemination of extension messages, contract farming, reducing the cost of providing credit, and generating marketable surplus.

The key issues include:

- a) Weak practical skills among research and extension workers
- b) Weak capacity of trainers at research and training institutes
- c) Inappropriate research equipment and training materials at training institutes
- d) Weak research-extension-farmer linkage constrains access to emerging technologies
- e) Weak coordination and quality control of the various delivery channels (public, private and NGOs) for extension services.
- f) Inadequate capacity of farmers to take over running of some community services, e.g., livestock dipping services.

The key illustrative activities are:

- Strengthen the capacity of agricultural training institutes to provide appropriate training

- Providing appropriate training materials, communication equipment, transport and tools to extension officers
- Strengthen farmer-extension-research linkage to improve access to appropriate agricultural technologies to increase productivity
- Strengthen coordination and quality control for extension services and research

Key indicators of performance:

- Trainers at training institutes retrained
- Researcher officers at research institutes retrained
- Training materials at training institutes revised
- Modern Research equipment provided at research institutes
- Strengthened farmer-extension-research linkage
- Strengthened coordination and quality control for research and extension services (public, private and NGO)
- Strengthened capacity of farmer organizations to enable them provide technical and brokerage services.
- *By 2014, practical skills of all extension officers will have been strengthened*

a. Up/out scaling lead farmer extension services

A. The high rainfall regions include Mashonaland East, Mashonaland Central, Mashonaland West and Manicaland. High rainfall areas attain relatively higher yields than other regions and attract a number of out-grower schemes. In view of the relatively high potential of these regions, strengthening practical skills of farmers will lead to higher yields which will attract the attention of lenders and the traders.

Even though these regions can produce a wide range of commodities, the objective is focus on increasing productivity of commodities with significant contribution to the agriculture GDP, i.e., tobacco (26%), maize (14%) and horticulture (7). In addition, ZAIP shall also build capacity for reviving production of irrigated wheat and soya beans,

a rotational crop, to provide the raw materials for processing and the by-products for blending of livestock feeds for dairy, poultry, pigs, and aquaculture.

The regional meeting prioritized the following constraints:

- a) Limited knowledge, experience and skills gap of both the farmers and the extension workers
- b) Low level of private sector and NGOs participation in extension work
- c) Limited farmer to farmer knowledge transfer
- d) Limited practical training of farmers in appropriate farming practices, such as conservation farming, post harvest management skills and knowledge.

Key illustrative activities in High Rainfall Areas are:

- Retrain extension workers (public, private and NGOs) in practical skills for sustainable production of selected crops.
- Produce and distribute appropriate crop extension messages in local languages to improve crop and livestock husbandry and post harvest storage practices.
- Up/out scale lead-farmer field schools (farmer to farmer extension) to increase reach.
- Dissemination of extension messages through internet and mobile phones.
- Promote increased use of fertilizer and improved seeds.
- Promote contract farming in crop and livestock production to increase the provision of inputs and extension services.

Key indicators of Performance in High Rainfall Areas:

- By 2014, all extension workers (government, private, and NGO) will have been retrained.
- By 2016, at least 50% of farmers will have been trained through Lead Farmer Field Schools.
- By 2016, at least 50% of trained farmers will have adopted sustainable production practices

B. The semi-arid regions include parts of Midlands, Manicaland and the northern parts of Mashonaland Central and Mashonaland West. Most of the cotton is produced in the semi-arid regions under contract farming. The contractors provide some inputs and extension services. Many farmers still experience low yields of cotton due to low application of inputs and inadequate extension services. In addition, farmers in semi-arid regions also keep some cattle and small livestock.

Provincial consultations in semi-arid regions identified the following constraints:

- a) Weak extension services in livestock husbandry
- b) Limited farmer to farmer knowledge and skills transfer
- c) Limited provision of extension services by input suppliers, processors and NGOs.
- d) Inadequate farmer capacity in farming as a business.

Key activities in Semi-Arid Regions include:

- Retrain extension workers (public, private and NGO) in practical skills for sustainable production of commodities with regional comparative advantage (cotton and cattle)
- Up/out scaling lead farmer extension services to increase reach and practical skills.
- Produce and distribute appropriate extension messages in local languages to improve cotton and livestock husbandry practices.
- Dissemination of extension messages through internet and mobile phones.
- Promote increased use of fertilizer and improved seeds.
- Promote contract farming of cotton.

Key indicators of Performance in Semi Arid Regions are:

- All extension workers (government, private, and NGOs) are retrained
- At least 70% of farmers are trained
- At least 70% of trained farmers adopt sustainable production practices

C. Most of the livestock population is in the natural agro-ecological regions IV and V and is also home to the major cattle and ostrich processing facilities in the country. In view of the reduced contribution of large scale farmer cattle production and subdivision of the large ranches, ZAIP shall facilitate capacity building in sustainable production of livestock. In addition, sugar cane is also produced under irrigation in Masvingo and in Chisumbanje through estate and contract farming. In view of the huge sugar cane (Ethanol) processing plant located in the area, ZAIP shall encourage the private sector to promote contract farming of sugar cane.

Provincial consultations in Arid Regions identified the following constraints:

- a) Both extension workers and farmers have limited experience in sustainable livestock production
- b) Unsustainable production practices are employed in fragile soils and low rainfall region
- c) Some extension workers do not speak the local language barriers, leading to communication breakdown, especially in areas with high livestock population (Matabeleland South and North).
- d) Low extension worker to farmer ratio coupled with limited farmer to farmer knowledge transfer.
- e) Inadequate practical farming skills in livestock production as a business.

Key illustrative Activities in Arid Regions IV and V:

- Retrain extension workers (public, private and NGOs) in practical skills for sustainable production of cattle and goats.
- Produce and distribute appropriate extension messages in local languages to improve livestock husbandry and sugar cane production.
- Train farmers in sustainable livestock production through lead farmers.
- Dissemination of extension messages through internet and mobile phones
- Promote widespread use of artificial insemination and embryo transfer to improve livestock.

- Promote fencing, dipping and vaccinations to combat diseases.
- Expand contract farming in sugar cane and livestock production.
- Train stakeholders in sustainable utilization of forest resources.

Performance Indicators in Arid Regions IV and V:

- All extension workers (government, private, and NGOs) are retrained
- At least 50% of farmers are trained in sustainable animal husbandry
- At least 50% of trained farmers adopt sustainable livestock production
- At least 50% of farmers increase off-take to at least 15%, reduce mortality to 3% and increase the calving rate to at least 60% of the level on commercial farms

4.2 Business model for the investment plan

Table 13: ZAIP Business Model

Intermediate result area (CAADP Pillars)	Business model
<i>Intermediate Result Area 1:</i> Increasing production and productivity through improved management and sustainable use of land, water, forestry and wildlife resources	<ul style="list-style-type: none"> • A combination of public investment and private investment; • The government has to invest in policy alignment and institutional reforms to ensure that there is effective monitoring and enforcement of natural resource conservation regulations, and that land management policies make it possible for the private sector to invest; • Investment in policy alignment and institutional reforms; • Development partner assistance not only in development finance but technical backstopping;
<i>Intermediate Result Area 2:</i> Increased participation of farmers in domestic and export markets through development of an efficient agricultural marketing system and an enabling environment for competitive agricultural production	<ul style="list-style-type: none"> • Public investment in infrastructure; • Private public partnerships and FDI in projects with significant capital outlays; • Direct private sector finance to farmers • Farmer payments to specific services to be channeled towards development. • Investment in policy alignment and policy reforms • Development partner assistance not only in development finance but technical backstopping;

<p><i>Intermediate Result Area 3:</i> Ensuring food and nutrition security by facilitating a cohesive multi-sectoral agricultural response</p>	<ul style="list-style-type: none"> • Public investments in policy analysis and advice; • Public and development partner financing of institutions strengthening for enhancement of national capacity for food and nutrition security; • Public financing and development partner assistance in strengthening and enhancing food safety and standards, assessment and early warning systems; • Public financing and Development partner(donors and NGOs) assistance of public assistance programmes for vulnerable groups
<p><i>Intermediate Result Area 4:</i> Improving access to appropriate agricultural technologies to increase productivity for improving food and nutrition security</p>	<ul style="list-style-type: none"> • Public finance for farming technology development (research), extension services, and strengthening agriculture education systems. • Investment in policy alignment to stimulate and incentivize both public and private sector involvement • Farmer funding(payment for) of research and extension services

5. CHAPTER FIVE: IMPLEMENTATION AND COORDINATION OF ZAIP

5.1 Strategic issues on implementation and coordination of ZAIP

For successful implementation of ZAIP, there is need for clarity on roles and responsibilities of different stakeholders during the investment period. The major functions of an implementation and coordination mechanism are:

- **Implementation:** Plan, facilitate and coordinate the day-to-day management of the programme and the reporting mechanisms. This will also include the tasks of developing specific programmes and projects which will be part of the ZAIP, regional and continental implementation support activities of CAADP;
- **Mobilize Investment Finance:** Facilitate and promote the necessary intermediation, partnerships, due diligence processes, deal making and

structuring as well as national budget engagement processes as needed to mobilize resources for prepared investment opportunities;

- **Capacity Development:** Establish priorities for institutional capacity development for key players involved in implementing ZAIP and supporting capacity development efforts;
- **Policy engagement:** Provide space and support to various stakeholders in the processes of policy engagement with government and promoting efforts to align policy and regulatory reforms with ZAIP investment plans; and,
- **Performance management and impact enhancement:** which includes monitoring and evaluation, capacity development, networking, as well as development of communication and social marketing strategies.

5.2 Institutions Involved in ZAIP Implementation

The implementation of ZAIP shall be through representatives from the Core Government Ministries, Private Sector, Farmer Unions, Bankers Association and National Federation of NGOs. The key stakeholders shall be encouraged to second staff to the ZAIP Project Management and Coordination Unit. In addition, active involvement of selected stakeholders (Ministry of Finance, Ministry Infrastructure ministries (Water, ICT, Transport and Energy) training and research centers, women and youth councils, and the Development Partners) is important.

5.3 Coordination of ZAIP implementation

The development of ZAIP has been premised on a participatory and inclusive engagement of all the relevant actors in the agricultural sector, hence ensuring a shared ownership of the process and outcomes.

The involvement of all key stakeholders in the agricultural sector is important for the successful implementation of the program. In this regard, effective participation of all key stakeholders during the implementation of the plan (2013 – 2018) is crucial, providing a platform for effective policy dialogue, review and shared responsibility,

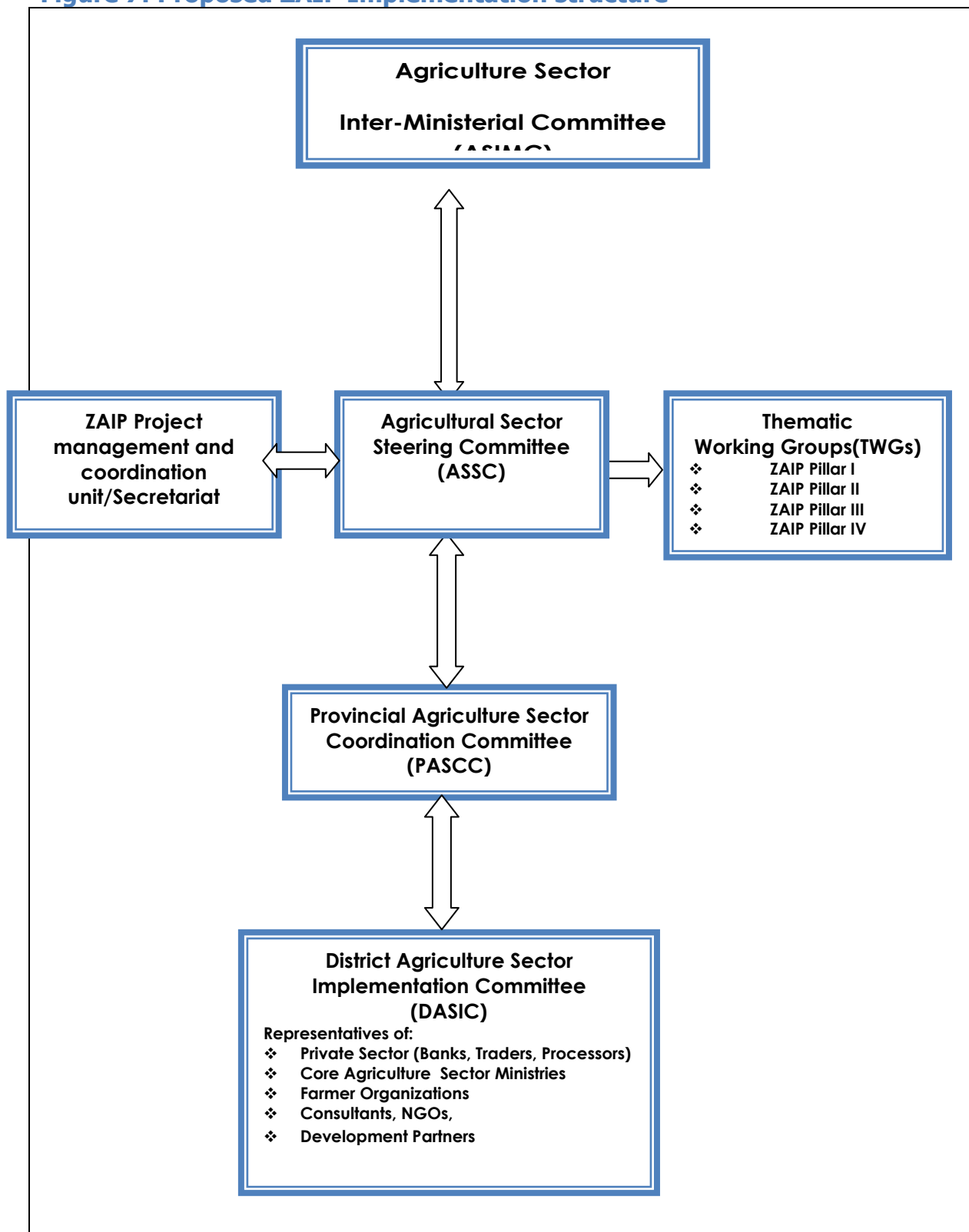
stronger and broadened partnerships, and strategic alliances with regional integration initiatives (COMESA and SADC).

ZAIP recognizes that the knowledge, skills, and capacities of the various agricultural stakeholders are required in the implementation of the activities. The ZAIP implementation framework shall facilitate the active participation of political leadership, senior government officers, the private sector, development partners, the civil society and local communities with regular feedback between implementing agencies as a way of promoting learning and knowledge sharing (Figure 14). In this regard, the coordination framework shall consist of the Agriculture Sector Inter-Ministerial Committee (ASIMC), Agricultural Sector Steering Committee (ASSC), Thematic Working Groups (TWG), Provincial Agriculture Sector Coordination Committee (PASCC), and District Agriculture Sector Implementation Committee (DASIC).

5.3.1 Agriculture Sector Inter-Ministerial Committee (ASIMC)

The agricultural sector has responsibilities spread across various ministries. In the case of Zimbabwe the key ministries involved in agriculture are the Ministry of Agricultural Mechanization and Irrigation Development, Ministry of Lands and Rural Resettlement, Ministry of Water Resources and Development, and the Ministry of Environment. For the purposes of addressing policy and providing the strategic direction for implementing ZAIP, it is proposed that these core ministries establish the Agriculture Sector Inter-Ministerial Committee (ASIMC). It is also proposed that the Ministries of Finance, Economic Planning and Investment Promotion and the Ministry of Industry and Commerce be incorporated in the subcommittee given their potential to influence the success of the program implementation. In view of the fact that the Ministry of Agricultural, Mechanization and Irrigation Development has a relatively larger stake in ZAIP implementation, it is recommended that MAMID chairs ASIMC.

Figure 7: Proposed ZAIP Implementation structure



The ASIMC shall be a forum for:

- Reviewing progress in the implementation of ZAIP.
- Sector policy deliberations and direction, coordinating ZAIP, and harmonizing programme implementation to ensure alignment to national policies and strategic programmes, such as the Medium Term Plan (MTP).
- Ensure that ZAIP investment programmes are in line with sector policies.
- Map out solutions to structural, institutional and other constraints that require redress to minimise derailment of ZAIP implementation;
- Review mechanisms that foster enhanced stakeholder participation in the implementation process.
- Provide a forum for the sector –wide approach to planning and budgeting for the agriculture sector.
- Mobilisation of funds and other resources for delivery of ZAIP programmes.

5.3.2 Agricultural Sector Steering Committee (ASSC)

At a technical level there will be need to set up an Agricultural Sector Steering Committee (ASSC) comprising Permanent Secretaries from the key ministries identified above and senior representatives from selected organizations, including Chairs of all TWGs, CZI, farmer organisations, Non-Governmental Organisations (NGOs), development partners, Bankers Association of Zimbabwe (BAZ), Zimbabwe Council for Higher Education (ZIMCHE) and the Zimbabwe National Chamber of Commerce (ZNCC). It is recommended that the MAMID Permanent Secretary chairs ASSC.

ASSC will report to the ASMIC and shall be responsible for interpreting Government policy, present ZAIP implementation progress reports and providing input to guide the inter-ministerial committee. In addition, ASSC will also facilitate prioritisation and fast-tracking of the implementation of high-impact intervention areas, work with thematic working groups to spearhead policy reforms and provide linkages and collaboration among sector stakeholders as necessary. It will create an enabling forum for sector-wide consultation from grassroots to the national level, and promote increased participation of the private sector. The ASSC shall also be responsible for organizing

quarterly meetings of ASIMC to review ZAIP progress reports and recommendations to enhance decision-making and implementation.

The ASSC shall focus on:-

- Interpreting the policy formulated by Cabinet and ASIMC;
- Providing professional advice to ASIMC;
- Coordinating ZAIP implementation;
- Coordinating the Monitoring and Evaluation function;
- Formulating draft policies for consideration by ASIMC after receiving input from TWG and Provincial Agricultural Sector Coordination Committee (PASCCs).
- Providing guidance to the PASCCs.

In order to ensure follow up on the above and sector representation, it is recommended that ASSC shall establish a Secretariat in MAMID, consisting of staff seconded from the core agriculture sector ministries and selected stakeholders.

5.3.3 Thematic Working Groups (TWGs)

The Thematic Working Groups (TWGs), arranged along the CAADP pillars, shall provide demand-driven technical support and professional advice to the ASSC and assist in strengthening advocacy for adoption of recommended policies. Each TWG shall include relevant Directors from the core ministries and senior level representatives from the private sector, farmer organisations, non-state actors and the academia. Members of the TWG shall elect their chairperson from either the public or private sector. Additional experts shall be invited to contribute as and when the need arises.

The TWGs are expected to analyze the following:

- ❖ TWG1: Sustainable Land and Water Management issues, including outstanding land tenure concerns and increasing adoption of conservation agriculture, increasing the irrigated area, and reduction of deforestation.
- ❖ TWG2: Improve Market Access, including enhanced market intelligence, infrastructure development, and strengthening agricultural finance services and processing.

- ❖ TWG3: Ensuring Food and Nutrition security, including improved access to inputs, crop husbandry practices and marketing of staple foods and strengthening nutrition information.
- ❖ TWG4: Increasing Demand-driven Research and Extension with emphasis on improving the linkages between beneficiaries, researchers and extension officers, leading to better utilization of available resources.

The TORs of each TWG are:

- Further analysis of constraints and proposed activities for successful program implementation.
- Provision of professional advice to ASSC.
- Enhance advocacy for policies for successful implementation of ZAIP.
- Strengthening private sector and other non-state actor support of ZAIP.
- Aid in monitoring and review of performance of ZAIP implementation.

5.3.4 Provincial Agriculture Sector Coordination Committee (PASCC)

Even though the implementation of ZAIP shall largely focus at district level, there are practical limitations in directly coordinating so many districts (63). In the interim, Provincial Agricultural Sector Coordination Units shall be established to coordinate implementation of ZAAIP through the districts. The PASCCs shall be involved in:-

- Information dissemination to the districts;
- Collating data from the districts for submission to ASSC and TWG;
- Monitoring program implementation and performance.

The PASCC will be made up of senior provincial representatives of the core agriculture sector ministries, private sector, farmer organizations, NGOs, and District Chair Persons. Members of PASCCs will elect the Chairperson, from the private sector, or NGO or government to preside over quarterly meetings.

5.3.5 District Agriculture Sector Implementation Committee (DASIC)

Provincial consultations revealed a desire for decentralization in the implementation of ZAIP. In this regard, the DASIC shall be responsible for coordinating ZAIP implementation at the district level.

- Work with key stakeholders in developing the joint ZAIP work plans;
- Coordinating ZAAIP implementation at district level;
- Contribute to the monitoring and evaluation of ZAIP implementation;
- Identify constraints and strengths of ZAIP implementation and make recommendations to improve implementation;
- Submit periodic ZAIP implementation progress reports to the PASCCs;
- Promote effective two-way communication channels between the key stakeholders;

5.3.6 ZAIP Project Management and Coordination Unit/Secretariat

ZAIP as a programme needs a secretariat responsible for planning, programming, budgeting and for day-to-day implementation of activities. The secretariat will be an independent standalone unit servicing the other units. Three individuals will staff it: a) the ZAIP Programme Manager who is also a performance management specialist; b) the M&E Specialist; and c) the Budget and Finance Officer. TORs and other roles and responsibilities for these positions will be developed by the Project Manager and approved by the steering committee.

CHAPTER SIX: ASSUMPTIONS, EXTERNAL FACTORS AND RISKS

5.4 Assumptions/External Factors

ZAIP will operate in an environment where some conditions are beyond the control of the programme management. In order to attain the expected results, ZAIP will be implemented under some key assumptions, including:

- ❖ Key macroeconomic indicators (exchange rate, interest rate, inflation) will continue to be stable to encourage investment and provision of essential services. For example, farm profitability could be undermined by an appreciation of the real exchange rate leading to reduction in investment.
- ❖ The decline in major international commodity prices could undermine investment in important commodities, such as, cotton and tobacco.
- ❖ Unfavourable political developments could undermine the prospects for increased investment and adoption of appropriate farm-land tenure that is transferable and acceptable as collateral for loans.
- ❖ Inadequate fiscal resources and foreign aid could constrain the revitalization of public infrastructure and agricultural research and extension services
- ❖ The weather conditions shall be on average suitable for implementation of the planned activities and attainment of the expected results.
- ❖ There will be good infrastructure for implementation of activities and provision of needed services.

If these conditions are not prevailing, they will delay or prevent full attainment of the results and objectives of ZAIP.

5.5 Risks to ZAIP

ZAIP will be implemented under a number of risks that would affect the attainment of outputs and objectives. ZAIP conducted preliminary risk analysis of the various components and developed the preliminary Risk Management Matrix (RMM). Table 14 identifies key potential risks that may affect the programme and the operations, and outlines preliminary strategies for risk management and mitigation. The key stakeholders and the secretariat shall refine the risks during the launch phase of ZAIP.

Table 6: Preliminary Risk Management Matrix

Risk Event	Risk Consequence	Risk Mitigation Strategy	Responsibility
Component 1: Increasing the Area under Sustainable Land and Forestry Management and Irrigation:			
<p>Transferable farmland title deeds are rejected</p> <p>Small increase in the area under conservation agriculture</p> <p>Inadequate funds to develop appropriate irrigation water distribution network</p>	<ul style="list-style-type: none"> ❖ Farmers have no acceptable collateral to access credit ❖ Low investment in farming ❖ Increase in soil erosion and degradation ❖ Reduction in productivity ❖ Limited access to water for irrigation ❖ Low production of irrigated crops 	<ul style="list-style-type: none"> ❖ Strengthen advocacy for review of farmland laws and regulations ❖ Strengthen practical skills in conservation farming ❖ Strengthen advocacy for increased budget allocation to irrigation development ❖ Lobby for increased donor support 	<ul style="list-style-type: none"> ❖ All agriculture stakeholders ❖ Providers of extension services ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector
<p>Inappropriate and expensive irrigation technologies</p>	<ul style="list-style-type: none"> ❖ Low adoption of irrigation technologies ❖ Low production of irrigated crops 	<ul style="list-style-type: none"> ❖ Strengthen advocacy for appropriate credit for irrigation development ❖ Strengthen training in production under irrigation 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector
<p>Lack of political will to enforce forestry & wild life laws and regulations</p> <p>Farmers not adopting sustainable natural resource management practices</p> <p>Climate hazards (droughts) constrain increase in productivity</p>	<ul style="list-style-type: none"> ❖ Environmental degradation continues ❖ Reduction in productivity and incomes ❖ Environmental degradation continues ❖ Reduction in productivity and incomes ❖ Reduced productivity and production 	<ul style="list-style-type: none"> ❖ Strengthen advocacy for enforcement and sanctions against violators ❖ Strengthen role of traditional leaders in resource management ❖ Provide incentives for adoption of sustainable land management ❖ Strengthen climate change adaptation in sustainable agricultural production practices 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector

Risk Event	Risk Consequence	Risk Mitigation Strategy	Responsibility
<i>Component 2: Increasing access to improved agricultural market and trade related infrastructure</i>			
Inadequate funds to improve rural roads and market infrastructure to major production areas	<ul style="list-style-type: none"> ❖ Limited competition among service providers ❖ High cost of services 	<ul style="list-style-type: none"> ❖ Strengthen advocacy for increased budget allocation to rural infrastructure development ❖ Strengthen advocacy for increased donor support 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector
Private sector is unresponsive	<ul style="list-style-type: none"> ❖ Reduced farmer services ❖ Limited input supply and market ❖ Reduced outputs and incomes 	<ul style="list-style-type: none"> ❖ Strengthen market information ❖ Provide tax incentives ❖ Improve rural roads and market infrastructure to reduce costs 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector
Policy & regulatory environment hampers competitiveness	<ul style="list-style-type: none"> ❖ Increased competitiveness key for development ❖ Reduced outputs and outcomes 	<ul style="list-style-type: none"> ❖ Strengthen advocacy for improved agricultural development environment ❖ Strengthen advocacy for reduction of market distortions (subsidies, food aid and price fixing) 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector
Farmer interest groups unable to provide tangible services	<ul style="list-style-type: none"> ❖ Reduced outputs and outcomes ❖ Weak representation in decision-making on key issues 	<ul style="list-style-type: none"> ❖ Strengthen capacity-building for farmer interest groups 	<ul style="list-style-type: none"> ❖ ASSC ❖ Private sector ❖ Farmer groups ❖ Agriculture sector ministries ❖ Development partners
E-information systems not sustainable	<ul style="list-style-type: none"> ❖ Limited sources of timely information ❖ Reduction in efficiency of agricultural markets 	<ul style="list-style-type: none"> ❖ Experience sharing with countries that have successful E-information systems ❖ Promote private sector based E-information systems 	<ul style="list-style-type: none"> ❖ ASSC ❖ Private sector ❖ Farmer groups ❖ Agriculture sector ministries ❖ Development partners
Farmers not committed to agric credit responsibilities	<ul style="list-style-type: none"> ❖ Low pay back of agricultural credits ❖ Inadequate credit allocated to agriculture sector 	<ul style="list-style-type: none"> ❖ Focus on farmers with land security ❖ Strengthen training to instill credit discipline 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector
Limited interest by financial institutions to provide adequate agricultural finance services	<ul style="list-style-type: none"> ❖ Inadequate agricultural finance services available 	<ul style="list-style-type: none"> ❖ Provide incentives to reduce credit risks ❖ Strengthen training for staff in financial institutions 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries ❖ ASSC ❖ Development partners ❖ Private sector
High costs of credit reduces viability	<ul style="list-style-type: none"> ❖ Reduced uptake of credit by farmers 	<ul style="list-style-type: none"> ❖ Strengthen mobilization of rural savings 	<ul style="list-style-type: none"> ❖ Agriculture sector ministries

	❖ High default rate	❖ Strengthen mobilization of international concessional development finance ❖ Strengthen tax and RBZ incentives on agriculture loans	❖ ASSC ❖ Development partners ❖ Private sector ❖ RBZ
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Risk Event	Risk Consequence	Risk Mitigation Strategy	Responsibility
Component 3: Increasing Food Supply and Reducing Food Insecurity and Malnutrition			
a) Poor targeting of subsidized inputs and Services	❖ Inputs and services not reaching target beneficiaries ❖ Low productivity among the target beneficiaries ❖ High levels of food insecurity and malnutrition	❖ Up/out scale distribution of input vouchers to buy from local agents ❖ Promote adoption of improved food storage to reduce losses ❖ Increase nutrition information	GoZ, non state actors & Donors
b) Inadequate access to food for vulnerable people	❖ High food insecurity and malnutrition among vulnerable people	❖ Up/out scale distribution of food vouchers to buy from local shops	GoZ, non state actors & Donors
c) Input and output market challenges	❖ Late delivery of inputs ❖ High postharvest losses ❖ Late payment for commodities	❖ Strengthen GMB Management of Strategic Food Reserves ❖ Facilitate market to determine commodity prices	GoZ, non state actors & Donors
Component 4: Improving Agricultural Research, Technology Dissemination and Adoption			
a) Limited technical services (Research and Extension) provision to the sector.	❖ Weak capacity to generate technologies. ❖ Weak capacity to disseminate technologies.	❖ Strengthen agricultural training,, Research, Extension institutions ❖ Incentives to retain experienced staff. ❖ Enhance mentoring.	GoZ, non state actors & Donors
b) Inadequate demand-driven research	❖ Inappropriate technologies disseminated	❖ Strengthen research-extension-farmer linkage	GoZ, non state actors & Donors
c) Inadequate practical skills of extension workers	❖ Low farmer uptake of technologies	❖ Retrain extension workers	GoZ, non state actors & Donors
d) Inadequate Lead Farmer Field Schools	❖ Inadequate practical skills ❖ Low productivity	❖ Up/out scale Lead Farmer Field Schools	GoZ, non state actors & Donors
Programme management/implementation and other risks			
ASSC not functioning effectively	❖ ZAIP not well coordinated and managed	❖ Competitive recruitment/attachment and remuneration of staff ❖ Output based contracts	Agriculture sector ministries ASSC Development partners Private sector

		and monitoring of staff	
Service providers not able to deliver outputs	❖ Key aspects of ZAIP components not achieving results	<ul style="list-style-type: none"> ❖ Transparent/competitive procurement of services ❖ Output based contracts and monitoring 	Agriculture sector ministries ASSC Development partners Private sector

6. CHAPTER SEVEN: MONITORING AND EVALUATION

Monitoring and evaluation of the performance of the sector's programmes and institutions helps to increase their effectiveness and provides increased accountability and transparency during programme implementation. Over the years, there has been lack of consensus or shared understanding on the functions, objectives, purposes, roles, responsibilities and structures for monitoring and evaluation. This often leads to duplication of efforts not only amongst Government monitoring and evaluation systems but also between government and non-government systems. In addition, public sector monitoring and evaluation system is constrained by limited human, physical and financial resources.

6.1 *Participatory Monitoring and Evaluation*

To harmonise efforts, there is need to adopt the participatory monitoring and evaluation (PME). The PME enables representatives of key stakeholders to participate in measuring, collecting data, processing and communicating to the ASSC the progress being made in achieving the objectives and outputs, and also indicate whether the operations, performance and impact are on schedule. In order to enhance objectivity, the ASSC, in consultation with TWGs, shall develop the terms of reference for the baseline and the PME, coordinate the identification of competitively identified professional institution(s) to conduct the PME, and facilitate the review of the report.

6.2 *Monitoring and Evaluation Arrangements*

The following monitoring and evaluation arrangements shall be put in place to assess the progress at output and outcome levels:

- Baseline survey shall be conducted at the commencement of the ZAIP. The baseline survey should be contracted out to institutions with adequate skills and experience.

- Output and outcome indicators will be finalised in a stakeholder workshop shortly after launching the ZAIP.
- Development of ZAIP PME, consisting of evidence-based monitoring and evaluation system to track inputs, processes, outputs and outcomes of ZAIP.
- The key monitoring and evaluation reports shall include the following:
 - ❖ Monthly progress reports to be presented in monthly meetings
 - ❖ Quarterly progress reports to be presented in quarterly meetings
 - ❖ Annual progress reports to be presented in annual meetings
 - ❖ Midterm progress report to be presented in the third year
 - ❖ End of program evaluation to establish the impact of ZAIP

The ZAIP Secretariat will develop a common reporting framework in consultation with Thematic Working Groups and the relevant stakeholders. Monthly reports shall be consolidated into quarterly reports for dissemination to all key stakeholders

7. CHAPTER EIGHT: ZAIP INDICATIVE BUDGET 2013-2017

The development of ZAIP was guided by priority intermediate result areas and illustrative activities identified in the provincial consultations and literature review (Chapter 4). The ZAIP budget is based on the prevailing market prices of inputs and services needed to implement the key activities under each expected result. In some cases, a block amount is allocated to address the estimated funding gap. In order to reflect the regional priorities, the costs of inputs for each activity are captured by the natural regions (High Rainfall, Semi Arid and Arid) where they are likely to make maximum impact. Furthermore, the components of ZAIP budget are aligned to the four CAADP Pillars, so as to objectively guide the mapping of specific items/activities to be funded, as well as the dominant actors under each Pillar to maximise returns from targeted funding.

ZAIP assumes that the expenditures will grow progressively over the plan horizon with a phase - in framework that initially allows for growth to come from realignment of the existing resources to implement the quick wins and then accelerate the increase in the budget up to the peak in 2015. Thereafter, the ZAIP budget shall increase at a decreasing rate. This expenditure phase – in profile is premised on the assumption that during the early phases of the implementation of the plan, most of the costs will be associated with addressing policy distortions, logistical issues and capacity-building for practical skills. The major activities, especially infrastructure rehabilitation, shall be implemented between the second and fourth years of ZAIP implementation.

It is also important to note that the estimated ZAIP Budget is a conservative figure given that the investments required to support agricultural input and product market infrastructure, such as rural roads, rail lines, communication, and development of the irrigation potential, such as costs associated with water distribution system (dams, water ways) and electricity supply, have not yet been fully estimated. These activities are capital intensive, requiring a thorough technical review and civil works assessment before commencement of the various activities, and therefore, a tentative block

allocation is included, pending commissioning of civil engineering survey to guide proper costing of the requisite investment.

7.1 Estimated Budget

The Minister of Finance noted that the agricultural sector requires more than US\$2 billion per annum to take full advantage of its potential and that this can only be achieved through joint efforts between the Government, the private sector and the external partners (Budget Speech to Parliament).¹³ In view of the budgetary constraints, the 2012 National Budget (US\$4 billion) allocated only US\$317.2 million or 8% of total public expenditure) to the agriculture sector,¹⁴ i.e., the budget allocation to the sector is still below the CAADP threshold of at least 10%. Moreover, most of the 2012 agriculture sector budget (US\$317.2 million) consists of recurrent expenditure (emoluments) and input and maize marketing subsidies, leaving little or no room for realignment of the budget to address the priority areas of ZAIP. In addition, development partners are expected to provide approximately US\$184 million through non state actors. This implies that in 2012 approximately US\$501.2 million was allocated for agriculture sector development.

7.2 Budget Scenarios

Recognizing Zimbabwe's limitations in mobilizing the required resources, the ZAIP budget focused on specific investment interventions to support the sector's growth in the short and medium term. Table 17 presents three budget scenarios: (1) increase sector budget to 10% of the national budget and increase development partner support (green, blue and red line items), (2) maintain the current national budget allocations and development partner support to the agriculture sector (green line items), and (3) increase national budget allocation to 10% and maintain current development partner support (green and blue line items).

¹³Ministry of Finance, Hon T. Biti, 2012 National Budget Statement, page 26.

¹⁴Based CAADP definition, this includes MAMID, Lands and Rural Development, Waters Resources and Development, Environment and Natural Resources Management.

TABLE 17: ZAIP Budget Summary

INVESTMENT PROGRAMME	2013	2014	2015	2016	2017	Total	%
1.0 Increasing production and productivity through improved management and sustainable use of land, water, forestry and wildlife resources	157,041,000	259,735,000	362,429,000	163,041,000	114,694,000	1,056,940,000	22.53
<i>1.1 Enhance land tenure security through modifications to the 99 years leases</i>	450,000	750,000	1,050,000	450,000	300,000	3,000,000	
<i>1.2 Surveying and demarcation of farms</i>	5,000,000	6,000,000	7,000,000	8,000,000	9,000,000	35,000,000	
<i>1.3 Rehabilitation of existing priority sources of water (dams, rivers, boreholes), for irrigation</i>	15,000,000	25,000,000	35,000,000	15,000,000	10,000,000	100,000,000	
<i>1.4 Rehabilitation of irrigation</i>	135,001,500	225,002,500	315,003,500	135,001,500	90,001,000	900,010,000	
<i>1.5 Surveying and designing water and electricity distribution system to serve new land ownership</i>	300,000	500,000	700,000	300,000	200,000	2,000,000	
<i>1.6 Conduct a study to quantify Small and Large scale irrigation infrastructure</i>	289,500	482,500	675,500	289,500	193,000	1,930,000	
<i>1.7 Strengthen law enforcement for forestry, fisheries and wild life management</i>	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	15,000,000	
2.0 Increased participation of farmers in domestic and export markets through development of an efficient agricultural marketing system and an enabling environment for competitive agricultural production, investment (Domestic and FDI) and Trade	408,970,992	681,618,320	954,265,648	408,970,992	272,647,328	2,726,473,280	58.13
<i>2.1 Promote rural savings, domestic lending and international credit</i>	52,500,000	87,500,000	122,500,000	52,500,000	35,000,000	350,000,000	
<i>2.2 Contract farming-credit schemes (tobacco, sugar, soya and cotton)</i>	134,335,295	223,892,158	313,449,021	134,335,295	89,556,863	895,568,630	
<i>2.3 Crop and livestock insurance schemes</i>	481,500	802,500	1,123,500	481,500	321,000	3,210,000	
<i>2.4 Operationalising the Warehouse System and ZIMACE</i>	750,000	1,250,000	1,750,000	750,000	500,000	5,000,000	
<i>2.5 Commodity association competitiveness development</i>	8,055,000	13,425,000	18,795,000	8,055,000	5,370,000	53,700,000	
<i>2.6 Concessionary Development Finance through PPPs</i>	60,000,000	100,000,000	140,000,000	60,000,000	40,000,000	400,000,000	
<i>2.7 Strengthen market information</i>	672,000	1,120,000	1,568,000	672,000	448,000	4,480,000	
<i>2.8 Internet/ Mobile based crop and livestock prices dissemination</i>	36,000	60,000	84,000	36,000	24,000	240,000	
<i>2.9 Rehabilitation of Government livestock facilities</i>	420,000	700,000	980,000	420,000	280,000	2,800,000	
<i>2.10 Baseline survey to prioritise the key market infrastructure (feeder roads, rail lines, electricity)</i>	7,500	12,500	17,500	7,500	5,000	50,000	
<i>2.11 Improving transport, market and storage infrastructure</i>	1,500,000	2,500,000	3,500,000	1,500,000	1,000,000	10,000,000	
<i>2.12 Rehabilitation of 18000km or rural roads</i>	148,653,698	247,756,163	346,858,628	148,653,698	99,102,465	991,024,650	
<i>2.13 More communal farmers adopt contract farming</i>	1,560,000	2,600,000	3,640,000	1,560,000	1,040,000	10,400,000	
3.0 Increasing food supply, reduce food insecurity and malnutrition among vulnerable people, and strengthen responses to food crisis	52,715,000	87,525,000	122,335,000	52,715,000	35,310,000	350,600,000	7.47
<i>3.1 Policy instruments which protect and enhance food and nutrition security particularly amongst the most 3.2 vulnerable are formulated and inform government and non government decision making</i>	1,500,000	2,500,000	3,500,000	1,500,000	1,000,000	10,000,000	
<i>3.2 Ensuring that where social protection (including social assistance programmes) is implemented, it must contribute and enhance nutrition and food security of the most vulnerable in the short and medium term.</i>	47,790,000	79,650,000	111,510,000	47,790,000	31,860,000	318,600,000	
<i>3.3 Ensuring the provision of safe and wholesome food to all. Consequently, all food whether imported or locally produced, shall meet both national public health legislation and international standards for quality safety.</i>	1,500,000	2,500,000	3,500,000	1,500,000	1,000,000	10,000,000	
<i>3.4 Ensuring a national integrated food and nutrition security information system that not only provides timely and reliable information on food and nutrition security situation and effectiveness of programmes but also informs decision-making.</i>	750,000	1,250,000	1,750,000	750,000	500,000	5,000,000	
<i>3.5 Enhancing and strengthening national capacity in food and nutrition security, primarily through supporting and reinforcing local community capacity and responsibility for food and nutrition security, applied context-specific research and learning and multi-sectoral professional training in food and nutrition security.</i>	675,000	1,125,000	1,575,000	675,000	450,000	4,500,000	
<i>3.6 Policy instruments which protect and enhance food and nutrition security particularly amongst the most vulnerable are formulated and inform government and non government decision making</i>	500,000	500,000	500,000	500,000	500,000	2,500,000	
4.0 Improving Agricultural Research, Technology Dissemination and Adoption	70,177,075	102,316,779	143,243,490	61,390,067	40,926,712	418,054,122	8.91
<i>4.1 Retrain extension workers and farmers (private, public & NGO)</i>	15,405,960	25,676,600	35,947,240	15,405,960	10,270,640	102,706,400	
<i>4.2 Disseminate extension messages (print, TV, radio, e-extension)</i>	16,426,600	644,400	902,160	386,640	257,760	18,617,560	
<i>4.3 Strengthen farmer - extension linkages</i>	10,326,525	17,210,875	24,095,225	10,326,525	6,884,350	68,843,500	
<i>4.4 Capacity building for farmers using lead farmers</i>	4,284,467	7,140,779	9,997,090	4,284,467	2,856,312	28,563,115	
<i>4.5 Refurbish existing and develop additional appropriate research infrastructure and systems</i>	25 000 000	18 000 000	11 500 000	7 800 000	6 500 000	6 300 000	
<i>4.6 Enhance Research & extension interface</i>	956,475	1,594,125	2,231,775	956,475	637,650	6,376,500	
<i>4.7 Livestock development (Breeding Stock)</i>	10,771,105	25,025,000	35,035,000	15,015,000	10,010,000	95,856,105	

4.8 Design manuals for best practices in crop, livestock production	4,284,467	5,000,000	7,000,000	3,000,000	2,000,000	20,000,000	
4.9 Review of tuition materials for extension staff	956,475	25,000	35,000	15,000	10,000	100,000	
4.10 In-service training for public extension staff	3,000,000	6,250,000	8,750,000	3,750,000	2,500,000	25,000,000	
4.11 Re-equip training institutes	15,000	12,500,000	17,500,000	7,500,000	5,000,000	50,000,000	
4.12 Strengthen farmer associations	3,750,000	1,250,000	1,750,000	750,000	500,000	5,000,000	
5.0 Coordination, Monitoring and Evaluation	20,740,889	34,568,148	48,395,407	20,740,889	13,827,259	138,272,590	2.95
5.1 Coordination and implementation	12,444,533	20,740,889	29,037,244	12,444,533	8,296,355	82,963,554	
5.2 Monitoring and Evaluation	8,296,355	13,827,259	19,358,163	8,296,355	5,530,904	55,309,036	
Grand total	709,644,955	1,165,763,246	1,630,668,545	706,857,948	477,405,299	4,690,339,992	100

Key:
Budget Scenario II: Blue line items to be funded if national budget allocation increases to at least 10%
Budget Scenario III: Green line items based on the current national budget allocation and Development Partner support
Budget Scenario I: Red line items to be funded if development partner support increases

7.2.1 Increased Budget Allocation and Development Partner Support to the Agriculture Sector

Between 2013 and 2017, the estimated total ZAIP budget is US\$4.69 billion (Table 17). Stakeholders identified the development of an efficient agricultural marketing system as a major priority to strengthening the efficiency and recovery of the agricultural sector in Zimbabwe. In order to address this constraint, ZAIP has allocated the largest proportion of the budget (58.13%). The private sector is expected to provide approximately US\$896 million of agricultural credit through contract farming of tobacco, sugar, soya beans and cotton production. In view of the improving economic environment and incentives, the beneficiaries are also expected to contribute approximately US\$ 205 million, i.e., at least 10% per year. Even then, there will still be inadequate agricultural credit in the financial system, especially for those operating outside the contract farming and for medium and long-term capital. Therefore, the government shall mobilize concessionary finance (approximately US\$400 million)¹⁵ through public private partnership (PPP).

ZAIP has also allocated approximately 21.1% (US\$991 million) towards rehabilitation of rural roads and market infrastructure.¹⁶ This allocation is designed to create the enabling environment for the private sector to take the lead role in agriculture development, especially through reduction of the wear and tear and encouraging competition among transporters.

The second largest proportion of the ZAIP budget 22.5% (US\$1 billion) has been assigned towards increasing the area under sustainable land management and irrigation. The major proportion (US\$900 million) of this budget has been devoted towards the rehabilitation of irrigation infrastructure to irrigate at least 70,000 hectares of the land that was previously under wheat and horticulture production

¹⁵The Government shall work with the private sector to mobilize low interest funds to be channelled through the public and private sector financial institutions.

¹⁶ The budget for rural roads is channelled outside the agriculture sector ministries. This implies that the ZAIP agriculture sector budget is approximately US\$3.7 billion.

and also expand contract production of sugar cane for ethanol production. In view of the importance of building consensus, the ZAIP budget has allocated approximately US\$3 million and US\$35 million for convening consultations to review the current land tenure laws and to conduct farm land survey to formalize the ownership of land, respectively.

In order to enhance food security and emergency preparedness, ZAIP has committed U\$350.6 million (7.47%) of the budget towards this responsibility. ZAIP shall encourage the Government and Development Partners to invest in programmes that target the needy and vulnerable segments of society, so as to minimise the exposure to food insecurity. However, ZAIP shall focus on adoption of non-market distorting interventions. In the case of small scale farmers with no capacity to buy inputs, beneficiaries shall work for input vouchers on public works programmes to enable them buy inputs from local agents. ZAIP shall also assist vulnerable people to obtain food vouchers to buy food from local shops and farmers. In the drought prone agro-ecological zones, ZAIP shall promote community-based multiplication and distribution of drought resistant seed. In addition, ZAIP shall strengthen the early warning systems to improve information generation, dissemination, planning, and decision-making to mitigate the adverse effects of drought and climatic change.

ZAIP has also allocated 8.91% (US\$418 million) of the budget towards improving dissemination and adoption of new agricultural technologies. In view of the public sector budgetary and human resource limitations, ZAIP shall focus on demand-driven adaptive research and strengthening transfer of practical skills to farmers to improve crop and livestock productivity. In order to realign the skills of extension workers to the ever changing circumstances of the agricultural sector, particularly post land reform, ZAIP has allocated 24.5% (US\$102.7 million) of the budget line to retraining extension workers and farmers.

In order to enhance efficiency and effectiveness, ZAIP shall support multiple delivery channels (public, NGO and the private sector) to strengthen research and increase the reach and the value of extension services. In this regard, the reach of extension

services and practical skills shall be enhanced through Lead Farmer Field Schools. This will enable farmers to quickly increase production of economic volumes and compete in domestic and regional markets.

In order to emphasize the importance of strengthening demand-driven research and extension services, ZAIP has provided for increased resource allocation. The 2012 Budget allocated US\$16.6 million for research, dissemination and extension services, whilst the ZAIP has provided for US\$68.84 million to this key-productivity enhancing activity, implying that ZAIP has higher resource leverage potential to deliver a meaningful impact towards raising yield levels, and hence agriculture output in the short to medium term.

All key stakeholders (public sector, private sector, Development Partners, and Non State Actors) shall be involved in the implementation of ZAIP. In order to maximise synergies and minimize duplication, ZAIP budget has allocated US\$138 million (3%) to strengthen coordination of implementation and tracking of the implementation of the planned activities and the emerging impacts.

7.2.2 Current National Budget Allocation and Development Partner Support to the Agriculture Sector

This scenario is based on the assumption that no additional funds will be available for ZAIP implementation and that the available funds (US\$500 million per year) shall be realigned to focus on key priority areas. Furthermore, the Government shall create the enabling environment to encourage the private sector increase investment in the sector. Under these circumstances, the ZAIP budget shall mainly focus on green line items in Table 17.

The ZAIP budget shall mainly consist of activities to reduce food security and malnutrition, increase capacity utilization of research and extension services with a view to strengthening access to appropriate technologies and practical skills,

strengthening monitoring and evaluation, and implement selected activities in ZAIP components II and I.

The total budget shall be reduced to approximately US\$1.642 billion. While this budget will utilize the quick wins to contribute to initial increase in productivity and sector growth, it will not lay the foundation for increased irrigation and development of rural infrastructure, the basis of further growth and competitiveness of the sector.

7.2.3 Increase National Budget Allocation and Maintain Development Partner Support to the Agriculture Sector

Zimbabwe has endorsed CAAP and is committed to allocation of at least 10% of the national budget to agriculture development to attain at least 6% sector growth per annum. In the 2012, 10% allocation of the budget would have resulted in approximately US\$400 million being available for agriculture development, thereby increasing the sector national budget by US\$82.8 million over 2012 allocation. These additional funds are for up/out scaling the activities in Scenario I and implementation of additional activities (blue line items in Table 17), including facilitating preliminary work on rural road and irrigation infrastructure. This will lead to significant impact on the ZAIP short to medium programme outcomes.

7.3 Impact of the ZAIP Budget on the Agriculture Sector

The objective of MTP 2010-2015 is to strengthen viability of the agricultural sector and restore Zimbabwe as the bread basket of the region. In line with the MTP 2010-2015, the overall objective of ZAIP is sustainable increase in crop and livestock productivity based on the regional comparative advantage. ZAIP has targeted key investments across the four CAADP Pillars to anchor sustainable recovery of the agriculture sector: development of an efficient agricultural marketing system to facilitate movement of inputs and produce; increasing the area under sustainable

management and irrigation; increasing food supply and access to food to reduce food insecurity and malnutrition; and strengthening extension services to farmers.

These initiatives will be premised on the continuous investment towards increasing crop and livestock productivity based on the comparative advantage of each region (High Rainfall, Semi Arid and Arid Regions). In order to ensure increased reach and sustainability of access to practical skills, selected extension staff (public, NGO and private sector) shall be trained as trainers (1,000/natural region) of Lead Farmers of farmer interest groups. Each trainer shall be expected to work with 20 Lead Farmers from 20 interest groups, consisting of approximately 400 farmers, i.e., 3000 retrained extension workers shall cover approximately 1,200,000 farmers.¹⁷ This will enable farmers to take advantage of the opportunities created by increased access to agricultural credit and improved rural roads and market information to increase productivity and production by at least 50%, enabling farmers to be attractive to the private sector, especially those that provide credit facilities, out-grower scheme services, and marketing services.

The agricultural sector contribution to the GDP grew by 14.9% in 2009, 33.9% in 2010 and approximately 19.3% in 2011.¹⁸ Despite this impressive performance, the Government of Zimbabwe is concerned that the country is not self sufficient in maize production (1.8 million tons in 2011), the major staple food. In line with the MTP 2011-2015 projection, the agricultural sector shall grow rapidly in the first 2 years largely due to quick gains from increased practical skills of farmers and access to agricultural loans to buy key inputs. Thereafter, increased production shall largely come from increased access to agricultural markets, irrigation development and sustainable natural resources management.

¹⁷The 2011/2012 MAMID Smallholder Farmer Agriculture Inputs, Extension and Market Support Programme (August 2011), estimates that there are 1,534,396 small holder farmers consisting of: 1,403,651 – Communal (b) 107,625 – Old Resettlement, (c) 23,120-Small scale commercial.

¹⁸ Agriculture Monitoring and Evaluation Sub Committee, November 2011, page 1,

Table 7: ZAIP Production Targets

Crop	2011	2012	2013	2014	2015	2016	2017
Maize	1450	1800	1850	1900	1950	2067	2191
Sugarcane	385	450	500	600	600	636	674
Tobacco	170	180	200	220	240	254	269
Cotton	265	315	330	347	363	385	408
Soya beans	84	100	120	140	160	175	186
Wheat	49	80	100	150	200	260	276
Horticulture	43	50	60	65	75	82	87
Beef	98	100	102	105	107	110	117
Overall growth (%)	18.5	14.8	8.8	7	5.9	6	6

MTP 2011-2015 projected targets have been updated with previously attained highest production levels

Assuming that the land under maize (2,096,035 ha in 2011) will remain constant during the implementation of ZAIP, the MTP 2011-2015 advocates for a general 50% increase in average productivity, leading to production of 2.2 million metric tonnes in 2015. Given the differential rainfall conditions across the natural regions, it is not possible to increase productivity by 50% across the board and therefore, Zimbabwe will continue to produce less than the domestic consumption.

While it is accepted that many small scale farmers will continue to be engaged in subsistence production of maize, ZAIP shall focus on farmers and areas with potential to generate significant marketable surplus for domestic and regional markets, i.e., increase productivity to at least 3 tons¹⁹ per hectare in areas with comparative advantage, such as Mashonaland Central and Mashonaland West, leading to production of approximately 1.8 million tons of maize per annum from the current area. If the other provinces maintain the current levels of subsistence production, they will continue to produce approximately 700,000 tons of maize per annum. This will enable the country to produce 2.5 million tons per annum, surpassing the highest production level (2 million tons) that had been previously attained. It is also possible to increase production of the other products based on the comparative advantage of each region.

¹⁹ Based on targets set in regional consultations

Given these positive developments and the complementary nature of investments in the sector, the need for the adoption of most of the cost effective investment choices cannot be over emphasized, for the attainment of a broad based and shared growth path, and one that enhances poverty reduction. There is therefore need to increase, and maintain investment outlays in the sector, to sustain the gains, as well as their meaningful impact across the broad possibilities of back ward and forward linkages with the rest of the economy.

There is no doubt, that maintaining a “business as usual” scenario in investment, implying that the sector remains content with the current average yields of 0.7 tonnes/ha will continuously stretch production to marginal land to attain the target production levels, leading to undesirable consequences on the land and the environment. ZAIP assumes that the targeted farmers under the programme will embrace farming as a business, and hence devote more time towards fulfilling the requirements of a competitive farming enterprise responsibility, to meaningfully contribute to overall agricultural GDP growth, and eventual economic well being of the nation. This will enhance the country’s prospects to attain the Millennium Development Goal (MDG1) targets to reduce poverty and food insecurity by half by 2015. According to the Zimbabwe MDG Status Report, the country has made significant progress, though the chances of meeting the target will be affected by the lack of progress experienced prior to 2009.²⁰

In 2011, the GMB bought approximately 215,936 tons of maize at US\$285/ton. The total value of purchased maize was US\$61,541,827. Assuming farmers in areas with comparative advantage increase yield to 3 tons/hectare and the GMB adopts the import parity price (US\$170/tonne), and therefore at least US\$27 million could have been saved and reallocated to productivity enhancing activities. At import parity price, the processors will buy domestic maize as opposed to importing and therefore the GMB role may be confined to that of maintaining the strategic reserves.

²⁰Zimbabwe CAADP Stock Taking Update: 2009 – 2011, page 22 (re – worded).

7.4 Impact of Donor funding on ZAIP Programme

The capacity of ZAIP to deliver on its targets will also depend on the availability of counterpart funding from the private sector²¹ and Development Partners to support complimentary investments to boost agricultural productivity and hence growth. Early private sector response to the emerging opportunities and Development Partner funding shall enable the country to bring forward attainment of some of the targets of ZAIP.

Over the years, Development Partners have been active in Zimbabwe's agriculture sector, providing humanitarian assistance (social safety nets), through food relief schemes, as well as support to market infrastructure, conservation farming, and increasing crop and livestock productivity.²² The Ministry of Finance estimates that between 2009 and 2011, Development Partners provided approximately US\$552 million for agriculture sector development, i.e., an average of US\$184 million per annum. However, there is need for a review of the current levels of support the development partners are rendering to the sector targets and the nature of their current commitments thereby draw a guided framework for their contribution to ZAIP programmes. This will assist in coordination and harmonization of their activities with ZAIP so as to minimise duplication and deploy the resources towards areas that are complementary to the investment plan.

7.5 Private Sector Contribution

The funding for the plan shall come from the Government, private sector, and Development partners. The entry point for the private sector shall be through public private partnerships (PPPs), especially in those areas where value addition, as well

²¹The Technical Team did not obtain the actual private sector investment. However, the Government is expected to increasingly take the role of the facilitator by providing an appropriate business -operating environment that allows the private sector to prosper.

²²Development Partners and NGOs have to date been funding some aspects of agriculture that support higher productivity and markets, as well as providing social safety nets to vulnerable segments of the society. The Technical Team was not able to obtain information on the actual programme areas currently funded by Development Partners in the agriculture sector and therefore, it will be important to undertake an objective assessment of the programmes the donors are currently funding so as to identify those areas that add value, whilst minimizing duplication of investments for maximum impact.

as direct equity interests in the agro – processing, agro – inputs, marketing etc. The private sector shall provide approximately US\$895.6 million to finance the key activities of the plan and thereby contribute to reduction of the liquidity problems affecting farmers.

8. CHAPTER NINE: NEXT STEPS

The following immediate steps are planned for the ZAIP start up period:

- ❖ Finalization of National stakeholder consultations to review the draft ZAIP
- ❖ Signing of the Zimbabwe CAADP compact;
- ❖ Establishment of the ZAIP implementation structures particularly the Management Coordination Unit and secretariat to spearhead development of implementation plans with clear timelines and service the different management committees;
- ❖ Further awareness-raising and sensitization of stakeholders about linkages with CAADP processes, the MTP and ZAIP, clarifying the respective roles and responsibilities;
- ❖ Capacity building in ZAIP planning and implementation;
- ❖ Harmonization and alignment of existing programmes and projects with the ZAIP objectives, targets, and activities.
- ❖ Development of Performance management and impact enhancement system which includes a monitoring and evaluation mechanism, capacity development, networking, as well as development of communication and social marketing strategies.

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ANNEX 2: LOGICAL FRAMEWORK MATRIX

Objectives	Measurable indicators	Means of verification	Important Assumptions
<p>GOAL:</p> <p>A prosperous, diverse and competitive agriculture sector, ensuring food and nutrition security and significantly contributing to national development.</p>	Agriculture growth rate.	National economic growth statistics.	Agriculture growth will impact food and nutritional security.
<p>PURPOSE:</p> <p>i. Assure national and household food security;</p> <p>ii. Ensure that the existing agricultural resource base is maintained and improved upon;</p> <p>iii. Generate income and employment to maximum feasible levels;</p> <p>iv. Increase agriculture sector contribution to the Gross Domestic Product (GDP);</p> <p>v. Contribute to sustainable industrial development through the provision of home-grown agricultural raw materials; and</p> <p>vi. Expand significantly the sector's contribution to the national balance of payments.</p>	<p>Reduction in food insecurity.</p> <p>Increase in land utilisation</p> <p>Increase in agriculture income and employment</p> <p>Agriculture contribution to GDP</p> <p>Agriculture contribution to GDP</p> <p>Agriculture contribution to GDP</p>	<p>FEWS Net statistics</p> <p>Conduct a study</p> <p>National Income statistics</p> <p>National Economic Statistics</p> <p>National Economic Statistics</p> <p>National Economic Statistics</p>	<p>Agriculture growth will impact food and nutritional security.</p> <p>No adverse weather conditions</p> <p>Other factors remain constant</p> <p>Other factors remain constant</p> <p>Other factors remain constant</p>
<p>OUTPUTS:</p> <p>1. Increased number of farms with appropriate title deeds.</p> <p>2. Increased area under conservation agriculture increased area under irrigation.</p> <p>3. Increased area under sustainable forestry and wildlife management.</p> <p>4. Improved rural infrastructure in areas with surplus production.</p> <p>5. Capacity of key marketing institutions strengthened.</p>	<p>By 2016, at least 50% of the farmers will have obtained transferable 99-year lease farm land title deeds.</p> <p>By 2016, at least 50% of planted land shall be under sustainable land management. Area under irrigation increased from 102,000 hectares in 2012 to 175,000 hectares in 2016.</p> <p>By 2016, the loss of forestry and wildlife area will have decreased (50%) from 327,000 hectares per annum in 2012 to less than 165,000 hectares per annum in 2016.</p> <p>By 2016, at least 50% of farmers will have access to good market infrastructure in areas with surplus production.</p> <p>By 2012, agriculture associations/private sector able to provide timely market information.</p> <p>Establishment of operating commodity exchange</p>	<p>Conduct a survey of farms with 99-year leases in 2016.</p> <p>Annual surveys of land under conservation agriculture and land under irrigation.</p> <p>Conduct a survey of forestry losses from 2014.</p> <p>Statistics from the Ministry of Transport.</p> <p>Conduct a survey in 2015.</p> <p>Updates from farmer organisations.</p>	<p>All outstanding issues surrounding the leases are resolved by 2013.</p> <p>Land audit to establish irrigation requirements is carried out by 2013.</p> <p>Enforcement agents are capacitated to enforce regulations.</p> <p>Adequate funds allocated from Government and Non State Actors.</p> <p>Continued improvement in the macro-economic conditions.</p> <p>Restrictions on selling of selected commodities removed.</p>

<p>6. Commodity exchange established.</p> <p>7. Access to agricultural finance services improved.</p> <p>8. Increased food supply and reduced food insecurity and malnutrition among vulnerable people.</p> <p>9. Access to appropriate agricultural technologies improved.</p> <p>10. Improved targeting of subsidized inputs and services.</p> <p>11. Improved agricultural research and technology dissemination and adoption.</p> <p>12. Improved practical skills in crop production.</p> <p>13. Improved practical skills in livestock production.</p>	<p>By 2012, at least 50% of farmers have access to appropriate, adequate and timely finance for crop and livestock production.</p> <p>Small scale farmers with no capacity to buy inputs access inputs through the voucher system.</p> <p>Vulnerable people have access to food from the local rural market through the voucher system.</p> <p>By 2014, practical skills of all extension officers will have been strengthened.</p> <p>All extension workers (government, private, and NGO) are retrained</p> <p>At least 70% of farmers are trained</p> <p>At least 70% of trained farmers adopt sustainable production practices</p>	<p>MAMID</p> <p>RBZ</p> <p>Conduct an annual survey from 2013.</p> <p>Conduct an annual survey from 2013</p> <p>Conduct an annual survey from 2013</p> <p>Conduct an annual survey from 2013</p>	<p>Improvement in liquidity conditions.</p> <p>Resources are availed by the Government and Non State Actors</p> <p>Resources are availed by the Government and Non State Actors</p> <p>Resources are availed by the Government and Non State Actors</p>
<p>ACTIVITIES:</p> <p>1. Land Title</p> <p>1.1 Amend the land tenure laws to provide for transferable 99-year lease.</p> <p>1.2 Conduct land surveys and set up decentralised land administration structures.</p> <p>1.3 Conduct consultations on compensation for inherited farm infrastructure and improvements.</p> <p>1.4 Compensate former land owners based on the recommendations from the consultations.</p> <p>2. Sustainable Land Use and Increased Irrigation</p> <p>2.1 Promoting up/out scaling of adoption of conservation farming.</p> <p>2.2 Identifying and adapting appropriate small-scale farmer labour saving technologies for conservation farming.</p> <p>2.3 Conducting a study to quantify the small and large scale irrigation infrastructure to be rehabilitated, modernised and developed.</p> <p>2.4 Surveying and redesigning of water and electricity distribution system to serve the new farm land ownership.</p> <p>2.5 Rehabilitation of existing priority sources of water for irrigation.</p> <p>2.6 Mobilization of international concessional and private sector finance under PPP.</p>	<p>See Budget</p>		<p>Resources are availed by the Government, Non State Actors and the private sector</p>

<p>2.7 Promote appropriate water efficient irrigation systems</p> <p>2.8 Strengthen irrigation management skills.</p> <p>3. Sustainable Forestry and Wildlife Management.</p> <p>3.1 Strengthen law enforcement for forestry, fisheries and wild life protection.</p> <p>3.2 Strengthen information dissemination on sustainable land and forest use.</p> <p>3.3 Promote widespread adoption of conservation farming.</p> <p>3.4 Strengthen farmer capacity to enforce environmental laws/regulations.</p> <p>3.5 Promote tree farming</p> <p>4. Rural Infrastructure</p> <p>4.1 Conduct baseline study to identify and prioritize the key market infrastructure to areas with consistent and marketable surplus production.</p> <p>4.2 Prepare a concept note on developing/improving the identified infrastructure to assist in resource mobilization.</p> <p>4.3 Rehabilitate the priority feeder roads, rail lines, and electricity supply lines to areas with significant surplus production.</p> <p>5. Markets</p> <p>5.1 Promote development of agricultural market centres in areas with significant production to reduce transaction costs.</p> <p>5.2 Promote PPP in utilization of GMB infrastructure to store crops and minimize post-harvest losses.</p> <p>5.3 Strengthen capacity of farmer organizations to distribute market information and provide extension services.</p> <p>5.4 Strengthen market intelligence systems.</p> <p>5.5 Establish agricultural commodity exchange.</p> <p>5.6 Promote warehouse receipt system to serve as collateral for farmers.</p> <p>5.7 Strengthen contract farming regulations and enforcement based on experiences from tobacco and cotton models.</p> <p>5.8 Promote development of additional commodity and trade associations.</p> <p>5.9 Development/strengthening of rural livestock markets.</p> <p>5.10 Capacity of agro dealers is strengthen.</p> <p>5.11 Livestock movement and marketing regulations revised</p> <p>6. Agriculture Finance</p> <p>a. Facilitate access to appropriate farm land title deeds ????</p> <p>b. Provide tax incentives for lending to the agricultural sector.</p> <p>c. Promote rural savings as a way of mobilizing additional funding for agricultural loans.</p> <p>d. Promote domestic lending to agriculture through targeted incentives.</p> <p>e. Mobilization of international credit and</p>			
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<p>donor support at concessional interest rates.</p> <p>f. Promoting contract farming through tax exemptions and strengthening legislation against side marketing.</p> <p>g. Strengthening sanctions against credit defaulters.</p> <p>h. Consult financial services sector during development of financial instruments to mobilize capital.</p> <p>i. Issue paper with prescribed asset status to mobilize funds for the sector and enforce compliance with prescribed asset status requirements for pension and provident funds</p> <p>j. Enforce commercial bank compliance with RBZ minimum lending requirements to the sector.</p> <p>i. Improving Food Security</p> <p>a. Improve extension services to farmers to enable them increase productivity as a way of reducing default risks.</p> <p>b. Strengthen sustainable crop husbandry practices to increase yield and minimize impact of drought</p> <p>c. Provide agricultural input vouchers for small scale farmers with no purchasing power to buy inputs from local input agents.</p> <p>d. Distribute input voucher as pay for work on priority public works to buy inputs from local retail shops as a way of discouraging free handouts.</p> <p>e. Strengthen/develop the input dealership system through increased use of the input vouchers system to improve timely delivery of inputs</p> <p>f. Up/out-scaling conservation agriculture.</p> <p>g. Promote drought resistant seed multiplication farmer field school groups.</p> <p>h. Promote improved grain storage technologies to reduce postharvest losses.Promote school feeding</p> <p>i. Provide food vouchers for vulnerable people (breast feeding mothers, old people, child headed households, school children, and people with HIV/AIDS) to enable them to buy food from the rural shops and markets</p> <p>j. Strengthen early warning system</p> <p>k. Develop an efficient drought risk management programme</p> <p>l. Improve GMB management of the strategic reserves</p> <p>i. Extension Services and Agriculture Technologies Adoption</p> <p>a. Strengthen the capacity of agricultural training institutes to provide appropriate training.</p> <p>b. Strengthen capacity of agricultural research systems to provide appropriate technologies for the agricultural sector</p> <p>c. Providing appropriate training materials, communication equipment, transport and tools to extension officers.</p> <p>d. Strengthen farmer-extension-research linkage to improve access to appropriate agricultural technologies to increase productivity.</p> <p>e. Strengthen coordination and quality</p>			
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<p>control for extension services and research.</p> <ul style="list-style-type: none"> f. Retrain extension workers in practical skills for sustainable production of selected crops. g. Produce and distribute appropriate crop extension messages in local languages to improve crop husbandry and post-harvest storage practices. h. Up/out scale lead-farmer field schools (farmer to farmer extension) to increase reach. i. Dissemination of extension messages through internet and mobile phones. j. Promote increased use of fertilizer and improved seeds. k. Promote contract farming in crop and livestock production to increase the provision of inputs and extension services. l. Train farmers in sustainable livestock production through lead farmers. m. Dissemination of extension messages through internet and mobile phones. n. Promote widespread use of artificial insemination and embryo transfer to improve livestock. o. Promote fencing, dipping and vaccinations to combat diseases. p. Expand contract farming in sugar cane and livestock production. q. Train stakeholders in sustainable utilization of forest resources. 			

ANNEX 3: DETAILED ZAIP BUDGET

INVESTMENT AREA	2013	2014	2015	2016	2017	
Pillar 1: Increase land area under sustainable land management and irrigation	157,041,000	259,735,000	362,429,000	163,041,000	114,694,000	1,056,940,000
Conduct a study to quantify Small and Large scale irrigation infrastructure	15,000	25,000	35,000	15,000	10,000	100,000
Surveying and designing water and electricity distribution system to serve new land ownership	150,000	250,000	350,000	150,000	100,000	1,000,000
Rehabilitation of existing priority sources of water (dams, rivers, boreholes), for irrigation	15,000,000	25,000,000	35,000,000	15,000,000	10,000,000	100,000,000
Rehabilitation of 110,000ha of irrigation land(40000ha for sugar)	135,001,500	225,002,500	315,003,500	135,001,500	90,001,000	900,010,000
Roll out awareness campaign on sustainable land management (study circles of 10 X 20 X 100 ext workers per region)	274,500	457,500	640,500	274,500	183,000	1,830,000
Mapping of vulnerable lands	150,000	250,000	350,000	150,000	100,000	1,000,000
Enhance land tenure security through modifications to the 99 years leases	450,000	750,000	1,050,000	450,000	300,000	3,000,000
surveying and demarcation of farms	5,000,000	6,000,000	7,000,000	8,000,000	9,000,000	35,000,000
strengthen law enforcement to strengthen fisheries and wild life management	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	15,000,000
Pillar 2: Development of an efficient agricultural marketing system	408,970,992	681,618,320	954,265,648	408,970,992	272,647,328	2,726,473,280
Promote rural savings	52,500,000	87,500,000	122,500,000	52,500,000	35,000,000	350,000,000
Awareness Programme to promote Contract Farming		250,000	350,000	150,000	100,000	850,000
Intensify out - grower and contract farming schemes for tobacco		162,161,505	227,026,107	97,296,903	64,864,602	551,349,116
Intensify out - grower and contract farming schemes for Cotton		55,034,364	77,048,109	33,020,618	22,013,746	187,116,837
Intensify out - grower and contract farming schemes for Soya Beans		2,246,463	3,145,048	1,347,878	898,585	7,637,974
Intensify out - grower and contract farming schemes for Sugar		4,187,326	5,862,256	2,512,396	1,674,930	14,236,908
Expand contract farming in livestock production		5,416,471	7,583,059	3,249,883	2,166,588	18,416,001
Mobilise crop and livestock insurance resources for farmers		802,500	1,123,500	481,500	321,000	2,728,500
Development of Appropriate funding for Livestock Development		1,125,000	1,575,000	675,000	450,000	3,825,000
Operationalising the Warehouse Receipt Act (WRA) and Zimbabwe Agricultural Commodity Exchange (ZIMACE)		1,250,000	1,750,000	750,000	500,000	4,250,000
Commission a study to review legislation for contract farming to curb side marketing		12,500	17,500	7,500	5,000	42,500

ANNEX 3: DETAILED ZAIP BUDGET

INVESTMENT AREA	2013	2014	2015	2016	2017	
Promote PPP in utilisation of GMB infrastructure to store crops and minimize post harvest losses at cost recovery prices		8,737,500	12,232,500	5,242,500	3,495,000	29,707,500
Baseline to prioritise the key market infrastructure (feeder roads, rail lines, and electricity)	7,500	12,500	17,500	7,500	5,000	50,000
Rehabilitation of 28315km rural roads		247,756,163	346,858,628	148,653,698	99,102,465	842,370,953
Strengthen dissemination of market information through print media, TV and radio		120,000	168,000	72,000	48,000	408,000
Strengthen the capacity of Farmer Organisations country wide (FO)		250,000	350,000	150,000	100,000	850,000
Investment in Infrastructure to Reduce Post Harvest Losses		500,000	700,000	300,000	200,000	1,700,000
Strengthen capacity of farmer organisations to distribute market information		50,000	70,000	30,000	20,000	170,000
Agricultural marketing Information systems		1,000,000	1,400,000	600,000	400,000	3,400,000
3.3 Commodities exchanges established		1,250,000	1,750,000	750,000	500,000	4,250,000
3.4 Internet/ mobile based crop and livestock prices disseminations		60,000	84,000	36,000	24,000	204,000
3.5 More communal farmers adopt contract farming schemes (5200 extension workers*200 farmers*2 meetings per year)		2,600,000	3,640,000	1,560,000	1,040,000	8,840,000
3.6 Rehabilitation of Government livestock facilities (abattoirs and cattle handling facilities)		700,000	980,000	420,000	280,000	2,380,000
Roll out conservation farming initiatives country - wide to enhance productivity and reduce risk for small holder farmers		950,000	1,330,000	570,000	380,000	3,230,000
2.8 Concessionary Development Finance through PPPs		100,000,000	140,000,000	60,000,000	40,000,000	340,000,000
2.9 Improving transport, market and storage infrastructure		2,500,000	3,500,000	1,500,000	1,000,000	8,500,000
2.13 Rehabilitation of 18000km or rural roads		247,756,163	346,858,628	148,653,698	99,102,465	842,370,953
Commodity association competitiveness development (200 000 farmers/100 per ass=2000 groups@\$2000.00/group/year)		10,000,000	14,000,000	6,000,000	4,000,000	34,000,000
Commodity association competitiveness development (50 000 farmers/100 per Ass = 500 groups@\$5000.00/group/year)		3,125,000	4,375,000	1,875,000	1,250,000	10,625,000
Conduct Baseline study to identify and prioritise the key market infrastructure (feeder roads, rail lines, and electricity)	7,500	12,500	17,500	7,500	5,000	50,000

ANNEX 3: DETAILED ZAIP BUDGET

INVESTMENT AREA	2013	2014	2015	2016	2017	
Pillar 3: Increasing food security and emergency preparedness	52,715,000	87,525,000	122,335,000	52,715,000	35,310,000	350,600,000
Supply of inputs to guarantee 2.1 million MT of maize annually	47,790,000	79,650,000	111,510,000	47,790,000	31,860,000	318,600,000
Adequate supply of small grains inputs in drought prone areas	1,500,000	2,500,000	3,500,000	1,500,000	1,000,000	10,000,000
Promote production of small livestock	750,000	1,250,000	1,750,000	750,000	500,000	5,000,000
Strengthen early warning systems - meteorology	675,000	1,125,000	1,575,000	675,000	450,000	4,500,000
Design and implementation of a drought mitigation system	500,000	500,000	500,000	500,000	500,000	2,500,000
Promote conservation agriculture	1,500,000	2,500,000	3,500,000	1,500,000	1,000,000	10,000,000
Strengthen farmer market linkages						-
Pillar 4: Improving agricultural research, dissemination and adoption	62,499,197	104,165,328	145,831,459	62,499,197	41,666,131	416,661,311
Enhancing extension capacity for enhanced crop productivity	-	-	-	-	-	-
Retrain Extension workers (public, private and NGO) in practical skills	15,405,960	25,676,600	35,947,240	15,405,960	10,270,640	102,706,400
Produce and distribute appropriate crop extension messages to improve crop husbandry and post harvest storage	60,000	100,000	140,000	60,000	40,000	400,000
Train A1 and A2 farmers in sustainable crop production through Study Circles (farmer to farmer extension)	6,750,000	11,250,000	15,750,000	6,750,000	4,500,000	45,000,000
Dissemination of extension messages through internet and mobile phones	1,650	2,750	3,850	1,650	1,100	11,000
Facilitate hosting of Demonstration field days/ workshops per Region annually (MAIZE)	179,213	298,688	418,163	179,213	119,475	1,194,750
Facilitate hosting of Demonstration field days/ workshops per Region annually (Tobacco)	577,500	962,500	1,347,500	577,500	385,000	3,850,000
Facilitate hosting of Demonstration field days/ workshops per Region annually (Cotton)	592,500	987,500	1,382,500	592,500	395,000	3,950,000
Facilitate hosting of Demonstration field days/ workshops per Region annually (Wheat)	551,475	919,125	1,286,775	551,475	367,650	3,676,500
Facilitate hosting of Demonstration field days/ workshops per Region annually (Soya)	742,500	1,237,500	1,732,500	742,500	495,000	4,950,000
Facilitate hosting of Demonstration field days/ workshops per Region annually (Sugar)	487,500	812,500	1,137,500	487,500	325,000	3,250,000
Facilitate hosting of 4 livestock fares per Region annually	80,937	134,895	188,853	80,937	53,958	539,580
Integrating Wildlife, Aquaculture and Livestock	540,886	901,476	1,262,067	540,886	360,591	3,605,905

ANNEX 3: DETAILED ZAIP BUDGET

INVESTMENT AREA	2013	2014	2015	2016	2017	
Strengthen farmer - extension linkages	10,326,525	17,210,875	24,095,225	10,326,525	6,884,350	68,843,500
Produce and distribute appropriate extension messages in local languages to improve cotton and livestock husbandry	252,990	421,650	590,310	252,990	168,660	1,686,600
Enhance Mobility of Extension Workers in the three regions of the country (refer to sheet 3)	5,628,525	9,380,875	13,133,225	5,628,525	3,752,350	37,523,500
Review Curricula for agricultural institutions aligned to the needs of enterprise farming (consultants fees)	7,500	12,500	17,500	7,500	5,000	50,000
Contract private sector practitioners to fill the skills gap in extension services (240 extension workers)	720,000	1,200,000	1,680,000	720,000	480,000	4,800,000
Use of mass comm systems, and e - media for extension delivery (radio, information vans, posters and cell phones etc).	72,000	120,000	168,000	72,000	48,000	480,000
Research and Extension Interface to improve technology absorption	956,475	1,594,125	2,231,775	956,475	637,650	6,376,500
Produce and distribute appropriate extension messages in local languages to improve livestock husbandry and sugar cane production	1,686,600	2,811,000	3,935,400	1,686,600	1,124,400	11,244,000
Deploy 250 Extension workers per Region to provide training to farmers (250X10X20)	1,012,500	1,687,500	2,362,500	1,012,500	675,000	6,750,000
Contract private sector extension workers	1,892,250	3,153,750	4,415,250	1,892,250	1,261,500	12,615,000
Promote widespread use of artificial insemination and embryo transfer to improve livestock	330,750	551,250	771,750	330,750	220,500	2,205,000
Train stakeholders in the utilisation of forest resources	97,500	162,500	227,500	97,500	65,000	650,000
Indigenous Breeds Conservation, Breeding, Health and Production in Communal and Small Scale Cattle Farming Areas	150,000	250,000	350,000	150,000	100,000	1,000,000
Strengthen farmer - extension linkages	202,500	337,500	472,500	202,500	135,000	1,350,000
Training trainers of Study Circles (Target 250 Extension Workers for 4 day Training twice annually)	93,540	155,900	218,260	93,540	62,360	623,600
Promote widespread adoption of conservation farming through radio, TV, internet and mobile phones	30,000	50,000	70,000	30,000	20,000	200,000
Deploy 1000 Extension workers per Region to provide training to farmers on SLM (1000X10X20)	3,911,141	6,518,568	9,125,995	3,911,141	2,607,427	26,074,271
Develop Extension messages on SLM in the Regions	30,000	50,000	70,000	30,000	20,000	200,000
Climate Change Adaptation	478,500	797,500	1,116,500	478,500	319,000	3,190,000
Train chiefs on sustainable SLM in the Regions	11,430	19,050	26,670	11,430	7,620	76,200
Capacity building for of Extension staff and farmers on agro -forestry techniques, interventions and technologies	480,000	800,000	1,120,000	480,000	320,000	3,200,000
livestock development (breeding stock)	10,771,105	25,025,000	35,035,000	15,015,000	10,010,000	95,856,105

ANNEX 3: DETAILED ZAIP BUDGET

INVESTMENT AREA	2013	2014	2015	2016	2017	
4.6 Design manuals for best practices in crop, livestock production	3,000,000	5,000,000	7,000,000	3,000,000	2,000,000	20,000,000
4.7 Review of tuition materials for extension staff	15,000	25,000	35,000	15,000	10,000	100,000
4.8 In-service training for public extension staff	3,750,000	6,250,000	8,750,000	3,750,000	2,500,000	25,000,000
4.9 Re-equip training institutes	7,500,000	12,500,000	17,500,000	7,500,000	5,000,000	50,000,000
4.10 Strengthen farmer associations	750,000	1,250,000	1,750,000	750,000	500,000	5,000,000
Development of Agricultural E-information services		25,000	35,000	15,000	10,000	85,000
5.0 Coordination, Monitoring and Evaluation	27,654,518	27,654,518	27,654,518	27,654,518	27,654,518	138,272,590
Coordination and implementation	12,444,533	20,740,889	29,037,244	12,444,533	8,296,355	82,963,554
Monitoring and Evaluation	8,296,355	13,827,259	19,358,163	8,296,355	5,530,904	55,309,036
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ANNEX 4: LIST OF PEOPLE/INSTITUTIONS CONSULTED

DEPARTMENT	NAME	DESIGNITION
Ministry of Agriculture	N Masoka	Permanent Secretary
Economics and Markets	W Makotose	Acting Principal Director
Economics and Markets	A Nyamukapa	Senior Economist
Economics and Markets	R Munongwa	Economist
ARC	Dr Mharapara	Agriculturalist
ARC	D Dube	Agriculturalist
ARC	C Mapika	Projects Administrator
Agritex	M Mumera	Director
	Mr Shereni	Acting Director
Veterinary Technical Services	Dr Nyika	
	Mr Chinyowa	
Veterinary Field Services	Dr Kunyagu	
Department of Irrigation	C Zawe	
World Bank	Omar Lyasse	Senior Agricultural Economist
World Bank	Iain Shukar	Program Coordinator, AFTER
Commercial Farmers Union	H Olivier	Chief Executive Officer
Zimbabwe Commercial Farmers Union	P Gambira	Acting CEO/Chief Economist
Zimbabwe Farmers' Union	C Kuipa	Chief Economist
Zimbabwe National Farmers Union	E Dune	Chief Executive Officer
FAO	B Mathemera	Policy Coordinator
USAID	T Dooley-Jones	
USAID	S Chikanza	
GIZ	B Schoop	
DFID	P Spink	
Jika	Kawakita	
Netherlands Embassy	J Ndoro	
SDC	M Ngwenya	Food Coordinator
Action Aid	J Musarurwa	Program Coordinator
Ruzivo Trust	S Chikulo	Advisor
SNV	A Jaure	
ZFC	J Nyagweta	Agriculturalist
REGIONAL WORKSHOP PARTICIPANTS		
<i>Mashonaland Central:</i>		
Bindura University of Science Education (B.U.S.E)	Gutura J	Director of Marketing
Agro-dealers Association	Karembera L	Provincial Coordinator
Ministry of Lands	Chirapa G	Provincial Chief
Environmental Management Agency	Rwafa R	Provincial Manager
SeedCoMashonaland Central	Pasipanodya T	Sales Agronomist
Forestry Commission	Tafirei A	Extension Manager
ZCFU	Daniso K	District Secretary
ZNFU	Shonhiwa M	Member
Cold Storage Commission	Mwarozwa M	Regional Administrator
Agritex	Mamvura M	CAES
MoMID	Kabudura C	A/Director

ZFU Catholic Relief Services	Mutovi C Masema M	Provincial C/man Project Advisor
Livestock Production Department	Rusirevi J	CPLS
Agritex B.U.S.E ZFC Caritas Zimbabwe National Foods Ltd	Chotokomere Chivuramahwe Mapara J Zvizvai J Nheta C	DAEO Dean Sales Rep Program Manager Managing Director
Practical Action	Mawaridze K	Program Team Leader
Ministry of Local Government	Jaji J	Provincial Administrator
World Vision	Chinera E	Program Manager
ZNFU	Kabadze K	Member
<i>Manicaland Province:</i>		
Agritex	Mamhere G	Provincial Officer
Agritex	Mukajani J T	PAES
Veterinary Field Services	Muusha (Dr)	PVO
Livestock Production & Development	Zvoutete J	APCLS
Coffee Research Institute	Mahoya C	
ZFU	Mutasa T	Provincial Manager
MoMID	Magama N	Provincial Engineer
ZCFU	Madzara C	Provincial C/man
ZNFU	Dune E	Executive Director
ZNFU	Mutasa D	President
ZNFU	Tondera T	Member
Action Contr la Fain	Dube T	Program Manager
Min. Transport and Infrastructure Develop	Museka L	Chief Economist
Min. Industry and Commerce	Mabambe P	Chief Economist
SeedCo	Memhero B	Sales Agronomist
Forestry Commission	Tom P	Provincial Manager
ZFU	Gonomundiro	Provincial C/man
ZFU	Moyo A	Provincial C/man
EMA	Chitotombe K	Prov. Environ. Officer
MoMID	Manyara D	Agriculture Economist
MoMID	Nyamwena K	Agriculture Economist
Agro-dealers Association	Bvurere L	Independent
Agribank	Sinyamanwe	Loans Officer
Agribank	Mazomber T	Loans Officer
Min. of Lands and Rural Resettlement	Kusteranga N	Chief Lands Officer
IRC	Dzitiro	Agribusiness Officer
SNV	Matukiti	Eco. Develop. Advisor
Caritas Zimbabwe	Mufunda W	Program Coordinator
World Vision	Mutuvira S	Field Officer
Caritas Zimbabwe CFU Department of Irrigation	Mashapa C Chimutondo T Chinyowa F	Project Officer Prov. Finance Officer Engineer
<i>Mtshiseland Province:</i>		
Agritex	Nyoni D	Provincial Head
Agritex	Ndlovu A	Agric. Extension Officer
Vet. Field Services	Moyo P	PVO
Livestock Production and Development	Dube A	Chief Livestock Officer

DR & SS Plant Quarantine Station Irrigation Department	Choga M Mukhula C	Plant Health Inspector Provincial Head
ZFU	Mupinga A	District Head
ZFU	Mhlolo F	Provincial Manager
ZFU	Moyo T	District Coordinator
ZCFU	Maphenduka I	District C/man
MoMID	Musamadya G	Principal Economist
CSC	Muronzi L	Audit Manager
Agritex	Mumera M	CAES
MoMID	Makotose W	Chief Agric. Economist
Agribank	Nhamo K	Loans Officer
National University of Science & Tech. CSC	Prof. L Ndlovu Chinogaramombe	Vice Chancellor CEO
Agro-dealer	Dube A	Proprietor
Bulawayo Polytechnic College	Ngwenya G	Lecturer
Ministry of Industry and Commerce	Chingonzoh M	Regional Officer
Zimbabwe Investment Authority	Namburo Z	Operations Officer
Lupane State University	Nyathi M	Director
SNV	Sibanda R	Snr Livestock & Markets
ZNFU	Gumbani M	Vice C/man
Forestry Commission	Mashingaidze C	District Forestry Coord.
EMA	Mpofu C	Prov. Environ. Manager
SeedCo	Shava S	Sales Agronomist
Bulawayo Agriculture Society	Chinamo O	
City of Bulawayo Parks Dept.	Dube S	Parks Officer
Shangani Farmers' Cooperative Co.	Sibanda M	Manager
ZFU	Lutz W	Advisor
Local Government	Mahaso	Acting PA
World Vision	Bhuza J	Agriculture Officer
MLSRUD	Dlamini	
Orap	Ndlovu A	Project Officer
CRS	Nkomo B	M&E Coordinator