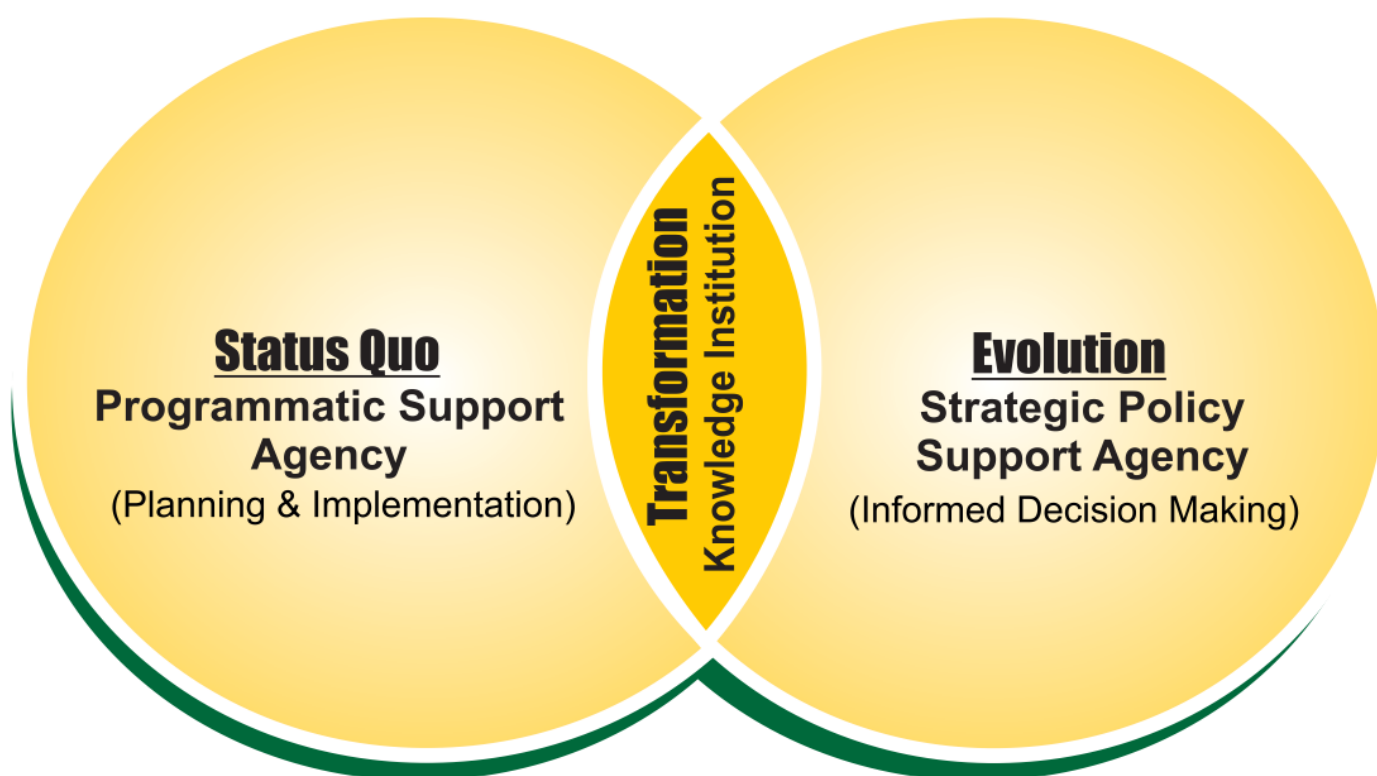




FOOD AND NUTRITION COUNCIL STRATEGY 2019 - 2021



**Promoting Food and Nutrition Security in the Context
of Economic Growth and Development**

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Acronyms

ARME	Assessment, Research, Monitoring and Evaluation
ECD	Early Childhood Development
FNC	Food and Nutrition Council
FNSCs	Food and Nutrition Security Committees
FNSP	Food and Nutrition Security Policy
GAP	Good Agricultural Practice
GHP	Good Hygiene Practice
GMP	Good Manufacturing Practice
GoZ	Government of Zimbabwe
HACCP	Hazard Analysis Critical Control Point
ICESCR	International Covenant on Economic, Social and Cultural Rights
IEC	Information Education and Communication
NFSSCC	National Food Safety and Standards Coordination Committee
RLA	Rural Livelihoods Assessment
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SPS	Sanitary and Phytosanitary
SUN	Scaling Up Nutrition
TSP	Transitional Stabilisation Programme
ULA	Urban Livelihoods Assessment
WASH	Water Sanitation and Hygiene
WHO	World Health Organization
ZimVAC	Zimbabwe Vulnerability Assessment Committee

Executive Summary

The Food and Nutrition Council (FNC) is the lead agency under the Office of the President and Cabinet (OPC), tasked by Government with the responsibility of coordination, analysis and promotion of a cohesive national response by multiple sectors and stakeholders on food and nutrition insecurity in Zimbabwe.

The FNC 2019-2021 Strategy is a strategic document which provides the roadmap for the next 3 years. It outlines how FNC will undertake its mandate through its 9 Key Result Areas namely Assessment Research, Monitoring and Evaluation; Multi-Sectoral Coordination; Nutrition; Food Standards, Compliance and Innovation; Policy Analysis and Advice; Social Protection; Knowledge Management; External and Internal Stakeholder Management and Finance and Administration. The strategy outlines the costed 3 year workplan as well as the 2019 deliverables, which will serve as a guide to programme planning and implementation. The strategy will also serve as a resource mobilization tool to ensure that adequate resources (financial and technical) are availed to facilitate programme implementation.

The strategy outlines how FNC will, through its 9 Key Result Areas, facilitate sector work, enhance multi-sectoral collaboration, and harness multi-sectoral input towards addressing the prevailing food and nutrition challenges in the country. The Strategy aims to align food and nutrition response programmes to the current development agenda and help the Government to fulfil its developmental aspirations. Specifically, it is responding to the demands of the Transitional Stabilization Programme through consolidating and building on 10 years of food and nutrition achievements, producing building blocks for a society with sustainable middle income economy and intensifying multi-sectoralism at all levels. Secondly, it is rising to the Challenge of Devolution by advising sectors on the changing environment in order to guide how they must respond at all levels. It also acting as a driver on the road to Vision 2030 Middle Income Zimbabwe by advocating for industrialization with inclusivity.

It is our sincere hope that this strategy will light the way for the development and implementation of inclusive multisectoral policies and programmes that will address the prevailing food and nutrition challenges.



George. D. Kembo (Dr)
Director

Section I: Context and Background

1.1. Problem Statement

The country is currently grappling with the triple burden of malnutrition characterized by: stunting at 26%; micronutrient deficiencies such as iron-deficiency anaemia, 60% in women of child bearing age and 45% in children under 5 years, vitamin A deficiency and iodine deficiency disorders and obesity. These have the potential to decelerate progress, if not taken into account in the plans for economic growth. The 2018 National Nutrition survey and the Urban Livelihoods Assessment, indicate that, whilst the proportions of children stunted is less in urban areas than in the rural areas, the trend in urban areas, has been increasing. The urban areas however, bear the burden of stunted children, because 50% of the total number of children that are stunted are found in the urban areas, where only 30% of the total population resides. Addressing urban stunting has therefore the potential to significantly lower the national average. Households in both urban and rural areas consume a very narrow range of foods, consisting largely of the staple maize, condiments, vegetables, oils and sugar, with very little consumption of animal protein and fruits. There is also a weak value chain for nutrient-dense foods (processed and unprocessed).

The non-communicable diseases (diabetes, obesity, cardiovascular diseases and cancers) are affecting able bodied and productive adults in their prime, reducing and curtailing their contributions to economic growth in the workplace, through morbidity and mortality. The potential increase in health costs because of the disease burden of diet and lifestyle related non-communicable diseases such as diabetes, cardio vascular diseases and cancers, will also take its toll on the economy since these diseases are affecting the population that is already contributing to the economy. The health sector's capacity to manage and treat these conditions is woefully inadequate. A targeted focus on promoting and protecting the well-being of the workforce, by preventing these nutritional problems, is warranted if the industry/private sector lead growth is to materialize and be sustained.

Evidence shows that the prevalence of food insecurity in urban areas increased from 37% in 2018 to 41% in 2019. The situation is further exacerbated by prevailing economic related shocks and challenges such as cash shortages, high food prices, health and funeral expenses, loss of employment and high fuel / transport costs and the ability of households to recover from these economic related shocks and challenges proved difficult compared to other shocks and challenges experienced. The majority of urban households are accessing safe water sources even though there are times when these households do not have water, thus supply is not always guaranteed. However, open defaecation (2.8%) is still an issue in urban areas defeating the global healthy cities initiative/ approach.

The prevalence of food insecurity in the rural areas has increased from 28% in 2018 to 51% in 2019. WASH practices continue to be of concern across all provinces as a significant proportion of households was reported to be practicing open defecation.

The country was also hit by a cholera outbreak and the affected areas were Harare City, Chitungwiza, Buhera, Makoni, Gokwe North, Mutoko, Marondera, Murewa, Chikomba, Seke, Shamva, Wedza, Mutare City, Mazowe, Rushinga, Bulawayo City, Mt Darwin, Chiredzi, Gwanda and Mberengwa. As of 31 December 2018, a cumulative total of 10,630 cases of which 10,338 were suspected, 292 confirmed and 65 deaths were reported. Persistent challenges noted included erratic water supply, collapsed sewerage, over-crowding, co-infection as well as multi-drug resistance, among others.

Zimbabwe, like other Southern African countries, is projected to experience an El-Nino induced drought which will be characterised by poor and erratic rainfall. This phenomena will potentially wreak havoc on the country's agriculture season. The forecasted conditions are usually associated with agricultural risks which include limited water availability, poor grazing areas and heat stress that could affect both crops and livestock. Added to the impact the El Nino will have on the food production (availability and accessibility), it will also have an impact on the quality of diets which results in hunger and malnutrition. Higher food prices together with reduced income during drought severely impact the purchasing power and food diversity among the poor, leading to consumption of subsistence diets and thereby multiple micronutrient malnutrition.

Poverty continues to be one of the major underlying causes of vulnerability to food and nutrition insecurity as well as precarious livelihoods in Zimbabwe. According to the ZimSTAT Poverty, Income, Consumption and Expenditure Survey 2011/12 Report, about six in ten households in Zimbabwe were poor whilst 16% were deemed extremely poor. This is the context in which the FNC Strategy was developed with the aim of contributing in addressing the stated challenges.

1.2. Rationale and Assumptions of the Strategy

The Food and Nutrition Strategic Framework

The Strategy is framed around the following aspirations:

- Ensuring national food and nutrition security for enhanced Human Capital Development in Zimbabwe.
- Ensuring Economic Growth Policy interventions for improved food and nutrition security.
- Exploring/ understanding roles of food safety standards in production, processing, preservation and storage (farm to fork) in support of food and nutrition security.
- Advocating for Community Knowledge Systems to foster food and nutrition security (demand, supply and use).
- Food and nutrition being central within the devolution agenda (rising to the challenges/demands of Devolution).

- Developing building blocks for a society with sustainable Middle-Income-Country economy.
- Intensified multisectoralism at all levels

1.3. Purpose of Strategy Document

Informed by FNC's mandate, the purpose of this strategy document is to outline the FNC's goal over the period 2019-2021 and to detail a practical way forward for achieving this goal. The strategy document also estimates the approximate resources required to accomplish the agreed outputs.

The FNC will use this document to:

- Inform and structure work planning processes within the FNC
- Build coherence among partners (Government Ministries, UN agencies and NGOs)
- Mobilize resources for FNC's work
- Facilitate accountability, improve performance in the FNC and enable the FNC to become results-based.

While the document will be used as the most important planning instrument for FNC, it will be important that the FNC embraces a flexible approach and recognizes emerging work priorities and opportunities as they arise that are not necessarily referenced in this document. These emerging priorities and opportunities should be reflected as activities and results in relation to the given outputs.

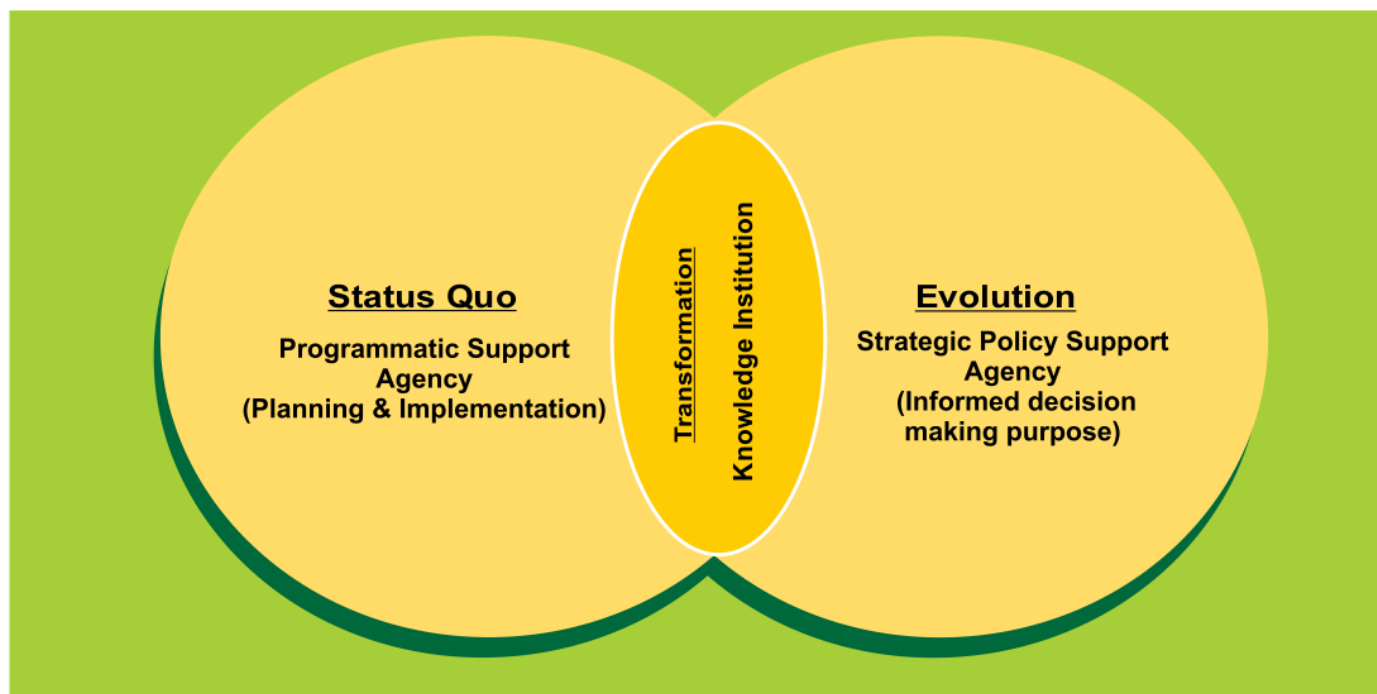
Section II: Vision and Mandate of Food and Nutrition Council

2.1. Vision and Mandate of FNC

Vision: To promote multisectoral response to food security and nutrition problems to ensure that **EVERY ZIMBABWEAN IS FREE FROM HUNGER AND MALNUTRITION.**

Mandate: FNC is mandated to “*promote a cohesive national response to the prevailing household food insecurity and malnutrition through co-ordinated multi-sectoral action*”. FNC, a Government department in the Office of the President and Cabinet engages with multiple Ministries and other stakeholders including the development partners and the private sector. FNC is well placed to lead and convene on national food and nutrition issues and works through and strengthens multi-stakeholder fora (Government and non-Government) at national and sub-national level. Specifically, it recognizes the role of decentralized multi-sectoral structures such as the Food and Nutrition Security Committees (FNSCs) as important at the sub-district, district and provincial levels.

The FNC's mandate is guided by the following framework which depicts the current functions of the FNC as a Programmatic Support agency transitioning into a Strategic Policy Support agency. The intersection of the two functions should work together to transition and position the FNC into the Food and Nutrition Security Knowledge Institution in Zimbabwe.



2.2. National Policy, Commitments and Legislation that Legitimize and Inform FNC's Role

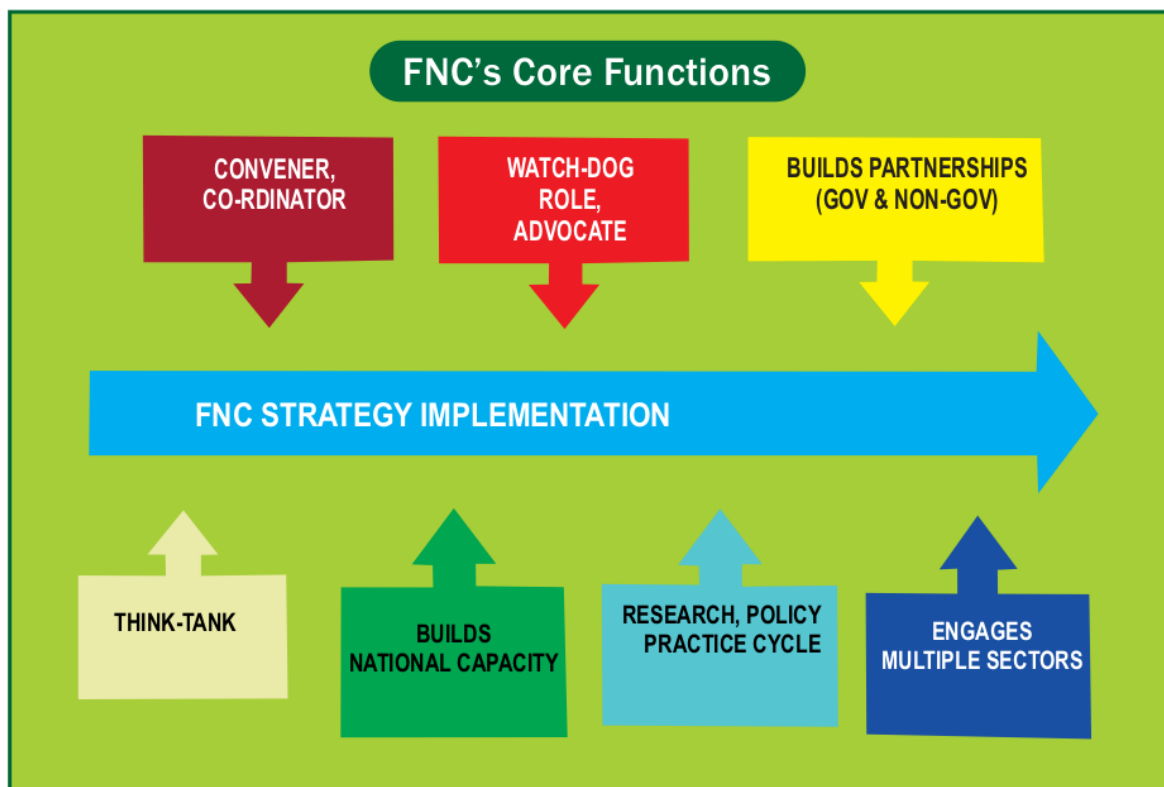
The work of FNC provides guidance for a practical way forward for fulfilling the following existing national commitments.

- The Zimbabwe Constitution recognizes the right to adequate food and nutrition coupled with access to basic health care and social services in terms of article 15 a, b and c; article 19 (2) (b), article 21 (2) (b) and article 77b.
- The Government of Zimbabwe (GoZ) has made commitments and sets itself national targets through the Sustainable Development Goals (SDGs) 2016-2030, ending hunger by 2030. The goal is a comprehensive programme to improve nutrition, agricultural production, food production systems, genetic diversity, investments, trade regimes, and food commodity markets.
- Government launched a Transitional Stabilisation Programme (TSP) in a bid to set the economy on a recovery path after years of stagnation. The TSP aims to operationalise Vision 2030 which seeks to transform Zimbabwe to become a middle-income country
- Zimbabwe is signatory to the legally binding International Covenant on Economic, Social and Cultural Rights (ICESCR). According to Article 11 of the ICESCR, “every human being has the right to adequate food and the fundamental right to be free from hunger”.

2.3. Core Business and Functions of FNC

The core business of FNC can be summarised as:

- Convenes, facilitates and co-ordinates national food and nutrition security issues in Zimbabwe
- Charts a practical way forward for fulfilling legal and existing policy commitments in food and nutrition security.
- Advises Government on strategic directions in food and nutrition security.
- Undertakes a “watch dog role” and supports and facilitates action to ensure commitments in food and nutrition are kept on track by different sectors through a number of core functions:
 - Undertakes food and nutrition assessments, analyses and research
 - Conducts advocacy and communication on food and nutrition security issues
 - Strategic policy analysis and advice
 - Promotes multi-sectoral and innovative approaches for addressing food and nutrition security
 - Supports and builds national capacity for food and nutrition security including at sub-national levels.



2.4. Capacity of FNC, Partnerships and Associated Structural Mechanisms

Core capacity of FNC: In order to fulfil its core business and functions, FNC requires a minimum number of highly qualified staff that cover technical expertise in assessment and analysis, policy analysis, economics, food security, food safety, knowledge management, social protection, nutrition, advocacy/communication and inter-sectoral programming. It is critical that FNC facilitates, co-ordinates and convenes and does not replace existing capacities in sector Ministries. Therefore, the FNC must have a minimum core capacity and staff numbers that intend to work with the relevant technical staff in both Government Ministries, UN and non-Government agencies. **(See Annex 3 for FNC organogramme).** Critical competencies and skills that are considered key for FNC staff include: facilitation, leadership, communication (writing and presentation), co-ordination, assessment, research, analysis and policy formulation.

Strengthening Capacity in the FNC: Capacity development of FNC and its sub-national structures at provincial, district and sub-district levels **(See Annex 4)** is an explicit approach throughout this strategy. Capacity will be strengthened based on a multi-faceted approach. This will include; external advisory capacity to FNC that is accountable to developing capacity, competency and results-based performance incentives for FNC staff (and multi-sectoral teams) combined with competency-defined training and additional support through expertise such as senior national consultants for specific tasks.

Working through Partnerships and Creating Mechanisms for Multi-Stakeholder Dialogue:

FNC recognizes that to build technical and strategic consensus, maximize co-ordination, deliver results, facilitate and advocate for resources, it must ensure that there are adequate formalized multi-stakeholder fora which are inclusive, accountable and effective. These multi-stakeholder fora will include Government, NGOs, UN, donors, private sector and civil society. Given the multi-disciplinary nature of food and nutrition security, FNC will maintain strong technical linkages with multiple sectors. It will also prioritize strengthening its partnerships with national research as well as private sector partners.

Section III: Principles Underpinning FNC's Approach

Principle 1: To drive a multi-sectoral and broad-based approach for analysis and action necessary to ensure food and nutrition security that is informed by a conceptual framework (**see Annex 5**).

Principle 2: To formulate policy and advice that is relevant to the changing socio-economic context in Zimbabwe

Principle 3: To promote fora and mechanisms for dialogue and consensus for analysis and action across sectors and partners engaged in food and nutrition security.

Principle 4: To strengthen and reinforce national capacity for food and nutrition security

Principle 5: To reinforce a dynamic, evidence-based and accountable approach to policy development and implementation in food and nutrition security

Section IV: Goal, Key Result Areas and Strategic Objectives

Goal: To contribute to improved food and nutrition security in Zimbabwe through strengthened national capacity for situational assessments and monitoring, analyses, policies, interventions and mechanisms that facilitate relevant multi-sectoral approaches.

FNC will achieve this specifically through the following key result areas and strategic objectives:

Section V: Outputs, Activities, Inputs/Costs

Key Result Area 1: (Assessment Research Monitoring and Evaluation) Co-ordinates food and nutrition security information and analysis, within the context of a national food and nutrition information system, that is credible, scientific, relevant, transparent and timely and that informs multi-sectoral actions to address food and nutrition security.

Through the Assessment, Research, Monitoring and Evaluation Unit (ARME), FNC will lead and co-ordinate the implementation of a structured food and nutrition security information system that provides a timely and robust analysis of the food and nutrition security situation to inform action including advocacy, resource mobilization, policy guidance and programmes. The system will comprise of broadly five components including baseline assessments, annual assessments, early warning and surveillance, rapid assessments and research. FNC will aim to ensure that wherever possible, food security and nutrition security will be interpreted together, using secondary data where possible. It will aim to provide synthesized analyses of findings in quarterly bulletins. FNC will ensure that ZimVAC, as a multi-stakeholder technical advisory committee functions effectively to ensure consensus and collaboration on design, implementation and analysis of results. FNC will establish a repository of all food and nutrition security information.

Strategic objective 1.1: To provide reliable and timeous information through design and implementation of high quality assessments, surveys and surveillance systems for evidence based policy formulation, programming and targeted interventions.

Strategic objective 1.2: To co-ordinate and convene the design, implementation, analysis and production of timely national food security and nutrition security assessments and surveillance tools including the production of quarterly “bulletins” synthesizing the food and nutrition security situation.

Strategic objective 1.3: To create knowledge through academic and operational research 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 and evidence based best practices in food and nutrition security

Strategic objective 1.4: A monitoring and accountability framework designed and implemented for food and nutrition.

Key Result Area 2: Multi-Sectoral Coordination: Promote multi-sectoral approaches to addressing food and nutrition insecurity through strengthening national systems and structures at all levels (national, provincial and district) and through promotion of programme innovation and best practice.

FNC, through its Multi-Sectoral Coordination unit, will facilitate and strengthen capacities (training, evidence, documented best practice) and structures (e.g. Food and Nutrition Security Committees at provincial, district and sub-district levels) to support multi-sectoral approaches to food and nutrition security. The Unit will contribute to developing systems and evidence to demonstrate the impact of multi-sectoral approaches for the purpose of learning and scale-up.

Strategic Objective 2.1: Ensure that the capacity development and strengthening of national structures, coordination mechanisms and national staff capacity for all relevant sectors is strengthened through both pre-service and in-service training using nationally standardized training materials and procedures and is an explicit component of food and nutrition security interventions

Strategic Objective 2.2: Ensure that the significant potential and capacity of communities in ensuring food and nutrition security is recognized and that communities are themselves encouraged and promoted to play a critical role in identifying and responding to food and nutrition security.

Strategic Objective 2.3: 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 and the elderly have in food and nutrition security.

Key Result Area 3: Nutrition: Strengthen the coordination and implementation of evidence based nutrition specific and nutrition sensitive interventions that are integrated within a broad public health framework.

The FNC through the Nutrition Unit will coordinate the implementation of multisectoral nutrition sensitive programming particularly to reduce undernutrition by adopting a nutrition specific and nutrition -sensitive approach across all programming. The thrust will also include addressing chronic undernutrition as a specific priority, building on the results of the latest research on the importance of and best means for promoting nutrition, particularly for vulnerable groups. The responses will recognize that malnutrition is a multi-faceted problem, with causes across a number of sectors. The FNC recognises that each sector is necessary but not sufficient alone. Achieving a sustainable decrease in malnutrition rates requires an integrated response. A multi-sectoral nutrition strategy and

guidance documents will be developed to ensure roadmap and evidence –based programming from defined actors. FNC will ensure commitments and visibility of Zimbabwe in global and regional platforms like, REACH, SUN, UN, WFS, ECSA, AUC, SADC among others. The FNC will develop nutrition advocacy and communication messages so that interventions from different sectors can reach the communities, households, and individuals for informed decisions and behaviour change.

Strategic Objective 3.1: Ensure nutrition sensitive policies, strategic alliances and community mechanisms reflect and reinforce broad-based multi-sectoral approach to address malnutrition

Strategic Objective 3.2: Promote innovative approaches in food and nutrition security promoted and scaled up

Strategic Objective 3.3: Ensure that Zimbabwe is informed by, engaged with and is contributing to global policies and initiatives and learning on national structures/mechanisms to support scaling up nutrition

Strategic Objective 3.4: Ensure the most vulnerable are prioritised and have access to nutrition services

Key Result Area 4 (Food Standards, Compliance and Innovation): Strengthen FNC's role of coordinating, supporting and ensuring multi-stakeholder and multi-sectoral adherence to national and international food safety standards including through promoting innovative approaches to locally produced products

Adherence to food safety and standards, at all levels from food production, processing and packaging, is critical towards ensuring food and nutrition for the whole population. Furthermore, innovation of locally produced food products may potentially enhance food and nutrition security. In the context of economic growth and development, within Zimbabwe, these aspects of work are extremely relevant.

Strategic Objective 4.1: To facilitate the establishment and effective functioning of a multi stakeholder National Food Standards and Safety Coordinating Committee for coordination of food safety programmes and strengthening public private partnership in food safety issues

Strategic Objective 4.2: To advocate for and influence the review of Food Control systems in Zimbabwe including the revision of the regulatory framework to ensure an effective implementation of food control activities

Strategic Objective 4.3: To facilitate promotion of the adoption of the 'farm to fork approach' in ensuring food safety and quality at each level of the food supply chain

Strategic Objective 4.4: To strengthen multi-stakeholder and multi-sectoral adherence to national and international food safety standards.

Strategic objective 4.5: To facilitate the promotion food and nutrition security through WASH support initiatives

Key Result Area 5: Policy Analysis and Advice: Promote food and nutrition security on the broader national economic and development agenda through strategic policy analysis and advice.

FNC, through its Policy Unit, will ensure that appropriate policy guidance and advice is developed based on robust analysis and evidence and is informing broader socio - economic planning and decision-making. FNC will use the Food and Nutrition Security Policy as a significant framework and set of commitments to co-ordinate a national food and nutrition response in the country and to track and follow-up on associated accountabilities, including at sub national level. The Policy Unit will facilitate policy and strengthen links between Zimbabwe and relevant Regional and Global policy initiatives.

Strategic Objective 5.1 Advocate and promote policies that encourage local, national and regional markets to be fully functional; accessible to all food producers, food traders and food industry as well as mitigate the negative consequences of global and regional and national rise in food prices.

Strategic Objective 5.2 Promote and facilitate the integration food and nutrition security issues by multiple sectors as reflected in National strategic policies, documents, legislation and institutional frameworks including implementation and scale-up of interventions which have proven effectiveness

Key Result Area 6: Social Protection: Strengthen the role of FNC in ensuring that where social protection including social assistance programmes are implemented they must contribute and enhance the food and nutrition security of the most vulnerable in short and medium term

The Social Protection Unit's primary objective is to ensure that a social protection framework is developed that 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. It also aims to provide substantive research and analysis, assist with the preparation of Policy briefs, and work directly with senior Government officials in support of efforts to assist the government of Zimbabwe with implementation of the national social assistance programmes. The unit will contribute to ensuring that where social protection, including social assistance programmes, are implemented, they must contribute and enhance the food and nutrition security of the most vulnerable in the short and medium

term to enable communities to become productive and more resilient to future shocks.

Strategic Objective 6.1: Ensure that all social assistance programmes are designed and implemented within a longer-term framework, including a means to ensuring that people's livelihoods, household economic security and resilience to cope with future shocks are strengthened.

Strategic objective 6.2: Ensure that all social assistance programmes are aligned with relevant social protection policy frameworks and have an integral component that enhances food and nutrition security.

Strategic objective 6.3: Ensure that social assistance programmes reinforce 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.

Key Result Area 7: Knowledge Management: Strengthen the role of FNC in facilitating the development and implementation of a robust multi-sectoral food and nutrition security knowledge management system.

Through the Knowledge Management unit, FNC will strengthen the development of a robust multi-sectoral food and nutrition knowledge management system. This system will facilitate the creation, dissemination, storage and application of knowledge at all levels. Central to this work is the strengthening of capacity at all levels to ensure a coordinated approach among stakeholders.

Strategic Objective 7.1: To strengthen knowledge management capacity among food and nutrition stakeholders.

Strategic Objective 7.2: To facilitate thematic based technical papers on food and nutrition security.

Strategic Objective 7.3: To establish an effective knowledge management system on national food and nutrition security.

Key Result Area 8: External and Internal Stakeholder Management: Increase awareness of food and nutrition security issues and FNC Mandate among stakeholders through innovative and strategic advocacy and communication approaches.

The FNC, through its Stakeholder Relations Management Unit, will aim to increase awareness of food and nutrition security issues in Zimbabwe through innovative and strategic approaches of information sharing and communication on specific priority issues using multiple media. The Unit will also support the dissemination of information of the food and nutrition security situation. Together with the Policy unit, it will advocate high level authorities to ensure that food and nutrition security is kept high on the agenda. The Stakeholder Relations Management Unit will ensure that all FNC partners are informed and aware of what the FNC aims to do and what it has achieved.

Strategic Objective 8.1: To increase awareness on food and nutrition security.

Strategic Objective 8.2: To coordinate advocacy and communication capacity enhancement activities

among food and nutrition security structures (national, provincial, district and ward levels) by 2020.

Strategic Objective 8.3: To create and maintain a favourable public image for FNC by communicating programmes, accomplishments and points of view to stakeholders by 2020.

Strategic Objective 8.4: To strengthen the FNC internal stakeholder management and practice.

Key Result Area 9: (Operational Capacity) Ensure that FNC has the appropriate systems and operational (administration, IT, financial and logistics) capacity and systems in place to fulfil its mandate.

The FNC must have the capacity and systems in place to perform effectively. A performance and competency based system will facilitate and encourage delivery of results and high-quality work by all staff. Robust administrative and financial systems will allow the FNC to work with partners in a transparent and accountable manner. All equipment and assets will be maintained and protected to ensure it is effectively used for work purposes.

Strategic Objective 9.1: To ensure a supporting working environment which promotes consultations, collaborations, flexibility, teamwork and training.

Strategic Objective 9.2: To provide complete financial and administration services in an efficient and

effective way in support of programme execution.

Strategic Objective 9.3: To strengthen the Food and Nutrition Council's human resources and capital capacity.

Strategic Objective 9.4: To provide adequate logistics to support Food and Nutrition Council core functions.

Section VI: Work Plans 2019-2021

KRA 1: (Assessment Research, Monitoring and Evaluation): Coordinates food and nutrition security information and analysis, within the context of a national food and nutrition information system, that is credible, transparent, scientific, relevant and timely and that informs multi-sectoral actions that address food and nutrition security

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Strategic objective 1.1: To provide reliable and timeous information through design and implementation of high quality assessments, surveys and surveillance systems for evidence based policy formulation, programming and targeted interventions.						
1.1.1 Develop the strategic and annual plan for Zimbabwe Vulnerability Assessment Committee	• 5 day conference costs for 40 people • DSA for 40 people for 5 days • Designing and printing costs	ZimVAC strategic plan document	50,000	0	0	Improved operational efficiency
1.1.2 Undertake ZimVAC Rural Livelihoods Assessment	• Assessment design costs • Instrument developing costs • 4 day enumerator training • 270 people x 15 day fieldwork • Conference costs for report writing • Costs for dissemination • Designing and printing costs	• Assessment Report • Dissemination Report	465,000	465,000	465,000	Evidence based policy formulation and programming
1.1.3 Undertake ZimVAC Urban Livelihoods Assessment	• Assessment and instrument design costs • 4 day enumerator training • 120 enumerators x 15 day fieldwork • Conference costs for Report writing • Costs for dissemination • Design and printing costs	• Assessment Report • Dissemination Report	250,000	250,000	250,000	• Evidence based policy formulation and programming • Targeted interventions for the vulnerable

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
1.1.4 Undertake Rapid Lean Season Assessment	- Assessment design costs - Instrument development costs 240 people x 1 day fieldwork - DSA for supervisors - Conference costs for report writing - Costs for dissemination - Design and Printing costs	- Assessment Report - Dissemination Report	200,000	200,000	200,000	- Evidence based policy formulation and programming - Targeted interventions for the vulnerable
1.1.5 Undertake National Nutrition Survey	- Assessment design costs - Instrument development costs 270 people x 20 days fieldwork - Conference costs for report writing - Costs for dissemination - Design and Printing costs	- Assessment Report - Dissemination Report	0	0	750,000	Evidence based policy formulation and programming
1.1.6 Produce State of Food and Nutrition Report	- Secondary data gathering - Designing and Printing costs	State of Food and Nutrition Report	15,000	18,000	21,600	Informed decision making on food and nutrition programmes

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
1.1.7 Undertake Near Real Time Monitoring (NRTM) for food and nutrition	• Training of ward committees • Monitoring fieldwork • Internet subscription • Hiring of programmer	• NRTM Manuals • NRTM Dash boards	150,000	150,000	150,000	• Early warning, early action
Strategic objective 1.2: To co-ordinate and convene the design, implementation, analysis and production of timely national food security and nutrition assessments and surveillance tools including the production of quarterly “bulletins” synthesizing the food and nutrition security situation.						
1.2.1 Use secondary data to compile Early Warning Reports	• Sector reports • Designing and printing costs	Quarterly Surveillance reports	5,000	6,000	7,200	• Evidence based early action
1.2.2 Synthesize food and nutrition security situation	• Designing and printing costs	Food and Nutrition security report	5,000	5,000	5,000	• Informed food and nutrition stakeholders
Strategic objective 1.3: To create knowledge through academic and operational research 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 and evidence based best practices in food and nutrition security						
1.3.1 Produce food and nutrition thematic papers	• Designing and Printing costs	2 thematic per year	20,000	24,000	28,800	Improved knowledge base
1.3.2 Participate in joint research with stakeholders	• Vehicle Hire • Field DSA	Research Papers	15,000	15,000	15,000	Evidence based food nutrition programming

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Strategic objective 1.4: A monitoring and accountability framework designed and implemented for Food and Nutrition						
1.4.1 Establish food and nutrition information database	• Server • Hard drives for electronic copies • Food and nutrition security reports	Food and Nutrition Database	10,000	20,000	10,000	Improved access to food and nutrition data
1.4.2 Establish a national Food Nutrition Security Information System	• E library and Dashboard Software • Consultant Internet Connectivity	Functional FNSIS	60,000	70,000	75,000	Improved access to integrated food and nutrition security information system
1.4.3 Monitor food and nutrition security response	• Communication costs • Costs for data entry	Updated WWW	10,000	12,000	12,000	Improved monitoring of interventions
1.4.4 Develop a Monitoring and Evaluation plan for the Food and Nutrition Security Policy Commitments	• Local conference costs • Communication costs	• Monitoring and Evaluation plan • Monitoring and Evaluation framework Workshop report	10,000	10,000	10,000	Improved policy analysis and multi-sectoral coordination
14.5 Monitoring and Evaluation of food and nutrition programs	• Fieldwork expenses • Vehicle Hire	M and E report on food and nutrition programs	70,000	70,000	70,000	Informed and enhanced programming and decision making

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Key Result Area 2: (Multi-Sectoral Coordination) Promote multi-sectoral approaches to addressing food and nutrition insecurity through strengthening national systems and structures at all levels (National, Provincial District, Ward) and through promotion of multi-sectoral programme innovation and best practice.						
Strategic objective 2.1: Ensure that capacity development and strengthening of national structures coordination mechanism and national staff capacity for all relevant sector professionals is strengthened through both pre-service training using nationally standardize training materials and procedures and is an explicit component of food and nutrition security interventions						
2.1.1 Convene National FNSC Meetings.	Venue Stationary Conference fees	NFNSC Meeting minutes and Reports.	10,000	10,000	10,000	Improved national level coordination of food and nutrition issues
2.1.2 Identity capacity gaps in all FNSCs	- Capacity assessment tool - Communication costs	FNSs Capacity strengthening plan	10,000	0	0	Functional FNSCs
2.1.3 Establish Food and Nutrition Security Committees at district and ward levels.	- District and ward personnel DSAs - Conference costs - Designing and Printing costs	- FNSC database - Training reports	90,000	90,000	0	Functional FNSCs
2.1.4 Provide technical guidance for the established FNSCs.	- Monitoring visits - Mentorship visits	Monitoring Reports	84,000	84,000	84,000	Efficient and effective FNSCs
2.1.5 Coordinate FNSC Review meetings	- DSA for provincial and district FNSCs - Conference costs - Communication costs	- Review meeting report - Provincial reports - District reports	100,000	100,000	100,000	Efficient and effective FNSCs

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Key Result Area 2.2: Ensure that the significant potential and capacity of communities in ensuring food and nutrition security is recognized and that communities are themselves encouraged and promoted to play a critical role in identifying and responding to food and nutrition security						
2.2.1 Roll out the MCBM TOT and Ward trainings	• Consultant • District and ward personnel DSAs • Conference costs • Designing and Printing costs	MCBM reports	300,000	300,000	300,000	Enhanced community response to food and nutrition security issues
2.2.2 Facilitate establishment of Model Villages (19 MCBM Districts)	• Fieldwork DSA • Communication	Model Village established	50,000	60,000	60,000	Holistic interventions to address food and nutrition security issues
2.2.3 Support the documentation of lessons learnt and best practices	• Consultant hire • Designing and printing costs	Documentation on lessons learnt and best practice	10,000	0	0	Lessons learnt and practice documented and share
2.2.4 Provide technical guidance for the established FNSCs.	• Monitoring visits • Mentorship visits	Monitoring Reports	84,000	84,000	84,000	Efficient and effective FNSCs

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Key Result Area 2.3: 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 and the elderly have in food and nutrition security						
2.3.1 Identify and document social and cultural factors affecting food and nutrition security and reflect them in food and nutrition security strategies	• Stationary • Personnel • DSA • Fuel • Conference costs	Documented social cultural factors	50,000	50,000	50,000	Improved knowledge of community groups
2.3.2 Involve local leadership in community empowerment programmes and nutrition strategies	• Stationary • DSAs • Conference costs • Fuel	Meeting minutes reports Annual Chief's Conference	75,000	75,000	78,000	Improved ownership of food and initiatives at community level
2.3.3 Promote non-traditional investment opportunities in agricultural sector such as agro dealership and processing among woman in rural and resettlement areas	• Fuel • DSAs • Technical Expertise	Investment opportunities for agro dealership for woman increased	50,000	50,000	50,000	Increased number of woman in non-traditional agro dealership

Key Result Area 3: (Nutrition): Strengthen the coordination and implementation of evidence based nutrition specific and nutrition sensitive interventions that are integrated within a broad public health framework.

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Key Result Area 3.1: Nutrition sensitive policies, strategic alliances and community mechanisms reflect and reinforce broad-based multi-sectoral approach to address malnutrition						
3.1.1 Support integration of nutrition into National Development Strategies and Plans	- Resources for coordination - Mining of secondary data - Mobility costs - Sector-specific conferences - Designing and printing costs	Nutrition Technical papers	10,000	10,000	10,000	Nutrition part of the National Integrated Development programme
3.1.2 Support sensitization of senior directors in key sectors on their roles and mandates in food and nutrition policy and sector specific core actions	- Mobility costs - Sector-specific conferences - Designing and printing costs	Thematic technical papers	150,000	100,000	50,000	
3.1.3 Coordinate the development of multi-sectoral nutrition (sensitive and specific) Strategy	- Consultant hire - Conference costs - Designing and printing costs	National Nutrition (sensitive and specific) Strategy	150,000	0	0	
3.1.4 Effect and support the development of relevant nutrition sensitive and specific guidelines and tools for use	- Consultant hire - Mobility costs - Communication costs	Adolescent Nutrition guidelines Nutrition Toolkits	100,000	100,000	100,000	Coordinated nutrition programs

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Key Result Area 3.2: Innovative approaches in food and nutrition security promoted and scale up						
3.2.1 Identify and document at least 2 food ad nutrition security innovations which can be implemented by the private sector	• Mobility costs • Field DSAs • Publication fees • Stationary	Research papers	20,000	20,000	20,000	Up to date Nutrition related Research
3.2.2 Support the integration of nutrition indicators in assessments, monitoring and early warning initiatives	• Stationary	Nutrition Indicator Sheet	10,000	10,000	10,000	Defined Nutrition Outcome Indicators
3.2.3 Establish a nutrition think tank focal group	• Communication costs	Functional Reference group	600	600	600	Enhanced technical input into nutrition programs
Strategic Objective 3.3: Ensure that Zimbabwe is informed by, engaged with and is contributing to global policies and initiatives and learning on national structures / mechanisms to support scaling up nutrition						
3.3.1 Strengthen and sustain SUN networks momentum	• Local conference costs	SUN reports	10,000	15,000	15,000	Enhanced technical input into nutrition programs
3.3.2 Establish decentralized SUN Networks	• Conference costs • Designing and printing costs • Fieldwork costs	Decentralized SUN network	15,000	15,000	15,000	Decentralized evidence-based reporting on SUN
3.3.3 Represent Zimbabwe at global, regional and national fora	• Travel Costs • Conference costs	Back to country reports	15,000	15,000	15,000	Zimbabwe part of the global community for Nutrition

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Key Result Area 3.4: Ensure the most vulnerable are prioritised and have access to nutrition services						
3.4.1 Develop a nutrition sensitive social protection response package	• Mobility costs • Communication costs	Nutrition sensitive social protection package	5,000	5,000	5,000	Improved diet quality of vulnerable communities
3.4.2 Ensure that social protection response are nutrition sensitive	• Stationary	Activity Reports	10,000	10,000	10,000	Enhanced nutrition targeting in social protection
3.4.3 Participate in emergency response initiatives	• Mobility costs	Nutrition sensitive response plans, Activity reports	10,000	10,000	10,000	Reduced nutrition vulnerability
3.4.4 Ensure integration of evidence based Early Childhood Development (ECD) interventions within and across relevant sectors	• Local conference costs • Dissemination conference costs • Designing and printing costs	ECD Diagnostic report	10,000	0	0	Enhanced ECD Interventions

Key Result Area 4: (Food Standards, Compliance and Innovation): Strengthen FNC's role of coordinating, supporting and ensuring multi-stakeholder and multi-sectoral adherence to national and international food safety standards including through promoting innovative approaches to locally produced products.

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
4.1.1 Facilitate development of guidelines (manual) for the operation of a National Food Safety Coordinating Committee	• Stationary • Printing costs • Communication	Guideline document for National Food Safety and Standards Coordinating Committee	5,000	5,000	5,000	Well-coordinated NFSSCC activities
4.1.2 Provide Secretariat functions to periodic (quarterly) coordination , planning and review meetings and provide ongoing technical support to the committee	• Conference • Communication	Minutes of meetings	5,000	5,000	5,000	Improved multi-sectoral planning and coordination of food safety and standards programs and activities
4.1.3 Facilitate multi-sectoral planning and main streaming of food safety issues in all sectors	• Communication • Stationary	Multi-sectoral food safety and standards annual work plan	5,000	5,000	5,000	Improved multi-sectoral implementation of food safety and standards activities
4.1.4 To facilitate the strengthening of national, provincial, district and ward FNSCs capacity on food safety and standards	• Communication costs • Fieldwork DSA	Module on food safety and standards	10,000	10,000	10,000	Integrated food safety into FNSCs

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Strategic objective 4.2: To advocate for and influence the review of Food Control Systems in Zimbabwe including the revision of the regulatory framework to ensure an effective implementation of food control activities.						
4.2.1 Participate in the drafting, adoption and launching of a food safety policy for Zimbabwe	• Communication • DSA • Mobility costs	Food Safety Policy document for Zimbabwe, Conference minutes/Reports	3,000	0	0	Well-coordinated NFSSCC activities
4.2.2 Develop technical papers in support of food standards and safety regulations	• Designing and Printing costs	Technical papers	1,000	1,000	1,000	Improved multi-sectoral planning and coordination of food safety and standards programs and activities
4.2.3 Support the incorporation of Food Safety and SPS (Sanitary and Phytosanitary) into the Integrated Development Plan	• Communication costs • Mobility costs	Situational paper	1,000	1,000	1,000	Food safety and standards incorporated into the national development agenda

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
Strategic Objective 4.3: To facilitate promotion of the adoption of the 'farm to fork approach' in ensuring food safety and quality at each level of the food supply chain						
4.3.1 Facilitate engagement with farmer organizations, manufacturers, retailers and consumers through the NFSSCC on food safety and standards issues	- Stationary - Fuel - Conference fees	Meeting reports and minutes Conference reports	10,000	10,000	10,000	Adoption of food safety and standards throughout food value chain promoted
Strategic Objective 4.4: To strengthen multi-stakeholder and multi-sectoral adherence to national and international food safety standards						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
4.4.1 Conduct public awareness campaigns on food safety including radio programs and community Food fairs	- Transport - DSA	Promotional material Reports	5,000	5,000	5,000	Improved access by public on food safety information
4.4.2 Engage FNSCs at district and ward level on riding on existing structures to give food safety education	- DSA - Promotional materials	Activity reports	5,000	5,000	5,000	Improved access by public on food safety information
4.4.3 Conduct awareness campaigns on statutes regulating infant and young child food	Communication costs	Promotional material Activity reports	6,000	6,000	7,000	Improved compliance to and awareness on statutes regulating infant and young child foods

Strategic objective 4.5: To facilitate the promotion of food and nutrition security through WASH support initiatives

Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
4.5.1 Facilitate development of IEC materials linking WASH to Nutrition and promote the integration of WASH in school feeding programs	Stationery	IEC materials	5,000	5,000	7,000	Enhanced food and nutrition security through WASH support initiatives
4.5.2 Participate in promotion campaigns and educational sessions in conjunction with relevant stakeholders	- Stationery - Fuel - DSA	Activity reports	8,000	8,000	10,000	Improved awareness on food safety and hygiene to the general populace of Zimbabwe
4.5.3 Represent Zimbabwe at global, regional and national fora	- Conference fees - Travel costs	Activity report	5,000	6,000	8,000	Enhanced food and nutrition security through inputting in WASH programs

Key Result Area 5: (Policy Analysis and Advice): Promotes food and nutrition security on the broader national economic and development agenda through strategic policy analysis and advice

Strategic Objective 5.1: Advocate and promote policies that encourage local, national and regional markets to be fully functional; accessible to all food producers, food traders and food industry as well as mitigate the negative consequences of global and regional rise in food prices						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
5.1.1 Policy Analysis and Review	- Consultant - Transport - Govt Gazette Subscription	Bi-annual sector policy analysis position paper	20,000	20,000	20,000	Coherent food and nutrition policies
5.1.2 Participate in global and regional food and nutrition policy networks and initiatives	- DSA - International travel costs	Policy reports	15,000	15,000	15,000	Zimbabwe informed by up to date policy initiatives and networks
5.1.3 Produce policy briefs that mitigate against rise in food prices	- Stationery - Communication costs - Designing and printing costs	Policy briefs	5,000	5,000	5,000	On time mitigatory measures against food prices

Strategic objective 5.2: Promote and facilitate that food and nutrition security is integrated and owned by multiple sectors as reflected in National strategic policies, documents, legislation and institutional frameworks including implementation and scale-up of interventions which have proven effectiveness					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
5.2.1 Contribute to the development of the National Integrated Development Framework	Communication costs	National Integrated Development Framework	2,000	2,000	2,000
5.2.2 Advocate for increased national budget allocation to social sectors	Communication costs	Budget analysis review papers	3,000	3,000	3,000
5.2.3 Participate in sector policy development	Communication costs	Sector broad based policies	2,000	2,000	2,000
5.2.4 Coordinate implementation of Food and Nutrition Policy	- Fieldwork costs - Multi-stakeholder conference costs	Food and nutrition policy progress report	50,000	50,000	50,000
5.2.5 Promotion of policies that encourage functionality of local markets (accessibility to all food producers, traders and industry	- Mobility costs - Consultant Hire	Food value chain briefs	10,000	10,000	10,000

Key Result Area 6: (Social Protection): Strengthen the role of FNC in ensuring that where social protection including social assistance programmes are implemented they must contribute and enhance the food and nutrition security of the most vulnerable in the short and medium term.

Strategic objective 6.1: Ensure that all social assistance programmes are designed and implemented within a longer-term framework, including a means to ensuring that people's livelihoods, household economic security and resilience to cope with future shocks are strengthened.					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
6.1.1 Participate in the development of an over-arching Social Protection Policy Framework to improve programme design, beneficiary selection and benefit the most vulnerable	• Communication costs • Mobility costs	Social Protection Policy Framework	2,000	0	0
6.1.2 Ensure that social assistance programmes, especially those with a food and nutrition component, have clearly defined objectives and targeting and design mechanisms informed by evidence-based vulnerability and food and nutrition security assessments	• Response workshop • Typesetting and printing costs	Food and nutrition security response strategy	1,000	1,200	1,400
6.1.3 Facilitate the recognition of individual and community level coping strategies as capacities and means to cope with food and nutrition insecurity that can either reduce or exacerbate vulnerability	Secondary data collection	Community coping strategies paper	5,000	6,000	7,200
					Responsive community to food and nutrition insecurity

Strategic objective 6.2: Ensure that all social assistance programmes are aligned with relevant social protection policy frameworks and have an integral component that enhances food and nutrition security.					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
6.2.1 Facilitate the development of a strategy that ensures that the design of social assistance programmes recognises the central role that women and girls play in caring for the vulnerable and include strategies to empower women to be supported.	• District and provincial consultations • DSA • Fuel • National consultation workshop • Designing and printing costs	Gender sensitive social protection strategy	10,000	12,000	14,000
6.2.2 Facilitate the development of a strategy to promote the use of locally produced food and products in social assistance programmes	• National consultation workshop • Designing and printing costs	Localised social assistance package	5,000	2,000	2,000
6.2.3 Contribute to ensuring that 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	Conference costs	Food Aid Working Group reports	5,000	5,000	5,000
6.2.4 Facilitate the development of regionalised input baskets	Regional workshops	Regional specific input baskets	5,000	0	0
					Improved regional agricultural output for vulnerable groups

Strategic objective 6.3: Ensure that social assistance programmes reinforce 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						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
6.3.1 Facilitate the establishment of a national (small-scale) decentralised food reserve system that allows communities to effectively and timeously access food during periods of acute food shortages.	Costs for pilot in 4 districts	Decentralised food reserve system	15,000	18,000	21,600	Food Security
6.3.2 Ensure community involvement in vulnerability assessments and managing of social assistance and evaluation of outputs	- Quarterly monitoring visit at all levels - DSA for senior officials - Fuel	Community-Based Food and Nutrition Programmes	20,000	24,000	28,800	Communities own their food and nutrition initiatives
6.3.3 Facilitate the revival and revamp the Zunde ra Mambo Concept to include a multi-sectoral approach	Designing and printing costs	Concept note on Zunde ra Mambo	18,000	5,000	5,000	Strengthened social support structures
6.3.4 Undertake a comprehensive needs assessment of the vulnerable populations to come up with the durable solutions that enhance food and nutrition security	- DSA for districts - Refreshments and lunch for participants - Fuel - Fieldwork for provincial monitoring - Provincial training workshop	Assessment report	50,000	0	0	Provision of long term solutions to vulnerability challenges

Key Result Area 7 : (Knowledge Management): Strengthen the role of FNC in facilitating the development and implementation of a robust multi-sectoral food and nutrition security knowledge management system

Strategic Objective 7.1: To strengthen knowledge management capacity among food and nutrition stakeholders					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
7.1.1 Establish and coordinate knowledge management structures (knowledge hub)	• Communication • Stationary • Conference costs	Knowledge Management Hub	6,000	6,500	7,000
7.1.2 Develop a multi-sectoral knowledge management strategy	• Conference costs • Stationary • Designing and Printing	Multi-sectoral Knowledge Management Strategy	30,000	5,000	5,000
7.1.3 Develop knowledge management capacity of FNSCs	• KM capacity needs assessment tool • Fieldwork DSAs • Designing and printing costs • Conference costs	• Capacity needs assessment report • Capacity development strategy	15,000	18,000	21,000
7.1.4 Coordinate the annual Knowledge Management Symposium	• Conference costs • DSAs • Design and printing	Knowledge Management symposium report	100,000	105,000	110,000
7.1.5 Facilitate food and nutrition security national dialogue sessions	• Conference costs		20,000	20,000	20,000
7.1.6 Strengthen Knowledge Management across FNC units	• Knowledge management best practices template • Stationary • Refreshments	Central document repository	1,000	1,500	2,000
					Strengthened knowledge storage & sharing

Strategic objective 7.2: To facilitate thematic based technical papers on food and nutrition security						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
7.2.1 Collection and archiving of secondary data						
7.2.2 Facilitate synthesis of assessment reports into knowledge products	• Stationary • Technical expertise • Guidelines • Typesetting	• Knowledge products • Fact sheets	10,000	13,000	20,000	Increased knowledge sharing to inform policy & programming
7.2.3 Coordinate the development of thematic technical/working papers	• Consultant hire	Thematic technical /working papers	50,000	55,000	60,000	Increased knowledge sharing & influencing of technical discussions in the respective thematic areas
7.2.4 Coordinate the development of a thematic paper on: National Food & Nutrition security framework post 2018	• Consultant Hire	Technical paper on: National Food & Nutrition Security post 2018	35,000	0	0	Informed nation
7.2.5 Coordinate the development of a thematic paper on: Household food and nutrition security (homogenous and heterogenic factors)	• Consultant Hire	Technical paper on: Household food and nutrition security	35,000	0	0	

Strategic objective 7.2: To facilitate thematic based technical papers on food and nutrition security						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
7.2.6 Coordinate the development of a thematic paper on: Household and Community FNS Resilience and sovereignty Human capacity development	Consultant hire	Technical paper on: Household and Community FNS Resilience and sovereignty Human capacity developments	35,000	0	0	Increased knowledge sharing to inform policy & programming
7.2.7 Coordinate the development of a thematic paper on: Poverty reduction/wealth creation in the context of inclusive growth	Consultant hire	Technical paper on: Poverty Reduction/wealth creation in the context of inclusive growth	35,000	0	0	
7.2.8 Coordinate the development of a thematic paper on: Pro-Growth Economic Policy Interventions to improve FNS	Consultant Hire	Technical paper on: Pro-Growth Economic Policy Interventions to improve FNS	35,000	0	0	
7.2.9 Coordinate the development of a thematic paper on: Exploring/understanding roles of food safety standards in processing, preservation, and storage in support of FNS	Consultant Hire	Technical paper on: Exploring/understanding roles of food safety standards in processing, preservation, and storage in support of FNS	35,000	0	0	

Strategic objective 7.2: To facilitate thematic based technical papers on food and nutrition security						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
7.2.10 Coordinate the development of a thematic paper on: Community knowledge systems to foster FNS – demand, supply, use, etc	Consultant hire	Technical paper on: Community knowledge systems to foster FNS	35,000	0	0	
7.2.11 Coordinate the development of a thematic paper on: Devolved delivery: what we need to ask and know	Consultant hire	Technical paper on: Devolved delivery: what we need to ask and know	35,000	0	0	

Strategic Objective 7.3: To establish an effective knowledge management system on national food and nutrition security						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
7.3.1 Establish the Zimbabwe Knowledge Management portal	• Server • Internet	Functional portal & document repository	20,000	5,000	7,000	Timely access to knowledge by stakeholders (Policy makers, programme implementers, extension staff & community workers & communities Community,
7.3.2 Document best practices and lessons learnt in MCBM	• Communication • Stationary	Good practice data bank Technical papers	5,000	5,000	5,000	Informed programming Learning and scale up
7.3.3 In collaboration with all Units support maintaining records of final minutes & relevant documentation of all strategic meetings & processes	• Reports • Minutes • Technical expertise • Typesetting	Minutes & reports	1,000	1,000	1,500	Timely dissemination of meeting records to inform stakeholder action

Key Result Area 8: (External & Internal Stakeholder Management): Increase awareness of food & nutrition security issues & FNC Mandate among stakeholders through innovative & strategic advocacy & communication approaches

Strategic Objective 8.1: To increase awareness on food and nutrition security issues					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
8.1.1 Roll out advocacy & communication strategy	• Design and printing costs • Fieldwork DSA	Dissemination report	20,000	0	0
8.1.2 To conduct advocacy on food & nutrition security to inform perceptions & understanding of the issues among stakeholders	• Mobility costs	Advocacy technical papers	5,000	5,000	5,000
8.1.3 Facilitate use of electronic and print media for food and nutrition advocacy	• Internet costs • Communication costs	Media articles	5,000	5,000	5,000
8.1.4 Maintain website and social media platforms for FNC	• Internet	Functional electronic platforms			
					Increased awareness of food & nutrition issues among stakeholders

Strategic Objective 8.2: To coordinate advocacy & communication capacity enhancement activities among food & nutrition security structures (national, provincial, district & ward levels) by 2020					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
8.2.1 Develop communication training manual for use by FNSCs	- Design and printing costs - Stationary	Communication training manual	10,000	10,000	10,000
8.2.2 Conduct capacity enhancement & mentoring of FNSCs in communication	- Fieldwork DSA - Travel costs - Design & printing costs	Mentored districts	10,000	10,000	10,000
					Strengthened & efficiently coordinated communication capacity among food & nutrition structures
					Strengthened & efficiently coordinated communication capacity among food & nutrition structures
Strategic Objective 8.3: To create & maintain a favorable public image for FNC by communicating programs, accomplishments & points of view to stakeholders by 2020					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
8.3.1 Strengthen the visibility of the FNC brand	- Media engagement costs - Exhibition costs	Media articles	50,000	50,000	50,000
					FNC visibility enhanced
8.3.2 Participate in Corporate Social Responsibility activities	- Lecturing - Mobility costs	Thematic syllabuses	5,000	5,000	5,000
					Enhanced food & nutrition knowledge to the academia

Strategic Objective 8.4: To strengthen FNC internal stakeholder management & practice						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
8.4.1 To facilitate effective administration, coordination, & evaluation of human resources plans & programs	• HR training • Recruitment costs	Competent FNC personnel	5,000	5,000	5,000	
8.4.2 Conduct capacity enhancement & mentoring of FNCS in communication	• Stationary	Performance management evaluation forms	0	0	0	Results-Based Programme Execution

Key Result Area 9 (Finance & Administration): Ensure that FNC has the appropriate operational (administration, IT, financial & logistics) capacity & systems in place to fulfil its mandate.

Strategic Objective 9.1: To ensure a supporting working environment which promotes consultations, collaborations, flexibility, teamwork & training					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
9.1.1 Annual review meetings	• DSAs • Consultants • Stationary • Conference venue • Personnel • Stationary	• Reports • Work plans	20,000	39,400	43,930
9.1.2 FNC monthly meetings	• Personnel • Stationary • Refreshments	• Monthly work plan • Monthly minutes	1,800	3,500	3,900
9.1.3 Reviewing of job descriptions in alignment with set objectives	• Stationary • Personnel	Performance appraisal	1,000	1,970	2,200
9.1.4 Identify competency based training programmes for Staff	• Consultant • Personnel • Stationary • Training • Expenses • Incentives	Staff trained	10,000	10,000	10,000
					Timely identification of capacity gaps, & reward efficiency

Strategic Objective 9.2: To provide complete Financial and Administration services in an efficient and effective way in support of programme execution					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
9.2.1 Ensure that all systems are in place to monitor & track for all administrative equipment & material	• Consultant fees • Pastel Accounting Subscriptions • Payroll Subscriptions • Stationery • Personnel	• Operational Manuals • Accounting Procedures Manual • ICT Policy	25,000	27,000	30,000
9.2.2 Production of income & expenditure accounts & quarterly management accounts	• Personnel • Stationery • Pastel Accounting package	• Financial Statements • Management accounts	1,000	1,970	2,200
9.2.3 Provision of resources to ensure delivery of programme outputs	• Fuel • Stationery • Personnel • Communication	Payment of all authorized requests within 48 hours of receipt of approved request	1,000	1,970	2,200
9.2.4 Payroll Administration	• Stationery • Communication • Personnel • Payday pay roll system • Salaries	Salaries & Statutory obligations paid within 48 hours of receipt of funds	2,000	3,900	4,400
9.2.5 Asset maintenance	• Personnel • Stationery	Asset records in place	1,000	1,700	2,000
					Updated & reliable asset database

Strategic Objective 9.2: To provide complete Financial and Administration services in an efficient and effective way in support of programme execution						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
9.2.6 IT support	• Stationery • Personnel • Software • Internet Fees • Uninterrupted Power Supply (UPS) • Web Hosting Fees • Maintenance Fees	• Data Base	30,000	20,000	22,000	Functional IT system to support the work of units
9.2.7 Budgeting & budgetary Control	• Pastel Accounting System • Stationery • Personnel	• Budgets • Financial Reports	1,000	1,970	2,200	Timely & easy tracking of resources to inform decision making
9.2.8 Risk Management & Auditing	• Personnel • Stationery	• Audit responses • Audit Reports	1,000	1,970	2,200	Timeous response & support to audits
9.2.9 Accounting for Donor Funds	• Personnel • Stationery • Fuel	• Acquittal Documents • Partner statement of expenditure • Reports	2,000	3,900	4,400	Timely accounting to for donor funds

Strategic Objective 9.3: To strengthen the Food and Nutrition Council (FNC) Human Resources and Capital Capacity					
Activities	Inputs	Outputs	COST (USD)		
			2019	2020	2021
9.3.1 Resource Mobilization	- Personnel - Stationery - Communication	- Concept note - Budget document	1,000	1,970	2,200
9.3.2 Purchase of Assets (Computers, Printers, Scanners, Photocopiers)	- Personnel - Stationery	Assets	70,000	133,000	148,295
9.3.3 Maintaining existing Staff	- Personnel - Communication Costs - Salaries	19 FNC Officers	680,300	1,025,800	1,025,800
9.3.4 Recruitment of additional support staff	- Personnel - Stationery - Advertisement Costs - Job descriptions	Full Establishment	345,500	0	0
					Increase in Staff Complement for effective distribution of work functions

Strategic Objective 9.4: To provide adequate logistics to support Food & Nutrition Council(FNC) core functions						
Activities	Inputs	Outputs	COST (USD)			Impact/Outcome
			2019	2020	2021	
9.4.1 Acquisition of Motor Vehicles	- Personnel - Fuel - Transport	Vehicles	300,000	400,000	300,000	Availability of vehicles for programme activities
9.4.2 Servicing & Maintenance of Motor Vehicles	- Personnel - Transport - Service fees	Well serviced vehicle fleet	42,000	82,740	92,255	Timely servicing of vehicles to support programme activities
9.4.3 Licensing & Insurance of Motor Vehicles	- Fuel - Personnel - Licence fees	Insurance cover & licenses	3,000	5,900	6,800	Adherence to regulatory requirements
9.4.4 Vehicle Routine checks	- Cleaning material - Personnel - Fuel	Clean vehicle fleet	7,200	14,150	15,800	Good FNC image

ANNEXES

Annex 1: 2019 Deliverables

Key Result Area 1: (Assessment Research, Monitoring & Evaluation): Co-ordinates food & nutrition security information & analysis, within the context of a national food & nutrition information system, that is credible, transparent, scientific, relevant & timely & that informs multi-sectoral actions that address food & nutrition security.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic objective 1.1: To provide reliable & timeous information through design & implementation of high quality assessments, surveys & surveillance systems for evidence based policy formulation, programming & targeted interventions.	• ZimVAC Strategic & annual plan • Operational Framework • Stakeholder consultations report • MOU for partners	1.1.1 Develop the Strategic plan for Zimbabwe Vulnerability Assessment Committee	50,000	• January • February • March • March
	• Planning workshop reports • Training workshop reports • Supervisor back to office consolidated report • Annual Rural Livelihoods Assessment Reports • Fact Sheets • A3 Maps for key indicator • Quarterly Bulletins	1.1.2 Undertake ZimVAC Rural Livelihoods Assessment	465,000	• May & June • June • June • July • July • September

Strategic Objective	Outputs	Activities	Budget (\$)	Date
	• Planning workshop reports • Training workshop reports • Supervisor back to office consolidated report • Annual Urban Livelihoods Assessment Reports • Fact Sheets • A3 Maps for key indicator • Quarterly Bulletins	1.1.3 Undertake ZimVAC Urban Livelihoods Assessment.	250,000	• August
	• Planning workshop reports • Training workshop reports • Supervisor back to office consolidated report • Rapid Lean Season Assessment Reports • Fact Sheets • A3 Maps for key indicator • Quarterly Bulletins	1.1.4 Undertake Rapid Lean Season Assessment	200,000	• January

Strategic Objective	Outputs	Activities	Budget (\$)	Date
	- Stakeholder consultations report - State of Nation Report on Food & Nutrition - Summary Report	1.1.5 Produce the State of Nation Report on Food & Nutrition	15,000	- January - February
	- NRTM Training reports - NRTM manuals - Data management training reports	1.1.6 Undertake Near Real Time Monitoring for food and Nutrition	150,000	February
	Live dashboard that is routinely updated with monthly data			Monthly
	Early warning & surveillance reports Early warning messages Rapid assessment reports Shocks & hazards mapping report	1.2.1 Compiling Early Warning Reports	5,000	- Monthly - Monthly when necessary - March
Strategic objective 1.2: To co-ordinate & convene the design, implementation, analysis & production of timely national food security & nutrition assessments & surveillance tools including the production of quarterly “bulletins” synthesizing the food & nutrition security situation.				

Strategic Objective	Outputs	Activities	Budget (\$)	Date
	Working paper on new trends in food and nutrition security	1.2.2 Document new trends in food and nutrition security	5,000	July
Strategic objective 1.3: To create knowledge through academic & operational research in collaboration with national research bodies to inform & provide policy guidance on emerging food & nutrition issues as well as develop & promote context specific & evidence based best practices in food & nutrition security	2 thematic papers per year	1.3.1 Produce Food and Nutrition Thematic Papers	20,000	- August - November - January
	Research papers	1.3.2 Conduct joint research with stakeholders.	15,000	September

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic objective 1.4 A monitoring and accountability framework designed and implemented for Food and Nutrition.	Food and nutrition database	1.4.1 Establish food and nutrition security information database	10,000	April
	Functional FNSIS	1.4.2 Establish a food and Nutrition Security Information System	60,000	October
	Updated WWW	1.4.3 Monitor food and nutrition	10,000	February
	- M&E Framework - M&E plan - Workshop report	1.4.4 Develop a monitoring and evaluation plan or the food and Nutrition Security Policy	10,000	- June - December
	M&E Report on food and nutrition programmes	1.4.5 Monitoring and Evaluation of food and nutrition programmes	70,000	- June - December

KRA 2: Promote multi-sectoral approaches to addressing food and nutrition insecurity through strengthening national systems and structures at all levels (National, Provincial, District, Ward) and through promotion of multi-sectoral programme innovation and best practice.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic objective 2.1: Ensure that the capacity development and strengthening of national structures coordination mechanism and national staff capacity for all relevant sector professionals is strengthened through both preservice and in-service training using nationally standardized training materials and procedures and is an explicit component of food and nutrition security interventions	• NFNSC Meeting minutes and Reports	2.1.1 Convene National FNSCs Meetings.	10,000	• Quarterly
	• FNSC capacity strengthening plan	2.1.2 Identify capacity gaps in all FNSCs	10,000	• 5 March
	• FNSC Database	2.1.3 Establish Food and Nutrition Security Committees at district and ward levels	90,000	30 May
	• Training reports			15 June
	• Monitoring reports	2.1.4 Provide technical guidance for the established FNSCs. security response	84,000	• 30 January
	• Review Meeting report • Provincial reports • District reports	2.1.5 Coordinate the FNSC Review meetings	100,000	• June

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic objective 2.2: Ensure that the significant potential and capacity of communities in ensuring food and nutrition security is recognized and that communities are themselves encouraged and promoted to play a critical role in identifying and responding to food and nutrition security	• MCBM reports	2.2.1 Roll out the MCBM TOT	300,000	• 30 June
	• Baseline reports			• 31 July
	• Model village established	2.2.2 Facilitate establishment of Model Villages (19 MCBM Districts)	50,000	Quarterly

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic objective 2.3 Ensure that the social and cultural factors affecting food and nutrition security systematically recognized and reflected in food and nutrition security strategies, including distinguishing the different roles and responsibilities that men, women and the elderly have in food and nutrition security.	Documented social and cultural factors	2.3.1 Identify and document social and cultural factors affecting food and nutrition security and reflect then in food and nutrition security strategies	50,000	30 April
	- Meeting minutes and reports - Annual Chief's conference	2.3.2 Involve local leadership in community empowerment programmes and nutrition strategies	75,000	15 December
	Investment opportunities for agro dealership for woman increased	2.3.3 Promote non- traditional investment opportunities in agricultural sector such as agro dealership and processing among woman in rural and resettlement areas	50,000	On going

KEY RESULT AREA 3: (Nutrition): Strengthen the coordination & implementation of evidence based nutrition specific & nutrition sensitive interventions that are integrated within a broad public health framework.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 3.1 Nutrition sensitive policies , strategic alliances & community mechanisms reflect & reinforce broad-based multi-sectoral approach to address malnutrition	• Position papers • Engagement reports • Sectoral presentations • Nutrition-sensitive strategies & plans across key sectors	3.1.1 Support integration of nutrition into National Development Strategies & Plans	10,000	• January • March • December
	Report	3.1.2 support sensitization of senior directors in key sectors on their roles & mandates in food & nutrition policy & sector specific core actions	150,000	March
	• Concept note • Stakeholder engagement report • Consultancy TORs • Multisectoral nutrition sensitive strategy	3.1.3 Coordinate the development of multisectoral nutrition (sensitive and specific) strategies	150,000	January February February November
	• Adolescent National guidelines • Nutrition Toolkits	3.1.4 Effect and support the development of relevant nutrition sensitive and specific guidelines and tools	100,000	December Ongoing

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 3.2 Innovative approaches in food & nutrition security promoted & scaled	Technical Papers	3.2.1 Identify & document at least 2 food & nutrition security innovations which can be implemented by the private sector	20,000	December
	Integration of nutrition in country assessments	3.2.2 Support the integration of nutrition indicators in assessments, monitoring & early warning initiatives	10,000	May
	- Concept note - TORs - Functional Reference group	3.2.3 Establish a nutrition think tank focal group	600	April December
Strategic Objective 3.3 Ensure that Zimbabwe informed by, engaged with & is contributing to global policies & initiatives & learning on national structures/mechanisms to support scaling up nutrition	- SUN coordination minutes - Strategy concept reports	3.3.1 Strengthen & sustain SUN networks momentum	10,000	Quarterly August
	- Concept - Decentralized SUN package - Reports - Decentralized networks	3.3.2 Establish decentralized SUN Networks	15,000	March March September October
	Back to country reports	3.3.3 Represent Zimbabwe at global, regional and national fora.	15,000	Ongoing

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 3.4 Ensure the most vulnerable are prioritised & have access to nutrition services	• Technical Papers • Nutrition sensitive social protection package	3.4.1 support the development of nutrition sensitive social protection response package	5,000	February December
	Activity Reports	3.4.2 Ensure that social protection responses are nutrition sensitive	10,000	Ongoing
	• Nutrition sensitive response plans • Activity reports	3.4.3 Participate in emergency response initiatives	10,000	Ongoing
	• Consultant hire • ECD Diagnostic report	3.4.4 Ensure integration of evidence based Early Childhood Development (ECD) interventions within and across relevant sectors		

Key Result Area 4 (Food Standards, Compliance & Innovation): Strengthen FNC's role of coordinating, supporting & ensuring multi-stakeholder & multi-sectoral adherence to national & international food safety standards including through promoting innovative approaches to locally produced products.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 4.1: To facilitate the establishment & effective functioning of a multi stakeholder National Food Standards & Safety Coordinating Committee for coordination of food safety programs & strengthening public private partnership in food safety issues	NFSSCC operating guidelines document	4.1.1 Facilitate the development of guidelines (manual) for the operation of a National Food Safety Coordinating Committee	5,000	30 March
	Meeting minutes	4.1.2 Provide secretariat functions to periodic coordination, planning and review meetings and provide ongoing technical support to the committee throughout the year	10,000	Quarterly
	Multi-sectoral Food Safety & Standards annual workplan	4.1.3 Facilitate multi-sectoral planning & mainstreaming of food safety issues in all sectors by September 2019	5,000	September
	Module on food safety and standards	4.1.4 Facilitate the strengthening of national, provincial, district and ward FNSCs capacity on food safety and standards	5,000	30 November

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 4.2: To advocate for & influence the review of Food Control systems in Zimbabwe including the revision of the regulatory framework to ensure an effective implementation of food control activities	Food Safety Policy document Conference reports	4.2.1 Facilitate & participate in the drafting & adoption of a food safety policy for Zimbabwe by September 2019	3,000	30 September
	Technical paper on food safety	4.2.2 Develop a technical paper in support of food standards & safety regulations	1,000	30 November
	Situational paper	4.2.3 Support the incorporation of Food Safety & SPS (Sanitary & Phytosanitary) into the integrated Development plan	1,000	30 August
Strategic Objective 4.3: To facilitate promotion of the adoption of farm to fork approach in ensuring food safety & quality at each level of the food supply chain	Minutes on engagement meetings	4.3.1 Facilitate engagement with farmer organizations, manufactures, retailers & consumers through the NFSSCC on food safety & standards issues	10,000	30 October
	Monitoring reports	4.3.2 Participate in multi-sector monitoring programs and plans	5,000	30 November
	Document on Food safety standards indicators	4.3.3 Ensure the integration of indicators on food safety and standards in vulnerability assessments	5,000	30 April

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 4.4: To establish structures for public awareness & consumer education on food safety & infant & child feeding	Promotional material	4.4.1 Conduct two public awareness campaigns on food safety	5,000	June, August
	Activity reports	4.4.2 Engage FNSCs at district & ward level on riding on existing structures to give food safety education in consultation with MCU	5,000	30 May
	Activity reports	4.4.3 Awareness campaigns on statutes regulating infant & young child feeds	6,000	30 October
Strategic objective 4.5: To facilitate the promotion food & nutrition security through WASH support initiatives	Flyer on nutrition and WASH	4.5.1 Facilitate Development IEC materials linking WASH to Nutrition & promote the integration of WASH in school feeding programs	5,000	31 July
	Activity reports	4.5.2 Participate in promotion campaigns and educational sessions in conjunction with relevant stakeholders	8,000	Ongoing
	Back to office reports	4.5.3 Participate and input in WASH Sector coordination meetings	5,000	December
	Activity reports	4.5.4 Represent Zimbabwe at global, regional and national fora.	5,000	Ongoing

KRA 5 (Policy Analysis & Advice): Promotes food & nutrition security on the broader national economic & development agenda through strategic policy analysis & advice.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 5.1 Advocate & promote policies that encourage local, national & regional markets to be fully functional; accessible to all food producers, food traders & food industry as well as mitigate the negative consequences of global & regional rise in food prices	Approved TORs	5.1.1 Policy Analysis and Review	20,000	15 Jan
	Approved Contract			15 Feb
	Inception Report			22 Feb
	Data Collection Tools			3 weeks
	Draft Report Policy Analysis position paper			15 Mar
	Final Report			31 Mar
	Policy Report	5.1.2 Participate in global and regional food and nutrition policy networks and initiatives	15,000	Ongoing
	Policy Brief	5.1.3 Produce policy briefs that mitigate against rise in food prices	5,000	Quarterly

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 5.2 Promote & facilitate that food & nutrition security is integrated & owned by multiple sectors as reflected in National strategic policies, documents, legislation & institutional frameworks including implementation & scale-up of interventions which have proven effectiveness	National Integrated Development Framework	5.2.1 Contribute to the development of the National Integrated Development Framework	2,000	May
	Budget review analysis paper(FY 19, FY20)	5.2.2 Advocate for increased national budget allocation to social sectors	3,000	April 31 Nov
	Sector broad based policies	5.2.3 Participate in sector policy development	2,000	Jan-Dec
	Multi-stakeholder Conference Food and Nutrition Policy Progress Report	5.2.4 Coordinate implementation of Food and Nutrition Policy	50,000	Jan-Dec August
	Approved TORs	5.2.5 Promotion of policies that encourage functionality of local markets (accessibility to all food producers, traders and industry)	10,000	February
	Approved Contract			March
	Policy briefs			Quarterly (starting June)

Key Result Area 6: Social Protection: Strengthen the role of FNC in ensuring that were social protection including social assistance programmes are implemented they must contribute and enhance the food and nutrition security of the most vulnerable in short and medium term.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 6.1 Ensure that all social assistance programmes are designed and implemented within a longer-term framework, including a means to ensuring that people's livelihoods, household economic security and resilience to cope with future shocks are strengthened.	Social Protection Policy Framework	6.1.1 Participate in the development of an overarching Social Protection Policy Framework to improve programme design, beneficiary selection and benefit the most vulnerable	2,000	28 February
	Food and Nutrition Security Response Strategy	6.1.2 Ensure that all social assistance programmes, especially those with a food and nutrition component, have clearly defined objectives and targeting and design mechanisms informed by evidence-based vulnerability and food and nutrition security assessments.	1,000	8 August
	Community coping strategies paper	6.1.3 Facilitate the recognition of individual and community level coping strategies as capacities and means to cope with food and nutrition insecurity that can either reduce or exacerbate vulnerability	5,000	31 July

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic objective 6.2: Ensure that all social assistance programmes are aligned with relevant social protection policy frameworks and have an integral component that enhances food and nutrition security.	Gender sensitive social protection strategy	6.2.1 Facilitate the development of a strategy that ensures that the design of social assistance programmes recognises the central role that women and girls play in caring for the vulnerable and include strategies to empower women to be support	10,000	28 June
	Localised social assistance package	6.2.2 Facilitate the development of a strategy to promote the use of locally produced food and products in social assistance programmes	5,000	28 June
	Food aid working group reports	6.2.3 Contribute to ensuring 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.	5,000	Ongoing

Strategic Objective	Outputs	Activities	Budget (\$)	Date
	Regional specific input baskets	6.2.4 Facilitate the development of regionalised input baskets	5,000	31 July
Strategic objective 6. 3: Ensure that social assistance programmes reinforce 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	Decentralised food reserve system	6.3.1 Facilitate the establishment of a national (small-scale) decentralised food reserve system that allows communities to effectively and timeously access food during periods of acute food shortages.	15,000	31 October
	Community-Based Food and Nutrition Programmes	6.3.2 Contribute to ensuring 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.	20,000	Ongoing

Strategic Objective	Outputs	Activities	Budget (\$)	Date
	Concept Note on Zunde ra Mambo	6.3.3 Facilitate the revival and revamp the Zunde ra Mambo Concept to include a multisectoral approach	18,000	29 March
	Assessment report	6.3.4 Undertake a comprehensive needs assessment of the vulnerable populations to come up with the durable solutions that enhance food and nutrition security	50,000	29 November

Key Result Area 7 (Knowledge Management): Strengthen the Role of FNC in Facilitating the Development & Implementation of a Robust Multi-Sectoral Food & Nutrition Security Knowledge Management System

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 7.1 To Strengthen Knowledge Management Capacity among Food & Nutrition Stakeholders	- Knowledge Management Hub - Multi-sectoral knowledge management workplan	7.1.1 Establish and coordinate knowledge management structures(knowledge hub)	6,000	31 January
	Multi-sectoral Food and Nutrition Knowledge Management Strategy	7.1.2 Develop a multi-sectoral knowledge management strategy	30,000	31 December
	Capacity building of decentralized structures	7.1.3 Develop knowledge management capacity of FNSCs	15,000	30 September
	Knowledge Management symposium	7.1.4 Coordinate the annual Knowledge Management Symposium	100,000	29 March
	Brown Bag session report	7.1.5 Facilitate food and nutrition Security national dialogue sessions (Brown Bag)	20,000	Quarterly
	Central Document repository	7.1.6 Strengthen Knowledge Management across FNC units	1,000	Ongoing

Key Result Area 7 (Knowledge Management): Strengthen the Role of FNC in Facilitating the Development & Implementation of a Robust Multi-Sectoral Food & Nutrition Security Knowledge Management System

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 7.2: To Facilitate thematic based technical papers on food and nutrition security.	Food and nutrition data bank	7.2.1 Collection and archiving of secondary data	5,000	Ongoing
	Food and nutrition knowledge products	7.2.2 Facilitate synthesis of assessment reports into knowledge products	10,000	Quarterly
	Thematic technical/working papers	7.2.3 Coordinate the development of thematic technical/working papers	50,000	Quarterly
		7.2.4 Coordinate the development of a thematic paper on: National Food & Nutrition security framework post 2018	35,000	Quarterly 1
		7.2.5 Coordinate the development of a thematic paper on: Household food and nutrition security (homogenous and heterogenic factors)	35,000	Quarterly 1
		7.2.6 Coordinate the development of a thematic paper on: Household and Community FNS Resilience and sovereignty Human capacity development	35,000	Quarterly 2

Key Result Area 7 (Knowledge Management): Strengthen the Role of FNC in Facilitating the Development & Implementation of a Robust Multi-Sectoral Food & Nutrition Security Knowledge Management System

Strategic Objective	Outputs	Activities	Budget (\$)	Date
		7.2.7 Coordinate the development of a thematic paper on: Poverty reduction/wealth creation in the context of inclusive growth	35,000	Quarterly 2
		7.2.8 Coordinate the development of a thematic paper on: Pro-Growth Economic Policy Interventions to improve FNS	35,000	Quarterly 3
		7.2.9 Coordinate the development of a thematic paper on: Exploring/understanding roles of food safety standards in processing, preservation, and storage in support of FNS	35,000	Quarterly 3
		7.2.10 Coordinate the development of a thematic paper on: Community knowledge systems to foster FNS – demand, supply, use, etc	35,000	Quarterly 4
		7.2.11 Coordinate the development of a thematic paper on: Devolved delivery: what we need to ask and know t	35,000	Quarterly 4

Key Result Area 7 (Knowledge Management): Strengthen the Role of FNC in Facilitating the Development & Implementation of a Robust Multi-Sectoral Food & Nutrition Security Knowledge Management System

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 7.3 To Establish an Effective Knowledge Management System on National Food & Nutrition Security	Functional portal & document repository	7.3.1 Establish the Zimbabwe Knowledge Management portal	20,000	31 December
	Video documentaries	7.3.2 Document best practices and lessons learnt in MCBM	10,000	Ongoing
	Good practice data bank	7.3.3 Document best practices and lessons learnt in MCBM	5,000	Ongoing
	Reports	7.3.4 In collaboration with all units support maintaining records of final minutes and relevant documentation of all strategic meetings and processes	1,000	Ongoing

Key Result Area 8: External and Internal Stakeholder Management: Increase awareness of food and nutrition security issues and FNC Mandate among stakeholders through innovative and strategic advocacy and communication approaches.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 8.1 To increase awareness on food and nutrition security issues by 2021	Roll-Out Report	8.1.1 Roll out Advocacy and Communication Strategy	20,000	February
	Multi-sectoral FNS Bulletins	8.1.2 Conduct advocacy on food & nutrition security to inform perceptions & understanding of the issues among stakeholders	10,000	Quarterly (March; June; September; December)
	Advocacy Technical Papers		5,000	Quarterly (March; June; September; December)
	Media engagement report	8.1.3 Facilitate use of electronic and print media for food and nutrition advocacy	10,000	February
	Media Articles (Print & Electronic)			Quarterly (March; June; September; December)
	Functional Electronic Platforms	8.1.4 Maintain website and social media platforms for FNC	1,000	Ongoing

Key Result Area 8: External and Internal Stakeholder Management: Increase awareness of food and nutrition security issues and FNC Mandate among stakeholders through innovative and strategic advocacy and communication approaches.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 8.2 To coordinate advocacy & communication capacity enhancement activities among food & nutrition security structures (national, provincial, district & ward levels) by 2021	Communication training manual	8.2.1 Develop Communication Training Manual for use by FNSCs	10,000	March April
	Mentored Districts Report	8.2.2 Conduct capacity enhancement & mentoring of FNSCs in communication	10,000	
	Advocacy Technical Papers		5,000	Quarterly (March; June; September; December)
Strategic Objective 8.3 To create & maintain a favorable public image for FNC by communicating programs, accomplishments & points of view to stakeholders by 2021				

Key Result Area 8: External and Internal Stakeholder Management: Increase awareness of food and nutrition security issues and FNC Mandate among stakeholders through innovative and strategic advocacy and communication approaches.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 8.3 To create & maintain a favorable public image for FNC by communicating programs, accomplishments & points of view to stakeholders by 2021	Media Tours x 2	8.3.1 Strengthen the visibility of the FNC brand	5,000	May and November
	Road shows x 2		5,000	July and October
	Exhibition Report		8,000	April
	Exhibition Report (Harare Agriculture Show)		8,000	August
	Exhibition Report (WASHen)		5,000	
	Exhibit at other strategic calendar events		5,000	As per calendar
	FNC promotional material		14,000	Ongoing
	Media wards		10,000	December
Strategic Objective 8.4 To strengthen FNC internal stakeholder management & practice by 2021	Public lectures	8.3.2 Participate in Corporate Social Responsibility activities	5,000	Ongoing
	Competent FNC personnel	8.4.1 Facilitate effective administration, coordination, & evaluation of human resources plans & programs	5,000	Ongoing
	Performance management evaluation forms	8.4.2 Set up performance management systems	5,000	January
	Performance review interview schedules	8.4.3 Facilitate performance reviews	5,000	June & December

Key Result Area 9: Finance & Administration: Ensures that FNC has the appropriate operational (administration, IT, financial & logistics) capacity & systems in place to fulfil its mandate.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 9.1 : To ensure a supporting working environment which promotes consultations, collaborations, flexibility, teamwork and training	Quarterly & end of year reports	9.1.1 Annual Review Meetings	10,000	Quarterly End of year
	Monthly work plans & minutes	9.1.2 FNC Monthly Meetings	5,000	Monthly
	Exhibition Report (Harare Agriculture Show)	9.1.3 Reviewing of Job Descriptions in alignment with set objectives	5,000	31 March 2019 31 December 2019
	Staff trained	9.1.4 Identify competency based training programmes for staff	5,000	Ongoing
Strategic Objective 9.2: To provide complete Finance and administration services in an effective & effective way in support of programme execution	Operational Manuals Accounting Procedures Manual	9.2.1 Ensure that all systems in place to monitor & track for all administrative equipment & material	25,000	31 January 2019
	Income & Expenditure Accounts	9.2.2 Production of income & expenditure accounts and quarterly management accounts	1,000	By the 10 th of each month
	Payments done	9.2.3 Provision of resources to ensure delivery of programme outputs	1,000	Within 48 hours of receiving an approved request
	Salaries & statutory Obligations done monthly	9.2.4 Payroll Administration	2,000	Within 48 hours after salary grant has been deposited into the FNC account

Key Result Area 9: Finance & Administration: Ensures that FNC has the appropriate operational (administration, IT, financial & logistics) capacity & systems in place to fulfil its mandate.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
	Asset & stock database	9.2.5 Assets Maintenance	1,000	Quarterly: Within 15 days beginning the quarter month
	Functional IT System	9.2.6 IT Support	30,000	Monthly: 31 st of each month
	Budgets & financial updates	9.2.7 Budgeting & budgetary Control	1,000	Weekly updates
	Audit responses & provision of required information	9.2.8 Risk Management & Auditing	1,000	As & when required by the auditors
	Acquittal documents	9.2.9 Accounting for Donor Funds	2,000	Within a week after completion of programme activity
	• Concept note • Budget Document	9.3.1 Resource Mobilization	1,000	Ongoing
	Ongoing	9.3.2 Purchase of Assets (Computers, Printers, Scanners, Photocopiers)	70,000	Ongoing
	19 FNC Officers	9.3.3 Maintaining existing Staff	680,300	Ongoing
	Full Establishment	9.3.4 Recruitment of additional support staff	345,500	Ongoing
	Strategic Objective 9.3 To strengthen the food and Nutrition Council (FNC) Human Resources and Capital Capacity			

Key Result Area 9: Finance & Administration: Ensures that FNC has the appropriate operational (administration, IT, financial & logistics) capacity & systems in place to fulfil its mandate.

Strategic Objective	Outputs	Activities	Budget (\$)	Date
Strategic Objective 9.4: To provide adequate logistics to support FNC core functions	Availability of vehicles for programme activities	9.4.1 Acquisition of Motor Vehicles	30,000	Upon release of funds by Government in 2019
	Well serviced vehicle fleet	9.4.2 Servicing & Maintenance of Motor Vehicles	42,000	
	Insurance cover & licenses	9.4.3 Licensing & Insurance of Motor Vehicles	3,000	Termly done (A week before the term begins)
	Clean vehicle fleet	9.4.4 Vehicle Routine checks	7,200	Weekly (Every working Monday)

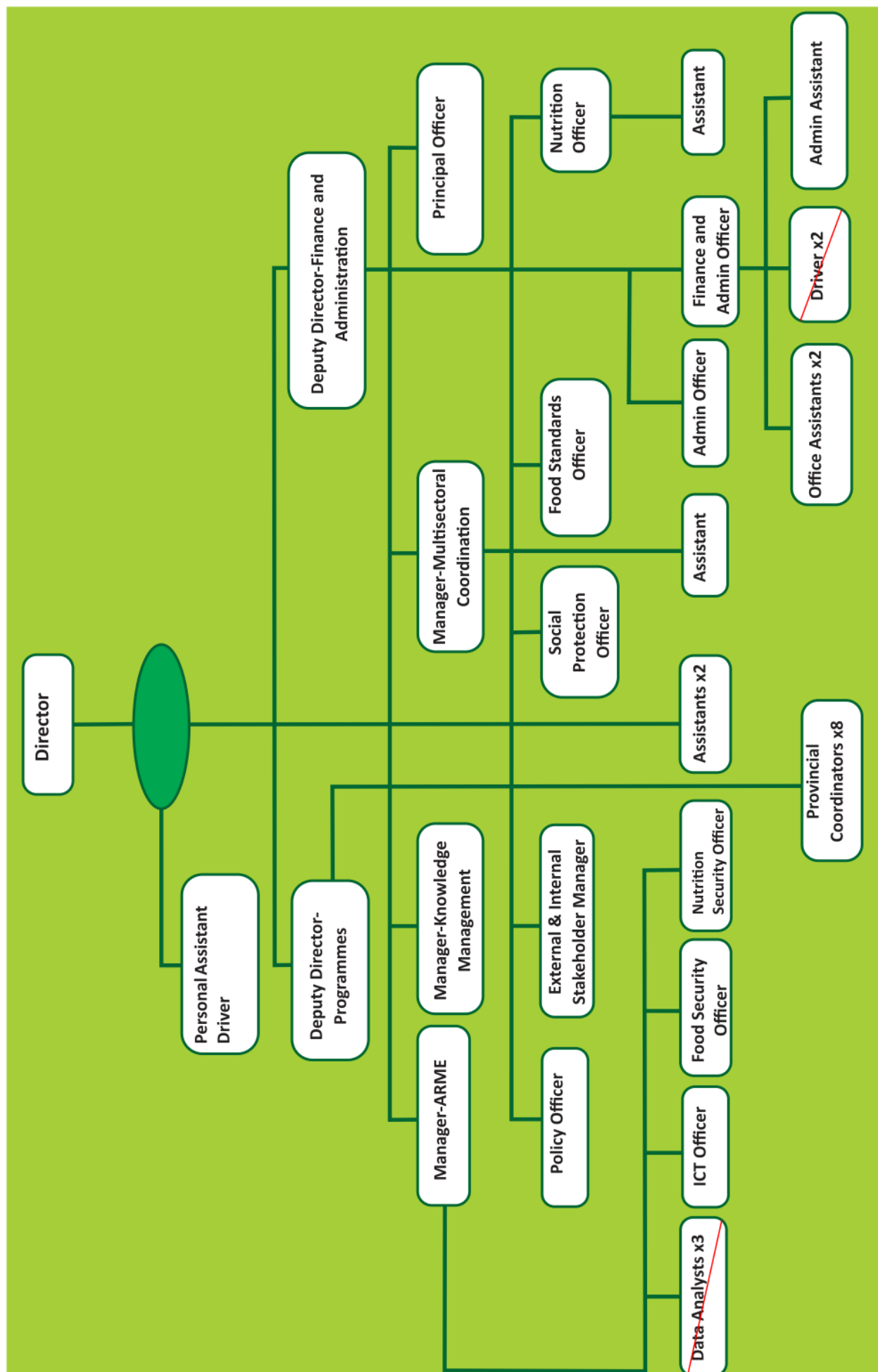
Annex 2: Additional Human Resources Requirements by Unit

FNC Unit	Position	Output Based	Full Time
Assessment, Research, Monitoring & Evaluation (ARME)	Systems Administrator		
	Consultant for Development of Monitoring & Evaluation Strategy for the Policy Commitments		
	Consultant for development of Food and Nutrition Security Information System		
Multi-sectoral Coordination	MCBM Coordinator		
	Consultant for MCBM Strategic Document Review		
	Consultant for support to multi-sectoral coordination		
Nutrition	Consultant for Multi-sectoral nutrition strategy		
	Consultant for SUN strategy		
	Consultant for Nutrition technical research papers		
	Coordinator for Nutrition Strategy & Food Fortification		
Food Safety Standards	Consultant for Food Safety Policy		
	Consultant for Food Safety & SPS Support Framework		
Policy Analysis & Advice	Consultant for Market viability analysis		
	Consultant for Budget Analysis		
	Consultant for Policy analysis needs assessment		
	Consultant for Trade Frameworks & Smallholder Enterprise Development,		
	Consultant for Impact of Global & Regional Trends on Local Food Security & Prices		
	Consultants for Documentation (Video & Reports)		
Knowledge Management Unit	Consultant for Knowledge Management Strategy		
	Consultants for Food and Nutrition Security Technical Papers		
	Consultant for Development of Knowledge Management Portal		
	Translating strategic documents into preferred vernacular languages		

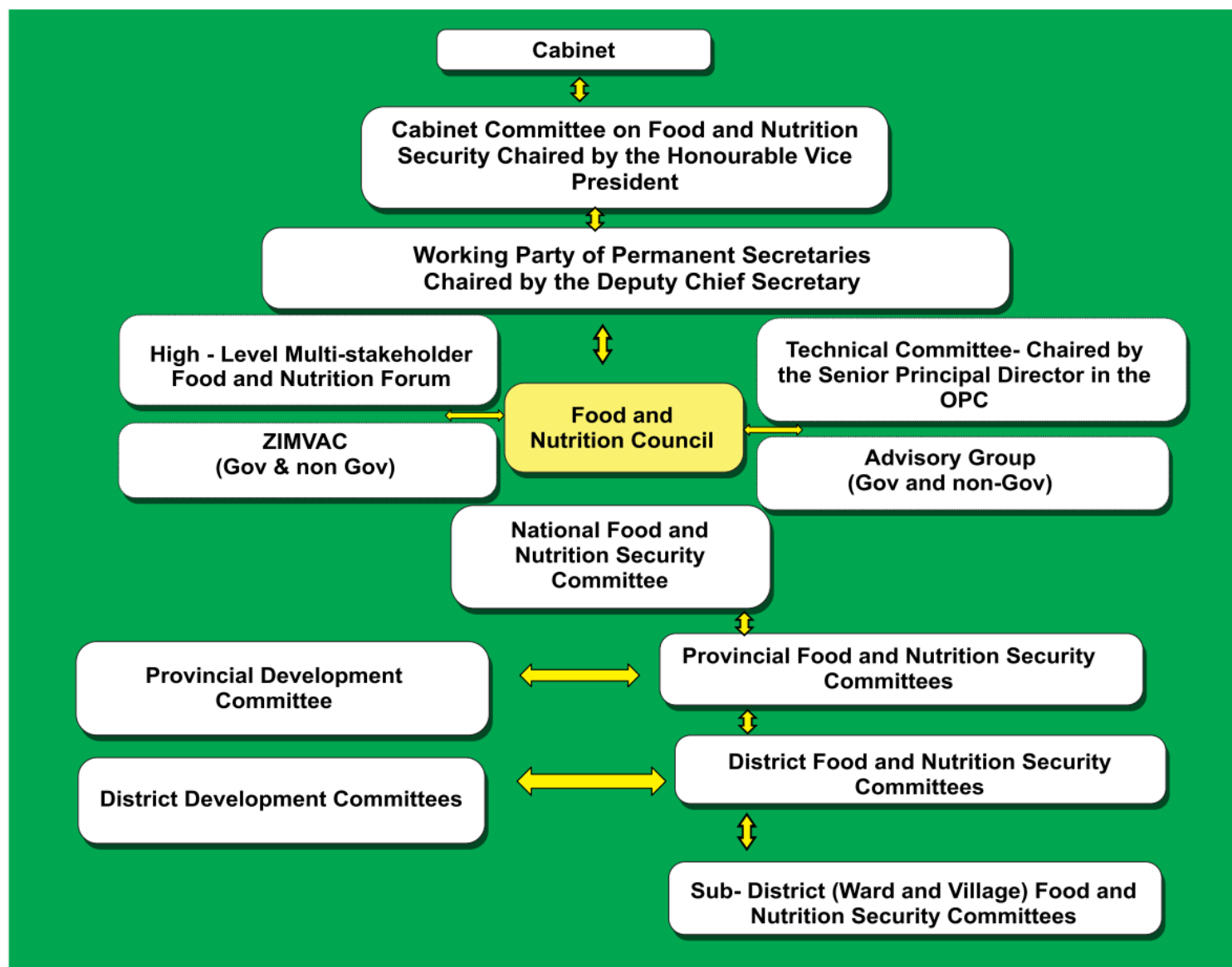
Annex 2: Additional Human Resources Requirements by Unit (continued)

External & Internal Stakeholder Management	Graphic Designer		
	Consultant for Development of Communication Training Manual		
	Consultant for Designing and Supporting Performance Management System		
Social Protection Unit	Social Protection Coordinator		
Finance and Administration	Accounting Assistant		

Annex 3: FNC Organogramme

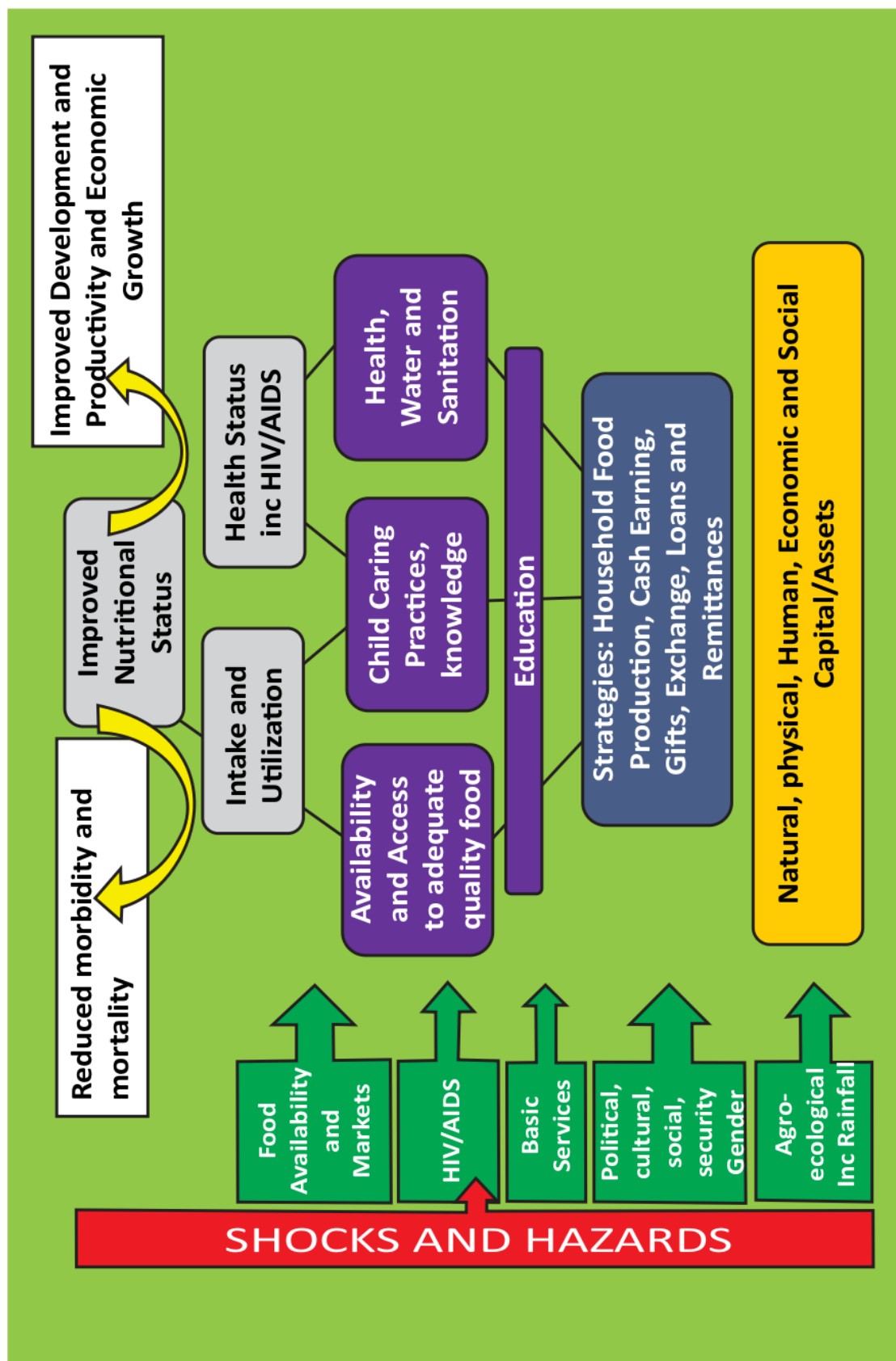


Annex 4 : Implementation Structure



Annex 5: Conceptual Framework

Conceptual Framework for Food and Nutrition Security in Zimbabwe



Source: FNC

Budget 2019 – 2021

Summary	2019	2020	2021	TOTAL
KRA1 Assessment Research, Monitoring and Evaluation	1,335,000	1,315,000	2,069,600	4,719,600
KRA2 Multi-Sectoral Coordination	829,000	819,000	732,000	2,380,000
KRA3 Nutrition	530,600	310,600	260,600	1,101,800
KRA4 Food Standards, Compliance and Innovation	74,000	72,000	79,000	225,000
KRA5 Policy Analysis and Advice	107,000	107,000	107,000	321,000
KRA6 Social Protection	136,000	73,200	86,000	295,200
KRA7 Knowledge Management	537,000	235,000	258,500	1,030,500
KRA8 External and Internal Stakeholder Management	110,000	90,000	90,000	290,000
KRA9 Finance and Administration	1,545 800	1,782,810	1,722,780	5,051,390
Total	5,204,400	4,804,610	5,405,480	15,414,490



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