



This action is funded by the European Union

## **ANNEX 1**

of the Commission Decision on the individual measure in favour of Zimbabwe to be financed from the 11<sup>th</sup> European Development Fund

### **Action Document for Zimbabwe Agricultural Growth Programme (ZAGP)**

#### **INFORMATION FOR POTENTIAL GRANT APPLICANTS**

##### **WORK PROGRAMME FOR GRANTS**

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012), applicable to the EDF by virtue of Article 37 of Regulation (EU) 2015/323 in the following sections concerning grants awarded directly without a call for proposals: 5.4.1

<b>1. Title/basic act/ CRIS number</b>	Zimbabwe Agricultural Growth Programme (ZAGP) CRIS: ZW/FED/038-352 financed under 11 <sup>th</sup> European Development Fund			
<b>2. Zone benefiting from the action/ location</b>	Zimbabwe, all regions			
<b>3. Programming document</b>	National Indicative Programme for Zimbabwe 2014-2020			
<b>4. Sector of concentration/ thematic area</b>	Sector 2: Agriculture based economic development			
<b>5. Amounts concerned</b>	Total estimated cost: EUR 42 000 000 Total amount of EDF contribution: EUR 40 000 000 <sup>1</sup> This action is co-financed by potential grant beneficiaries for an indicative amount of EUR 2 000 000			
<b>6. Aid modality and implementation modality</b>	Project Modality: Direct management - grant – direct award			
<b>7. DAC code</b>	31120 Agricultural Development			
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	X		
	Aid to environment		X	
	Gender equality (including Women In Development)		X	
	Trade Development	X		
	Reproductive, Maternal, New born and child health	X		

<sup>1</sup> Potential contributions from other donor partners may increase the available funds for this action in future.

	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Biological diversity	X		
	Combat desertification	X		
	Climate change mitigation	X		
	Climate change adaptation		X	
<b>9. Global Public Goods &amp; Challenges</b>	N/A			

## **SUMMARY**

The agriculture sector has the potential to be a key driver of economic growth in Zimbabwe and in particular the livestock sub-sector which is an important component of household income. Livestock projects are very attractive to rural communities focused on alleviating food and nutrition insecurity and boosting economic growth throughout the value chain, from farmer to manufacturer and distributor.

The **overall objective** of the action is to contribute to the development of a diversified and efficient agriculture sector that promotes inclusive green economic growth. The action will focus on supporting the implementation of the draft national livestock policy which clearly defines the sector policy framework highlighting key needs and constraints which will be supported by the ZAGP and will set up an enabling environment for the development of livestock value chains. The value chains specifically targeted will primarily be poultry as this is the best entry point in terms of potential for growth in the rural communal areas. The action will also target cattle as it is the most common form of livestock in Zimbabwe and a central part of the mixed livestock farming systems and lastly animal feeds as the critical enabler for the livestock sector. These livestock value chains have the potential to: become a driver for development, boost inclusive green agricultural growth, have a strong multiplier effect that promotes sustainable agriculture; contribute to environmental protection, climate change prevention and adaptation and increase the resilience, food and nutrition security of an impoverished livestock dependant population.

In order to unlock the potential of the sector this action will give particular attention to the areas that are currently impeding the development of the sector: low production and productivity levels; weak and under-resourced agricultural education system and extension services; inability of farmers' to access markets; uncompetitive agro-processing sector; underinvestment in agriculture, weak and inconsistent policies and institutional and regulatory frameworks. This will provide a foundation for Zimbabwean producers and processors to become more productive and develop the potential of the sector.

## **1 CONTEXT**

### **1.1 Country**

The Zimbabwe Agricultural Investment Plan (ZAIP) indicates a commitment for allocating 10% of the National Budget to Agriculture, but commitments to the agriculture sector have not surpassed 4% and most of the budgetary allocations are for staffing costs. The low level of investment in the sector clearly does not correspond to its potential for contributing to the economic growth of the country. The agricultural sector provides livelihoods for about 70% of the population, accounts for 23% of formal employment and supplies about 60% of raw materials to industry. Agriculture is the mainstay of the economy of Zimbabwe and contributes 15-20% to the national Gross Domestic Product (GDP)<sup>2</sup>.

<sup>2</sup> 11<sup>th</sup> EDF, National Indicative Programme for Zimbabwe, signed on 16 February 2015.

Within the agricultural sector, the livestock sub-sector has historically and culturally played an important and integral part but the sector is currently not performing to its potential. Livestock's contribution to agricultural GDP is low with 19% compared of an average of 45% among developed economies. According to the 2013 Mid-Term Fiscal Policy Statement of the Ministry of Finance, there is a potential to increase this contribution to 36%. Nevertheless livestock has not attracted much attention as a potential driver of growth in the sector. The global demand for livestock products is growing rapidly, especially in China and Latin America. Africa's rising population and middle-class incomes also contribute to growing demand. Few countries in Southern Africa are productive enough to export livestock products and local demand for most livestock products exceeds the current production.

Livestock production in Zimbabwe has declined significantly in the past 15 years. Annual production of beef, dairy and pork is less than half the average production levels of the 1990s; poultry production has increased significantly but not enough to offset declines in other livestock products. Despite a decline in overall production, the sector in Zimbabwe in particular has the potential to be a meaningful contributor to both rural livelihoods enhanced food and nutrition security and to the economy as a whole. It is estimated that livestock can contribute up to 86% of rural household income. This is based on the fact that 90% of the national herd of cattle is owned by rural smallholders and 65% of poultry broiler meat is produced by rural smallholders. Intensified livestock production and improved infrastructure could open up profitable markets and would contribute to sustainable land and resource management in fragile environments.

The action will focus on the livestock sector based on the fact that it offers the greatest potential for growth due to the following factors: 1) untapped potential within the livestock sector, comparative production levels to countries in the region (clear opportunities for growth); 2) scale-up potential and replication of successful programmes; 3) policy environment of the specific sub-sector; 4) the commitment and engagement from the relevant line ministry and specific sector departments; 5) the potential for economic impact and business viability; 6) the potential for women's economic empowerment as women make up 52% of the rural population and; a significant proportion of the target smallholders; 7) the impact potential on productive rural smallholder farming systems; and 8) the economic impact potential on the processing and manufacturing sector. The livestock sector however cannot be supported in isolation as it is only one part of the overall farming system. By ensuring inclusive programming with all stakeholders and an approach where women and youth are prioritised, the proposed action applies a rights-based approach.

### ***1.1.1 Public Policy Assessment and EU Policy Framework***

The action will contribute to the successful implementation of Zimbabwe's National Development Plans and Strategies as described in the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIM ASSET) and the Zimbabwe Agriculture Investment Plan (ZAIP). It is also in line with the Comprehensive African Agricultural Development Program (CAADP) for Zimbabwe and the Draft Comprehensive Agriculture Policy Framework (2012-2032). The Industrial Development Policy (2012-2016) identifies agro-processing. The National Trade Policy (2012-2016) emphasises value addition for export in order to move away from the export commodities whose international prices are vulnerable to frequent shocks. The Ministry of Agriculture, Mechanisation and Irrigation Development (MoAMID)'s Department of Livestock and Veterinary Services (DLVS) has been pro-active in formulating the draft National Livestock Policy (December 2014), the National Livestock Development Programme 2014-2018 (January 2014) and the Livestock Policy Implementation Matrix (September 2014). The overall goal of the draft livestock policy is to transform the livestock sector towards enhancing economic growth and social development.

This policy position highlights the Government's intentions in developing the livestock sub-sector. The programme will be aligned to the African Union (AU) Livestock Development Strategy for Africa, which is the continental framework which should guide and mainstream stakeholder's efforts in addressing major challenges faced by the livestock sector. This programme will also take into account the recommendations made by the World Organisation for Animal Health (OIE) in the framework of the PVS (Performance of veterinary services), enabling an environment to improve the provision of veterinary services by the public and private sector.

The above sectors of intervention are also aligned with the EU Policy framework for development as set out in the Agenda for Change and the EU Communications on "*EU policy framework to assist developing countries in addressing food security challenges*" and "*enhancing maternal and child nutrition in external assistance*". This is complemented by the EU Communication "*A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries*" adopted in May 2014 that sets out the role of private sector at the forefront of international development.

### **1.1.2 Stakeholder analysis**

The EU Delegation has been actively working to develop the proposed action through a consultative process that has included various meetings that were organised to bring together all relevant players, including:

**Government of Zimbabwe:** The Ministry of Agriculture, Mechanisation and Irrigation Development (MoAMID) and its key departments: Department of Agricultural Technical and Extension Services (AGRITEX) and Department of Livestock and Veterinary Services (DVLS). The Ministry, in addition to defining the sector's National Policy and Strategy, oversees their implementation, provides extension services and guidance to the sector and coordinates development partners.

**Livestock and Meat Advisory Council (LMAC)** is Zimbabwe's foremost pan-livestock industry association. LMAC aims to protect, promote and further the interests of those persons engaged in the livestock and meat industry in Zimbabwe and ensure the economic viability of the sector. LMAC services a range of **industry associations** such as Zimbabwe Association for Dairy Farmers, Zimbabwe Abattoir Association and Zimbabwe Poultry Association.

The **United Nations and Intergovernmental Agencies** involved in the sector (FAO, ILO, UNDP, WFP and UNICEF<sup>3</sup>) provide technical assistance in the respective areas of competence, implementation and coordination of the larger sector programmes and work very closely with the Ministry on technical issues and support sector policy development.

**Non-governmental organisations (NGOs)** implement activities at the ground level to meet the needs of targeted populations.

A number of **bilateral development partners** (EU, DANIDA, GIZ, DFID, SDC, USAID and JICA<sup>4</sup>) provide funding to the sector and are well coordinated through the National Agricultural Steering Committee chaired by the MoAMID as well as through the USAID chaired development partner coordination group. In addition, Brazil is a new partner to Zimbabwe on agriculture.

The **private sector** is key in ensuring livestock becomes a more productive sector with sustained growth.

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<sup>3</sup> Food and Agriculture Organization of the United Nations, International Labour Organization, United Nations Development Programme, World Food Programme, United Nations Children's Fund.

<sup>4</sup> Danish International Development Agency, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Department for International Development (UK), Swiss Agency for Development and Cooperation, United States Agency for International Development, Japan International Cooperation Agency.

There are four registered **Farmers Unions** in Zimbabwe namely; the Zimbabwe Farmers Union (ZFU), the Commercial Farmers Union (CFU), the Zimbabwe Commercial Farmers Union (ZCFU) and the Zimbabwe National Farmers Union (ZNFU). The objective of any intervention in support of the farmers unions is to strengthen their role in Zimbabwe's agricultural recovery, growth and development. The development of an umbrella organisation that represents farmers will result in strong interest group with a collective agenda.

In Zimbabwe, rural households are categorised into one of four groups according to their access to land, other productive assets and labour. The main focus of the action will be category **B2 and C farmers**<sup>5</sup> on communal uncontested land with the potential to drive rapid rural economic growth. This group makes up 800 000 small to medium holders occupying 14 million hectares of land under communal tenure. The action also focuses on the other actors in the value chains such as the distributors, services providers, processors and manufacturers as well as extension workers and the industry associations. The action will target **50 000 direct beneficiaries** in the value chains. Since the main activities of the action are to be private sector led, the geographic areas for implementation will be determined according to where the private sector sees a potential for investment.

### *1.1.3 Priority areas for support/problem analysis*

Investing in developing a stronger livestock industry through improved efficiency and better market linkages, will have a substantive impact. Industry Strategy Papers were developed for the purpose of researching and developing strategies to improve food security and economic development in Zimbabwe. Based on the findings of the papers and cognisant of the fact that investment in the livestock sector implies working with the farming system in its entirety this action will primarily focus on small to medium-scale farmers in poultry and cattle:

**Poultry** - both broilers for meat and layers for egg production; the challenges faced by poultry production will be the major focus of the action given the potential for quick impact, scalability and feasibility. In a resource-constrained environment, poultry's low entry barriers and good nutritional content mean an investment in poultry is especially good for developing both production and consumption elements. Poultry requires little space and start-up capital and is accessible to women, youth and other marginalised groups.

Livestock farmers in Zimbabwe traditionally practice mixed livestock farming systems and this action will also address some of the challenges faced by **Cattle** farmers (including both for beef and dairy). The land reforms shifted cattle production from large-scale commercial farming to favour smallholder production systems. Due to lack of nutrition, genetics and animal husbandry knowledge, carcass weight is low compared to competing countries. In addition to lower weight per carcass, off-take is low, as smallholder farmers who own 90% of the cattle do not see cattle as working capital and have historically been seen as indicators of wealth and status in the community, not as inventory to be invested in and turned over on a regular basis. So, as the percentage of cattle belonging to the communal farmer sector has increased, off-take has significantly declined as a result. Currently the industry has an extremely low slaughter off-take rate of 5.3% against a national target of 15%. Small to medium-scale dairy farmers are limited by a historical infrastructure framework created for large-scale players. In recognition of the fact that livestock are only part of a larger farming system and industry and that **animal feed** is a critical enabler to livestock production, this

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<sup>5</sup> FAO Definition of Farmers: Category **A** farmers are subsistence farmers and in most instances dependent on the provision of welfare and social safety nets. This group is supported by WFP's safety net food distribution and some are recipients of cash transfers provided through the Child Protection Fund. **B1** farmers are poor households with some access to land and labour, typically involved in low-input/low productivity agriculture or livestock rearing. **B2**: Emerging small holder farmers with land and labour but cash constraints. Households can increase productivity, to achieve food and income security. Increase cereal production and/or sale of agricultural (including livestock and garden) produce and improve livelihood through sale of agricultural produce. There are approx. 890 000 B2 farmers. **C**: Farmers that have labour and land but no credit access. Support engagement into market linkage arrangements with private sector and produce surplus. There are approx. 215 000 C farmers.

action will also address the main challenges of animal feed production. While the main focus of the action will be the above Value Chains (VCs), it is necessary to apply multi-farming approaches to develop feasible systems.

Challenges faced by the sector are numerous and varied and many are horizontal macro issues common for all the selected VCs, including:

**Production and productivity:** The livestock sector is currently being restricted by very low productivity due to: lack of adjustment in business approaches from industry players to the communal setting, inadequate management, compounded by high feed/input costs, low farmer production, inadequate health, unsustainable use of animal genetic resources and fragmented marketing. Feed generally constitutes a major input to livestock production and a major part of the cost. Poor production methods are common in the smallholder sector and if the management (animal husbandry) is not improved, even the availability of cheaper feed will not have an impact. Decline in industry enabling services and related infrastructure (veterinary services, transportation, cold chain facilities, abattoirs, dipping, processing and storage facilities, water sources, irrigation facilities) further exacerbate the low productivity problem. There is a need to close the supply/demand gap by increasing productivity for farms and processors, as well as increasing the number of productive farmers and organise them into groups to ensure the reliability of supply.

**Knowledge/skills/expertise:** A prevalent issue across all livestock sectors is the lack of training and education of extension workers in the field and of farmers and the underinvestment in agricultural colleges. The curriculum at agricultural colleges does not provide up to date knowledge and skills on how to diversify agricultural practices, improve storage and food processing to make both crop and livestock production more nutrition-sensitive. Weak extension services limit the ability to reach smallholder farmers with agricultural innovations and market opportunities. Furthermore, the curriculum does not reflect the current scale of land holdings. There is little emphasis on the varying needs by farm type as well as a lack of business training which will enable extension workers to teach farmers in the field about farming as a business. Moreover there is a need to create links between and in some instances merge the private and public extension service systems. There is also a need to encourage new generation tools for agricultural extension.

**Institutional and regulatory framework:** *Compliance Control:* An important issue in the industry is the high cost of compliance. Rural District council levies, Agricultural Marketing Authority (AMA), Environmental Management Agency (EMA) fees and other convoluted permits and licensing structures add to the costs to the processor or producer. This contributes to a stagnant, shrinking industry, higher prices at retail, lower consumer demand, low production output and a loss of margin and value capture at every step of the value chain. There is a need to verify the relevance and role of existing parastatals and on this background strengthen relevant parastatals to ensure growth in the sector. Concurrently Government institutions will need capacity building in certain areas. *Disease Control:* Due to lack of hygienic standards and disease outbreaks, the industry must start recovery and revitalisation by first identifying, tracking and tracing animal health and movements. Vaccination campaigns and national animal health programmes are ineffectual in reducing countrywide risk without effective surveillance, livestock identification, movement and border control. Therefore, there is a need to strengthen programmes for the detection, diagnosis, emergency preparedness and response for priority diseases and ensure that the veterinary services are adequately resourced to deliver critical disease prevention and control programmes. There is also a need to further engage the private sector in the financing of strengthening the veterinary services. Implementing the controls needed to reach export level standards is extremely difficult in the current state of the sector but creation of “clean zones” and the use of innovative animal disease and rangeland management can enable trade from larger parts of the country. *Land tenure:* Although recent issuances of permits seek to mitigate uncertainty

over land rights, it is still a major impediment to growth at the producer level. As long as banks are wary of using land as collateral to fund long-term investment, producers and processors will struggle to grow meaningfully. *Land use and management:* Shifting ecological conditions have increased the dry and arid land area in the country suitable for annual grazing grass growth. The drier land type classified as type 4 & 5 have grown by 5% and 21% respectively. This, combined with mismanagement of available grazing land by communal farmers, has led to a decrease in the carrying capacity of natural veldt. Therefore adequate resource management practices and encourage well-balanced grazing systems, identifying the driving forces leading to land degradation and introduce technologies intended to rehabilitate degraded land.

**Competitiveness of the livestock sector:** Due to the changing nature of the agricultural sector from large commercial farms to smallholders, there is a need to support the smallholder farmers to join forces in order for them to enhance their competitiveness and to be able to work with the commercial sector. During the last 15 years, agro-processors have faced significant political uncertainty, unfavourable macro-economic development and significant changes in the value chain structures which weakened the competitiveness compared to neighbouring countries as well as globally. New innovative agro-processors need start-up support and existing agro-processors need support to address a wide range of constraining factors. Financial institutions can play an important role regarding access to finance for agro-processors. Competitive and expanding agro-processors and traders are a determinant driver for the growth of the entire value chain.

## 2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
1) Severe weather events impact sector	M	Early warning systems/ contingency planning/ resilience programme
2) Major disease outbreak	M	Risk assessment and comprehensive animal health and vaccination programme
3) Unfair international competition especially due to illegal imports	H	EU trade support programme and activities under ZAGP
4) Available credit market shrinks	M	Build linkages with credit facilities including ZADT and PFM programme/land audit programme
5) Current investment climate worsens	M	
6) Official resources available to Government services in the sector shrink	M	Advocate for investment and budget allocation to the sector
7) Weak Parastatals	M	World Bank Zimbabwe Reconstruction Fund (ZIMREF) programme
8) Length of time to see return on investment discouraging stakeholders	H	Phased programme approach to show quick gains early
<b>Assumptions</b>		
Governmental development priorities for the sector remain unchanged		
Government enhances a favourable agricultural policy environment		
Private sector and development partners are committed to long-term support for sector re-vitalisation		
Government supports programme for ownership, legitimacy and resource allocation		
Coordination between market players and existing public private partnerships functions		

### **3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES**

#### **3.1 Lessons learnt**

Practical lessons from previous projects, evaluations, and other sources complement the findings of the value chain studies undertaken by the EU Delegation include:

Value chain approach: Moving interventions from project to a sector-wide programme approach addressing the entire value chain for sustainable results. It is important to continue strengthening producer groups as the lack of strong farmer organisations puts farmers in a vulnerable position when engaging with the private sector. The capacities of contracting companies need to be strengthened. This will assist the companies in effectively planning and managing the contracting schemes.

Access to skills: Farmers' skills and knowledge increase as a consequence of training and extension components. Enhanced knowledge of nutrition, especially amongst women farmers, does influence change in agricultural practices and processing to achieve more positive nutrition outcomes. Farmer training on agronomy and livestock “Farming as a Business” should be a continuous process rather than a one-off during project implementation.

Access to finance, markets and infrastructure: Enabling infrastructure is essential for farmers to benefit from more market access. To ensure sustainability, there is a need to enhance the financial capacity of the contract farming companies to ensure that they have enough resources to provide inputs and extension and purchase output from farmers. To ensure sustainability, small stock producers must be linked to output markets. A holistic disease control programme boosts livestock quality and genetics.

#### **3.2 Complementarity, synergy and donor coordination**

This action has been designed jointly by DANIDA and the EU. Current opportunities for complementarity and synergy with on-going EU programmes are the FAO implemented livestock and irrigation programmes as well as the GIZ implemented Agriculture Extension Support Programme including a number of NGO projects. FAO is starting an EDF-funded programme focused on policy and coordination technical support to the MoAMID, which will also contribute to address various aspects pertinent to the implementation of the ZAGP. Potential synergies can be built with the future support envisaged through the EU initiated Resilience Building and Food and Nutrition Security Programme which will undertake operational research and support interventions to more effectively link agriculture with better nutrition outcomes. In addition to the EU programmes there are a number of other projects within the agricultural sector including DFID, Denmark, USAID, DFID and SDC.

Access to finance will be a determinant factor for successful implementation of many activities foreseen in this action. It is foreseen that partnerships with existing external partners such as the Zimbabwe Agricultural Development Trust will address this constraint. The European Investment Bank's (EIB) new Investment Facility for Africa to be created by 2015 would potentially offer an opportunity to create further synergies and complementarities with this action and assist in addressing the main bottleneck of access to finance for private sector that has been pointed out across all the Value Chain studies. The EU Delegation and other development partners will explore additional financing modalities; EIB is for example considering establishing a credit line to the Zimbabwe domestic banking sector for lending purposes to local small and medium-sized enterprises (SMEs), including the agricultural sector ("ACP smallholder farming facility").

The World Bank lead multi-donor fund, ZIMREF, will initiate a parastatal reform programme. The project will, amongst others, work to establish baseline information and performance management systems for parastatals.



Zimbabwe Farmers Alliance Trust (ZFAT) was formed by the two farmers unions, CFU and ZFU. Currently, the EU supports ZFAT in getting ZFU and CFU to work together in capacity building and strengthening of the unions in service delivery to, and representation of, union members. This action will finance an extension of the ZFAT project aiming to set up an umbrella organisation representing the farmers unions.

The EU is aiming to support the operationalisation of the Southern African Development Community's (SADC) Regional Agricultural Policy (RAP) in the SADC region. Effective Agricultural Information Management Systems will be set up in SADC Member States, providing reliable and timely agricultural data (including livestock), linked to a regional data management system.

### 3.3 Cross-cutting issues

**Environment and climate change:** A specific assessment for the action has been carried out on the "main green growth issues in the agriculture and agribusiness sector of Zimbabwe"<sup>6</sup>. The study identified green growth issues and opportunities that Denmark and the EU could respond to in the action. The identification of the issues and opportunities was sensitised by three interrelated concepts: green growth, Climate-Smart Agriculture (CSA) and green value chain development. Farming systems need to adapt to climate change and at the same time maintain or increase food production. Environmental and climate issues will be mainstreamed into the capacity building and training activities and secondly there are ample opportunities for introducing green technology and approaches at farm and industry level (sustainable energy solutions and water efficiency solutions). This action will ensure synergies with the 11<sup>th</sup> EDF National Resource Management Programme.

**Gender:** Particular attention will be given to gender-related issues in the agricultural sector. The involvement of women in different segments of the value chains can play an especially critical role in creating wider and deeper development impact. The poultry sector requires relatively limited capital and the return time of income is much shorter compared to cattle, for example. As such, it is more accessible for women and youth and therefore women are disproportionate beneficiaries, making up an estimated 80% of small-scale poultry farmers in Zimbabwe. Women students, teachers and farmers will also be specifically targeted in the area of agricultural education system and extension services. Gender sensitive indicators will be applied to measure progress towards gender equity and women empowerment.

**Nutrition:** Engaging in the livestock sector can have an important positive effect on family diet and consequently has the potential to positively impact the health and nutritional status of the household and surrounding community. The 11<sup>th</sup> EDF Nutrition programme is strengthening the capacity of the MoAMID to sensitise the agricultural sector on nutrition. This will be further supported by the EU Health Development Fund programme.

**HIV-AIDS:** The economic crisis and HIV/AIDS have strongly affected the Zimbabwean population. The action will ensure that extension services promote HIV/AIDS sensitive messages.

**Migration:** Creating employment and decent jobs in farming and agro-processing in migration prone areas will help to address the root causes of migration as well as create a reduction in adverse coping mechanisms such as crime and overall will enable to reduce migration to urban areas and neighbouring countries, as well as illegal migration to the EU.

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<sup>6</sup> Green Growth Assessment of Zimbabwe's agriculture and agribusiness sector (Danish Embassy Office Zimbabwe 2015).

## **4 Description of the action**

### **4.1 Objectives/results**

The overall objective of the action is to contribute to the development of a diversified and efficient agriculture sector that promotes inclusive green economic growth. The action consists of five outcomes each addressing key constraints that are holding back the development of the poultry, cattle and animal feed value chains in Zimbabwe

#### **Outcome 1: Increased production and productivity of the livestock sector**

**Result 1.1:** Targeted farmers have improved, climate-smart and environmentally sustainable farming skills and techniques.

**Result 1.2:** Income from livestock increased through intensified animal production and husbandry.

**Result 1.3:** Enabling rural and peri-urban infrastructure is updated or developed.

**Result 1.4:** Better access to affordable feed, increased on-farm production of animal feed and streamlined costs of production and processing and expanded contract farming.

#### **Outcome 2: Livestock products have better access to markets and are more competitive**

**Result 2.1:** Agro-processors in poultry, cattle and animal feed upscale activities and increase the use of green competitive technologies.

**Result 2.2:** Value chain stakeholders have increased knowledge and skills to access finance and new (youth and women) entrepreneurs start and formalise agro-businesses and access markets.

**Result 2.3:** VC actors are organised in groups to enhance their competitiveness.

**Result 2.4:** Livestock products increase value and marketability through value addition and the demand for targeted livestock products increase.

#### **Outcome 3: Increased public and private investment in targeted livestock value chains**

**Result 3.1:** Affordable market-driven financial services for agricultural infrastructure are established and accessed by value chain stakeholders.

**Result 3.2:** Key productive infrastructure developed by public and private sector to support the poultry, cattle and animal feed value chains.

#### **Outcome 4: Improved agricultural education systems and extension services**

**Result 4.1:** Improved delivery and coordination of public and private extension services adapted to smallholder farmer current needs.

**Result 4.2:** Improved agricultural colleges and curricula adapted to needs as well as practical training and apprenticeship training for extension workers on farms.

**Result 4.3:** Information systems and mobile/web-based platforms developed for improved extension.

#### **Outcome 5: Institutions strengthened to develop and implement institutional and regulatory framework**

**Result 5.1:** Strengthening of policy environment, public sector and stakeholder platforms.

**Result 5.2:** National animal health and sanitary and phytosanitary (SPS) standards system are strengthened and equipped to deal with the changing context of the Zimbabwean farming systems and its implications on animal health.

**Result 5.3:** Research and knowledge is systematically improved.

**Result 5.4:** Information system developed for effective monitoring and evaluation of programme and sector performance.

## 4.2 Main activities

### ***O1: Increased production and productivity of the livestock sector***

This outcome will target the farm level, the production of small and medium scale farmers including advancing female and young farmers engaged in the livestock sector. The farmers will be trained in improved, climate-smart and environmentally sustainable farming skills and techniques, and appropriate energy solutions will be supported. Trainings in intensified animal production and husbandry in order to increase the sales price of each animal will be supported. For the poultry farmers, the attention will be on increasing the production and productivity at the level of breeding and hatching, outgrowing of broilers and egg production, processing and retail. This will be done through support to private sector led, small holder focused satellite abattoirs and establishment of hatcheries. For cattle, this will be done through supplementary feeding and contract feeding arrangements to ensure optimal slaughter weights for the abattoir and returns to the farmer, through improved breeding activities to improve indigenous genetics and through improved pasture and grazing management. Moreover, there will be a focus on the mobilisation of dormant capital already existing in the sector. Farmers are trained in better practices on intensive production of growing animal feed on-farm thereby creating access to more affordable feed. There will be attention given to the use of alternative feed sources, as well as improving and expanding contract farming through partnerships with commercial animal feed producers and improving farming practices for out growers of animal feed grains. Attention will be given to forage genetic resources and grasslands species. Enabling rural and peri-urban infrastructure such as rural roads, market places, dipping facilities, feed lots and satellite abattoirs are established together with the farming communities and the private sector.

### ***O2: Livestock products have better access to markets and are more competitive***

This action will establish pathways to **improve the environment for doing business and support the agro-processors** to re-engage and upscale activities, add value to their livestock products and expand their markets. It will create an enabling business environment for young entrepreneurs to start and formalise agro-businesses and will support initiatives strengthening women's access to markets for their products. A mapping of agro-processing specialists' skills gaps will be carried out to identify and address these gaps and build a sustainable supply of mentoring and business development services available to agro-processors in poultry, cattle and animal feed to support their knowledge and skills for them to upscale activities and investments. The agro-processors will get support to develop contract-farming schemes, access new markets and to adhere to SPS standards. A gap analysis in business development services (BDS) for agro-processors will determine interventions to strengthen BDS delivery and establish incubators. Green technologies and systems will be supported and the activity will establish renewable energy facilities and fertiliser from abattoir/feedlot waste.

The programme will facilitate access to finance for stakeholders in the targeted value chains through capacity building of VC players to be eligible for credit and loan facilities. Business trainings and BDS will be targeting women and youth in agro-businesses. Special focus will be put on establishing youth friendly incubators and businesses such as egg production and stimulate youth interest in smallholder egg production enterprises. Small scale VC actors are organised in groups where they are trained in order to enhance their negotiation skills and competitiveness. Attention will be given to value addition for increased market access and income generation. As part of the focus, climate-smart commercial recycling and integrated utilisation of livestock by-products is an important objective for environmental sustainability and value-adding to livestock production. Consumer surveys will be conducted and shared with stakeholders, social marketing campaigns will be carried out to increase demand for products.

### ***O3: Increased public and private investment in targeted livestock value chains***

This action will incentivise the private sector, such as processors and manufacturers, to **develop productive infrastructure**, to support the poultry, cattle and animal feed value chains. The action will facilitate and foster public private partnerships (PPP) to ensure viability and sustainability of investments. The support to the private sector will be facilitative and catalytic and support the unlocking of dormant capital. There will be possibilities of cost sharing modalities and support will be given to creating better access for the private sector to production inputs but the action will focus on establishing linkages to financing models and explore potential funding opportunities and credit lines to unlock the bottlenecks of access to finance and investment for the sector. The support can be through restoration or establishment of infrastructure such as irrigation schemes, renewable energy alternatives, livestock centres, milk collection centres, abattoirs, dipping facilities, water sources, auctions and markets, rural road networks, storage and warehouses, processing facilities and feed mills.

### ***O4: Improved agricultural education systems and extensions services***

The action will promote the development and implementation of a needs-based farmer driven effective extension service system with multiple players. It will improve delivery of extension (public, private and non-profit) and integrate private commercial extension services to a changing context adapted to smallholder farmer needs. Extension workers will be provided with the skills and tools to make farmers better at doing business. Existing agricultural college infrastructure and curricula will be developed to meet the present needs of the farmers and extension workers as well as facilitate practical training and apprenticeship training on farms for extension workers. The development of web/mobile services for farmers, extension workers and buyers will be carried out and rolled out so it can be used for market information, mobile extension, linking buyers and sellers and create a platform where farmers can access other services like insurance.

### ***O5: Institutions strengthened to develop and implement institutional and regulatory framework***

This action will be implemented in line with the official policy and strategic framework and will support the development of a **favourable policy environment**, a strengthened **national animal health system** and will have a strong focus on supporting and strengthening the **industry's organisations and associations**. Private member based organisations such as LMAC, industry associations (Zimbabwe Association for Dairy Farmers, the Poultry Association, the Stock Feed Association, etc.) and farmers unions will be mobilised (established where necessary) and supported in order to advocate a favourable framework for developing economically, environmentally and socially sustainable value chains and address relevant issues. These activities will complement the policy and coordination project implemented by FAO where needed. The activity will support studies and research being carried out in the sector. It will assist stakeholders in carrying out their mandated duties to ensure functioning animal health system, through availing data and information. An information collection system is put in place which will collect data from the programme and the overall sector.

## **4.3 Intervention logic**

The intervention logic behind the identified results and activities are based on the gaps identified during various analyses and stakeholder consultations carried out as part of the formulation of this programme. The intervention logic is that if farmers have better access to affordable inputs and quality feed, to innovative farm practices and if animal health improves, then **farming practices will improve**. The same will happen if farmers' skills and extension services improve. Better linkages with processors and traders, strengthened business skills through training and mentoring, as well as investments in competitive productive infrastructure will lead to **improved market** access for agro-processors and upscaling of

activities. Better business skills in the value chains, market development and the use of green technologies will, together with access to value addition infrastructure and bringing farmers and processors closer, result in **increased public and private investment** which will increase the possibility of adhering to SPS standards. A strengthened institutional and regulatory framework together with an enabling investment climate will support the other interventions to **lead to a diversified and efficient agricultural sector**.

## **5 IMPLEMENTATION**

### **5.1 Financing agreement**

In order to implement this action, it is foreseen to conclude a financing agreement with the Government of Zimbabwe, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

### **5.2 Indicative implementation period**

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/323.

### **5.3 Implementation of the budget support component**

Not applicable.

### **5.4 Implementation modalities**

#### *5.4.1 Grant: direct award "Zimbabwe Agricultural Growth Programme" (direct management)*

##### **(a) Objectives of the grant, fields of intervention, priorities of the year and expected results**

The totality of the action under this decision will be implemented by this grant and therefore the objective of the grant is the same as for the decision, namely to contribute to the development of a diversified and efficient agriculture sector that promotes inclusive green economic growth. The action consists of five specific outcomes.

##### **(b) Justification of a direct grant**

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to TechnoServe (TnS) International as Coordinator and lead-applicant of the action.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposal is justified because the country is in a crisis situation referred to in Articles 190(1)(a) and 190(2) RAP. .

TechnoServe International (TnS) has extensive sector relevant know-how and a long term presence in Zimbabwe. The organisation also has broad experience with fund management from a number of donors in Zimbabwe with an excellent track record of managing and implementing programmes in similar size and scope as the proposed Action (a capacity assessment is available for easy reference). Furthermore, there is no other organisation in Zimbabwe which has a comparable overall sectorial expertise and managerial and adequate financial capacity to implement such action. TnS has developed a unique know-how and

relationship with the public and private sectors stakeholders all along the livestock value chain, as demonstrated in the Industry papers on livestock studies carried out by TnS on various aspects of the livestock value chain. TnS is therefore the best placed organisation with a capability to play a coordinator role of a consortium of various stakeholders/co-applicants, with relevant expertise related to particular outputs of the ZAGP.

As TnS International is a United States based entity, a derogation to the rules on nationality and origin for public procurement and grants as set out in Annex IV to the ACP-EC Partnership Agreement (Articles 20 and 22) is granted. The legal base for the derogation to the rule of nationality is Article 22 (b) and (c) of Annex IV Cotonou Agreement. Zimbabwe does not offer competitiveness of organisations from Member States or ACP States with respect to the requirements of this Programme.

In order to ensure that this programme makes a substantial impact on the livestock sector, it is critical that it is not split into piecemeal projects but is run as an overarching programme with a sector driven approach. With TnS as the coordinator, the EU Delegation will negotiate the selection of suitable co-applicants to implement the actions of the programme.

TnS International has been selected based on its extensive sector relevant experience in Africa and their financial and management capacity. Globally the organisation has extensive experience with fund management from a broad selection of donors such as EU, IFAD, DFID, USAID, Bill and Melinda Gates Foundation (BMGF) and FORD Innovation Fund. TnS Zimbabwe, a subsidiary of TnS Inc., will be the office responsible for the implementation in Zimbabwe; it has sector relevant experience in the country since 2010.

(c) Eligibility conditions

N.A.

(d) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant. The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 95%.

In accordance with Article 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission's authorising officer responsible authorising officer in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to conclude the grant agreement

1<sup>st</sup> trimester 2016.

## **5.5 Scope of geographical eligibility for procurement and grants**

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

## 5.6 Indicative budget

Budget	EU contribution (in EUR) <sup>7</sup>	Indicative third party contribution (in EUR)
Direct Grant (direct management)	39 700 000	2 000 000
O1: Increased production and productivity of the livestock sector	12 000 000	600 000
O2: Livestock products have better access to markets	6 000 000	300 000
O3: Increased public and private investment in livestock value chains	7 000 000	350 000
O4: Improved agricultural education systems and extension services	6 700 000	350 000
O5 <sup>8</sup> : Institutions strengthened to develop and implement institutional and regulatory framework	8 000 000	400 000
Evaluation – external	200 000	
Audit – external	100 000	
<b>Totals</b>	<b>40 000 000</b>	<b>2 000 000</b>

## 5.7 Organisational set-up and responsibilities

In order to ensure that this programme makes a substantial impact on the livestock sector, it is critical that this programme is not split into piecemeal projects but is run as an overarching programme with a sector driven approach.

**The Steering Committee (SC)** is the highest body governing the ZAGP. The SC is co-chaired by the Government and EU. The lead applicant will serve as the secretariat. The composition of the SC includes other donors, the consortium members, members from relevant Government institutions (MoAMID, AGRITEX, DVLS, etc.) as well as representatives from the industry associations, LMAC, and the NGO community. The Steering Committee composition ensures the principles of national ownership, inclusiveness and balanced representation, as well ensuring effective decision-making.

**The Technical Committee (TC)**, chaired by the co-ordinator agency, consists of Government, donors and the co-applicants. The duties and authorities of the Technical Committee are as follows: coordination, technical support, operational guidance, submitting ZAGP portfolio and performance report to the Steering Committee every six months.

**The Monitoring and Evaluation Committee (MEC)** will meet on a regular basis to follow up on project progress. The Committee will be made up of players not directly involved in the implementation of the programme (e.g. Government departments, research and academic institutes, representatives from civil society) to act as an impartial body to monitor and evaluation the programmes progress. The MEC will regularly feed information to the TC.

**Co-ordinator:** TechnoServe (TnS) will be responsible for the coordination of all the components of the action and will also directly implement several components of the action. TnS will support the strengthening of public institutions, market linkages as well support the development of a mobile platform as well as implement components of the poultry programme in conjunction with the private sector. The main responsibility of the co-ordinator

<sup>7</sup> In case of further contributions from donor partners, this budget will be revised focussing on O1 (75%) and O4 (25%).

<sup>8</sup> Outcome 5: the budget also includes 1 985 000 EUR for contingency (5% of grant) and indicatively 1 500 000 EUR for impact monitoring and evaluation activities within the programme under result 5.4.

is to oversee and coordinate the actions of all players, to reach the strategic objectives of the programme, to manage the practical and technical elements of the programme. TnS will also oversee financial management and the overall funding flow and be responsible for all reporting to the EU.

**Co-applicants:** Identification of potential co-applicants will be finalised during the contract negotiation phase. Co-applicants will implement specific components and will participate in the carrying out of the whole action. The co-applicants identified will have the expertise, credibility and the necessary financial and technical capacities to implement the action. Each co-applicant will be chosen based on its experience and comparative advantage in specific areas of expertise. The mix of co-applicants identified will ensure that areas that are horizontal in nature and that need to be mainstreamed will have adequate attention.

The components that the coordinator and the co-applicants will undertake will be specified in the grant contract and are subject to negotiation with the EU Delegation. The applicant and co-applicants to the grant will implement the bulk of the action by their own means with only a limited possibility for (sub)-contracting or (sub)-grants. The co-ordinator and co-applicants will meet on a regular basis in order to update, discuss and monitor progress on a financial and technical level.

## **5.8 Performance monitoring and reporting**

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the log-frame matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

## **5.9 Evaluation**

Having regard to the importance of the action, a mid-term and final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. The mid-term evaluation will be carried out for learning purposes, in particular with respect to monitoring progress, adapting the log-frame and activities according to the needs identified as well as assess the potential for scaling up the action. The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision). Indicatively, two contracts for evaluation services shall be concluded under a framework contract in 2017 (mid-term) and 2020 (final). The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

## **5.10 Audit**

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements. Indicatively, two contracts for audit services shall be concluded under a framework contract in 2017 and 2020.



### **5.11 Communication and visibility**

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be finalised at the start of implementation and supported with the budget indicated in section 5.6 above. No dedicated budget is foreseen in this programme for communication and visibility as it will be part of the communication and visibility activities (such as launching events and posting through various media services) integrated into the various programmes and related contracts; the proposed communication/visibility plan will be agreed beforehand with the EU Delegation.

# APPENDIX - INDICATIVE LOGFRAME MATRIX<sup>9</sup>

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective:	To contribute to the development of a diversified and efficient agriculture sector that promotes inclusive green economic growth.					
Specific objective(s): Outcome(s)	O1: Increased production and productivity of the livestock sector	<ul style="list-style-type: none"> <li>- % growth in total livestock production</li> <li>-* % increase in livestock production for selected target populations and target areas</li> <li>- # increase of new (decent) jobs<sup>10</sup> created in the VCs, gender disaggregated</li> <li>- # of new small and medium holder farmers increasing their income with more than 50% as a result of the inclusive and value chain programme, disaggregated by gender</li> </ul>	2015: to be decided (TBD) (incl green and conventional)  2013: broiler Day Old Chicks (DOCs) 64 million / poultry meat 106 million tonnes 2013: 54 million litres milk 2013: 5.3% cows off take  2015: 0 <sup>11</sup> 2015: 0	2020: 15% increase in livestock sector (disaggregated by green and conventional) 2020: >20% increase in poultry and egg production 2020: >10% increase milk production 2020: >15% increase off take  2020:>100 000  2020: 50 000 farmers <sup>12</sup>	Annual crop and livestock assessments  National poverty, income and consumption surveys  Programme monitoring and evaluation (M&E)reports	<ul style="list-style-type: none"> <li>- Overall economic development supports improvements in the target sectors/areas</li> <li>- Adequate level of acceptance and commitment from the target population</li> </ul>
	O2: Livestock products have better access to markets and are more competitive	<ul style="list-style-type: none"> <li>- # of women and youth engaged in the three value chains</li> <li>- % of target farmers meeting value chain standards and SPS requirements, supported by their producers organisations, disaggregated by gender</li> </ul>	2015: TBD at inception phase  2015: 50 000	2020: 30 000  2020: >75% of target group	Programme M&E reports	<ul style="list-style-type: none"> <li>- Adequate level of acceptance and commitment from the target population and private sector</li> </ul>

<sup>9</sup> Indicators with the relevant programming document are marked with '\*' and indicators aligned to the EU Results Framework with '\*\*'.

<sup>10</sup> According to the International Labour Organization ILO, Decent Work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

<sup>11</sup> The indicator counts new jobs created, therefore the baseline starts at 0.

<sup>12</sup> The programme aims to reach 50 000 farmers directly but each will be a part of a household which consists of 5.5 people in Zimbabwe.

	O3: Increased public and private investment in targeted livestock VCs	- % of private sector investment out of the total PPP (new or rehabilitated) investment schemes for infrastructure - # of stakeholders investing in climate-smart technologies/approaches	2015: currently very low contribution from private sector in infrastructure 2015: baseline conducted after inception phase when geographical area is determined.	2020: >50%  2020: >50% of target group and stakeholders adopt climate technologies/approaches	Programme M&E reports  ZimStat reports	- Adequate level of commitment from private sector
	O4: Improved agricultural education systems and extension services	-** # of farmers receiving bottom-up multi-player extension services (public and private) in targeted areas, gender disaggregated	2015: TBD when geographical and targeting area is determined	2020: >50 000	Programme M&E reports	- Adequate level of commitment from the Ministry of Agriculture
	O5: Institutions strengthened to develop and implement institutional and regulatory framework	- Policy endorsed by the Government and disseminated to all stakeholders by 2017	2015: livestock policy only drafted	2020: livestock policy implemented	Programme M&E reports	- Adequate level of commitment from concerned Government entities, industry associations and commitment from unions
Outputs OI	<b>Result 1.1:</b> Targeted farmers have improved, climate-smart and environmentally sustainable skills and techniques	-** # of hectares where sustainable land management practise have been introduced	2015: TBD depending on geographical area	2020: >80% of farmers 2020:>80% of targeted land under sustainable land management	Annual crop and livestock assessments  LMAC Livestock reports	- Adequate level of acceptance and commitment from the target population
	<b>Result 1.2:</b> Income from livestock increased through intensified animal production and husbandry	- % increase in income for targeted farmers	2015: National average (WB) TBD when geographical and targeting area is determined	2020: >50% increase	Programme M&E reports	- Level of acceptance and commitment from the target population
	<b>Result 1.3:</b> Enabling rural and peri-urban infrastructure is updated and developed	- # of targeted new or rehabilitated infrastructure established	2015: 0	2020: 100%	Programme M&E reports	- Adequate level of acceptance and commitment from the target population and private sector
	<b>Result 1.4:</b> Better access to affordable feed, increased on-farm production of animal feed and streamlined costs of production and processing and expanding contract farming	- % reduction in cost of feed for targeted farmers  - # of animal feed incubators started	2015: current market price for stock feed  2015: 0	2020: < 25% lower cost  2020: >2 incubators	Annual crop and livestock assessments Programme M&E reports	- Adequate level of commitment from private sector

02	<b>Result 2.1:</b> Agro-processors in poultry, cattle and animal feed upscale activities and increase the use of green competitive technologies	- % increase in agro-processors production	2015: TBD	2020: >30% increase in production	Programme M&E reports	- Level of acceptance and commitment from the target population
	<b>Result 2.2:</b> Value chain stakeholders have increased knowledge and skills to start and formalise agro-businesses and access markets	- # of new agro-businesses started, disaggregated by youth and gender	2015: 0	020: >200 new businesses started	Programme M&E reports	- Level of acceptance and commitment from the target population
	<b>Result 2.3:</b> VC actors are organised in groups to enhance their competitiveness	- # of new farmer and agro-processor groups established	2015: 0	2018: >200 groups established	Programme M&E reports	- Level of acceptance and commitment from the target population
	<b>Result 2.4:</b> Livestock products increase value and marketability though value addition and the demand for targeted livestock products increase	- # of new products from VCs - increased consumer demand for VC products	2015: baseline on available value chain products 2015: per capita consumptions per product TBD at inception phase	2020: >25% increase  2020: increase 20% consumption of nutritious livestock products	Programme M&E reports	- Level of acceptance and commitment from the target population
03	<b>Result 3.1:</b> Affordable market driven financial services for agricultural infrastructure are established and accessed by value chain stakeholders	- % of VC stakeholders access finance, gender disaggregated	2015: this is determined on a number external factors – see Industry Strategy paper study on Access to Finance	2020: >75%	Programme M&E reports	- Adequate level of commitment from private sector
	<b>Result 3.2:</b> Key productive infrastructure developed by public and private sector to support the poultry, cattle and animal feed value chains	- # of productive infrastructure developed or improved by public and private sector	2015: TBD in the target areas	2020: target infrastructure facilities completed	Programme M&E reports	- Adequate level of commitment from private sector
04	<b>Result 4.1:</b> Improved delivery and coordination of public and private extension services adapted to smallholder farmer current needs	- level of farmer satisfaction in extension services improved - % increase in livestock birth rate/year	2015: satisfaction survey 2015: poultry/cattle TBD	2020: >80% increase in satisfaction 2020: TBD	Programme M&E reports LMAC livestock reports	- Adequate level of commitment from concerned Government entities
	<b>Result 4.2:</b> Upgrading of agricultural colleges and curricula for improved access to training	- # of colleges - # of curricula updated - # on farm apprenticeships	2015: TBD 2015: 3 needs updating 2015: TBD	2020: >3 colleges improved 2020: 3 curricula updated 2020: >1000 students through apprenticeships	Programme M&E reports	- Adequate level of commitment from concerned Government entities and of expertise and cooperation among concerned stakeholders
	<b>Result 4.3:</b> Information systems and mobile/ web based platforms developed for improved extension	- # of extension workers using mobile extension platform - # of target value chain stakeholders using mobile platform	2015: existing information systems assessed	2018: Information system and mobile/web platforms rolled out	Programme M&E reports	- Adequate level of expertise and cooperation among concerned stakeholders

O5	<b>Result 5.1:</b> Strengthening of policy environment, public sector and stakeholder platforms	- # of industry associations capacitated - establishment of farmer union umbrella	2015: 2 working associations 2015: no umbrella organisation	2020: 5 working associations 2018: umbrella association established and working	LMAC livestock reports Programme M&E reports	- Adequate level of commitment from concerned Government entities, industry associations and unions
	<b>Result 5.2:</b> National animal health and SPS standards system are strengthened	- % decrease in livestock mortality - level of access to veterinary services for targeted farmers	2015: 4.3% 2015: TBD depending on geographical focus	2020: 1.5% 2020: 100% access	Annual crop and livestock assessments LMAC livestock reports	- Adequate level of commitment from private sector and veterinary services
	<b>Result 5.3:</b> Research & knowledge is systematically improved	- # of knowledge products/ studies produced on the VCs	2015: assessment of information and knowledge gaps	2020: assessments, census and surveys developed	Programme M&E reports	- Availability of information and expertise available
	<b>Result 5.4:</b> Information system developed for effective monitoring and evaluation of programme and sector performance	- systematic M&E reporting and forecasting	- 2015: No reports	2020: Quarterly quality reports developed and disseminated.	Programme M&E reports	- Adequate level of expertise and cooperation among concerned stakeholders