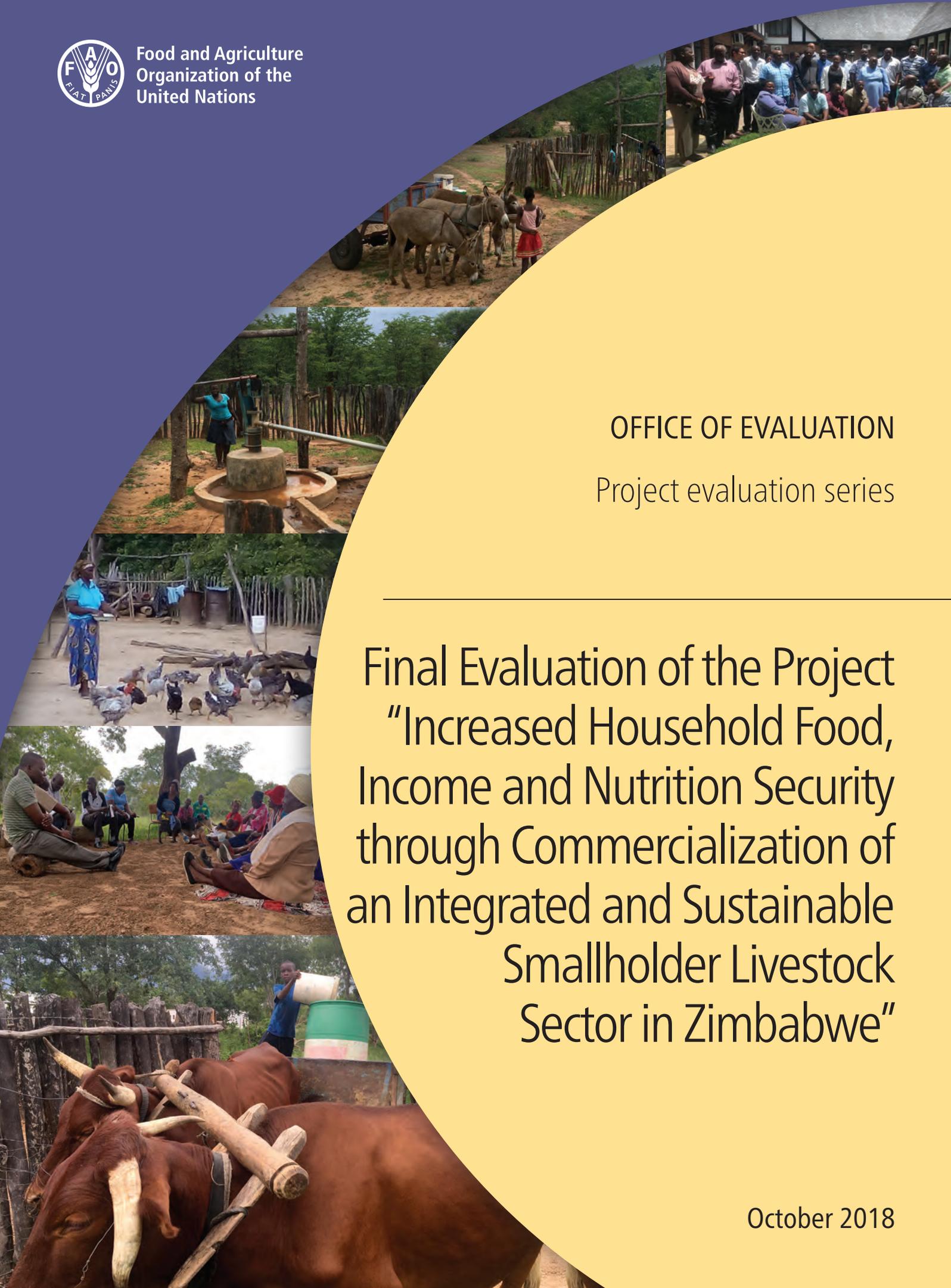




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OFFICE OF EVALUATION

Project evaluation series

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# Final Evaluation of the Project “Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe”

October 2018



**PROJECT EVALUATION SERIES**

**Final Evaluation of the Project  
“Increased Household Food, Income and  
Nutrition Security through  
Commercialization of an Integrated and  
Sustainable Smallholder Livestock Sector in  
Zimbabwe”**

**(GCP/ZIM/022/EC)**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS  
OFFICE OF EVALUATION  
October 2018**

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The Office of Evaluation (OED) profoundly acknowledges the support and input by the European Union into this evaluation.

The Evaluation was led by Rose Azuba (Team Leader, Consultant), was supported by David Chikodzore (Team Member, Consultant) and was managed by Harvey John Garcia (Evaluation Officer, OED) with Natalia Rodriguez's overall administrative support.

## Acronyms and abbreviations

AGRITEX	Department of Agriculture Technical and Extension Services
CPF	Country Programming Framework
FAO	Food and Agriculture Organization of the United Nations
FMD	Foot and Mouth Disease
FNS	Food and Nutrition Security
HELP Germany	Hilfe zur Selbsthilfe - A German Development Organization.
LEAD	Linkages for Economic Advancement of the Disadvantaged
LDA	Livestock Development Association
LEGS	Livestock Emergency Guidelines and Standards
LMAC	Livestock and Meat Advisory Council
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization



## **Executive summary**

### **Introduction**

1. This report presents the findings from the terminal evaluation of a livestock development project, “Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe” implemented in the districts of Lupane and Nkayi. The four-year European Union-funded project (GCP/ZIM/022/EC) of approximately EUR 4 million was implemented by: Zimbabwe Country Office of the Food and Agriculture Organization of the United Nations (FAO); Hilfe zur Selbsthilfe (HELP Germany); Linkages for Economic Advancement of the Disadvantaged (LEAD); and the Government of Zimbabwe, through Departments of Livestock and Veterinary Services (DLVS); Agricultural Technical and Extension Services (AGRITEX) on behalf of the Ministry of Lands, Agriculture and Rural Resettlement.
2. The Zimbabwe Livestock Project was designed to enhance the smallholder livestock farmers’ potential to contribute to national Food and Nutrition Security (FNS). The four key project objectives were to: i) improve livestock policy, production systems and productivity; ii) improve livestock health, production systems and productivity; chains and income sustainability; iii) increase contribution of livestock assets to food and nutrition security; and, iv) increase resilience to shocks within smallholder agricultural production systems.

### **Evaluation purpose, scope and methodology**

3. The evaluation’s main goal was to assess project design, implementation and results to inform future programming for the benefit of FAO Zimbabwe Country Office, FAO Regional and Subregional teams, partners supporting development projects in Zimbabwe and the wider Livestock Sector. It covered activities undertaken in Lupane and Nkayi districts from 2013 to 2018. The evaluation used mixed methods to assess the project, including: field visits, document reviews, focus group discussions, key informant interviews and outcome evidencing.

### **Main findings**

#### **Project contribution to national, regional, FAO and global priorities**

4. The Project funded was consistent with the European Union’s Integrated Programme to achieve Sustainable Food Security as part of the wider national objective to improve agriculture production and productivity. It is consistent with the Government of Zimbabwe’s Agenda for Sustainable Socio-Economic Transformation (2013–2018).
5. The focus to improve food, nutrition and income security within the smallholder livestock sector was also in line with the Regional Agriculture Policy approved by the Southern African Development Community’s (SADC) Ministers of Agriculture and Council in 2013 and 2014. The Project covered elements of all three aspects of the policy, namely: i) enhancing sustainable production, productivity and

competitiveness for agriculture; ii) improving private and public sector engagement and investment in the agricultural value chains; and iii) reducing social and economic vulnerability in the context of food and nutrition security and the changing economic and climatic environment.

6. The Project addressed several elements of FAO's Strategic Objectives in support of creating an enabling policy environment, increasing food and nutrition security and provision of goods and services from agriculture. Animal disease control and climate change effects were priorities tackled under the 2011-2016 Country Programming Framework (CPF) while a bigger scope of priorities was aligned to the successor 2016-2020 CPF. These included: i) strengthening policy and institutional framework, enhancing agriculture productivity and competitiveness; ii) focusing on enhancing livelihoods, food and nutrition security, promoting integration of smallholder farmers into markets; and iii) increasing community resilience in partnership with the public and private sectors, non-governmental organizations (NGOs) and community-based organizations.

### **Extent to which the Project delivered on its Objectives**

7. The Project supported systems and processes of policy (formulation and implementation) and institutional environment that activated debate and dialogue around key concerns within the livestock sector. Stakeholder interest in policy engagement was heightened leading to participation in the formulation of the draft Livestock Policy and other benefits such as expanded capacity development and participation in other national policy level activities. An example was the review of the Foot and Mouth Disease (FMD) and Dairy Strategies. Additionally, interaction between buyers, auctioneers, meat graders and farmers as key players within the livestock value chain has increased.
8. Consequent to the enabled policy environment and interactions created, platforms, associations and institutions that are involved in the Project are now better organized. They have strong vertical and horizontal information flows from farmers at wards (village level), upward through Livestock Development Committees (LDCs) all the way to district and provincial levels.
9. The Project piloted for a review of the taxation policy and the reduction of livestock market levy from about USD 100 to USD 30 per animal for Nkayi and Lupane districts, which was a key factor conducive for livestock farmers to engage in the formal market.
10. The Project supported local Livestock Development Associations (LDAs) through capacity building of administrative and governance skills, and offices were given to support its role as an apex group to voice farmers' concerns. The Project negotiated for cost-sharing with the Livestock Development Association in the purchase of breeding animals, which resulted in the LDA being able to acquire revolving funds used to purchase start-up kits with veterinary drugs, equipment, feeds and meet some of their operational costs. The Livestock Development Association also mobilized farmers to register their animals which has improved livestock identification, on record to have positively contributed to reduced cattle theft.

11. Livestock health, production and productivity is visibly improving at significant points along the value chain among communities supported: i) reduced incidences of specific diseases such as FMD, Rabies, Anthrax and Tick-borne diseases owed to improved service and extension delivery system; ii) strengthened wildlife - livestock interactions for collective control of FMD and related diseases; iii) reduced Tick burden due to improved Tick control facilities; and iv) overall improvement in animal husbandry practices owed to inputs such as the veterinary kits and skills imparted.
12. Farmers were skilled and they applied some of the practices introduced by the Project such as better animal feeding using feedlots and fattening pens, supplementary feeding and early disease identification and reporting leading to effective animal disease control. They were sensitized to appreciate farming as a business also trained in livestock business investments. The Project targeted improving group dynamics including skills in group leadership which has occasioned cohesion and improved group dynamics. These and the previously mentioned achievements have collectively contributed to improved livestock production and productivity as per project objectives. As a result, cattle owners reported an improved return on investment, mainly associated with improved sales linked to improved live animal slaughter weight and carcass quality.
13. The market value chain was boosted thanks to the support to the livestock market value chain in terms of knowledge, skills, feedlots and sales-pen infrastructure, market linkages, meat grading services and improved information systems. Access to meat grading services was improved, while coordination and collaboration between actors (e.g. buyers, sellers, auctioneers, inspectors and abattoir owners) increased. The renewed trust in the formal livestock market system, enhanced interest in commercial livestock farming and stronger business and market linkages systems have contributed to the Project's overall aim of influencing a transition of consumption-oriented production to commercialized smallholder production.

#### **Factors that influenced the delivery of results**

14. The 'co-applicant principle' defining the partnership between Project implementers was initially loosely defined and lacked clarity on roles, responsibilities and *modus operandi*. Given this approach, there was equally a lack of clarity and mode of project financing both of which were associated with delays in activity onset. The Project Management established support teams such as the Project Implementation Committee (PIC) and Project Steering Committee (PSC) that operated at district and national levels respectively in support of streamlining operations to avoid duplication and share lessons between various agencies.
15. A delayed decision to procure services of a consultant to support the instituting of the Livestock Identification and Traceability Systems (LITS) was a missed opportunity for strengthening market and disease control regulation.
16. Other factors that affected implementation were unexpected disasters and shocks such as the extended drought, El Niño and disease outbreaks like FMD. These had a destabilizing effect on the implementation of the Project. For example, delaying

onset of activity for years since animals could not be purchased due to FMD quarantines and drought in the area. It also limited the planned adaptive learning from resilience to climatic change. Some farmers who were skilled in poultry breeding management were not given birds to breed as anticipated.

### **Extent to which the Project implementation approach contributed to delivery of Objectives**

17. Project management utilized various layers of support ranging from public and technical offices to institutions established under the Project. At ward level, the Livestock Development Association and User Committees (e.g. water subcommittees and dip-tank management committees) mobilized communities and rendered the leadership role. At the district level, the Livestock Development Associations and Inter-district Project Committees provided technical and managerial advice, while the process was steered by the Project Implementation Committee at provincial level and the Project Steering Committee at national level.
18. Because the implementers, LEAD and HELP Germany had long-standing agreements with the Government and were already working in the two districts, field coordination and implementation was relatively smooth. Technical persons from the government departments of Livestock and Veterinary Services and AGRITEX-handling extension and gender and nutrition experts from FAO were all sufficiently engaged rendering ownership in case of government and overall participation easily attainable.

### **Potential for upscaling and sustaining benefits from the Project**

19. Success stories were written by Project implementers and some have already been shared for learning, replication and upscaling. The Project also developed a pool of skilled human resources equipped with Information, Education and Communication (IEC) materials such as factsheets, podcasts and videos used in peer education and imparting gained knowledge and skills to specific community groups.
20. Appreciative of the initiatives established, the Project had already drawn commitment from apex bodies such as the Livestock and Meat Advisory Council for continued support to the local Livestock Development Associations to further lobby to ensure more livestock-friendly policies and enhance capacities for information management and dissemination for the benefit of the lower livestock farming communities.
21. For sustaining benefits gained, elements such as skills and physical infrastructure for animal feeding, marketing and disease control will go a long way in enabling and facilitating beneficiaries to sustain their interest and practice of livestock farming. The support to institutions and enabling environment, policy provisions within the draft policy document and the sensitized associations are strong collective elements to sustain the gains made through the Project.

## **Conclusions**

**Conclusion 1.** The Project was relevant, timely and well aligned to address strategic needs of the Government of Zimbabwe. The Project was in line with the priorities in the CPF. Through this project, FAO supported the establishment of an enabling policy environment in livestock, an area which is most strategically suitable to undertake in Zimbabwe.

**Conclusion 2.** The implementation mechanism with co-applicants was strategic at the design phase but was problematic at the inception phase due to lack of preparation of appropriate financial tools. However, the comparative advantage of each co-applicant and the commitment to resolve bottlenecks by the Project Management Unit was pivotal in delivering results by the Project.

**Conclusion 3.** The project design was satisfactory to conceptualize and show outputs and short-term outcomes that contribute to income and food security. It has demonstrated the possibility of changing subsistence-oriented livestock production to market-oriented commercialized production at household level.

**Conclusion 4.** The Project's focus on various entry points in the livestock value chain (e.g. policy, production, market, levies, etc.) produced important lessons that are being upscaled and sustained by various actors in the value chain.

**Conclusion 5.** The Project fostered the renewal of trust in the value chain.

## **Recommendations**

**Recommendation 1.** FAO with its donors and partners could consider expanding this Project or its form to the rest of the districts of Matabeleland North and Matabeleland South Provinces with the NGO partners working in these locations. This will ensure that the experience and lessons learned from the Project are implemented in similar environments with comparative advantage.

**Recommendation 2.** FAO could continue providing support to activities initiated to review livestock legislation and strengthen the Regulatory Framework in a process where key stakeholders participate. This will strengthen stakeholders to engage in collective lobbying and advocacy for well-regulated, profit-oriented livestock farming. It should also document and circulate to policymakers the lessons learned throughout the Project such as the activities on levies and capacity development of the Livestock Development Committees.

**Recommendation 3.** Local trade in small animals (e.g. goats and poultry) appears informal and very small when compared to the value and volume of demand of regional markets. FAO could consider supporting small animal value chains and the feasibility to connect to formal local and regional markets. The entire nexus of issues surrounding production and trade in small animals should be studied.

**Recommendation 4.** FAO could consider continued capacity development support to the viable governance structures created and/or enhanced by the Project in order to sustain the benefits of the Project. These structures include the local and district

**Livestock Development Associations that may require additional leadership training around financial and accounting systems and especially when leadership is changed. However, FAO could guide these structures and its stakeholders to establish sustainable governance mechanisms for future stability.**

**Recommendation 5. FAO headquarters must bring its country officers to date about financing procedures, especially such a case where the modality for co-financing was not well known. A quick update on whether the NEX, DEX, OPIM or other instruments was to be applied would have made the planning more efficient and implementation less tenuous.**

## 1 Introduction

1. This document presents the findings of the Final Evaluation of the project “Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe” (FAO Project Code: GCP/ZIM/022/EC),<sup>1</sup> from here on referred to as the “Project”
2. The four-and-a-half-year European Union-funded project had a budget of USD 8 438 179<sup>2</sup> and was implemented in the districts of Lupane and Nkayi in Matabeleland North Province. The Project, which commenced in December 2013, was intended to be completed by December 2017 but received a no-cost extension until June 2018. The Food and Agriculture Organization of the United Nations (FAO) was the lead implementer with two co-applicants, Hilfe zur Selbsthilfe (HELP Germany) and Linkages for Economic Advancement of the Disadvantaged (LEAD). The main government counterpart was the Ministry of Agriculture, Mechanization and Irrigation Development.<sup>3</sup>

### 1.1 Purpose of the evaluation

3. This evaluation was requested by the donor and is in line with the evaluation policy of the FAO Office of Evaluation (OED). The key intent of the evaluation is to provide accountability and learning to the Project’s beneficiaries, the Government of Zimbabwe, the European Union, FAO and its co-applicants. The findings, best practices and lessons learned aim at informing future programming. It is expected that the evaluation findings will contribute to and influence strategic decision-making processes, livestock sector planning, policy and policy practice, implementation and adaptive management of related and similar projects.
4. The main audience and intended users of the evaluation are: i) FAO Zimbabwe; ii) Government of Zimbabwe; iii) the European Union; and iv) co-applicants LEAD and HELP Germany.
5. Secondary audience and users include: i) FAO Regional and Subregional Office for Southern Africa (SFS) and the Regional Office in Africa (RAF); ii) relevant colleagues at FAO headquarters; and iii) other development partners working in the livestock sector in Zimbabwe.

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<sup>1</sup> EU Aid ID: IT-2008-FCM-1902855914.

<sup>2</sup> EUR 700 000.

<sup>3</sup> Please note: By the time of this Evaluation (February 2018), the name for the Ministry of Agriculture, Mechanization and Irrigation Development had changed to Ministry of Lands, Agriculture and Rural Settlement.

## 1.2 Evaluation objectives, scope and evaluation questions

6. The Final Evaluation had the following **Objectives**:
  - to assess relevance of the project strategy, and quality<sup>4</sup> of project design and implementation arrangements;
  - to assess results (including intermediate outcome, long-term outcomes and pathways of outcome to impact); gaps and challenges in achieving intended results; and opportunities or risks to sustainability;
  - to identify lessons from project implementation.
7. The evaluation **Scope** extends from the design phase of the Project and covers the implementation period between December 2013 and December 2017. To some extent, the evaluation has also covered some activities until February 2018, the period when the evaluation field visit was conducted in Zimbabwe.
8. Seven **Evaluation Questions** (EQs) guided the evaluation to meet its objectives:
  - EQ 1. How did the project contribute to district and national livestock management priorities and initiatives, and to FAO's Strategic Objectives?
  - EQ 2. To what extent has the Project delivered on its results (outputs, outcomes and objectives) and what, if any, wider results has the Project had at the national level?
  - EQ 3. What factors have affected the delivery and results of the Project and how were they addressed?
  - EQ 4. To what extent has the project's implementation approach contributed to the Project's delivery of stated results?
  - EQ 5. To what extent can the Project's current and potential results be upscaled, replicated or serve as a catalyst for future interventions?
  - EQ 6. To what extent is sustainability embedded in project activities and results?
  - EQ 7. To what extent has the Project integrated social issues including gender and environmental considerations in its design and throughout its implementation?

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<sup>4</sup> Under the assessment of quality, the following aspects will be looked at: project's Theory of Change and impact pathway, including the assumptions; the efficiency and effectiveness of the implementation arrangements.

**Table 1:** Evaluation themes and sub-themes

	<b>Generic Questions</b>	<b>Sub-thematic concerns</b>	
Evaluation Questions	EQ 1	<ul style="list-style-type: none"> <li>• Alignment to various Priorities</li> <li>• Relevance</li> <li>• Ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Global and regional priorities and strategies of FAO</li> <li>• Priorities of the Government of Zimbabwe</li> <li>• Priorities of the European Union in Zimbabwe</li> </ul>
	EQ2	<ul style="list-style-type: none"> <li>• Project effectiveness: outputs, outcomes, most significant changes and impact</li> </ul>	<ul style="list-style-type: none"> <li>• Objectives</li> <li>• Assessment of targets along the value chain</li> <li>• Who benefitted and quality of benefits</li> <li>• Intended and unintended results</li> </ul>
	EQ3	<ul style="list-style-type: none"> <li>• Efficiency of implementation approach</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation arrangements</li> <li>• Partnership principles</li> <li>• Synergies and complementarities</li> </ul>
	EQ4	<ul style="list-style-type: none"> <li>• Design and implementation, challenges and project adaptation</li> </ul>	<ul style="list-style-type: none"> <li>• Design vs relevance</li> <li>• Theory of Change</li> <li>• Coherence</li> <li>• Adaptation management</li> </ul>
	EQ5	<ul style="list-style-type: none"> <li>• Expansion and upscaling</li> <li>• Replication and catalysis</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons and best practices</li> <li>• Repeated experiences</li> <li>• Catalytic factors at national and district levels</li> </ul>
	EQ6	<ul style="list-style-type: none"> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Positive elements and potentially negative effects for social, financial and environmental sustainability</li> </ul>
	EQ7	<ul style="list-style-type: none"> <li>• Cross-cutting issues</li> </ul>	<ul style="list-style-type: none"> <li>• Specific gender and youth concerns</li> <li>• Environmental and generic social issues</li> </ul>

9. This Evaluation examines an array of activities that were undertaken by FAO, LEAD and HELP Germany in Nkayi and Lupane districts through the Project and other sources. Beneficiaries picked lessons from other livestock projects within the communities. In particular, advice on destocking weak animals and feeding the remaining healthy stock as was promoted during the drought was drawn from the El Niño response Activity 2013/2014.

### 1.3 Methodology

10. The evaluation adhered to the United Nations Evaluation Group (UNEG) Norms and Standards<sup>5</sup> and the FAO Office of Evaluation (OED) manual and methodological guidelines and practices. The evaluation team adapted a consultative participatory approach with triangulation of emerging issues while ensuring transparency and accuracy at every stage.

<sup>5</sup> <http://www.uneval.org/document/detail/21>

11. **Evaluation approach and data collection:** The evaluation utilized Theory of Change (ToC) approach, Evaluation Questions and **Outcome Evidencing**<sup>6</sup> methodology. These approaches guided the evaluation team to understand what was expected from the output-outcome pathways at the design stage and to abstract what worked or did not work. They enriched learning about the design factors that contributed to and/or influenced results, and the underlying critical assumptions presumed.
12. The Outcome Evidencing Workshop was conducted in Bulawayo, Zimbabwe on 7 and 8 February 2018. It was attended by the Project implementers and main government partners. The workshop was intended as an entry point for the evaluation and to consolidate information from the “change agents” (Annex 2). The workshop aimed and indeed helped the evaluation team to identify the major areas of change for validation. Using the implementers as resources that are well versed with the programme, with the evaluation team ‘major areas of change’ and cause-effect pathways that led to most visible change were jointly identified, rather than ‘independent’ informers. The major ‘areas of change’ were then validated through discussions held with beneficiaries during the field visits. The information was triangulated at key informant interviews using face-to-face interviews or Skype discussions and focus group discussions using semi-structured questionnaires. Additionally, the process of Outcome Evidencing hoped to increase the ownership of the Project’s results, jointly learn across groups of change agents, hold each group accountable for results and challenges and, if possible, initiate the thinking of an exit strategy if one does not already exist.
13. The evaluation engaged key informants at national, district and village levels from both public and private institutions whose responses were analysed and form the basis of this report. In sum, the evaluation reached out to approximately 150 individuals: 90 community members, 27 implementers and 30 key informants from the government, civil society organizations (CSOs), private sector organizations and development partners (refer to the List of people interviewed in Appendix 2). About 42 percent of the consulted individuals were women.
14. **Limitations:** The evaluation visited eight wards<sup>7</sup> out of a total of 58 wards where the Project was implemented (28 from Lupane and 30 from Nkayi). The selection was opportunistic and was also influenced by the results of Outcome Evidencing. While on field visits, the evaluation team observed apparent differences in the two districts with regard to approach to implementation.

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<sup>6</sup> <http://journals.sagepub.com/doi/abs/10.1177/1098214016676573?journalCode=ajec>

<sup>7</sup> Wards are collection of villages.

## **1.4 Structure of the Report**

15. Following this introduction, Chapter 2 presents the background and context of the Project; Chapter 3 presents the main findings starting from the seven Evaluation Questions; lessons learned are presented in Chapter 4 and Conclusions and Recommendations in Chapter 5.

## 2 Background and context of the Project

### 2.1 National context

16. In the 1990s, Zimbabwe had a strong agriculture-based economy that was self-sufficient in food production with surplus for export. However, the policy changes from the year 2000 led to disruptions in commercial farming activities with a resultant decline in agriculture investment. Agricultural production decreased significantly with consequent food shortages. Along with these, hyper-inflation, shortage of foreign currency to support imports and significant loss of earnings for smallholder farmers<sup>8</sup> took toll. The currency was devalued several times between 2000 and 2009 and a multi-currency system was adopted. Many companies were unable to sustain their business activities and had to close, leading to high unemployment. The continued macroeconomic decline led to socio-political upheavals. Smallholder farmers could not be paid on time for deliveries made, nor could they withdraw deposited money because of currency shortages, a situation which is still happening to date.
17. The Government's Fast Track Land Reform Programme that started in 2000 was an attempt to address the skewed land ownership patterns in Zimbabwe. Large sections of commercial farms were reallocated to farmers who lacked resources and in some cases skills to work the land. In other cases, the new land owners were eventually able to make use of the land, but other forms of collateral to support loans was difficult to obtain. Most farms were underfunded and production was very low. The commercial livestock herd significantly reduced during these land reform programmes.
18. To date, nearly 70 percent of Zimbabwe's population derives their livelihood mainly from crop and/or livestock farming. It is estimated that smallholder farmers in Zimbabwe own 92 percent of the country's cattle herd and contribute more than 33 percent of the national gross domestic product (GDP). Despite this, the livestock sector in Zimbabwe still faces a number of challenges.
19. According to the Agrarian Sector Technical Review Group of the World Bank, some of the challenges are: i) marked decline in commercial cattle production when compared to the pre-2000 period; ii) low productivity and offtake among smallholder producers despite holding the bulk of the national beef, pig, poultry and small ruminant livestock; iii) increasing disease outbreaks; iv) heavy price controls, resulting in significant rise in informal marketing; v) poor animal management and/or lack of resilient husbandry practices during drought and extreme negative climate changes; and vi) chronically underfunded veterinary services and livestock extension systems.

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<sup>8</sup> Smallholder farmers are low budget farmers with land usually not exceeding 8 hectares located in communal areas. Communal areas are a collective of individual household owned farms under the jurisdiction of the traditional chief. These constitute the largest segment of Zimbabwe's farming community.

20. In the recent past, the livestock sector was also adversely affected by various climatic shocks and natural disasters such as the drought of 2015, El Niño in 2016 and Foot and Mouth Disease (FMD) outbreaks in 2016 and 2017.
21. The national and household income as well as food and nutrition security are still low. For example, the 2010 Zimbabwe National Nutrition Survey reported a 32 percent national stunting rate amongst children under the age of five. Further, only 10 percent or less of children aged 6 to 24 months are consuming the minimum acceptable protein diet requisite for their age. It was also noted that meat, milk and animal products were rarely eaten. On the other hand, the Zimbabwe Vulnerability Assessment Committee (ZimVAC)<sup>9</sup> 2013 baseline study report established that 40 percent of their sample households had not consumed any animal proteins within seven days prior to the survey.

## 2.2 Context of the Project

22. The Zimbabwe Livestock Project was designed to enhance the smallholder livestock farmers' potential to contribute to the national food and nutrition security. The Project was implemented in the dry regions of Matabeleland North, a province where the majority of households practice mixed crop farming with livestock production. Livestock farming in these areas is predominantly through communal grazing.<sup>10</sup>
23. The Project had an overall aim to "Increase household food, income and nutrition security through commercialization of an integrated and sustainable smallholder livestock sector in Zimbabwe", working on four objectives which were complementary or mutually reinforcing. Below are the Project's objectives from the Project Document, followed by the expected development hypotheses interpreted by the team, using the Theory of Change.

### **Objective 1: To improve the livestock policy, regulatory and institutional environment.**

*Hypothesis: **IF** a livestock policy environment is developed; and regulations affecting farmers and other value chain actors are harmonized; and public-private institution arrangements in the livestock sector are streamlined; **THEN** improved compliance and stronger coordination will lead to better livestock services for improved livestock production and income for smallholder livestock households.*

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<sup>9</sup> ZimVAC is a country committee coordinated by the Food and Nutrition Council comprising of donors, local and international agencies and government working in emergency response, recovery and development in Zimbabwe. The committee researches on and monitors the food, nutrition, health and agriculture situation in the country.

<sup>10</sup> Tavirimirwa, B; Mwembe, R; Ngulube, B; Banana, NYD; Nyamushamba, GB; Ncube, S; & Nkomboni, D., (2013). Communal Cattle Production in Zimbabwe: A Review. Livestock Research for Rural Development 25(12).

24. To address this, the Project supported actions to:
- a) compile a comprehensive national stand-alone policy that would provide adequate guidance to livestock development;
  - b) review and harmonize services by the state and non-state actors along the entire value chain from production through processing to the final market and final consumption;
  - c) identify, discuss and address institutional challenges currently faced by the sector.

**Inputs** provided included supporting the development of a livestock policy, building a pool of policy experts (capacity); supporting activities to harmonize regulations and policies between actors and bringing together all state and non-state actors to address identified challenges.

**Objective 2: To improve livestock health, production systems and productivity.**

*Hypothesis: **IF** institutional capacities of public and private service organizations, livestock farmers and farmer groups are strengthened; and key livestock infrastructure is rehabilitated/developed; **THEN** animal health and productivity of both small and large livestock will be improved.*

25. To strengthen capacities and facilities, the Project undertook the following actions:
- a) improve livestock infrastructure and enhance capacities of farmers in their groups to access and manage services from such infrastructure;
  - b) support the Department of Livestock and Veterinary Services (DVLS) at national, provincial and at the two selected districts to improve extension, disease surveillance and control services;
  - c) improve skills of farmers and nurture their capacity to adopt good animal husbandry practices;
  - d) support research institutions to generate decision-support data to strengthen disease control, feeding and breeding among others;
  - e) rehabilitating and linking of communal feedlots and sale pens to slaughter sale points (abattoirs and animal markets);
  - f) improve skills in meat and animal grading including supporting logistical capacities of public meat graders to reach out to farmers

**Inputs:** Repairs of dip tanks, training communities in dip management, provision of: transport for extension workers, veterinary supplies kit inclusive of drugs and instruments, vaccination and cold chain storage facilities, skills and knowledge to farmers.

**Objective 3: To increase the contribution of livestock assets to income, food and nutrition security.**

*Hypothesis: IF the attitude and behaviour of smallholder livestock farming households change and they adopt farming as a business; and capacity for input supply, access to credit and marketing facilities improves; THEN the resultant effective livestock marketing will increase contribution of livestock assets to food, nutrition and income security.*

26. Towards the achievement of Objective 3, the Project undertook the following actions:
- a) support studies to inform and address culture and gender issues affecting livestock farming at smallholder level;
  - b) support and sensitize households to activities leading to increased entrepreneurship and farming as a business, leading to increased livestock offtake through strategic disposal of animals;
  - c) influence households to increase consumption of proteins of animal origin;
  - d) support in revamping of livestock traceability systems to facilitate trade and risk management in disease control;
  - e) support women to access inputs through access to credit.

**Inputs:** Rehabilitation of boreholes, installation of solar water pumps, supply of breeding animals, build and train farmers to manage sale and fattening pens, information and linkages to abattoir, owners, auctioneers and private actors, capacity building to knowledge and skills in nutritious feeding and credit management.

**Objective 4: To increase resilience to shocks within smallholder agricultural production systems.**

*Hypothesis: IF there is increased prominence of livestock; and increased utilization of livestock in an integrated crop-livestock farming system; THEN a stable smallholder agricultural production system will increase resilience to shocks within smallholder agriculture production systems*

27. To achieve Objective 4, the project undertook the following actions:
- a) support the roll-out of the Livestock Emergency Guidelines and Standards (LEGS)<sup>11</sup> as basis for preparing for emergencies;

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<sup>11</sup> LEGS supports the saving of lives and livelihoods by assisting the identification of most appropriate livestock interventions in emergencies, and providing standards, indicators and guidance notes for those interventions based on good practice. LEGS comprises a number of measures, including: i) creating community awareness on the necessary steps to take in preparation for an emergency to protect livestock such as feeding, water provision, destocking, animal health and restocking; ii) developing livestock early warning systems; iii) promoting better integrated crop-livestock systems; and iv) developing national restocking strategy imparted by accredited LEGS trainers.

- b) support the development of early warning systems and use them to create emergency preparedness during difficult times such as practicing fodder production as part of preparedness;
- c) support the developing of national restocking strategy.

**Inputs:** Training farmers in use of LEGS manual and in: early warning, early response, seeds for fodder, knowledge of fodder management.

28. This Project is preceded by several donor efforts to support Zimbabwe's agriculture and recovery programmes in the country. Some of such support include: the United Kingdom's Department for International Development (UK-DFID) USD 72 million four-year programme launched in 2015 aimed at increasing agricultural productivity, improving incomes and food and nutrition security, and reducing poverty in rural Zimbabwe; and the European Union's EUR 88 million towards agriculture under the National European Development Fund national indicative programme. Others include Australia, France, Germany, Ireland, Japan, South Africa, Spain, Swedish Government and the United States Agency for International Development/Office of U.S. Foreign Disaster Assistance (USAID/OFDA).
29. In 2010, the European Union developed an "EU Food Security Livelihood Recovery Framework for Zimbabwe". This was aimed at creating a conducive environment to reduce the dependency of vulnerable rural households on humanitarian assistance. The programme also targeted to sustainably increase resilience to food insecurity. Ever since, FAO has implemented projects estimated at USD 35 million related to the livestock sector in Zimbabwe, of which USD 21 million was funded by the European Union including this Project with an estimated value of USD 8 438 179.

### 3 Key findings

30. The key findings are analysed and presented according to the evaluation questions.

#### 3.1 Evaluation Question 1. How did the project contribute to district and national livestock management priorities and initiatives, and to FAO's Strategic Objectives?

31. This Question gives an insight to the relevance of the project and its alignment to the national, regional, subregional and global priorities.

#### **Finding 1. The Project had strong elements that are well aligned to priorities of FAO, European Union, Africa region and the Government of Zimbabwe.**

32. **Alignment to FAO priorities:** The Project's ultimate goal was to improve livestock production and productivity along several levels of the value chain. By extrapolation these would contribute to better incomes. To achieve this, the Project addressed several components such as policy environment, nutrition and resilience that are strong components in FAO Strategic Objective 3. Ultimately, they contribute to Strategic Objective 2's goal of increasing and improving provision of goods and services from agriculture, and are key components of Zimbabwe's Country Programming Framework (CPF) 2016-2020.

33. **Alignment to European Union Mechanisms at country level:** The Project is part of EU's Integrated Programme to achieve Sustainable Food Security (IP-SFS) and part of the wider strategy (developed in consultation with relevant government institutions and stakeholders in the sector) aimed at raising agricultural yields and productivity. The Project is aligned to measures under Article 96 of the Cotonou Agreement by Council Decision 2002/148/EC, adapted by Council Decision 2011/106/CFSP, based on the conclusion of Article 96(2) consultations with the Republic of Zimbabwe on 11 January 2002. The Project was therefore consistent, coherent and aligned to European Union policies and mechanisms at country level.

34. **Alignment to regional and subregional priorities:** The Project's focus on improving food, nutrition and income security within the smallholder livestock sector is broadly in alignment with the articulation of the National Agriculture Plan in the Southern African Development Community (SADC) region. One specific alignment is with the Regional Agricultural Policy (RAP) approved by SADC Ministers of Agriculture and SADC Council in 2013 and 2014, towards ensuring agriculture growth and socio-economic development. The RAP policy focuses on four specific objectives, three of which have components addressed by the Project: i) Enhance Sustainable Production, Productivity and Competitiveness in this case providing water for agriculture and productivity enhancing inputs; ii) Improve private and public sector engagement and investment in the agricultural value-chains; and iii) Reduce social and economic vulnerability in the context of food and nutrition security and the changing economic and climatic environment.

35. Both the SADC and RAP are under the auspices of the Comprehensive Africa Agriculture Development Programme (CAADP) of ensuring strong institutional capacity and enabling environment in which policies are accountable, inclusive and

elevate the interests of the public masses. This plan also underscores efforts to enhance agriculture production and productivity.

36. **Alignment to national level priorities:** The Project was consistent with the Government of Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) (2013–2018), in which agriculture is envisaged as one of the key drivers towards increasing food and nutrition security. The Project contributes to three of the four national strategic clusters: i) ensuring food and nutrition security; ii) infrastructure; and iii) utility development, value addition and benefaction.
37. The Zimbabwe GCP/ZIM/022/EC Project on “Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe” and its various activities was undoubtedly in line with both the outgoing Zimbabwe CPF 2011-2016 and successor CPF 2016-2020 priorities between FAO and Zimbabwe. The Activity was aligned to Priority Area 1 focused on animal disease control and addressing climate change effects and drought issues within the previous CPF and to all three key Priority Areas within the substantive CPF. The latter spells out: A] strengthening policy and Institutional framework; B] enhancing agriculture productivity and competitiveness cluster with focus on: enhancing livelihoods and food and nutrition security (FNS), support for smallholder livestock programmes and disease control, ensuring nutrition-sensitive agriculture and food safety throughout the value chain and promoting integration of smallholder farmers into markets. Priority Area C emphasises increasing resilience and uptake of Climate-Smart Agriculture and community resilience in partnership with the public and private sectors, non-governmental organizations (NGOs), community-based organizations.
38. Project activities were also in line with the Zimbabwe Agriculture Investment Plan (2013–2017), Comprehensive Agricultural Policy Framework (2012–2032), the Food and Nutrition Security Policy (2012), National Gender Policy (2013–2017) and, to a lesser extent the National Trade Policy (2012–2016).

### **3.2 Evaluation Question 2. To what extent has the Project delivered on its results (outputs, outcomes and objectives) and what, if any, wider results has the Project had at national level?**

39. This Evaluation Question focuses on project effectiveness, looking at both intended and unintended results.

**Finding 2. FAO created an enabling environment in the form of management systems and processes that supported stakeholder interests and contributed to putting in place a draft livestock policy and regulatory environment.**

#### **3.2.1 Expected Result 1: Improve livestock policy, regulatory and institutional environment**

40. FAO created an enabling policy environment through processes, increasing capacity and policy debate space. This led to heightened multilevel stakeholder interest in livestock policy and regulatory concerns sufficient to sustain continued discussion and engagement. The foundation of the policy dialogue was

strengthened by the Project's Policy Consultant who trained FAO, Government, LEAD, HELP Germany and other stakeholders in policy development.

41. These trained individuals then participated in the formulation of the draft Livestock Policy. To date, the Livestock Policy still awaits cabinet approval due to competing government priorities. The process of arriving at this approval stage has already resulted to benefits such as training materials, advisory messages and capacity development of key individuals committed to future similar initiatives.
42. The Outcome Evidencing Workshop informed the evaluation team that the capacity and knowledge gained during the drafting of the Livestock Policy resulted to other benefits such as informing the development and review of the Foot and Mouth Disease and Dairy Strategies. Moreover, the convergence of different organizations in these workshops allowed the exchange of experiences, use of institutional memory and the trial of tried and tested technologies and ideas to inform policy formulation.
43. The Project contributed to **increased interaction** between the various livestock value chain actors such as the buyers, auctioneers, meat graders and farmers. This interaction enhanced understanding, coordination, cooperation and boosted trade. These include:
  - a) Farmer to farmer interaction at village level at points of sale, feedlots, abattoirs, livestock water points and dip tanks.
  - b) Inter and intra district level interactions and institutional strengthening through platforms such as i) Livestock Development Associations (LDAs); ii) Inter-district Committees; iii) Project Implementation Committees; iv) District Development Committees; v) Livestock Business Forum; and vi) shared facilities such as livestock markets and auctions.
  - c) Provincial level interactions were facilitated through a Provincial Development Committee which is a meeting for all districts in the province of Matabeleland North. Reports on the Project are shared at this forum and the positive results may persuade other donors and agencies to replicate this project.
  - d) At national level, the Project Steering Committee has worked in close collaboration with the Government. A national consultative process and capacities for livestock policy have been developed, such as the National Livestock Development Forum. The forum's objective was to engage national stakeholders and continue strengthening collaboration between senior government livestock staff and representation from umbrella bodies such as the Livestock and Meat Advisory Council. The processes are well appreciated by district officials, private service providers and communities themselves.
44. Platforms, associations and institutions are now better organized and lined up stronger for advocating for friendlier, inclusive and accommodative livestock regulations at national, provincial and district levels. When farmers complained about high levies, the Project lobbied at various fora including holding high-level discussions with the Deputy Minister in charge of livestock expressing the challenges and requesting for a review of the taxation policy on behalf of the farm.

The joint effort with those of other stakeholders yielded a reduction in cattle levies, in particular the marketing levy<sup>12</sup> for Nkayi and Lupane districts from about USD 100 per animal, i.e. 10.5 percent of animal selling price, to USD 30 per animal. While this was positive, more lobbying is still needed to reduce this and other livestock-related taxes as they are still on the high side. This activity also exemplified the process in which local problems are solved with local decision-making and local solutions. However, the Project needs to take the process further and document and disseminate the results to influence policy formulation.

45. Vertical and horizontal information flows have been established, in particular an upward information link from farmers at Wards (village level, through the local Livestock Development Committees - LDCs) all the way to District Livestock Development Associations.
46. The presence of a legitimate farmer's institution to voice concerns, the LDAs, is a notable outcome in transformative progress. Now in Nkayi and Lupane districts, the LDAs status has been lifted with office space, and financial management ability that has been and is still undergoing testing.<sup>13</sup> While in some districts livestock associations are no longer functional, the Project has demonstrated that a slight boost in capacity development and trust can reinvigorate the association through its members. Furthermore, constitution and rules of engagement to guide their internal operations will benefit the associations.

**Finding 3. The Project strategically prioritized assistance along the entire value chain which led to visible and tangible positive changes in animal health and productivity. This was evident at different levels of the value chain.**

### **3.2.2 Expected Result 2A: Improve livestock health and production systems, productivity, value chains and income sustainability by smallholder farmers**

47. Besides knowledge and skills imparted to government extension workers, they facilitated to improve their services. Ordinarily, government extension workers are constrained by limited transport and logistics such as fuel which makes them inefficient in their work. The Project provided extension workers with motor bikes, and veterinary service providers and animal graders with cars with sufficient fuel to extend their reach with services.
48. To ensure safe and timely storage and delivery of vaccines/drugs, the Project availed solar energy refrigerators and energy units in support of the cold chain process. The Project provided start-kits, one comprised of basic veterinary drugs and another with basic veterinary equipment. The Project entrusted the start-up kits to LDAs to manage drugs and vaccinations sustainably and equitably on a user-

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<sup>12</sup> In Nkayi and Lupane Districts, after a negotiation between the Implementing team, district officials and the communities, the marketing levy was reduced from USD 100 of value per animal to a flat figure of 30 USD per animal.

<sup>13</sup> The LDAs are entrusted with funds received from a 50 percent contribution by farmers who purchased breeding animals stocks.

fee payment basis. The intention was that cash accrued will be used to set up a revolving fund that will be used to maintain, repair or replace the equipment as need unfolds.

49. While the practice was held as planned in some communities, in others that the evaluation team visited the tool kit was simply entrusted to tool-kit managers who could not elaborate the principle of user-fee charging for maintenance and replacement of the equipment if worn-out. The user-service was not charged, some equipment was already broken and not replaced and some equipment managers presented no plans for replacement of equipment when asked to explain. First additional training in user-fee service with basic business management approaches may be required in case the persons missed out on the initial training activities. Second, a regulatory mechanism was required since those with higher animal numbers are associated with higher usage and therefore faster deterioration. And yet, in reality, they are predicted to have higher purchase power and can easily afford to purchase their own equipment in case of break down compared to others.
50. From training that the Project supported, different categories of beneficiaries have acquired comprehensive all-round knowledge on disease surveillance and reporting. The farmers developed 'key' skills which they are now using to identify diseases better, and report early for effective disease control. In the focus group discussions, farmers in the two districts could relate to decreased incidences of diseases such as FMD, Blackleg and Vector-borne and those of key public health concerns such as Anthrax.
51. Along the value chain, other actors who benefitted from capacity building activities include: input suppliers, farmer leaders (Livestock Development Associations), local development communities, members of user-fee Management Committees, auctioneers, specialized women groups such as Internal Savings and Lending (ISAL) Associations and the communities using communal livestock facilities.
52. A blend of results arising from the various services were: i) more robust extension management systems achieved through improved inter-agency collaboration; ii) increased surveillance and management of endemic disease achieved through training and capacity building; and iii) strong livestock marketing infrastructure achieved through revival of livestock marketing pens and collaboration between buyers, sellers, auctioneers, government and the project implementers.

Key informant interviews and focus group discussions revealed that input suppliers from Bulawayo, Kwekwe and other urban centres, increased their sales under the project support - veterinary drugs, vaccines and feeds. The LDAs benefitted from the revolving fund-proceeds paid by community members who purchased the breeding bulls and bucks at the subsidized rates. The money accrued was invested in purchases of drugs, vaccines and feeds, sold to farmers at the feedlots. In so doing, LDAs' activities brought services near to the end-users, including improved access to drugs and inputs.

**Finding 4. The Project strengthened the existing weak informal value chain information flow and rekindled renewed stakeholder trust in the formal livestock market systems.**

53. Absence of effective communication and coordination amongst players in the livestock value chain has been a big hindrance to effective participation of key stakeholders in livestock marketing and commercialized farming. The Project consolidated links and improved coordination and cooperation among major players in the livestock business through its various activities and platforms to bring together various actors. The key players are: auctioneers (like CC Sales), abattoirs (like MC Meats), meat graders, buyers, transporters, the Rural District Council, the Veterinary Department officers, Agricultural Technical and Extension Services (AGRITEX), community leaders and sellers.
54. The Outcome Evidencing Workshop pointed at 'improved communication between all players along the value chain' as a significant area of change. The workshop participants, stakeholders that responded to key informant interviews and beneficiaries who attended focus group discussions all affirmed that indeed there is better communication between actors. The change has not only stirred renewed confidence and trust in the formal livestock market systems, but also a new wave of interest in commercial livestock farming. It is hoped that overtime increased commercialization will translate into increased productivity and production.
55. Arising from such trust, livestock owners can now willingly release animals to abattoir owners, who after slaughter and grading will duly pay the owners with less administrative burden and cost for either parties. Similarly, private companies such as MC Meats, can now buy animals from farmers, and entrust them to fatten them until ready for pick up. Such direct arrangements with farmers, whether permanent or simply contractual are not common. Other engagements include appointing of 'representatives' or 'middle men' to negotiate livestock purchase deals on behalf of the Organization. These terms of trade can only work in systems with a high level of trust and integrity, which further affirm gains by the Project.

**Finding 5. Project intervention is associated with tangible indications for improved livestock services and return on livestock investment.**

56. Project reports and Outcome Evidencing Workshop indicate a degree of income increase from sale of animals and animal products. These were associated with better veterinary and extension services, improved access to inputs, heightened feeding at feedlots and fattening pens, all means to improve live animal slaughter weight and carcass quality. For example:
  - a) According to cattle sale records of Nesigwe community Ward 5 of October and November 2017, the highest price obtained was USD 887 and the least was USD 577 per animal. This compares favourably with previous prices of USD 450 and USD 350 respectively. This was attributed to feedlot, cattle sale pen and rehabilitated deep tank facilities that have contributed to improving production.

- b) In Lupane feedlot, one steer valued at USD 400 was sold for USD 650 after fattening. Another valued at USD 650 was sold for USD 900 after fattening, with a record price offer of USD 1000 for one steer.
  - c) Carcass grades were also improved after pen-fattening, some attaining a price of USD 1.25 from an average of USD 0.75. These live mass prices translate to USD 1.6 and 2.7. These prices of dressed carcasses have been reported to reach USD 2.2/3.3 per Kg.
57. We also assume some goat farmers could have also attained some additional income from sale of goats after breeding with the bucks that the Project supplied. However, the evaluation team did not get the opportunity to visit any such farmer. Those visited were still at the level of breeding.
58. The Project extensively trained livestock farmers in good animal husbandry practices including: disease control, animal feeding and nutrition, and understanding livestock business investments. Farmer groups were also strengthened to work together following training in group dynamics and their leaders were introduced to leadership skills and financial management. They were strongly encouraged to identify and register their animals as part of the concept of Farming as a Business and disease control measures.
59. From the Outcome Evidencing Workshop, “reduced mortality and increasing numbers of animals” were identified as a significant area of change.<sup>14</sup> Interventions towards increasing access to water, fodder production and effective disease control emerged as key contributors. The evaluation team discussions with farmers and field observations showed that livestock owners are positively using the knowledge and skills imparted to them. These skills have been utilized in early disease reporting which enabled early response especially in the control of FMD and other disease outbreaks.
60. Using their leadership skills, LDAs registered success in recruiting farmers to register their animals amidst uncertainties concerning fees. Complaints of high fees notwithstanding, the livestock owners affirmed that this has improved livestock identification and contributed to reducing incidences of animal theft. The LDAs have also used their governance skills to negotiate for contracts and trade-related activities. Perhaps, most outstanding was the ability to negotiate for the cost-sharing and funding package of bulls and bucks. The fee paid by purchasers was released to the LDAs and is now used both as a revolving fund and also to support their operational costs.

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<sup>14</sup> Whereas increased productivity is the ultimate long-term outcome, the workshop participants focused on increased numbers of animals as most significant change that is visible to them.

**Box 1:** Case Study - Drought misfortunes creates opportunities for the Smart

The Project has demonstrated that livestock and fodder training created income generating opportunities for one farmer who put the training into practice.

One farmer with over one hectare of mostly *nappier* grass fodder at his homestead affirmed: 'Droughts are difficult times but we have learnt over the years that they are part and parcel of our existence. Therefore I took up fodder knowledge and put it into practice'.

The drought of 2005-2006 had devastating effects on smallholder farmers in Nkayi reminiscent of previous droughts – widespread crop failure and food shortage. Most farmers rue these situations and look up to Government and NGOs for assistance while exhausting their coping mechanisms. The tragic fact is that these emergency situations have become cyclical in the face of climate change and the demand for assistance does not match the meagre resources available.

Surprisingly this drought created an opportunity for this farmer to earn more than USD 2 000 from his hectare of fodder crops. As the drought depleted herbage on common property grazing areas, livestock owners turned to this farmer for grazing to save their animals. He charged them USD 4/animal/month to graze on his well-preserved thriving grazing area, raising more than USD 2 000 during the months from December 2015 to March 2016 when the rains finally came.

Such resilience during droughts is one of the important objectives of the Project and other farmers are likely to follow this example.

### 3.2.3 Expected Result 2B: Improve livestock marketing

61. The Project introduced improved genetic breeding animals to improve beef production in 2016. The Livestock Breed Study<sup>15</sup> recommended the *Tuli* and *Brahman* breeds of cattle as breeding bulls and the *Boer* and *Matabele goat* bucks as breeding sires ideal for local breeds for the Project. The Tuli bull cost USD 700 and the Brahman bulls cost USD 1 000 to the farmer, which is 50 percent of the total value paid by the Project. The remaining 50 percent of the cost was put into a revolving fund managed by the LDA for the benefit of farmers. This fund was used as 'start-up' funds for purchases of feed, veterinary drugs and equipment which was sold out and used by farmers. Due to a prolonged drought in 2016 and severe FMD outbreak, the onset of this Activity was delayed.
62. While the offspring calves from bred cows were not yet born by the time the evaluation was held, offspring from goats were already born. Information given by key informant interviews and discussions from focus group discussions concur that multiplier effect from the goat improvement projects is greater compared to cattle projects. There are however contestations that goat farming is labour intensive and

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<sup>15</sup> Maposa L. and Siziba S. (2015) A study on Livestock breeds improvement in Nkayi and Lupane Districts. FAO Zimbabwe Study.

has long-term negative effects on the environment. The community members nevertheless mentioned that the Project introduced good prospects for improving the genetic base, quality and quantity of livestock within Lupane and Nkayi communities. It is anticipated that in the next one to two years, improved breeds will ultimately yield more animals and better carcass quality, whose sales may sufficiently influence the number of persons engaging in commercial livestock farming.

63. The Project further supported the market value chain by constructing/rehabilitating feedlots and sale pens to improve markets and income from livestock sales. Public Meat Graders were trained and supported with transport to make them more efficient in service delivery. The beneficiaries and meat graders both attested to improved grading services. Improved access to services of the Public Meat graders, truly perceived as 'free services' different from the previous predominantly private sector-driven services, were initially received with suspicion but were then accepted.
64. As the Project secured trust in formal livestock market systems, the communities now freely seek and utilize meat grading services. The process is catalysed by knowledge and skills in basic concepts and principles of meat grading that was imparted to livestock owners themselves. Collectively, these skills together with those mentioned earlier have contributed to shifting attitude of farmers towards market and profit-oriented thinking. Summed up by one farmer at a focus group discussion in Nkayi, *'All of us are now business people'*. The Project records indicated that livestock owners attained an average investment on return of 63 percent when they used feedlots.
65. Accordingly interviews with farmers, the increase in sales and more lucrative prices for livestock at sell pens has spurred farmers into being increasingly profit conscious, and often discuss how the project is transforming their lives. This is said to be attributed to the Project bringing together key players and **facilitating their dialogue on market issues, including fair pricing**. The players included buyers, auctioneers, meat graders, sellers, veterinary and agriculture officers, the local Rural District Councils and project officers.

**Box 2:** Case Study 'From herd boy to Entrepreneur' by Noel Ncube and Oscar Ndoro

Amen Mloyi a middle aged, married man with six children, residing in Mabayi village of Ward 23, under Chief Sikhobokhobo in Nkayi district, Matabeleland North Province of Zimbabwe lives a stone's throw away from Nzuza Dip Tank and he is the current chairman of the local Livestock Development Committee. Mr Mloyi who before the project intervention viewed his cattle as a storage of wealth and only sold cattle when he had an immediate cash need - such as a death in the family or an illness - has now changed his perception after he attended training sessions and discussions on live cattle grading and marketing.

Using the acquired knowledge, he was able to make an informed business decision to sell some of his cattle to finance a business venture he had always dreamed of. The knowledge gained on live animal grading enabled him to select the best three oxen from his herd of 18 and sell to Mbokodo Abattoir- Bulawayo, a decision aided by skills gained in market information management. With all his oxen graded as commercial beef, they fetched a total of USD 2 560 at an average price of USD 853 per animal, a price which was more than double than that offered at Zenka Public Auction Sales as of June 2017.

He invested part of his income in a diesel-powered grinding mill valued at USD 1 300.00 to start his maize milling business, he bought two heifers valued at USD 600 and the remaining USD 660 was used to meet his family livelihood expenses for at least three months. The grinding mill is now mounted at his homestead offering grain milling services. He earns at least USD 450 per month. "I have now realized that I can make a living from livestock!" said Mr Mloyi.

**Figure 1:** Mr Mloyi standing by his Grinding Mill



66. This assertion corroborates results from the Outcome Evidencing Workshop in which the marketing pathway underscored 'improved offtake and household income' as significant changes. In the workshop, the participants correlated these outcomes as key drivers (related outcomes): i) increase in collective bargaining power; ii) improved auction management; and iii) trust in the system.

**3.2.4 Expected Result 3: Increase contribution of livestock assets to food and nutrition security**

67. Under this component, 'contribution of livestock assets to food and nutrition security' was equated to 'increase in consumption of animal protein at household level'.

*Hypothesis: **IF** farmers or livestock owners change behavioural attitudes and; learn diverse ways of preparing food; **THEN** the income from sales or any increment in livestock off-take and product sales will influence consumption of animal protein to increase.*

68. The Project indeed trained farmers and imparted knowledge and skills on significance of increasing and practicing livestock off-take on one hand and nutritious feeding on the other. While the farmers and livestock owners affirmed the implementation of the training, results from the evaluation workshop and field visits by the evaluation team were not sufficient to clearly guide discussion of results in the context of expected causal pathway. A Knowledge, Attitude and Practices (KAP) study was however conducted by the Project and Information, Education and Communication (IEC) materials are available for public use.
69. The Project results from the Knowledge Attitude Practices study indicate the following changes from the baseline: 30 percent increase in household livestock product consumption, 25 percent increase in household with high dietary diversity score, 7.6 percent increase in under-fives who consume at least four groups of food, and 31.6 percent increase of livestock sales contributing to household food purchase in the two districts. These statistics showing an increase in consumption of animal products and increased dietary diversity can be attributed to the training and diet education campaigns of the project, not necessarily increased availability of livestock products due to the Project.
70. Most farmers stated that improved market linkages and fair prices had increased their incomes significantly. However, they were unable to explain any direct link between increased incomes and improved dietary as extrapolated from the Project result chain. Rather, the impressions created from group discussions was that improved dietary diversity at households was a result of nutritional awareness meetings and trainings on infant and adult diets. The training was routinely carried out by nutritionists and the Ministry of Health and Child Care officials who worked in close association with the Project nutritionist. This outcome is also attributable to various actors working on this specific issue.

#### **3.2.5 Expected Result 4: Improve smallholder farmer response and resilience to shocks and disasters**

71. Smallholder farmers in Lupane and Nkayi have survived challenges arising from shocks such as droughts intensified by El Niño and disease outbreaks with high externalities that lead to crop failure, animal deaths and food shortages. They have developed local traditional coping mechanisms which have been stretched during prolonged droughts necessitating emergency assistance.
72. Building on this experience, the Project imparted to farmers knowledge and skills on early warning systems, response mechanisms and recovery initiatives. The Livestock Emergency Guidelines and Standards is one of such tools used to train extension workers and farmers to contain the deleterious effects of droughts. The LEGS manual also introduced livestock owners to emergency technical interventions, such as destocking and restocking, emergency feeding and safety nets during shock.

73. During the focus group discussions, the evaluation team noted that farmers seem to have acquired theoretical knowledge on the basic principles of the LEGS and how they can be applied. Since the training was undertaken, there has been no serious shock or outbreak of emergency nature in Lupane and Nkayi to warrant the application of these skills. Rather the outbreaks occurred in the neighbouring districts. Hence, the evaluation team was not able to gauge the effectiveness of this intervention. Consequently, during the evaluation, the evaluation team could not ascertain how effectively the farmers can translate and apply the knowledge and skills gained to a hypothetical emergency situation.
74. The Outcome Evidencing Workshop underscored 'Improved water access' as a very important area of change, which was validated by the evaluation team in the field visits and focus group discussions. The Project ensured that boreholes were in place for easy access to water. One hundred and thirty (130) existing boreholes were rehabilitated, 30 were established and 30 connected to solar power. Because water was thereafter easily accessible, and yet to many farmers, water scarcity is the topmost reason for destocking; some farmers then queried the rationale for destocking if water is available. Nevertheless, most farmers are still far from such water sources. Despite this, farmers still hold onto the traditional practice of retaining their livestock even when they show signs of drought stress. According to annual reports, cattle numbers seem not to have changed before and after the drought, but goat numbers were lower during the drought. While we have no concrete evidence, reduced effects on cattle during the drought period could be an indicator of increased veterinary care and adoption of resilient practices from knowledge imparted by the Project which could have improved survival rate (Box 1). There was also cross-sharing of experiences such as fodder growing of *Leucaena leucocephala* which cattle fed on as supplement during drought.
75. This is possibly attributed to the component of pen fattening and prospects for relatively high returns on disposal which appears to be a more significant incentive to selling cattle than the threat of total animal loss during drought.

### **3.3 Evaluation Question 3. What factors have affected the delivery and results of the Project and how were they addressed?**

#### **3.3.1 Project Design: What worked well? what did not work? how was the programme affected and how was it addressed?**

**Finding 6. The Project Team (FAO, LEAD, HELP Germany and the Government of Zimbabwe) was in constant communication, debating and resolving difficulties through adaptive management and learning, which included allowing for longer and more flexible contractual agreements, and regular and efficient monitoring of the processes.**

76. **Partnership:** The partnership between Project implementers was initially affected by loosely defined roles, responsibilities and *modus operandi* which, at first, created misunderstanding and tensions between players at different levels. For example, (1) at project start, some service providers at district level expressed dissatisfaction with the level of engagement by the implementers in Nkayi. They felt excluded and could therefore not effectively perform their supervisory and coordination role; (2)

there was a loose system in defining and setting boundaries to avoid duplication of similar interventions in areas of operation between implementers and already existing agencies, in particular relating to extension work.

77. To overcome tensions, partners first made reference to the concept of 'co-applicant' as defined at proposal design. Second, to international 'principles of partnership' that demand respect of areas where they have years of experience and commitment to the contractual arrangements. And third, the partnership had been backed by the quality and experience of staff that each team had brought to the partnership table.
78. Management established support teams such as the Project Implementation Committee (PIC)<sup>16</sup> and Project Steering Committee (PSC) that operated at district and national levels respectively. The Committees were comprised of a strong representation of key stakeholders who convened on a regular basis to receive updates on progress of implementation and propose advice on how to address any pending issues. Though initially loosely defined, the committees got stronger, more formalized and clearer in their duties and performance, creating strong bonds between and among themselves and the communities being served.
79. Unexpected disasters and shocks such as drought, El Niño and disease outbreaks such as FMD had a destabilizing effect on the implementation of the Project, in particular the rolling work plans. For example, the distribution of breeding animals could neither be undertaken in 2015 as planned because of a prolonged drought, nor in 2016 due to FMD outbreaks. Similarly, the Avian Influenza outbreak in 2017 affected the poultry sector and subsequently the poultry breeding activities. This called for additional emergency support actions mainly addressed through FAO's other facilities such as the Technical Cooperation Programmes. In the same vein a budget revision was done in consultation with the donor to accommodate the funding of an emergency outbreak of Avian Influenza.
80. In response to a government request, the Project supported strengthening of the Livestock Traceability Systems which was not originally included in the design, but critically important to improving marketing and disease control regulations in the region. Support was given through two service providers: first, Livestock Identification and Traceability System (LITS) piloted an identification system of branding livestock in two selected wards per district. The lessons from the LITS were presented and reviewed by the Beef and Livestock Value Chain Stakeholders who proposed recommendations towards improving quality and compliance ahead of operationalization.
81. Second, Southern Trading Co., another service provider presented a different methodological approach. Unfortunately, by the time of the evaluation, a final decision of which approach to adopt had not been reached and the process had

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<sup>16</sup> PIC composition: Representatives from FAO, LEAD, HELP Germany, Zimbabwe Republic Police (ZRP), District Administration (DA), Veterinary Services, Rural Development Council (RDC), District Development Fund (DDF), National Coordination Office (PSC) and AGRITEX (department of extension services).

already gone dormant for over two years. The search for an alternative opinion may have been administratively acceptable but drew mixed opinions from different stakeholders.

82. Some believe it was not financially sound and others believe that FAO has all along been in a better position to guide the Government and Stakeholder-platform on how to proceed, but missed the opportunity to do so. Some members of the community affirmed that where branding of stock has been carried out at the dip tanks, livestock traceability greatly improved. With the current new government setup, most key informants are hopeful that issues which had been pending in the Government for a long time, including this traceability scheme, will now receive due attention.

**Finding 7. The Project suffered a substantial financial loss, close to USD 1 million owing to fluctuation in exchange rate conversions from EUR to USD. This situation was resolved through negotiations and engaging alternative funding mechanisms. The loss of revenue and delays was resolved by adjustments in scale and rescheduling of activities.**

83. There was significant loss of funding due to exchange rate fluctuation. The project budget was in USD and converted to EUR before donor approval. The funds received by FAO headquarters in EUR were reconverted to USD before final remittal to the country. Records indicate an average loss of USD 880 000 in the whole process. Potential solutions could have been: a) to have used a contingency fund, a practice not adopted by the European Union; b) use of financial insurance services where applicable; and c) setting up a fixed rate with a bank - which was equally not plausible due to the long duration of the Project and high exposure to "risk".
84. The evaluation believes that FAO Zimbabwe could have made sufficient advance inquiry into funding mechanisms to satisfactorily and timely handle the co-signatory arrangement. Reporting challenges were also initially encountered by the accounting team due to asynchronous and rather detailed financial reporting formats expected from the three partners. This and the bureaucracies at different levels further negatively impacted on the timely release of funds already aggravated by the restrictive Letter of Agreement (LOA) modalities, which partially explains procurement delays.
85. **Project Management and Administration:** While the co-applicants partnership model was adopted from the start riding on its advantages, the mode of project delivery whether Direct Execution, Operators Partner Implementation Model or other forms of financial tool was not spelled out. With confusion in approach, FAO Zimbabwe was not able to timely prepare contractual agreements for the partners which resulted in delays. An initial six-month LOA was processed followed by a short phase of no-contract and later resolved through longer (three-and-a-half-year) LOA.

### 3.3.2 Project delivery: What worked well, what did not work how did it affect the delivery of results? How was it addressed?

86. The evaluation team observed that the pace of project implementation was faster in Lupane than Nkayi. This was probably due to the fact that LEAD was well established before the Project in Lupane unlike HELP Germany which needed groundwork.
87. **Field activity implementation:** The pilot intervention on breeding of superior males, a critical intervention planned under Objective 3, was delayed by two years. The activity was designed to start in 2015 but did not start until 2017 due to disease outbreak epidemics. The activity was informed by a Livestock Breed Survey study by Maposa Leonard and Siziba Shepherd 2015<sup>17</sup> as planned. On a shared-cost basis approach, the Project jointly procured breeding bulls and bucks to communities through their Livestock Development Associations, an approach not originally in the design but proposed by the communities themselves and approved by Management after confirming positive lessons from another European Union-funded programme.
88. Worthwhile mentioning is also that the two districts used different approaches in procurement and distribution of breeding animals thus: in Lupane, animals were given to groups, while in Nkayi animals were given to individuals to multiply. Each of these approaches has assumed merits and demerits. In the former approach, ownership is good as farmers collectively own the animal. However, its implementation is usually more complex, in particular ensuring that there is equitable distribution of work and resource sharing.
89. In Nkayi's case, since ownership was limited to individuals, other avenues for other farmer participation were limited. In both cases, however, written agreements on approaches to community sharing were documented. These two different approaches are likely to draw interesting lessons for future learning which unfortunately because of the delayed implementation could not be picked by the time of this evaluation.
90. As part of the same intervention, the Project was supposed to have procured breeding chicken as per recommendations from the Livestock Breed study, but this did not happen because of loss due to the exchange rate. Farmers were however trained, and some of them, through own arrangements, procured the usual local breeds which they have successfully bred and shared experiences and best practices.

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<sup>17</sup> Maposa L and Siziba S (2015) Livestock Survey Report (022 –EC project) – recommended drought tolerant bulls and bucks with good size, conformation and breeding performance as priority traits. The Brahman breed ranked top in preference for milk production while Nguni and Tuli beef breeds ranked highest for Nkayi and Lupane respectively. For goats, Matabele, Mashona and Boer are the preferred goat breeds while the Spotted, Naked Neck, Red and White indigenous chicken breeds were preferred in that order. Details found in the report.

**Finding 8. While the Project presented a well-defined Communication Strategy at the start, along the way there has been insufficient interface between the Project's monitoring and evaluation (M&E) and the unit implementing the Communication Strategy.**

91. **Communication and knowledge management:** The Project has produced communication messages targeting livestock keeping and its potential for income generation among smallholder households. The final communication products do not reflect a diverse view from other stakeholders based on M&E data which would have otherwise strengthened the behavioural communications component. For example, the slogan of "*Making a living from livestock*", though appearing in the logo did not appear in key messages of the Project's Communication Strategy. They however appeared in videos and podcasts.

**Finding 9. Not all studies intended to inform Project activities were undertaken and some of those undertaken were not timely enough to inform the activities. This affected the adaptive learning from the interventions during the Project and for future programming.**

92. Under each Project component, studies were designed to inform implementation. The Project was not able to conduct all research studies intended to inform the various components on improving production and productivity as initially proposed. Collaborations with Department of Research and Specialists Services and International Crops Research Institute for the Semi-Arid Tropics on topical livestock issues were not put in place. Essential research on traditional livestock treatment methods, climate smart forage production, Tick-borne diseases and livestock wildlife interactions were not undertaken as planned.
93. **Monitoring and Evaluation:** Learning and adaptive management of the Project M&E was robust and produced good data. However, there are some learning activity studies that were either not undertaken or not timely enough to inform the intended Project activities (e.g. "Value chain studies to identify Public Private Community Investment Opportunities", a study that was undertaken in the last year); or could have been linked better to the Project components (e.g. evolution of the Project's communications). At the design stage, FAO hoped to utilize European Union-funded value chain studies to inform some of the gaps. On realization that the information was insufficient, FAO hired a consultant to provide a detailed analysis and provide recommendations for the improvement in livestock marketing roping in the private sector as a stop-gap measure. This was useful although came later than had been expected.
94. Flexibility in management enabled adaptive learning, for example early recognition of indicators that were difficult to measure and duly reviewing them. Management also responded positively to gaps such as lack of clarity of roles and responsibilities in data collection identified by the mid-term evaluation.

### **3.4 Evaluation Question 4. To what extent has the Project's implementation approach contributed to the Project's delivery of stated objectives?**

95. Initially there was confusion on the roles and responsibilities of the various partners on what co-applicant means in terms of mandate and roles. After agreeing on clear definition of roles and responsibilities of each partner, ownership improved processes of collaborative engagement were laid down including defining vertical and horizontal reporting mechanism.

**Finding 10. The Project management utilized various layers of support ranging from public and technical offices to institutions that were established under the Project. At ward level, the Livestock Development Association and User Committees; at district level, the Livestock Development Associations and Inter-district Project Committees; at provincial level, the Project Implementation Committee; and at national level, the Project Steering Committee. The created structures supported project implementation and monitoring.**

#### **3.4.1 Implementation approach**

96. The Project was managed in an inclusive manner, through a country Project management team involving senior members of FAO Zimbabwe, LEAD and HELP Germany meeting regularly and jointly making decisions. In regular inter-district meetings involving Project Managers/Coordinators, district and government provincial officials were undertaken to harmonize implementation approach in the two districts. Similar meetings with harmonization intent were also regularly held at ward and project management levels. The minutes of all the meetings that were held are well documented and were used to inform the evaluation team of deterrents at operational levels and how they were addressed ahead of field validation. Both the issues identified and lessons learned were shared and verified with respective key informants and community members during interviews and focus group discussions.
97. FAO Zimbabwe engaged partners at national, provincial, district, ward and village level. Each partner focused their specific activities and essential project interventions that fed into and contributed to the wider framework of outputs and outcomes. The overall strategy was to let government partners and communities lead on project management while FAO and co-applicants facilitated and ensured full Project 'ownership' by all partners.
98. **Governance:** The Project was led by a National Coordinator from the Directorate of Livestock and Veterinary Services who was responsible for achieving the overarching national objectives, while the national level coordinators including the Directors of LEAD and HELP Germany were responsible for achievements specific to the districts of operation. FAO Project Coordinator was the overarching Project overseer.
99. At Provincial level, the Inter-district Project Committees (IPCs) had both technical and managerial inputs as well as monitoring progress implementation. The IPCs played a harmonization role at that levels. Specific co-signatory NGO project

meetings were routinely conducted, reporting to the District FNS Subcommittee who in turn reported to the District Development Committee (DDC) chaired by the District Administrator. Through this chain of command, the Project received wide recognition, cooperation, collaboration and participation of thematic- relevant government partners at district level including District Development Fund (DDF - handling water projects), Departments of Livestock and Veterinary Services and AGRITEX (agriculture and livestock health components), Health and Child Care/Nutrition and Department of gender from Women and Gender Affairs, and Ministry of Environment, Water and Climate.

100. At ward level, community institutions were involved, for example Water subcommittees managed boreholes and Dip Tank Management subcommittees managed dip tanks. All these committees were managed by a Livestock Development Committee whose primary role was to discuss and advice on issues related to livestock development.
101. Key informants from the private sector, district leadership and high officials in the Department of Livestock and Veterinary Services appreciated the role of LDAs but noted that they are weak on governance. For example, the LDAs in Nkayi and Lupane hold sizeable responsibilities, including: i) managing of funds gathered from bulls and bucks sold to communities; ii) 'User Committees' such as Dip Tank Management Committees' or 'Water User Committees' manage funds collected from the communities; and iii) hold responsibilities of service and maintenance of facilities on behalf of the communities. The evaluation team observed that there were unclear upward and downward vertical linkages and chains of communication from the LDAs. Stakeholders also observed the lack of clarity on who is mandated to supervise/overlook the LDAs to protect the interest of farmers. There are also no sustainability mechanisms into the governance of LDA institution since they are elected to the positions on a popular vote.

#### **3.4.2 Successes attributed to implementation approach**

102. Since co-signatories LEAD and HELP Germany have long-standing agreements with the Government and were allowed to operate in the two districts, it was easy to roll out the Project in these localities. As LEAD in particular was already operating in Lupane district, there was less time spent on reconnaissance and the opportunity was seized to expedite work and catch up with time lost. The strength of local agreements with the District authorities (Rural District Councils and the District Administrator) ensured cooperation and availability of additional technical resources and experts. Examples are nutrition education which was provided by the Ministry of Health and Child Care as well as water engineering expertise which was provided by the District Development Fund officers.
103. Project success in both design and implementation was in part attributed to inclusion of key stakeholders in government and assigning them to lead the development process of consultations during the design and implementation phases. Owing to the involvement of Departments of Livestock and Veterinary Services and AGRITEX, even with the delay in policy discussions, the technical persons utilized relevant provisions in the policy documents, to implement the project. Parts of the draft Livestock Policy that were used by the Project include the

Foot and Mouth Disease strategy and market levies being reduced from about USD 100 to USD 30 per animal in the two districts.

104. FAO made use of the Gender and Nutrition Officers to assist in addressing gender- and nutrition-related issues respectively, while LEAD and HELP Germany deployed their technical specialists to address various areas along the value chain.
105. The Project built on components of similar projects undertaken in the same and/or similar arid and semi-arid livestock-based livelihood locations. Components of the livestock feeding systems and training are a direct development from information gleaned from the El Niño induced drought response interventions by FAO and partners in Tsholotsho, Bubi and Masvingo districts.
106. According to key informants, FAO Zimbabwe implemented a drought mitigation programme in these neighbouring districts. The drought mitigation programme with its lessons from implementation were extended and well adopted in Nkayi and Lupane districts. LEAD is now implementing livestock-based interventions focused on development of grazing systems in Lupane. Water point development projects were implemented in some areas of Tsholotsho by Plan International.

### **3.5 Evaluation Question 5. To what extent can the Project's current and potential results be upscaled, replicated or serve as catalyst for future interventions?**

107. This Project, although implemented in only two districts has strong elements and models that can be adopted, as well as success stories to enhance learning, replication and upscaling.

**Finding 11. The consultative process and human resource pool developed through awareness creating activities and skill enhancement make a formidable force for catalysing information dissemination. Huge numbers of beneficiaries were trained, some as Trainers of Trainers in addition to extension workers and these can be used as peer educators or hosts to other communities embarking on similar projects.**

#### **3.5.1 Capacity for replicability and upscaling**

108. Supporting farmers institutions and the established Project Management Committees are potentially replicable both vertically and horizontally. The latter includes expanding between districts or at community levels between wards. Vertical replication on the other hand would involve upscaling from wards through Livestock Development Associations, or from LDAs through national forums to the national level using an upward and/or downward approach depending on the point of entry.
109. Senior officials from the Ministry of Lands, Agriculture and Rural Resettlement affirmed that the experiences generated from the Livestock Policy consultation process have already been applied in developing the National FMD control strategy.

110. The Livestock Development Associations of Nkayi and Lupane districts have been strengthened and are now better capacitated to represent and present issues affecting their farmers. The Livestock and Meat Advisory Council (LMAC), a national apex body that predominantly lobbies and advocates for issues concerning commercial farmers acknowledged LDA capacity as the missing link—long awaited. They expressed a wish to have farmers voices come through strongly from all districts. Hence a replication of interventions for LDAs such as those in Lupane and Nkayi districts.
111. LMAC further suggested creating an upper level of representation, the Provincial Livestock Development Associations (PLDAs) to which LDAs would report, and provincial issues can then be brought to the attention of national level bodies like LMAC. Rather than having all LDAs congest the national platform, their views would instead be presented by PLDAs who would be fewer and possibly easier to manage. LMAC pledged to support the process by providing LDAs with smart phones to enable them to receive market information for onward transmission.

### **3.5.2 Catalytic effects of the intervention**

112. Human resource capacity development training and awareness creation are probably the activities with the biggest multiplier effect. Both beneficiaries and staff were imparted with technical and managerial skills sufficient to catalyse learning at varying points of the value chain. Training of Trainers (ToT) and, Peer-to-Peer training will foster faster dissemination and duplication within and between districts and provinces, a strong accomplishment that livestock development will reckon upon. Where a separate ministry is involved such as Ministry of Health and Child Care, information and messages will be easily disseminated using existing structures such as district health teams to sensitize nutrition-related messages.
113. Based on the Project's M&E data, the Project trained over 23 000 beneficiaries in 36 different subject areas. Of these, a significant proportion of training sessions, accounting for 39 percent addressed animal health and production, 26 percent addressed marketing and farming as a business, 21 percent on group dynamics and leadership, 8 percent on service and maintenance of utilities and a small percentage of less than 5 percent addressed nutrition. The Project also trained over 75 extension staff whose traditional mandate is to reach out to people in the communities including the 'hard to reach' areas.
114. The Project also developed information, education and communication materials which have been widely disseminated to over 14 000 community members. The Project also produced facts sheets which were distributed to over 2 000 persons and also displayed podcasts and videos with messages around the subject matter 'making a living from livestock'. The video messages and skits have a high catalytic effect with a potential to reach out to large numbers and is supported by an effective communication and dissemination strategy.

### 3.6 Evaluation Question 6. To what extent is sustainability embedded in project activities and results?

**Finding 12. The Project had varied focus on sustainability; there are key elements that are likely be sustained and could be taken further by FAO.**

115. The Project has strong elements of sustainability embedded in its design some of which are already explicitly expressed under replicability and sustainability.
- a) Infrastructural includes facilities supporting disease control and marketing such as cattle dips, solar water pumps, feedlots and sale pens. User-Management fees and User-Management levies will support operations and their sustainability.
  - b) Human resource, knowledge and skills: High numbers of beneficiaries, Trainers of Trainers and extension workers with varying skills will continue training community members. Sustainability depends on adoption, adaption and innovative application and these elements were found by the evaluation team to different levels with varying communities.
  - c) Institutional: Established Institutions such as LDAs and members of the Subcommittees that supported management are still available for reference and support replication.
  - d) Policy and regulatory support: Despite the pending approval of the draft Livestock Policy, some provisions in the policy are already being implemented and will be sustained. The regulatory environment is mixed: Compliance on dipping, disease control is generally good but compliance on FMD control (especially control fences around wildlife-buffaloes) is weak leading to recurrent FMD outbreaks. There are challenges in sustaining parts of the regulatory environment.
  - e) Project contributed to increased interaction between the various livestock value chain actors. They shared their livestock business interests creating hubs and markets which were still active by the evaluation exercise. The markets attract buyers, auctioneers and meat graders across the entire value chain.
116. Further challenges to sustainability include: non-payment of statutory levies by some members, unremitting expectation of handouts by some community members, high costs of replacement parts for equipment and disease control facilities, and uncertainties in sustained policy environment due to political and macroeconomic changes
117. **Support to infrastructure:** First, the Project has established infrastructure to support livestock production and marketing and provided related logistics to ensure operations such as cattle dips, solar water pumps, feedlots and sale pens. Some boreholes, water points and cattle pens have been rehabilitated and others newly constructed. The Project further sensitized users and supported the establishment of User Management Committees. The Committee have been assisted to craft systems for maintenance and minor servicing of the facilities through revolving funds.

118. While most User Committees are focused and seem to know what to do, further probing showed that they are likely to face challenges when facilities break down and require major servicing or replacement of high-cost parts. Most users the evaluation team engaged with were compliant,<sup>18</sup> paying their regular water fee. Logistical support such as motor bikes and vehicles when eventually given to Government will strengthen capacity for field visits, provided that fuel allocation is considered.
119. **Human resource, knowledge and skills:** Through awareness and capacity development activities, the Project imparted knowledge and skilled a sizeable number of persons: beneficiaries, Trainers of Trainers and extension workers. If these skills are acquired, adopted, adapted and applied innovatively they can and will potentially sustain production and continue yielding results as articulated in the Theory of Change.
120. **Institutional:** Some of the benefits accrued from this Project will be sustained as long as the established Institutions remain functional. An example is the LDAs now also registered as 'Trusts'. They are legally constituted, have working space and funds. Their operations may be slowed down by oncoming election of office bearers.
121. Sub-committees such as the Project Implementation or Steering Committees, largely comprise of staff members from FAO, LEAD and HELP Germany. Although the district administration and Department of Livestock and Veterinary Services leadership assured the evaluation team of their sustainability, chances of survival are questionable since they were centred along a Project that is long closed.
122. **Policy and regulatory support:** Although the draft Livestock Policy awaits approval, the process is already associated with improved compliance to paying statutory levies, improved disease reporting and restrictions in movement of animals during FMD outbreaks. Community members mentioned that they are more alert and are increasingly reporting non-compliance which is reprimanded.
123. There are also factors that are potentially challenging to sustainability. Highlights are discussed below.
- a) Continued avoidance of payment and increase in numbers of community members who are non-compliant to user-fee payment internal regulations or by-laws and yet continue using services.
  - b) Dependency on 'hand outs' by some community members who failed to adopt and adapt the introduced technologies. The evaluation team observed some incidences in Boyabembuzi, Ward 15, Nkayi district.

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<sup>18</sup> Examples of such levies is USD 2 per month per household which includes 0.50 cts water user levy, 0.50 cts dip use levy, 0.50 cts fodder garden and demonstration levy. Besides this, livestock owners pay: fees for dipping animals, veterinary inspection, animal movement permit, market levies, lives animal grading, feedlot and sale pen use, and for specific veterinary services.

- c) High replacement cost for equipment such as solar panel batteries which is likely to be untenable without government or external support. The operational life of the Project supplied batteries is estimated to be about three years if well maintained.
- d) The Veterinary Kits<sup>19</sup> that were supplied to communities in custody of the Dip Attendants are being utilized without user fees. High use instruments are subject to strong wear and tear, necessitating frequent replacement which is not being observed. Evaluation team discussions with users revealed that after one year several of the key equipment like Burdizzo were already out of function.<sup>20</sup> Only in one community out of the several visited, a User-fee Manager who also doubles as 'Dip tank Manager' mentioned that he intends to replace broken equipment using dip tank-user-fees collections.
- e) Sustainability of achievements at national level such as policy and regulatory successes are currently hinged on the country's political situation under the new political dispensation and possibly upcoming July 2018 elections. Already, the Ministry responsible for Agriculture has changed name, leadership and affiliates. Such changes may spell out serious implications on priorities and continuity of ongoing activities both in terms of priority and resource allocation.
- f) Deeply-rooted culture and resistance to destock cattle and those failing to change mindset about keeping livestock as business.

### **3.7 Evaluation Question 7. To what extent has the Project integrated social issues including gender and environmental considerations in its design and throughout its implementation?**

**Finding 13. The Project integrated social issues that include nutrition, gender, HIV/AIDS, environment and youth. There were mixed feelings about the results.**

124. **Nutrition security:** Nutrition security was one of the main components of the Project with household and child dietary diversity being tracked as proxy indicators. Increased consumption of livestock products is attributed to the education and training campaigns supported by the Project in collaboration with the Ministry of Health and Child Care. It is however important to note that there were multiple development actors addressing this issue. It is too early to associate improvements in dietary diversity to improvements in livestock production and productivity of the Project because livestock activities started in 2016.

125. Even though the Project is only tracking dietary diversity as a proxy to nutrition, its findings will enrich the Project's database if statistics on malnutrition could also be added as these are monitored at all health centres. However, the Project may not

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<sup>19</sup> Vet Kit components are: Burdizzo, elastrator, emasculator, dehorning wire set, Ropes, aut—vaccinator, deworming kit, PM scissors and knives, thermometer, injecting needles and syringes.

<sup>20</sup> Information was later received clarifying that defects were factory-borne during manufacture and that the supplier received and delivered replacements that were functional.

have and is not expected to make 'a dent' on current levels of malnutrition in the short-term.

126. **Social services such as water access:** The Evaluation views the provision of potable water as a highly significant contribution to nutrition of both humans and animals. At the Outcome Evidencing Workshop, provision of water and related benefits was a highlight in most significant change pathways. All the communities interviewed underscored water as a key benefit. Interestingly, to women the provision of water helped them save time and hard labour of fetching water from distant places, while to men it was simply appreciated for livestock use. When asked how the time saved was utilized, the responses varied including being spend in other activities such Internal Savings and Lending. Some used it for other family needs and rest. Elimination of use of contaminated water clearly improves health, nutrition, welfare and quality of life.

**Box 3:** Quote from a farmer

"...Previously I spent two stressful hours daily trekking to collect water for the animal and family, but now after solar water pumps and simple tap to run on and off water, I am less stressed and use the time more effectively on my apiculture project, as water is available nearby for both my family and for my fodder garden" says a female beneficiary from Ward 2, Lupane.

127. **Gender Issues:** The Project achieved inclusion of comparable proportions of men and women in trainings and addressed apparent disparities created by some projects. In the period from January to December 2016 a total of 18 667 participants were trained, inclusive of multiple trainings for one beneficiary. Forty percent trainees were women. In the following year women trainees increased, reaching 56 percent. This gender balance in training and capacity building is essential to sustain the Project.
128. The Project introduced a goat improvement programme and Internal Savings and Lending to address some of the apparent gender disparities that favoured men over women. The initial cost of buying/selling bulls by households (USD 1 000) required 'the decision of the household head or men' according to the local tradition even though the accruing benefits are shared by the household. Besides a large drain on the household budget and the unplanned consequence of diminished access for women to this budget, women had to live with and probably partially indirectly pay for the cost of this investment. According to Project officers this disparity was addressed through the introduction of the goats programme and support to Internal Savings and Lending.
129. Paradoxically, ownership and participation of women and men in livestock production activities reveals a rare but comparable balance over the years 2014, 2015 and 2016. During the drought year 2015, livestock owned by women seemed to reduce significantly compared to those owned by men due to probable *distress sales* to mitigate drought effects. This targeting of livestock assets owned by women is not uncommon as women are responsible for and highly sensitive to food provision issues within traditional settings.

130. **HIV/AIDS:** Most health components of the Project are addressed through the responsible ministries which are represented at provincial and district level. The HIV/AIDS issues were part of the routine training programmes implemented by the Ministry of Health and Child Care at general project gatherings and within health centres.
131. **Environment:** The Project addressed environmental issues by adhering to the requirements for drilling boreholes stipulated in regulations under the Environmental Management Agency (EMA). Environmental assessments were carried to inform project engagements in environment-related interventions such as boreholes drilling and monitoring of effluent from dip tanks. The Evaluation notes that the increased pace of water extraction and use at boreholes with solar needs constant monitoring and has to be balanced out with the changing status of the water aquifer.
132. **Youth:** Most youth in Lupane, Nkayi and neighbouring districts are migrating to South Africa to seek employment because of very limited opportunities for youth in these districts.
133. The Project does not appear to have targeted youth as a special group though the opportunity was open to all. At focus group discussions, a question was posed: why parents do not 'loan out' part of their livestock to youths to start-up projects. The evaluation team was given varying answers, some of which are: i) that the youth are not interested in farming; ii) youth will only get animals after they get married and are more serious in farming; iii) the youth who have moved to and are working in South Africa only come home once, mainly in December. They don't earn much money and have limited contribution to family resources.
134. The Evaluation notes that there is a high potential in the Project transforming and **generating** employment opportunities for the youth along the livestock value chain from production, pen feeding, sale, transport and processing. Investment incentives and partnerships with the private sector and financial institutions needs to be strengthened to realize this potential. In order to balance migration, the guiding principle is that the benefits from employing youth locally in the livestock value chain should be significantly higher than wages in South Africa, faster turnover and exciting for the youth.

## 4 Lessons learned

135. The Project has generated some lessons which have potential to improve future actions. **These** include planning and administrative as well as implementation issues.

**Lesson 1.** Flexibility is needed when intentions do not go according to plan even with advance planning. FAO in its planning and project roll out should consider flexible funding portion to quickly address emergencies such as disasters and shocks that may arise during a project. Slow on-set disasters like droughts are difficult and elusive to determine in real time because of their nature. They start off as delayed rainfall, then develop into a dry spell and later become a drought depending on period and condition of crops.

136. The Project got mired in some unforeseen administrative challenge where financial resources could not be released on time leading to delays in procurement and implementation. The implementers were however committed to the work, flexible and used alternative funding mechanisms within their own institutions which mitigated the delays. Flexibility was used effectively during two occasions, the drought and the Foot and Mouth Disease outbreak. The purchase of bulls and bucks was delayed because of an FMD outbreak. Some funds were used to respond to the drought which followed an FMD outbreak.

**Lesson 2.** The Project lost a portion of the original budget (+/-15 percent) due to currency exchange rate adjustments. This caused some activities to be dropped and necessitated the adjustment of other activities to suit the prevailing adjusted budget. In the future, take into consideration that the budget computed costs highly considers foreign exchange.

**Lesson 3.** The Project built on components of similar projects done in the same and similar semi-arid livestock-based livelihood locations. Components of the livestock feeding systems and training are a direct development from information gleaned from the El Niño induced drought response interventions by FAO and partners in Tsholotsho, Bubi and Masvingo districts. In the future, projects should take advantage of and build on already existing proven interventions not only to maximize learning and resource use but for better multiplier effects and possible scaling up

**Lesson 4.** One of the project aims was for farmers to learn how to become more resilient under tough times of shock and natural disasters, and especially that the Project area be selected based on its drought-prone potential. The drought that prevailed between 2015 and 2016 taught farmers how to plan for supplementary feeding including planting and feeding animals with fodder. Some farmers further demonstrated the potential to earn income through sale of excess fodder.

137. Other livestock-resilient practices such as selecting tick resistant and hardy cattle, Tuli breed in this case and local poultry breeds that can still perform well under harsh climatic conditions were demonstrated and adopted. They however did not have opportunity to practice the detailed emergency guidelines specified in the LEGS manual

**Lesson 5.** The development of TRUST among all players along the value chain was essential in ensuring success of the Project, especially in transactional activities involving money. The whole project continued to build on this TRUST to an extent that a private company MC Meats would entrust its animals to communities only to redeem them later.

**Lesson 6.** Provision of water seemed to have wide impacts on livelihoods and all other activities seemed to radiate and build from this. Future programmes may need to consider water as an integral part of all intended interventions in other districts where the Project may be replicated

**Lesson 7.** Projects which are concerned with behavioural change should include a behavioural change communication expert in their roster. Also, it should observe that M&E results are constantly being fed into the “behavioural change communication strategy” that should be developed.

## 5 Conclusions and recommendations

### 5.1 Conclusions

**Conclusion 1. The Project was relevant, timely and well aligned to address strategic needs of the Government of Zimbabwe. The Project was in line with the priorities in the CPF. Through this project, FAO supported the establishment of an enabling policy environment in livestock, an area which is most strategically suitable to undertake in Zimbabwe.**

138. As a result of the livestock policy drafting process in which key stakeholders were engaged, people are aware of the merits to livestock regulation. There is increasing agitation to complete the process.
139. The Project also intensified conversations about how levies along the value chain are prohibitive. The platforms that were supported by the Project have strongly brought back livestock issues on the agenda, at both national and district levels, and coordination and collaborations between livestock stakeholders is now stronger.
140. At the district level, including the District Administrators Offices, there are discussions about improving accountability such as the monies collected by Livestock Development Associations and Committees. However, practical solutions to address the issues still needs further discussions.

**Conclusion 2. The implementation mechanism with co-applicants was strategic at the design phase but was problematic at the inception phase due to lack of preparation of appropriate financial tools. However, the comparative advantage of each co-applicant and the commitment to resolve bottlenecks by the Project Management Unit was pivotal in delivering results by the Project.**

141. FAO has tools to train country office staff on financing approaches. The evaluation did not find an explanation why the team required some time to come to terms with the required co-financing modality. Involvement of another institution with different mechanisms of financing is a plausible explanation.

**Conclusion 3. The project design was satisfactory to conceptualize and show outputs and short-term outcomes that contribute to income and food security. It has demonstrated the possibility of changing subsistence-oriented livestock production to market-oriented commercialized production at household level.**

142. This pilot project has drawn sufficient tangible outcomes that could be used for learning by livestock owners practicing communal grazing on a predominantly dry land area. Good animal health practices linked with improved livestock marketing strategies positively influences return on investment even for animals on communal grazing.

143. The Project created opportunities and drivers for commercialization. These include knowledge and skills for renewed approaches for livestock farming, enabling environment for farming as a business.
144. Some of the complex and/or higher-level outcomes of the Project were not yet easily assessed. The multi-causal and multi-dimensional nature of nutrition dynamics could not be assessed from a few activities such as community sensitization to nutritious feeding that the Project supported.
145. Similarly, longer time is required to observe and appreciate benefits of an animal cross-breeding programme where the purpose is to have improved production. This was further complicated by factors external to the programme such as El Niño and FMD outbreaks which affect animal production and productivity. Because of this a fair assessment of the project intervention in this particular aspect was not possible.
146. Contradictory messages and lessons were raised by some respondents on promoting goat farming and water structures as being labour-intensive and environmental-unfriendly respectively.
147. There is little proof in the argument that water availability reduces or eliminates the need for destocking during a drought for farmers with access to water, and yet destocking is one of its main approaches during prolonged drought periods. Communal grazing land is vast and will not be irrigated. No supply of water under the intervention will cater for sufficient water requirement for pasture. The need for destocking will not be compromised. It could reduce the number of animals to be destocked especially for slaughter.
148. For goats, one school of thought had it that goat farming under communal system is labour-intensive and therefore not a good enterprise for women as goats run all over the place, grazing neighbours' crops and, for this reason, require more care. While the argument may academically hold, from the project goals of attaining commercialization, if farmers are well-trained and they adhere to concepts, goats are raised to serve as a continuous-ready source of income. They should be sold off as soon as they are ready. The semi-intensive systems demand that goats are kept tethered or indoors and only left to fend for no more than four hours a day under which they should be cared for. The beneficiaries believe that the rising demand of goat meat, low start-up capital and the prolific nature of goats makes them the ready source of income. Compared to the larger ruminants they can indeed be fairly managed by women and children which surpasses the inconvenience challenge which they can address by getting an animal attendant for those few hours.

**Conclusion 4. The Project's focus on various entry points in the livestock value chain (e.g. policy, production, market, levies, etc.) produced important lessons that are being upscaled and sustained by various actors in the value chain.**

149. For example, at policy level, efforts to get the Livestock Policy reviewed and adopted continue, especially with the new Government. Various policy documents are being developed or have been approved through experience and exposure to

the policymaking process and support given on the development of the Livestock Policy.

**Conclusion 5. The Project fostered the renewal of trust in the value chain.**

150. Renewed TRUST in the extension delivery system and formal livestock market systems were two very significant achievements by the Project without which beneficiaries would neither participate nor sustain activities. It is upon these that all other gains of production and productivity are hinged, i.e. renewed interest in livestock keeping, renewed commitment to disease prevention and control, commitment to observe early warnings signs and ensure preparedness and resilience on farm.
151. The TRUST element has renewed hope for a continued sustainable recovery of the livestock sector, provided the project is replicated in other areas.
152. Improved access to water was also deemed central to the Project despite appearing subtle. Water mitigated against the effects of frequent droughts. It is a high impact intervention, planned for livestock but with invaluable benefits for both humans and livestock. The benefits are far reaching across different categories of persons in the entire household: old and youth, men, women and girls, livestock owners and crop owners who all appreciated the regular and easy access of water for various purposes.

## **5.2 Recommendations**

**Recommendation 1. FAO with its donors and partners could consider expanding this Project or its form to the rest of the districts of Matabeleland North and Matabeleland South Provinces with the NGO partners working in these locations. This will ensure that the experience and lessons learned from the Project are implemented in similar environments with comparative advantage.**

**Recommendation 2. FAO could continue providing support to activities initiated to review livestock legislation and strengthen the Regulatory Framework in a process where key stakeholders participate. This will strengthen stakeholders to engage in collective lobbying and advocacy for well-regulated, profit-oriented livestock farming. It should also document and circulate to policymakers the lessons learned throughout the Project such as the activities on levies and capacity development of the Livestock Development Committees.**

**Recommendation 3. Local trade in small animals (e.g. goats and poultry) appears informal and very small when compared to the value and volume of demand of regional markets. FAO could consider supporting small animal value chains and the feasibility to connect to formal local and regional markets. The entire nexus of issues surrounding production and trade in small animals should be studied.**

**Recommendation 4. FAO could consider continued capacity development support to the viable governance structures created and/or enhanced by the Project in order to sustain the benefits of the Project. These structures include the local and district Livestock Development Associations that may require additional leadership training around financial and accounting systems and especially when leadership is changed.**

**However, FAO could guide these structures and its stakeholders to establish sustainable governance mechanisms for future stability.**

**Recommendation 5. FAO headquarters must bring its country officers to date about financing procedures, especially such a case where the modality for co-financing was not well known. A quick update on whether the NEX, DEX, OPIM or other instruments was to be applied would have made the planning more efficient and implementation less tenuous.**

## 6 Appendices

### Appendix 1. List of documents reviewed

**FAO. (2014).** *Assessment of Family Feeding and Caring Practices of Women and Children in Lupane and Nkayi Districts.* Zimbabwe.

**FAO. (2014).** *Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe project (GCP/ZIM/022/EC) Annual Report.* Zimbabwe.

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**Rodrigo, P & Douthwaite, B** (2017). *Outcome Evidencing: A Method for Enabling and Evaluating Program Intervention in Complex Systems - American Journal of Evaluation,* 38(2) 275-293

**Takawira, D. Dirorimwe, C. & Sorofa, L.** (2014). *A study report Assessment Of Family Feeding And Caring Practice Of Women And Children in Lupane And Nkayi Districts.* Zimbabwe.

**Tavirimirwa, B. Mwembe, R. Ngulube, B Nyarai, Nyamushamba, G. Nshube, S. & Nkombon D.** (2013). *Communal Cattle Production in Zimbabwe: A Review. Livestock Research for Rural Development* 25(12)

**Zimbabwe Ministry of Agriculture, Mechanization and Irrigation Development.** (2015). *National Livestock Policy Draft.* Zimbabwe.

**Zimbabwe Ministry of Economic, Planning and Investment Promotion.** Zimbabwe Medium Term Plan (2011 – 2015). Zimbabwe.

**Appendix 2. List of people interviewed**

	<b>Name</b>	<b>Position</b>	<b>Organization /Location</b>
1.	Mujuru G	Service provider	Agritex Dept
2.	Ndebele Rabson	Technical Officer	DDF
3.	Gunzvenzve Wisdom	National Coordinator	Department of Livestock Production Harare
4.	Ndebele Roh	Animal Health Inspector	Department of Veterinary and Livestock Nkayi
5.	Gunzvenzve Wisdom	Technical Officer	DLPD Harare
6.	Moyo Poxex	Technical Officer	DLVS
7.	Ntunzi Ndabezinhle	DVLS	DLVS
8.	Tivarere Munashe	Technical Officer	DLVS
9.	Chikohwa Edmore	Technical Officer	DLVS Harare Bulawayo
10.	Chaitezvi Columbus	Technical Officer	DLVS Head Office Harare
11.	Ncube Njabulo	Technical Officer	DLVS meat grading Bulawayo
12.	Czudek Rene	Forestry Officer	FAO Harare
13.	Dube Kululeko	Livestock Officer	FAO Harare
14.	Gabayi Princess	Monitoring and Evaluation Officer	FAO Harare
15.	Hoto Patience		FAO Harare
16.	Makonese Loveness	HIV/AIDS & Gender Officer	FAO Harare
17.	Mathemara Barbara	National Policy Officer	FAO Harare
18.	Mugara Tendai	Monitoring and Evaluation - Head	FAO Harare
19.	Mugweni Basil	Project Coordinator	FAO Harare
20.	Mulila-Mitti Joyce	Plant Production and Protection Officer	FAO Harare
21.	Mutiro Veronica	Programme Design	FAO Harare
22.	Ogola Edward	Communication Consultant	FAO Harare
23.	Phiri David	Sub-Regional Coordinator and FAOR Zimbabwe	FAO Harare
24.	Phiri Maxwell	Project Coordinator –Forest Forces	FAO Harare
25.	Russo Andrea	Operations Officer	FAO Harare
26.	Said Ali	Chief Technical Adviser-LFSP	FAO Harare
27.	Saunyama Ivy	Agricultural Officer - Pesticide Risk Reduction Officer	FAO Harare
28.	Sekete Constance	National Rural Finance Officer	FAO Harare
29.	SIZIBA Sithembile	Nat. Communications	FAO Harare

		Consultant	
30.	Takawira- Chigumba Delilah	National Nutrition Officer, Head	FAO Harare
31.	Tanyongana Ronia	Consultant Plant Prod & Protection	FAO Harare
32.	Urvoy Jean-Claude	Head of Operations	FAO Harare
33.	Ndoro Kuda	Chief of Party	FINTRAC (Feed the Future -ZIM) Harare
34.	Nyoka RoseMary	Deputy Chief of Party	FINTRAC (Feed the Future -ZIM) Harare
35.	Soroti Zvanyadza	Project Coordinators	HELP Harare
36.	Muzenda Soil	M&E Technical Officer	HELP Germany Harare,
37.	Magigwana Eliot	Livestock Specialist,	HELP Germany Nkayi
38.	Mhlanga Goodwill	Project Manager	HELP Germany, Nkayi
39.	Soroti Zwanyadza	Technical Officer	HELP Harare
40.	Chirigo Kudakwashe	Technical Officer	LEAD
41.	Ncube Lordgoodman	Technical Officer	LEAD
42.	Phiri Charles	Technical Officer	LEAD
43.	Takaindisa Elliot	Technical Officer	LEAD
44.	Takaindisa, Eliot	CEO	LEAD Harare
45.	Nwanyisa Lusya	Technical Officer	LEAD Lupane
46.	Mano Reneth	Economist	Livestock and Meat Advisory Council (LMAC) Harare
47.	Beffa Mario	Administrator	LMAC Harare
48.	Sukume Chrispen	Economist	LMAC Harare
49.	Jusah Zacharia	Technical Officer	Local Government
50.	Mpofu Tsepo	District Livestock Specialist	LPD – Nkayi
51.	Bhebhe Rose	Member	Lupane Matschakayile Feedlot Group
52.	Dube Gconiwe	Member	Lupane Matschakayile Feedlot Group
53.	Dube Margaret	Member	Lupane Matschakayile Feedlot Group
54.	Gumede Simangaliso	Member	Lupane Matschakayile Feedlot Group
55.	Khumalo Likhui	Member	Lupane Matschakayile Feedlot Group
56.	Mashanda Mercy	Veterinary Services	Lupane Matschakayile Feedlot Group
57.	Mpofu Margaret	Member	Lupane Matschakayile Feedlot Group
58.	Muteme Austine	Veterinary Services, member L	Lupane Matschakayile Feedlot Group
59.	Nambe Josephine	Member	Lupane Matschakayile Feedlot Group

60.	Nambe Mukhosini	Member	Lupane Group	Matschakayile	Feedlot
61.	Ndhlovu Malunjwa	Lupane Livestock DT	Lupane Group	Matschakayile	Feedlot
62.	Njoni Gugulethu	Member	Lupane Group	Matschakayile	Feedlot
63.	Nkomo Siphelle	Member	Lupane Group	Matschakayile	Feedlot
64.	Nyoni Mandla	Member	Lupane Group	Matschakayile	Feedlot
65.	Sibande Robson	Member	Lupane Group	Matschakayile	Feedlot
66.	Khumalo Anna	member	Lupane Ward 14 Women Group		
67.	Khumalo Priscilla	Treasurer	Lupane Ward 14 Women Group		
68.	Magagguna Catherine	member	Lupane Ward 14 Women Group		
69.	Maphosa Mainan	Contact person	Lupane Ward 14 Women Group		
70.	Moyo Lindani	member	Lupane Ward 14 Women Group		
71.	Moyo Sitanbile	Organiser	Lupane Ward 14 Women Group		
72.	Moyo Sitenengisiwe	member	Lupane Ward 14 Women Group		
73.	Mpofu Sandra	Secretary	Lupane Ward 14 Women Group		
74.	Ngwenya Chimalizeni	Vice Secretary	Lupane Ward 14 Women Group		
75.	Nkomo Maria	Vice Chairperson	Lupane Ward 14 Women Group		
76.	Khabo Angela	Group Member	Lupane Group	Women and Nutrition	
77.	Millo Clemencia	Group Member	Lupane Group	Women and Nutrition	
78.	Moyo Lucy	Chairperson	Lupane Group	Women and Nutrition	
79.	Ncube Ezylinah	Group Member	Lupane Group	Women and Nutrition	
80.	Ncube Simephi	Group Member	Lupane Group	Women and Nutrition	
81.	Ncube Sethulelo	Group Member	Lupane Group	Women and Nutrition	
82.	Ncube Zibusisio	Group Member	Lupane Group	Women and Nutrition	
83.	Ngwenya Subanzizo	Group Member	Lupane Group	Women and Nutrition	
84.	Nxumalo Florida	Group Member	Lupane Group	Women and Nutrition	
85.	Nyathi Concilia	Group Member	Lupane Group	Women and Nutrition	
86.	Sibanda Angeline	Group Member	Lupane Group	Women and Nutrition	
87.	Tshuma Gladys	Group Member	Lupane Group	Women and Nutrition	
88.	Tshuma Katy	Group Member	Lupane Group	Women and Nutrition	

89.	Zimba Rosemary	Group Member	Lupane Women and Nutrition Group
90.	Mafu Julia	Group member	Nesingwe, ward 5 Sibhowa
91.	Sibanda Mbulawa	Group member	Nesingwe, ward 5 Bhutshu
92.	Sigauke Simangaliso	Group member	Nesingwe, ward 5 Gobhi
93.	Moyo Leonard	Group member	Nesingwe, ward 5 Sibhowa
94.	Moyo Libion	Group member	Nesingwe, ward 5 Sibhowa
95.	Mpala Ramsey	Group member	Nesingwe, ward 5 Sibhowa
96.	Ntshingira Oscar	Group member	Nesingwe, ward 5 Sibhowa
97.	Majinga Winnet	Group member	Nesingwe, ward 5 Tshuma
98.	Nhamazana Simangapi	Group member	Nesingwe, ward 5 Tshuma
99.	Miti Bertha	Group member	Nesingwe, ward 3
100.	Bikana	Group member	Nesingwe, ward 3
101.	Nkomo Owen	Group member	Nesingwe, ward 3 Mapenkomo
102.	Ndlovu J	Group member	Nesingwe, ward 3 Sibhowa
103.	Mlilo James	Group member	Nesingwe, ward 5 Bhutshu
104.	Ndhlovu Aaron	Group member	Nesingwe, ward 5 Mapendani
105.	Ncube Gideon	Group member	Nesingwe, ward 5 Sibhowa
106.	Ncube Memory	Group member	Nesingwe, ward 5 Sibhowa
107.	Ndumo Ntande	Group member	Nesingwe, ward 5 Sibhowa
108.	Moyo Donald	Group member	Nesingwe, ward 5 Tshuma
109.	Dube Zebron	Community Member	Nkayi, Ward 15 Luthi
110.	Mpofu Sitshepo	Community Member	Nkayi, Ward 15 Luthi
111.	Ndhlovu Mora	Community Member	Nkayi, Ward 15 Luthi
112.	Sibanda Khango	Community Member	Nkayi, Ward 15 Luthi
113.	Pfuthi Ntetheleti	Community Member	Nkayi, Ward 15 Mbunde
114.	Bhebhe Zameka	Community Member	Nkayi, Ward 15 Mgazula
115.	Bhebhe Bekithemba	Community Member	Nkayi, Ward 15 Nganga
116.	Khoza Freddy	Community Member	Nkayi, Ward 15Luthi
117.	Moyo Jan	Community Member	Nkayi, Ward 15Monke
118.	Ngwenya Lindani	Community Member	Nkayi, Ward 16 Mfanvelo
119.	Moyo Beauty	Community Member	Nkayi, Ward 16 Mzala
120.	Ncube Ntokozo	Community Member	Nkayi, Ward 16 Mzala
121.	Sibanda Oscar	Community Member	Nkayi, Ward 16 Mzala
122.	Sibanda Virginia	Community Member	Nkayi, Ward 16 Mzala
123.	Tshuma Mbonisi	Community Member	Nkayi, Ward 16 Mzala
124.	Zvinowanda Orphane	Community Member	Nkayi, Ward 27 Mathoba
125.	Ncube Louise	Group member	Nkayi Nesingwe, ward 29
126.	Khumalo Dolly	Group member	Nkayi Nesingwe, ward 3
127.	Ncube Litha	Group member	Nkayi Nesingwe, ward 3
128.	Tshuma Siwinile	Group member	Nkayi Nesingwe, ward 5 Tshuma
129.	Chuma Christopher	RDC	RDC
130.	Ndhlovu Zimbabwe	CEO	RDC – CEO

## **7 List of Annexes**

Annexes available at <http://www.fao.org/evaluation/en/>

Annex 1. Terms of Reference

Annex 2. Outcome Evidencing Workshop

