Transforming livestock based value chains in Zimbabwe

Project dates: 1st February 2019 – 31st January 2023
CIPS Foundation report: 1st September 2019 – 31st August 2020

Letwinner is one of the pig producers benefitting from the work of this project. PHOTO: ActionAid

Project summary

With the generous support of CIPS Foundation, ActionAid is transforming Zimbabwe’s livestock and meat industry value chains and contributing to the development of an inclusive, diversified and efficient agricultural sector.

This four-year project is taking place in 20 districts in Mashonaland, Manicaland and Matebeleland North and South provinces – 12 districts under the goat value chain and eight under the pork value chain. ActionAid is the leading member of a consortium implementing this project and we are working closely with government livestock ministries, private companies and organisations working within value chains in the livestock industry.

Despite challenges impacting project implementation including the global outbreak of Covid-19 and the unstable economic environment in Zimbabwe, the project has had a significant impact since beginning in 2019 and we are pleased to share some recent updates and highlights with you in this report.
Key successes

- 244 pig breeding stock imported
- 8,105 farmers in the goat and pork value chains trained
- 2 reports produced on the goat and pork value chains
- 43 farmers benefitted from smart subsidies grants

Progress against objectives

Objective one: Factors affecting the performance of the pig and goat value chain are monitored, analysed and better understood

- The scoping study on each of the value chains has been completed and a report for each value chain has been produced, as shown in the pictures on the right. The study assessed the economic, environmental, financial and social factors affecting the pork and goat meat value chains in the project districts, as well as identifying strengths and weaknesses, policy gaps and assessing the market. The study will influence project implementation moving forward, particularly in relation to advocacy activities and identifying key gender issues within the pork value chain including lack of ownership and involvement in decision-making processes. A number of action plans have already been developed in this area and we hope to finalise a draft gender strategy by the end of October. Full reports for the Pork Value Chain and Goat Value Chain can be accessed online.

- The findings from the research and scoping study were used to develop an Upgrading Strategic Framework for the target value chains. This framework aims to address input supply, production, access to financial services and marketing challenges.

- During the reporting period, we continued to carry out farmer verification exercises to monitor the performance of registered champion, anchor and small to medium scale farmers. These verifications took place regularly in line with government guidelines on delivering amidst Covid-19 to assess support needed for farmers, particularly due to the challenging external environment.

Objective two: Upgraded strategies are implemented to improve pig and goat value chain performance

- During the reporting period, we continued to work alongside key government departments including Agritex, Veterinary Services and the Ministry of Women's Affairs to select and register farmers participating in the project. We are pleased to report that all district level agreements have now been signed and a total of 10,186 farmers have been registered across both value chains. Within the goat value chain, 9,688 farmers have been registered – 1,010 of these are anchor farmers (475 units). In the goat value chain, there are anchor farmers (15+ units) and small to medium farmers. The aim is to reach farmers operating at different levels of the value chain.

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1 The pork value chain includes champion farmers (50+ sow units), anchor farmers (25+ sow units) and small to medium farmers (5+ units). In the goat value chain, there are anchor farmers (15+ units) and small to medium farmers. The aim is to reach farmers operating at different levels of the value chain.

ActionAid is a registered charity in England and Wales (274467) and Scotland (SC045476)
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female, 535 male) and 8,658 are small-medium farmers (5,204 female, 3,454 male). For the pork value chain, 518 farmers (161 female, 357 male) have been registered.

- A key part of the project involves setting up 12 Goat Improvement Centres (GIC) which will provide business support for goat farmers. Construction has begun on each of the 12 sites and completion rates vary from 95% in Lupane district to 15% in the Rushinga district. Local communities are providing locally available materials and unskilled labour, helping to ensure local ownership and the sustainability of GIC infrastructure and activities after the project ends. Services offered at the GICs will include breeding, animal nutrition, animal health products and knowledge sharing. Farmers in Lupane district have already benefitted from the local centre by being able to purchase animal feed seeds including sunhemp at a value of approximately 190 USD.

- As part of the project, we are establishing 12 district-level Goat Producer Business Associations (GPBAs) and two regional Pork Production Business Syndicates (PPBSs) which will represent pig and goat farmers. The main aims of these associations are to improve representation, production, productivity and marketing within the value chains and to support farmers to move towards commercialisation. We have started establishing the GPBAs and supported farmers to organise themselves into groups of ten at the local and district levels. To date, we have formed seven district level GPBAs in Bina, Buhera, Chikomba, Rushinga, Mudzi, Gwanda and Matobo representing 7,380 goat farmers (4,334 female, 2,768 male). We have also strengthened existing associations in Lupane and Mbire, bringing the total number of GPBAs supported by the project to nine, against a target of 12. We are also currently in the process of establishing Pork Production Business Syndicates (PPBS) and have been developing guidelines for these associations and working with farmers to form groups.

- Breeding improvements
  - Goat Value Chain (GVC): At the beginning of the project, there were no certification standards for determining the quality of goats bred and sold by farmers within Zimbabwe. We have been working alongside the Goat Breeders’ Association of Zimbabwe (GBAZ) and other experts to develop standards for local, indigenous breeds. We are pleased to report that standards have now been certified and adopted for South African Boer and Kalahari Red goats. This will have a huge impact for farmers as it will create minimum benchmark standards to adhere to as well as adding value to their produce. We are also working with a consultant and the GBAZ to develop standards for the indigenous Matabele and Mashona goat breeds – these will be presented to the GBAZ and Zimbabwe Herd Book for adoption in the next reporting period.
  - Earlier in the project, we imported 224 purebred goats from Namibia to improve the diversity of cross breeds in the value chain. You can see some highlights of this video. The imported exotic goat breeds are being crossed with local breeds to produce first and second generation goats which can be sold to farmers as breeding stock. This process has begun and does are expected to produce offspring from November-December 2020. Offspring will be sold at 12 months of age to farmers who will then be able to breed these with the first and second generation goats to produce and supply commercial goats which
have an improved weight and are therefore worth more in the market. This will significantly improve the supply chain of goat meat to urban consumer markets.

- **Pork Value Chain (PVC):** We have now purchased and imported 244 pig breeding stock from a South African breeder. Production has started at the pork integrators (Braford, Shamiso Farms and PIB) and pigs are expected to produce offspring from November 2020. Please see the case study at the end of this report for more detail.

- We have **registered 8,052 farmers on a database** which will track farmers’ progress and enable bulk SMS messages, such as alerts and early warnings about diseases, to be sent. The target for this activity is to register 11,000 farmers. Efforts in this area have been impacted by the global outbreak of Covid-19. Restrictions on movement made it more difficult to access some necessary paper forms but we hope to complete data entry for the remaining registered farmers in the coming months. We are also exploring the possibility of housing the database within government or farmer association facilities to guarantee its sustainability.

- **Fourteen Training of Trainers skills development workshops have now been delivered** as a result of this project, 12 for the goat value chain and two for the pork value chain. 312 government extension workers (132 female, 180 male) in the target value chains across 20 districts have now been trained against a target of 320. The training helped to strengthen skills in areas including pig and goat farming, business planning, and financial literacy, and was delivered in partnership with the Pig Industry Board, private sector integrators and government ministries.

- As mentioned in the previous report, the training detailed above is designed as a Training of Trainer model so that it can be cascaded down to other farmers. During the reporting period, each trained extension worker **cascaded the training to small to medium goat and pig producers and we have reached a total of 8,105 farmers through this training.** 7,013 goat farmers have been trained in the GVC (3,939 female) and 1,092 in the PVC (447 female). Training focused on animal welfare, health and nutrition, disease management and control, genetics and breeding, financial literacy and business planning, and leadership skills.

- The **participation of women** is critical in transforming the value chains and through this project, ActionAid is targeting women in the pork value chain in particular as the gender split in goat farming is generally better. Within the target of 1,000 pig farmers reached through this project, 600 of these will be women and young people. We have now registered 572 against this figure. We have been developing a gender strategy to increase the involvement of women and young people in the project, and this is due to be finalised at the end of October 2020. One of the activities being planned is a ‘weaner to finisher’ scheme which will encourage involvement from young and women farmers by providing training on production practices, feed and medicines.
During the reporting period, we completed a detailed Meat Markets Systems Analysis survey. Data collection was delayed as a result of Covid-19, and fieldwork was carried out in strict accordance with Covid-19 protocols. The study covered 58 districts across all 10 provinces in Zimbabwe and documented the volume of trade in abattoirs, licenced independent butcheries, and large retail supermarkets. 2,107 livestock market actors were reached. This study will help to ensure that goat and pig producers are able to access the relevant markets, and will position us effectively to advocate for small holder farmers to become meat suppliers within these markets.

Objective three: Local stakeholders and government technical ministries have developed innovative and low-cost solutions to ensure compliance with industry regulations

- We have hired a consultant to work on the development of an advocacy strategy which will guide effective policy and advocacy engagements which aim to influence government policies, laws and regulations, as well as best practices for the advancement of the target value chains in Zimbabwe. Working with key industry players, the consultant will identify capacity gaps and priorities, and produce a strategy including targets, potential partners and an implementation plan for advocacy engagement for each value chain. The consultant is expected to begin work in October 2020.
- During the reporting period, we held a further two consultative meetings with key value chain stakeholders in order to influence policy affecting the livestock sector. This brings the cumulative number of meetings to four against a target of six. One meeting took place for each of the targeted value chains and provided an opportunity to discuss the upgrading strategies recommended in the scoping study. We will continue to follow up on these discussions as the project progresses.
- Look and learn visits have been organised to support knowledge sharing and peer support, which in turn enhances production. The majority of visits took place at the local level to ensure safe project delivery and adherence to Covid-19 government guidance. In particular, having these meetings locally meant that the majority of farmers were able to walk rather than taking public transport. Additional precautions included reduced group sizes, social distancing, outdoor visits and using hand sanitiser and masks. For the pork value chain, 11 look and learn visits have taken place, against an overall project target of 17. Nine of these meetings took place at the local level at pig production sites and a total of 237 people participated including small to medium, anchor and champion farmers. Two visits took place at the provincial level - 74 people took part in visits to an abattoir site and pig stie construction site including anchor and champion farmers and officials from government departments. For the goat value chain, six look and learn visits have taken place against an overall project target of 12 and a total of 122 people were able to take part in these visits.

Objective four: Improved access to financial services and business development support

- A virtual meeting was held with the Livestock Meat Advisory Council, the Pig Producers Association Zimbabwe and the four farmer unions to better understand work being carried out by these institutions as well as the gaps in service provision to farmers.
- The unstable macro-economic environment in Zimbabwe and the ever-changing monetary policy directives from the central bank is posing challenges in the financial services sector. The rapid loss of value of the local currency has meant that only a few financial institutions are willing to provide access to credit, particularly to small and medium producers who are perceived as high-risk clients. Despite these challenges, we continued to work with financial service providers to explore funding opportunities and build strong working relationships. For example, we supported goat and pig producers to develop 18 proposals for funding to be submitted to the Metropolitan Bank and Empower Bank.
- Earlier in the project, producers running pork and goat enterprises were invited to apply for match funds from the project budget to support investments which will improve performance. 43 goat
and pig farmers (20 female, 23 male) across 12 districts have now benefitted from the first phase of these small grants. We managed to procure materials and equipment linked to the farmers’ investment projects and distribution of these materials is now at 40%. To select successful grantees, a Smart Subsidies Committee was set up made up of members of the project management team and partner representatives. This committee provided technical oversight of key processes such as the final review of shortlisted and verified applicants. Successful projects receiving small grants are focusing on low-cost feed production, improving housing structures, genetics, clean energy solutions including solar energy and biogas, water efficiency technologies, feed formulation equipment and animal health.

Objective five: Strategies to produce animal feed locally are developed and piloted

- We have hired an animal nutritionist through a competitive bidding process to carry out research on alternative and more affordable food crops which are able to sustain small to medium goat and pig producers. The consultant is currently conducting field research to assess gaps in alternative sources of feed and has shared a bill of quantities outlining inputs needed for the research – these are under procurement. Developing local solutions is expected to reduce farmers’ feed costs by 30% by enabling them to produce their own supplies instead of purchasing at the market at expensive prices.

- This project aims to link farmers with technology development companies in order to use technology to improve efficiencies within the pork and goat value chains. A recent example of these linkages is the procurement of a 2-in-1 feed mill and a 500kg horizontal feed mixer from Grownet Investments for Lupane Small Grains and Small Livelihoods Development Association as part of one of the small grants match funding initiative. The Association in Lupane has a wide outreach in terms of procurement of feed ingredients for processing into feed which will in turn be sold to farmers at an affordable price, which is also competitive for goat producers.

Overview of project impact
The unstable macro-economic environment and weak national governance structure impacted the efforts of small to medium farmers during the project period. Despite this, producers have made huge strides to maintain and increase their breeding stock – this is a critical factor which will encourage commercialisation in the future. Farmers have been discussing challenges and opportunities in their value chains at the local level and coming up with their own solutions to increase efficiency and effectiveness, particularly in relation to acquiring inputs, production, transportation, logistics and marketing. The project has initiated and strengthened collective action structures and facilities at the local level in the form of GICs and champion and anchor farmers. These structures will enable bulk purchasing, joint marketing and the formalisation of win-win contracts with opportunistic value chain players such as input supplies and buyers. These structures, combined with the skills development trainings will enable small and medium farmers to participate as an equal value chain actor to match private sector players on competitive engagements. In the long-term, this is expected to increase the supply of safe, quality goat and pork meat to butcheries and supermarkets at a profit for farmers.

Project managers notes and observations
Project manager Newton says, “The first year of the project focused on setting up key processes and now that we are in year two, the project is moving towards outcomes and impact reporting. Despite external challenges including the outbreak of Covid-19 and the unstable economic environment, the majority of project milestones for this period are on course, with major procurements initiated and some completed. These procurements include the importation of pig and goat breeding stock from South Africa and Namibia, feed plants, artificial insemination equipment, bulk feed and construction work at the Goat Improvement Centres. The support from the CIPS Foundation has gone a long way in ensuring that the project influences the supply chains for pork and goat meat which were restrictive and exclusive. We look forward to more positive outcomes unfolding as the project progresses.”
Key site visits and observations
Despite the challenging economic environment and the impacts of Covid-19, there has been huge interest and commitment shown by farmers involved in the project and they are very keen to commercialise. Farmers are willing to implement innovations to improve production and efficiencies such as installing solar powered water systems, but some do not have access to funding to implement these innovations. Lastly, constructing the Goat Improvement Centres in collaboration with anchor and champion farmers as well as inputs from the wider community, has improved the localisation of learning and information sharing between small and medium farmers. Farmers working within the target value chains and now initiating their own learning meetings to discuss best practice and opportunities to take advantage of. This is significant and will ensure the project has an impact long into the future.

Challenges
In addition to the unstable economic environment, the global outbreak of Covid-19 has been one of the main changes affecting project implementation during the reporting period. The pandemic has required the team in Zimbabwe to re-think some planned activities, and how these could be carried out safely amidst the pandemic. It also had an impact on input and output distribution and restricted the movement of farmers and goods. Some activities had to be postponed to curb the spread of the disease but many activities were able to be delivered virtually, for example engagement with consultants including interviews, document signing and reviewing progress. Additional precautions in place to ensure safe project delivery include reducing the number of people attending face-to-face activities, ensuring social distancing measures were in place, organising outdoor visits and workshops and using hand sanitiser and masks. We will continue to monitor the impact of the virus and review and adapt activity plans accordingly.

ActionAid’s Covid-19 response in Zimbabwe
ActionAid has been on the frontline of the coronavirus crisis since it began, working in and with communities to help stop the spread and save lives in 40 countries around the world. You can read more about our global response here.

As of mid-September, we had reached 5,500 people through our coronavirus response in Zimbabwe. Key activities included distributing essential food supplies and hygiene kits for at risk households as well as providing protective clothing for health workers. We also raised awareness of Gender-Based Violence and how to reduce the spread of the virus.

Monitoring and evaluation
This project is overseen by a dedicated project manager and team in Zimbabwe, and quarterly monitoring is taking place to measure progress against baseline project data. ActionAid’s Participatory Review and Reflection Process takes place annually to facilitate community feedback and ensure that the team are continually learning and adapting the project.

Lessons and ways forward
The project highlighted the need to prioritise the establishment of syndicate structures which mobilise farmers on collective action. Despite the challenging economic environment in Zimbabwe, there are numerous opportunities that farmers can pursue and benefit from through collective action. As part of the project, strong producer groups will be established to provide guidance to pig and goat producers, enabling them to increase
production, productivity and profitability. Active engagement with project staff and members of the
government, particularly Agritex and DVS continues to be important and these departments are involved in the
planning and monitoring of project activities. As mentioned above, in order for women to actively participate in
the project, there is a need to develop a gender strategy that enables and increases participation and the draft
strategy is due to be finalised at the end of October.

Next steps
Below are some activities which we will be focusing on in the coming months. We will continue to monitor the
impact of Covid-19 and review and adapt activity plans as needed.

- Continuing to form Goat Producers Business Associations and Pork Production Business Syndicates
  which will give 10,000 farmers access to business support services and technologies through
  collective action, and provide a platform to sell
- Establishing more Goat Improvement Centers to provide demonstration farms and hands-on training
- Forming of regional associations of small to medium scale goat farmers
- Providing further support to young and women farmers
- Developing an advocacy strategy to improve the regulatory environment
- Granting the second phase of subsidies for farmers
- Building links between farmers and technology development companies
- Developing strategic infrastructure for marketing
- Piloting direct marketing with licenced independent butcheries
- Expanding abattoir capacity and cold chain facilities
- Continuing to improve appropriate animal housing and farmers structures

Procurement and supply best practice highlights

- **Good contract management:** As mentioned above, we purchased and imported 244 pig breeding
  stock from Danbred Africa in South Africa for US $88,893. An open tender was used and after
  receiving one submission, the procurement committee agreed to extend the tender period and invite
  established suppliers who had not bid to engage with the process. As a result, three bids were
  received and after reviewing submissions in line with our procurement policy, the committee decided
to purchase from Danbred Africa. A contract was drawn up and signed but delivery was delayed due
to an outbreak of foot and mouth in South Africa. The committee agreed with the supplier that we
would do a site visit to inspect and select the pigs before delivery took place on a 30% down payment.
Delivery took place in April 2020 and apart from one mortality, the stock arrived in good condition. The
mortality was removed from the final invoice and the remaining balance paid after all contractual
obligations were met. Our contract management process ensured that project funds were safe and
enabled us to reduce the financial risk.

- **Use of technology in procurement processes:** The Covid-19 pandemic has resulted in changes in
  how some procurement processes are usually conducted. As a result of the restrictions on movement
imposed by the government during the reporting period, the number of face to face meetings had to
be reduced and cancelled in many cases. This impacted processes such as interviews, site visits and
meetings which usually happen in person. In the last six months, the project has selected consultants
to work on areas including the development of pig and goat breeding standards, development of
training manuals and research on alternative feed sources. All of these engagements had to take
place virtually including interviews, the signing of key documents and reviewing progress to date.
Technology has played a key role in ensuring that project activities could continue during the
pandemic. Despite this, there have been some challenges as network and electricity are not always
reliable, and some equipment was unable to handle large amounts of data which disrupted meetings.
Payment processing is also challenging to carry out virtually as physical documents are sometimes
needed for filing and audit purposes. There is a need for investment in IT technology and alternative
power sources to ensure that procurement processes are unaffected by remote working.
Stories of change

An update from Kimberly

Kimberly and Brian are the proud owners of Tarara pig farm, near Marondera Town. She is a member of the Moronde Pig Production Syndicate and has received training through this project.

One of the key challenges for small and medium pig producers in Zimbabwe, like Kimberly, is the procurement of drugs and vaccines. There are numerous challenges including high prices and unavailability of suitable stock. The scoping study carried out by this project highlighted that many farmers are not buying vaccines for this reason or are resorting to traditional medical practices. Kimberly and other small pork producers received training on commercialisation and were encouraged to do bulk procurement to reduce their costs and enable collective bargaining.

“Procuring drugs and vaccines has been one of the major challenges we have faced as pig farmers. For example, critical vaccines such as Farrowsure are only available in fifty dose packages making it difficult for small to medium producers to purchase it. Once open it has to be used meaning that a farmer with a ten-sow unit would be forced to throw away the remaining 40 doses.”

“Working with this project has provided us a great opportunity to mobilise ourselves to collectively buy veterinary drugs and be more efficient in production. The business development training and emphasis on collective action has helped us to be innovative, mobilise ourselves and purchase in bulk to reduce production costs significantly. This has improved our profit margins by approximately 20% and has increased the viability of our pig production enterprises.”

Kimberly is now encouraging other pig producers to engage in bulk procurement having seen the positive impact this can have.

Tapiwa’s story

Tapiwa is a young pig producer based in Mashonaland East province. Major challenges she faced was ensuring a constant supply of water for her pigs and threat of wild pigs as she didn’t have enough funding to put up a perimeter wall.

“Due to the absence of water storage facilities, I have had to rely on electricity to bring water from the source to the piggery unit. The erratic supply of electricity meant that it was not always possible to have a constant supply of water for the pigs.”

Tapiwa became a registered farmer under this project and has taken part in trainings. She applied to the small grants programme with a project which aimed to improve water supply by purchasing a water tank and stand, installing nipple drinkers across her pig sites, constructing a perimeter fence around her enterprise, and constructing a liquid waste disposal drainage system and septic tank for efficient liquid waste disposal. Her application was successful and she was one of the 43 farmers to receive funding through this initiative. She received 70% of the total cost and contributed the remaining 30%.
“I am so grateful to the project for the support it has given me to address my issues and concerns – I had been wondering how I was going to overcome these hurdles. The support has gone a long way to upgrade and empower me as I work towards commercialising my pig enterprise.”

**Procurement of 244 top quality breeding stock**

244 breeding stock pigs including grandparent and parent stock of Duroc, Landrace and large white breeds, were imported. The stock was delivered in April 2020 and remained in quarantine for 21 days at the Pig Industry Board before being transferred to Braford Farming and Shamiso Farm for breeding.

Poor pig genetics among small and medium pork producers has resulted in weak feed conversion ratios, increased susceptibility to diseases resulting in lower carcass weight and poor quality meat, all of which affects farmers’ profits. Project Manager Newton says, “The top-quality genetics are coming in at a time when the majority of small-scale farmers have expressed an interest in accessing improved genetics. The breeding stock will largely address breeding level system constraints that have limited farmers in attaining the desired productivity, organisational efficiencies and market competitiveness.”

The offspring will be channelled to 600 young and women farmers through a weaner to finisher programme. Farmers can access the genetics through these institutions in the form of boars and gilts or through artificial insemination services.

**Expenditure**

Expenditure for this period is slightly lower than expected for a number of reasons. The outbreak of Covid-19 had an impact on project spend as many suppliers were forced to close in line with government restrictions meaning that payments were delayed, and there were also delays in importations as a result of border closures. Lastly, expenditure in relation to the small grant subsidies was lower than expected as some farmers were not in a position to provide the 30% match funding as a result of the challenging economic environment and the remaining 70% funded by the project is not committed until this is guaranteed to minimise risk. Expenditure is expected to increase over the next three to six months – large payments include the procurement of two ten tonne trucks and consultancy fees for multiple pieces of work.

**Conclusion**

Thanks to CIPS Foundation and the European Commission, we were able to make great progress towards the goal of transforming Zimbabwe’s livestock and meat industry value chains and contributing to the development of an inclusive and diversified agricultural sector.

Click below to access the project social media channels, including regular updates and videos:
## Budget

<table>
<thead>
<tr>
<th>Activities</th>
<th>Total budget</th>
<th>Expenditure to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inception workshop costs</strong></td>
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<td>3,587</td>
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<tr>
<td><strong>Total</strong></td>
<td>4,320</td>
<td>4,320</td>
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<tr>
<td><strong>One: Factors affecting the performance of the pig and goat value chain are monitored, analysed and better understood</strong></td>
<td></td>
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<tr>
<td>Research and scoping study to assess all aspects of the value chain</td>
<td>45,600</td>
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<td>Regular performance monitoring within targeted value chains</td>
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<td>Supporting key players to share information and best practice</td>
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<td><strong>Total</strong></td>
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<td><strong>Two: Implement upgrading strategies to improve pig and goat value chain performance</strong></td>
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<tr>
<td>Selection and set up of regional groups of goat farmers</td>
<td>18,000</td>
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<td>Establishment of 12 Goat Improvement Centres</td>
<td>249,240</td>
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<td>Provision of goats, equipment and housing</td>
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<td>Support to young farmers and women farmers</td>
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<td>Establish a database of all 11,000 farmers</td>
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<td>Training for farmers using a train the trainers approach</td>
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<td>Improving the market competitiveness of pork and goat value chains through improved marketing and production centres</td>
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<td>Training for farmers on animal health management</td>
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<td><strong>Total</strong></td>
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<td><strong>Three: Local stakeholders and government technical ministries develop innovative and low-cost solutions to ensure compliance with industry regulations</strong></td>
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<td>Hold six consultative workshops between farmers and government officials</td>
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<td>Organise two 'look and learn' visits for government officials involved in the target value chains</td>
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<td><strong>Four: Improve access to financial services and business development support</strong></td>
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<td>Regular meetings between farmers and financial institutions</td>
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<td>Provision of 90 grants to farmers</td>
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<td><strong>Five: Develop and pilot strategies to produce animal feed locally</strong></td>
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<tr>
<td>Link farmers with technology companies - activity covered in salary costs</td>
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<td>0</td>
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<tr>
<td>Link Business Management Units with stock feeding companies - activity covered in salary costs</td>
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<td><strong>Total</strong></td>
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<td>0</td>
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<tr>
<td><strong>Salary costs</strong></td>
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<td>AA Zimbabwe Salary costs (including NI and tax and any other applicable charges)</td>
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<td>COSV Salary costs (including NI and tax and any other applicable charges)</td>
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<td>Mercy Corps Salary costs (including NI and tax and any other applicable charges)</td>
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<td>Private Integrators (i.e. pig and goat farms) salary costs</td>
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<td>Per diem costs for travel and monitoring (all partners)</td>
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<tr>
<td><strong>Total salary cost</strong></td>
<td>3,059,982</td>
<td>696,507</td>
</tr>
<tr>
<td><strong>Project support costs (including travel, vehicles, equipment, financial services, office supplies, utilities, research, audit costs, visibility)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total project support costs</strong></td>
<td>1,233,813</td>
<td>411,616</td>
</tr>
<tr>
<td><strong>Reporting and grant management costs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>11,130</td>
<td>0</td>
</tr>
<tr>
<td>End-term evaluation</td>
<td>14,314</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total reporting and grant management cost</strong></td>
<td>25,444</td>
<td>0</td>
</tr>
<tr>
<td>Contingency reserve</td>
<td>37,779</td>
<td>0</td>
</tr>
<tr>
<td>Indirect costs</td>
<td>477,754</td>
<td>140,208</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>7,340,596</td>
<td>2,143,184</td>
</tr>
</tbody>
</table>

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Thank you so much for your generous support. Together we are empowering farmers, developing value chains and promoting sustainable growth in Zimbabwe.

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2 CIPS Foundation donation includes a contribution to ActionAid UK’s costs of monitoring, reporting and country programme support.

ActionAid is a registered charity in England and Wales (274467) and Scotland (SC045476)