

## **Zimbabwe**

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### **Horticulture Enterprise Enhancement Project**

### **Project Design Report**

### **Main report and annexes**

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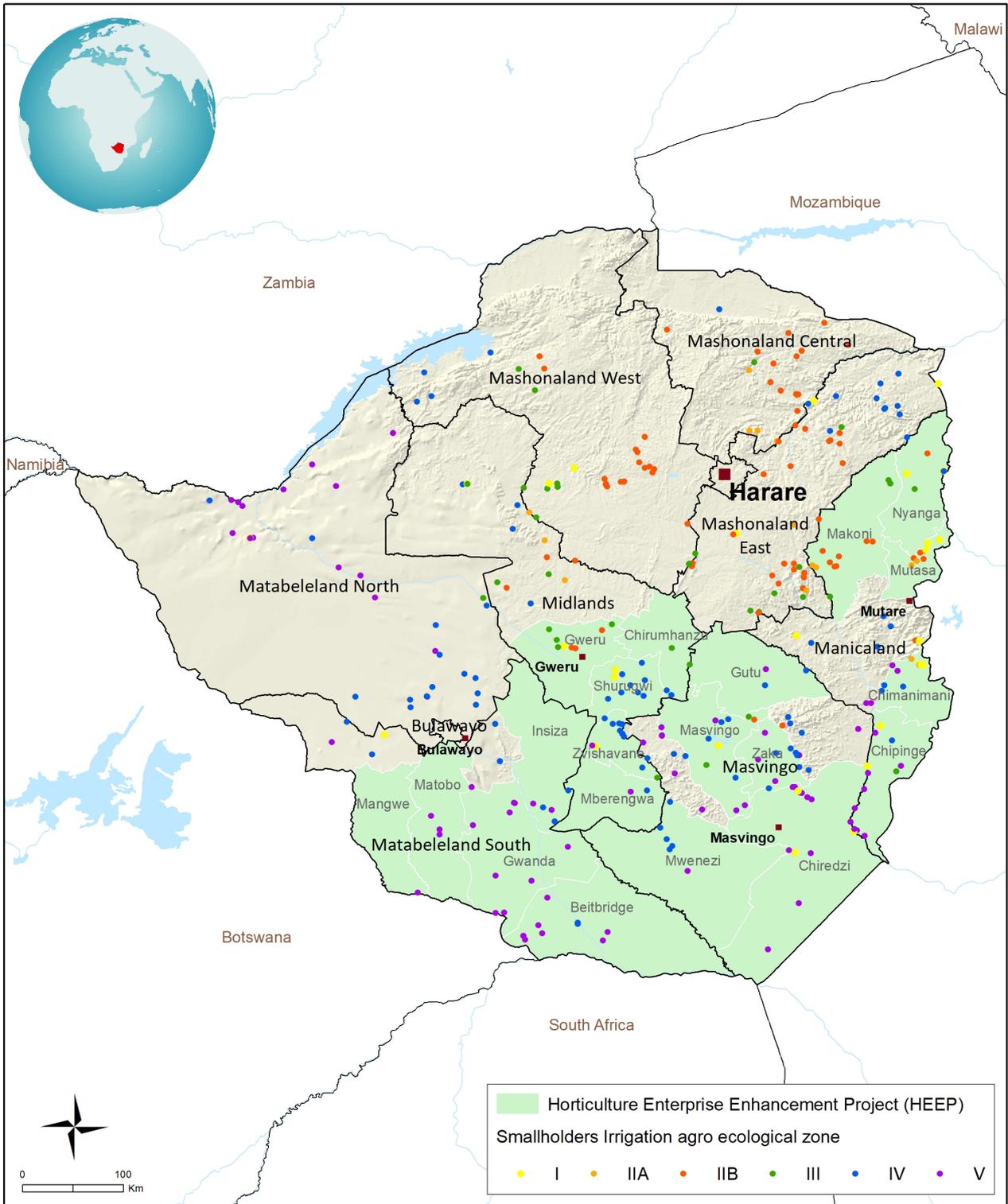
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East and Southern Africa Division  
Programme Management Department



# Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 23-08-2022

## Abbreviations and Acronyms

<b>4P</b>	Public-Private-Producer Partnerships
<b>ADPCG</b>	Agricultural Development Partners Coordinating Group
<b>AGRITEX</b>	Agricultural Technical Extension Services
<b>AIMS,</b>	Agricultural Information Management System
<b>AMA</b>	Agricultural Marketing Authority
<b>APG</b>	Agriculture Producer Group
<b>ARDA</b>	Agricultural Rural Development Authority
<b>AWPB</b>	Annual Work Plan and Budget
<b>BDS</b>	Business Development Services
<b>CAADP</b>	Comprehensive Africa Development Programme
<b>CC</b>	Climate Change
<b>CLPE</b>	Country-Level Policy Engagement
<b>CMT</b>	Country Management Team
<b>COI</b>	Core Indicators
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>COSOP</b>	Country Strategic Opportunities Programme
<b>CSA</b>	Climate Smart Agriculture
<b>DDF</b>	District Development Fund
<b>DOI</b>	Department of Irrigation
<b>DSF</b>	Country Strategic Opportunities Programme
<b>ECSMP</b>	Environmental, Climate and Social Management Plan
<b>EHRF</b>	Export Horticultural Revolving Fund
<b>EIA</b>	Environmental Impact Assessment
<b>EIRR</b>	Economic Internal Rate of Return
<b>EMA</b>	Environmental Management Authority
<b>EMP</b>	Environmental Management Plan
<b>ENPV</b>	Economic Net Present Value
<b>ENRM</b>	Environmental Natural Resources Management
<b>EOI</b>	Expression of Interest
<b>ERR</b>	Economic Rate of Return
<b>ESIA</b>	Environment and Social Impact Assessment
<b>ESMS</b>	Environmental and Social Management System
<b>FM</b>	Financial Management
<b>FMFCL</b>	Financial Management and Financial Control Arrangements Letter
<b>FPIC</b>	Free Prior and Informed Consent
<b>GAP</b>	Good Agronomic Practices
<b>GALS</b>	Gender Action Learning System
<b>GCF</b>	Green Climate Fund
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environmental Fund
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GHG</b>	Greenhouse Gas
<b>GNI</b>	Gross National Income
<b>GOZ</b>	Government of Zimbabwe
<b>GVC</b>	Global Value Chains
<b>HDC</b>	Horticultural Development Council
<b>HDI</b>	Human Development Index

<b>HEEP</b>	Horticulture Enterprise Enhancement Programme
<b>HGRP,</b>	Horticultural Growth and Recovery Plan
<b>ICB</b>	International Competitive Bidding
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFR</b>	Interim Finance Report
<b>ILO</b>	International Labour Organisation
<b>IMF</b>	International Monetary Fund
<b>IP</b>	Indigenous People
<b>IPRM</b>	Integrated Project Risk Matrix
<b>IPSAS</b>	International Public Sector Accounting Standards
<b>ISO,</b>	International Organisation for Standardisation
<b>JICA</b>	Japan International Cooperation Agency
<b>JMU</b>	Joint Management Unit
<b>KM</b>	Knowledge Management
<b>MCCRA</b>	Multi Country Climate Risk Assessment
<b>METH</b>	Ministry of Environment, Tourism and Hospitality
<b>MFI</b>	Microfinance Institution
<b>MLAFWRD</b>	Ministry of Lands, Agriculture Fisheries, Water and Rural Development
<b>MG</b>	Matching Grant
<b>MIS</b>	Management Information System
<b>MOFED</b>	Ministry of Finance and Economic Development
<b>MSME</b>	Micro, Small, Medium Enterprise
<b>MWACSMED</b>	Ministry of Women Affairs, Community, and SME Development
<b>MYSR</b>	Ministry of Youth Sport and Recreation
<b>NAPF</b>	National Agricultural Policy Framework
<b>NDC</b>	National Determined Contributions
<b>NDS</b>	National Development Strategy
<b>NPMU</b>	National Programme Management Unit
<b>OPEC</b>	Organisation of the Petroleum Exporting Countries
<b>PCN</b>	Project Concept Note
<b>PCR</b>	Project Completion Report
<b>PCU</b>	Project Coordination Unit
<b>PDO</b>	Project Development Objective
<b>PDR</b>	Project Development report
<b>PFI</b>	Private Finance Institutions
<b>PFMS</b>	Project Finance Management System
<b>PIM</b>	Project Implementation Manual
<b>PMU</b>	Project Management Unit
<b>PP</b>	Procurement Plan
<b>PAZ</b>	Procurement Regulatory Authority of Zimbabwe
<b>PRIME</b>	Programme in Rural Monitoring & Evaluation
<b>PRM</b>	Project Risk Management
<b>PS</b>	Permanent Secretary
<b>PSC</b>	Project Steering Committee
<b>PWD</b>	People With Disabilities
<b>RBZ</b>	Reserve Bank of Zimbabwe
<b>RC</b>	Resident Coordinator
<b>RDC</b>	Rural District Council

<b>RPMU</b>	Regional Project Management Unit
<b>RTGS</b>	Real Time Gross Settlement
<b>SACCO</b>	Savings and Credit Cooperation Organisation
<b>SACP</b>	Smallholder Agricultural Cluster Programme
<b>SADC</b>	Southern African Development Commission
<b>SBCC</b>	Social Behaviour Change and Communication
<b>SDG</b>	Sustainable Development Programme
<b>SDR</b>	Special Development Rights
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SECAP</b>	Social Environment and Climate Assessment
<b>SHEP</b>	Smallholder Horticulture Empowerment and Promotion
<b>SHF</b>	Smallholder Farmer
<b>SIRP</b>	Smallholder Irrigation Revitalisation Programme
<b>SME</b>	Small-to-Medium Enterprise
<b>SO1</b>	Strategic Objective 1
<b>SO2</b>	Strategic Objective 2
<b>SP</b>	Service Provider
<b>SSTC</b>	South-South Technical Cooperation
<b>TOC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>TOT</b>	Training of Trainers
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>US\$</b>	United States Dollar
<b>VAT</b>	Value Added Tax
<b>VC</b>	Value Chain
<b>VHG</b>	Village Horticulture Garden
<b>WASH</b>	Water Sanitation and Hygiene
<b>WB</b>	World Bank
<b>WCDI</b>	Wageningen Centre for Development Innovation
<b>WEAI</b>	Women Empowerment in Agriculture Index
<b>WFP</b>	World Food Programme
<b>WUO</b>	Water User organisations
<b>ZIMRA</b>	Zimbabwe Revenue Authority
<b>ZINWA</b>	Zimbabwe National Water Authority
<b>ZTSP</b>	Zimbabwe Transitional Stabilisation Programme
<b>ZUNDAF</b>	Zimbabwe United National Development Assistance Framework

## In line with IFAD mainstreaming commitments, the project has been validated as:

Gender Transformative  Youth Sensitive  Nutrition Sensitive  Persons with Disabilities  Indigenous Peoples   
Climate Finance  Adaptive Capacity

### Executive Summary

**Economic and social context.** Although Zimbabwe is classified as a low middle-income country, it is among the top 15 most fragile countries in the world in 2022<sup>[1]</sup>, driven by policy volatility, corruption, a low capacity to deliver basic services, as well continued impact from COVID-19 and more recently the Ukraine crisis. It also classified amongst the countries with high levels of institutional and social fragility in 2022<sup>[2]</sup>. Its gross national income (GNI) per capita in current dollars recovered from a post-independence low in 2008 of US\$330, moving to US\$1,390 in 2015 and 2016, and declined to US\$1,210 in 2019 and US\$1,140 in 2020, before increasing to US\$1,400 driven by the good agricultural season<sup>[3]</sup>. According to World Bank Outlook (2022), inflation slowed down from 828 per cent in July 2020 to 60.7 per cent in December 2021. Public indebtedness has worsened with external arrears and external debt of US\$14.5 billion. Poverty prevalence remains a rural phenomenon and is increasing, with an estimate of 40 per cent in 2022 as compared to 22 per cent in 2011. While food security situation improved in 2021 due to the good season, the gains will be eroded by the 2021/2022 season drought. The COVID 19 pandemic affected production across all sectors, with some improvement due to relaxation of restrictions and the good levels of vaccination. The GDP is projected to grow by 3.7 per cent in 2022 but will slow down due to the contraction in agricultural output, global price increases due to global disruptions (as a result of Ukraine crisis), the uncertainty about the COVID 19 pandemic<sup>[4]</sup>, drought, and the instability likely to be brought about the upcoming general elections in July to August 2023.

**Horticultural Sector.** In the 1990s, horticulture exports were rapidly expanding, and at their peak, worth over US\$100 million, representing over 5 per cent of total exports. These exports were driven by large-scale commercial farming, with SHFs contributing about 10 per cent of supply. Due to the decline in commercial farming since the fast-track land reforms, and an adverse business environment, horticultural exports are currently about US\$10 million, less than 0.2 per cent of total exports. The Government of Zimbabwe (GoZ) views the revival of horticultural sector as a key element in export and employment generation and expansion of agricultural GDP. Altogether, the GoZ anticipates that the horticultural economy will grow to \$1.2 billion annually by 2025, and that this will open opportunities for SHFs able to participate in horticultural sector, supplying local, regional, and international markets.

**Smallholder Agricultural Policy.** The GoZ strategy to uplift SHFs is contained in the National Agriculture Policy Framework which includes: (i) organising SHFs into groups and converting them into small and medium enterprises (SMEs); (ii) connecting farmers and groups to profitable value chains (VCs) and markets; (iii) facilitating contract farming; (iv) developing SHF business skills; (v) revitalising marketing and agro-processing hubs; and (vi) promotion of climate smart agriculture. The Horticultural Recovery and Growth Plan (HRGP) has two pillars: (i) The Conventional pillar aims to strengthen the horticultural production base and improve production and profitability through mainstreaming SHFs in sustainable partnerships with VC partners and (ii) the Presidential pillar, which focuses on village-based interventions on nutrition, food security, and markets.

**Lessons learned.** Key lessons learned from IFAD and other development partner experience in Zimbabwe include (i) Public sector driven interventions to improve productivity have been costly and had limited success (ii) Well-managed private-firm led and SHF production-based VCs have shown good results and impact (iii) the loss of skills and lack of liquidity in financial markets has constrained the ability of the financial sector to finance inclusive development.

**Project rationale.** Both IFAD and the GoZ share the vision that to transform SHFs from a precarious, subsistence-oriented cereals-based existence to market-led high value horticulture production requires an inclusive, partnership-based approach that creates incentives for the alignment of all stakeholders. IFAD's innovative and tested 4P approach will be used to identify and develop these partnerships.

**Goal and development objective.** The project goal is to "increase incomes, food security and empowerment for SHFs engaged in profitable and sustainable horticulture value chains". The Project Development Objective is "Support increased and sustainable horticultural production and sales by SHFs and MSMEs engaged in horticulture value chains".

**Project area.** HEEP will take a two-pronged approach to geographic targeting based on a combination of (i) poverty and nutritional status and (ii) potential for commercial horticultural development. First, the Village Horticulture Garden (VHG) activities will be located in 20 districts in the arid and semi-arid areas of Matabeleland South, Manicaland, Masvingo, and Midlands Provinces. Second, 4Ps will draw from SHFs in areas on a nationwide basis, selected based on market conditions and agricultural potential, and further screened based on the expected impact on poorer rural households in these areas.

**Target groups.** HEEP's direct beneficiaries will be SHFs who are organised in Agricultural Producer Groups (APGs) in either Village Horticultural Gardens (VHGs) or in 4Ps linked to anchor firms/farms. These consist of APGs i) in the Village Horticultural Gardens ii) in irrigation schemes, and iii) outside the irrigation schemes. HEEP will promote youth and women led horticulture MSMEs linked to anchor firms and service providers to provide employment to young people, especially women.

**Components and Activities.** The project has two inter-related activity components and an institutional development/project management component. Component One, VHG and 4P development, will build the capacity of SHFs to produce horticultural crops and products for commercial sale to generate income and support livelihoods, and increase household consumption to improve nutrition. HEEP will also support value chain actors to improve their competitiveness, focusing on inclusive participation by SHFs. This will be provided by a combination of capacity building, matching grants, and provision of public infrastructure to leverage the impact of value chain actors' investments. Component Two, Access to Finance, will improve access to finance by the horticultural value chain actors through provision of an export line of credit provided by partner financial institutions for financing inclusive hub and spoke 4Ps,

complimented by capacity building in the financial sector to improve the development and delivery of appropriate financial products for the SHFs.

### **Component 1: Village Horticultural Garden and 4P Mobilization and Development**

**Sub-component 1.1: Village Horticulture Garden Mobilization and Development.** The expected results are 620 VHGs providing increased income and nutritional outcomes to 31,000 poorer rural households.

**Sub-component 1.2: 4P Identification, Mobilization, and Capacity Building.** The expected result is to link 20,000 SHF to 20 4Ps, and build their capacity through technical assistance and training.

**Sub component 1.3: 4P Matching Grants (MGs) and Public Infrastructure.** The expected results is:(i) 20 4Ps serving 20,000 SHF households with an increased ability to produce and market high value horticultural products using climate-resilient and innovative technologies and (ii) public sector infrastructure that will enhance economic returns for 4P partners, leveraging the private investments made by 4P members and providing economic and social benefits for non-4P SHFs, MSMEs, and rural residents in the 4P areas.

### **Component 2: Access to Finance.**

**Sub component 2.1: Export Horticultural Revolving Fund (EHRF).** The expected result is to provide short- and long-term finance to anchor firms and other partners of 20 4Ps that will enable them to improve and expand the production and marketing of high-value horticultural produce.

**Sub-component 2.2: Capacity Building for Enhanced Agricultural Lending. The expected results is to increase the range and coverage of appropriate financial services and products available to SHFs provided by at least four commercial banks or MFIs.**

### **Component 3: Institutional Support and Project Coordination.**

**Sub-component 3.1: Institutional Support.** The expected result is to improve the production and marketing information for the benefit of public sector policy makers and private sector investors, and to improve the governance of contract farming/hub and spoke arrangements to ensure a fair distribution of risks and benefits to all parties.

**Sub-component 3.2: Project Coordination.** HEEP will be managed by a PMU, with some functions supported by or subsumed under the Joint Management Unit (JMU) of MLAFWRD is creating for SIRP, SACP, and HEEP. The HEEP PMU will be headed by a Project Coordinator who report to the Permanent Secretary of MLAFWRD, with MLAFWRD Permanent Secretary the chair of the Project Steering Committee. The national PMU will be headquartered in Harare, and regional PMUs will be established in Mutare, Masvingo and Bulawayo.

**Social, Environment and Climate Assessment.** HEEPs preliminary environmental and social categorisation is Substantial. The project will include environmental sustainability and sustainable natural resource management activities, which will enhance global environmental benefits. The project will be guided by policies, and legal and institutional frameworks that support environmental sustainability and social inclusion. The preliminary climate risk classification is Substantial. To address the impact of CC, the project will support climate resilient infrastructure and equipment to reduce SHF climate vulnerability.

**Project costs and financing.** The project investment and recurrent costs during the eight-year implementation period are estimated at US\$ 66.5 million. The IFAD loan will finance US\$37.14 million accounting for 56 per cent of the total project costs. The OPEC Fund for International Development will finance US\$ 15 million (22 per cent)<sup>[5]</sup> of the total project costs. Co-financing from participating financial institutions is estimated at US\$ 8.1 million, covering 12 per cent of the total project costs. Private sector contribution is US\$ 3.1 million (4 per cent). Domestic financing from Government of Zimbabwe and beneficiaries is budgeted to cover US\$ 6.2 covering 9 per cent of the total project costs.

**Financial and economic analysis.** The base case economic internal rate of return (EIRR) for HEEP is estimated at 25 per cent with a positive net present value (NPV) of US\$ 31.9 million which justifies the project investment. The benefit/cost ratio is estimated at 2.9.

**Implementation Readiness and Start-up Plans.** A draft Project Implementation Manual, a draft AWPB for the first 18 months of project implementation, and a draft procurement plan for the first 18 months have been prepared as part of the HEEP design process. These documents will help ensure that the project implementation starts as scheduled, without unnecessary delays during the first project year. The Joint Project Management Unit already created for SIRP and SACP will also expedite project start-up

## **1. Context**

### **A. National context and rationale for IFAD involvement**

#### **a. National Context**

1. **Socioeconomic context.** Zimbabwe's land area is 390,757 square kilometres with a population of 14.9 million<sup>[6]</sup>. The urban and rural populations are 32.2 per cent and 67.8 per cent respectively. The population is projected to grow to over 30 million by 2050. Of the 39.6 million hectares (ha) of land, about 41 per cent is utilised for agriculture<sup>[7]</sup>. Approximately 365,000 ha are suitable for

irrigated agriculture, but less than half is currently equipped with irrigation facilities.

2. Zimbabwe is a low middle-income country (LMIC), and is among the 15 most fragile countries in the world<sup>[8]</sup>, driven by policy volatility, corruption, a low capacity to deliver basic services, climate shocks as well continued impact from COVID-19 and more recently the Ukraine crisis. It is also forecast to have one of the highest levels of institutional and social fragility in 2023<sup>[9]</sup>. Its gross national income (GNI) per capita recovered from a post-independence low of (current) US\$330 in 2008, moving to US\$1,390 in 2015 and 2016, but then declining to US\$1,210 in 2019 and US\$1,140 in 2020, before increasing to US\$1,400 in 2021, driven by the good agricultural season<sup>[10]</sup>, despite the economy contracted due to COVID-19 and a protracted drought. Increasing food prices and rapid expansion of the money supply have contributed to annual inflation levels over 100 per cent.
3. In 2021, economic activity recovered with GDP of 5.8 per cent, reflecting outstanding agricultural output, increased mining and energy production, construction, manufacturing, and increased infrastructure investment. Real GDP is expected to grow by about 3.7 per cent in 2022<sup>[11]</sup>. Droughts and inadequate management of water resources could cause a decline in Zimbabwe's 2030 GDP of over 2 per cent based on simulations over 2020-2030 span<sup>[12]</sup>. Exports are driven by gold (US\$1.72 billion), tobacco (US\$438 million), ferroalloys (US\$231 million), nickel (US\$ 229 million) and diamonds (US\$221 million). Zimbabwe's 2019 Human Development Index was 0.571, ranking the country 150<sup>th</sup> out of 189 countries. Extreme household poverty increased from 16.2 percent in 2011 to 21.9 percent in 2017, 41 per cent in 2021 and 40 per cent in 2022<sup>[13]</sup>. About 76 per cent of rural households and 38.2 percent of urban households are poor, and 12.9 per cent of the adult population are affected by HIV/AIDS.
4. After years of using the US dollar and the South African rand as the de facto local currency, the Reserve Bank of Zimbabwe (RBZ) reintroduced the Zimbabwe dollar in 2016. The Zimbabwe dollar was originally pegged 1:1 to the US dollar but has rapidly lost value and its use for exchange or savings is rapidly decreasing.<sup>[14]</sup> Most business transactions are made in US dollars. The large difference between official and parallel exchange rates has created substantial opportunities for rent-seeking by well-connected individuals that have access to foreign currency at official rates. With poor harvests, constrained GoZ's capacity to reach the rural poor with adequate social safety nets, and increasing inflation, the purchasing power of incomes will be eroded putting more rural and urban people in or at risk of poverty.
5. Zimbabwe's economic policy is laid out in the "National Development Strategy 1 – 2021 to 2025" (NDS1), which outlines 14 national priorities. The most relevant ones for HEEP are the Food Security and Nutrition, and Value Chains and Structural Transformation. Zimbabwe is classified as being "in debt distress"<sup>[15]</sup>, with unsustainable external debt, and large external arrears with the World Bank, the African Development Bank (AfDB) and the European Investment Bank (EIB). Settlement of these arrears would require major economic and political reforms far beyond those laid out in NDS1. In 2015 IFAD's Executive Board approved a five-year Debt Rescheduling Plan for SDR 17.69 million which has been successfully completed. Since January 2021, Zimbabwe is free of arrears with IFAD.
6. **Agriculture sector.** Agriculture underpins Zimbabwe's economic growth, food and nutrition security, as well as poverty reduction. Approximately 70 per cent of the population depend on agriculture as a source of livelihood. Zimbabwe has 1.3 million smallholders (SHFs) and about 18,000 medium to largescale farmers<sup>[16]</sup>. Following land redistribution, SHFs occupy approximately 70 per cent of agricultural land,<sup>[17]</sup> with nearly 70 per cent deriving their livelihood from less than 2ha of land. Agriculture's contribution to GDP in 2021 was 19.9 per cent, from a peak of 21.2 per cent in 2007. Livestock accounts for 35-38 per cent of agricultural GDP<sup>[18]</sup>. Agriculture's contribution is highly dependent on rainfall, input use and support and producer prices.
7. Zimbabwe's food security is defined by adequate production of and access to maize, the country's staple food. The impact of the Ukraine crisis has resulted in a sharp increase in maize prices, leading to increased food insecurity. Maize is grown by over 90 percent of households but due to dependence on rainfed agriculture, small farm size, limited use of inputs and poor access to markets, most households cannot meet their subsistence requirements and remain net buyers of maize. The recurrent droughts as well as the fall army worm (FAW) impact on maize and small grains have affected the performance of the sector. Good harvests do not solve this problem as they often lead to low maize market prices, low purchases by the national grain buyer, and large post-harvest losses at household level, as farmers cannot or do not want to sell their maize. This period of excess is soon replaced with low maize supply, with an associated higher maize price, making it unaffordable for most households. To transform the agriculture sector and rural people's livelihoods, there needs to be a transition from low value cereal production to higher value agriculture and a change to farming as a business. Horticulture is one of the GoZ priority areas for this transformation.
8. **Horticulture sector.** In the 1990s, exports from the horticultural sector were rapidly expanding, and at the peak, worth over US\$100 million, representing over 5 per cent of total exports. Horticultural exports were driven by large-scale commercial farming, with SHFs (mostly on irrigation schemes) contributing about 10 per cent of supply.<sup>[19]</sup> Due to the decline in commercial farming since the fast-track land reforms<sup>[20]</sup> and a highly adverse business environment, horticultural exports are currently about US\$10 million, less than 0.2 per cent of total exports.<sup>[21]</sup> The GoZ views the revival of horticultural sector as a key element in export and employment generation and expansion of agricultural GDP. Altogether, the GoZ anticipates that the horticultural economy will grow to US\$1.2 billion annually by 2025<sup>[22]</sup>. This will open substantial opportunities for SHFs, who are able to participate in the horticultural sector, supplying local, regional, and international markets. The revival of the horticultural sector will require a higher rate of participation from the SHF sector, analogous to the transformation of the Zimbabwe tobacco sector from a mostly large-scale crop to a largely small and medium scale farmer crop, with strong financial, technical, service, and input support from anchor firms.
9. SHFs in the horticulture sector face many challenges: (i) poor understanding of and linkage to markets, (ii) climate change (CC)

related water scarcity; (iii) limited access to finance; (iv) high cost and scarcity of inputs; (v) pest and disease outbreaks; (vi) low and unstable producer prices; (vii) unsupportive regulations; (viii) poor transport and market infrastructure; (ix) under-resourced research and extension services; (x) low adoption of improved production technologies; (xi) gender and age disparities in land allocation; (xii) land tenure insecurity; and (xiii) declining soil fertility. These factors have contributed to low horticulture production, low returns on investment and a lack of competitiveness in national, regional, and overseas markets. Due to increasing abandonment of the Zimbabwe dollar as a usable medium of exchange, foreign currency financing is essential for almost all horticultural sector inputs and equipment. Access to foreign currency finance is mostly only available to direct exporters, and even then, rarely for a term longer than three months. Opportunities to improve SHF ability to support and benefit from the horticulture sector include: (i) mobilizing and linking SHFs to export and domestic markets through partnerships with anchor firms; (ii) access to improved inputs and services; (iii) adoption of improved climate smart technologies/practices; and (iv) better physical access to adequate storage and market facilities.

10. **Agricultural and Horticultural Policy and Transformation.** The Government strategy to improve agriculture development and sustainable commercialization is outlined in the Vision 2030 document (2019). This is further elaborated in the National Agriculture Policy Framework (NAPF) 2018-2030, which contains the strategy to commercialise smallholder agriculture. The strategy includes: (i) organising SHFs into groups and converting them into small and medium enterprises (SMEs); (ii) connecting farmers and groups to profitable value chains (VCs) and markets; (iii) facilitating contract farming; (iv) developing SHFs business skills; (v) revitalising marketing and agro-processing hubs; and (vi) promotion of climate smart agriculture. In addition, Zimbabwe policies are aligned to the Food System Summit pathways to sustainable land-use and food systems.
11. MLAFWRD's horticultural strategy is based on the Horticultural Recovery and Growth Plan (HRGP). The Conventional Horticulture pillar strengthens the horticultural production base and improves production and profitability through mainstreaming SHFs in sustainable partnerships with VC partners. The Presidential Horticultural Scheme pillar focuses on nutrition, food security, and supply to local markets. It aims to supply all villages with at least one borehole, a nutrition garden, and a fruit orchard. HEEP will support both the Presidential and Conventional pillars of the HRGP.

#### **b. Special aspects relating to IFAD's corporate mainstreaming priorities**

12. **Gender.** Zimbabwe's Global Gender Gap Index for 2022 is 0.734, positioning it at 50<sup>th</sup> out of 156 countries in the world. Approximately 80 per cent of women in Zimbabwe live in communal areas where they constitute 61 per cent of the subsistence farmers and provide 70 per cent of the labour, while 35 per cent of households are female-headed<sup>[23]</sup>. The prevalence of poverty in these households is 70 per cent. Although women constitute 52 per cent of Zimbabwe's population, several constraints exacerbate gender inequality in horticulture VCs; (i) lack of land ownership due to restrictive customary laws on inheritance<sup>[24]</sup>, (ii) high workload and unequal division of labour including household work; (ii) lack of market facilities, safety issues and low producer prices; (iii) limited access to inputs and irrigation infrastructure; (iv) male dominance in asset ownership, decision making processes (except diets) and increasing levels of gender-based violence (GBV) (v) limited access to finance, and (vi) limited capacity building opportunities. Women are also the most vulnerable to nutrition and climate change impacts. In the horticultural sector, women tend to engage in production of low value crops for household or local market consumption. Women currently provide most of the manual labour in agricultural activities while men prefer mechanised tasks. Therefore, investing in women's empowerment, through challenging the social norms, is key to gender transformation.
13. **Youth.** Zimbabwe is a youthful country, with approximately 68 per cent of the population below the age of 35 years<sup>[25]</sup>. Youth unemployment is estimated to be 84 per cent of the total unemployed<sup>[26]</sup>. Youth often do not have access to land, assets, and finance. Other challenges faced by the youth include the lack of business, management and technical and leadership skills relevant for running Micro, Small and Medium Enterprises (MSMEs). Youth are also excluded from household and community decision making. Few young women and young men participate in primary agriculture production since the majority do not have access to land or prefer jobs outside agriculture that have quicker returns. Horticulture, however, is potentially more attractive to youth as returns are usually larger and come sooner than traditional crops, and land requirements are less.
14. **Nutrition.** The latest Zimbabwe Vulnerability Assessment Committee found 56 percent of rural households are food insecure, with a significant drop in the proportion of women of reproductive age consuming minimum dietary diversity and only 10 per cent of children 6-23 months receiving a minimum acceptable diet. Over 70 per cent of rural households are considered poor. These households spend over half of their income on food, with many consuming a poor diet, and 33 per cent suffering from food deprivation. Inadequate quality and quantity of food consumption among children, adolescent girls, pregnant and lactating mothers, including poor infant and young child feeding and caring practices contribute to acute malnutrition. The prevalence of child stunting is 27.1 per cent and wasting 3.3 per cent among children under five years. With 28.8 per cent of women in reproductive age being anaemic, iron deficiencies and other micronutrient deficiencies remain a public health concern. Poor dietary diversity and inadequate caring and feeding practices result from a lack of knowledge and practices regarding balanced and healthy diets for children and adults. Promoting nutritionally adequate diets is vital to improve the health and wellbeing of populations, and to foster social and economic development in the country.
15. **Environment.** Environmental degradation is a significant challenge in Zimbabwe, mainly caused by illegal mining, unsustainable agricultural and animal husbandry practices, and environmental pollution. A considerable amount of arable land (90%) in communal areas is degraded, posing poor socio-economic growth in the smallholder sector. Poverty is a major driver of environmental degradation. There is extensive wetland destruction and siltation, overgrazing, biodiversity loss, pollution of land and water resources, land degradation, poor watershed management, and wildfires<sup>[27]</sup>. Zimbabwe is water stressed, with some of the population relying on seasonal water sources, particularly in semi-arid and arid regions. Deforestation is caused by land

clearing for agriculture, fuelwood and pole collection. An estimated 300,000 ha of forest is lost annually to agricultural expansion and other household uses such as energy supply, construction and food production<sup>[28]</sup>. Flooding and erratic precipitation, combined with land use change, are also expected to increase soil erosion and the incidence of pests and diseases affecting forests<sup>[29]</sup>. Most soils in the country are already acidic and highly leached (Acrisols), requiring proper pH and soil fertility management to maintain and enhance production<sup>[30]</sup>.

16. Despite the rampant environmental challenges, the Government of Zimbabwe is committed to the sustainable management of natural resources and has put in place the frameworks linked to international commitments. The main commitments include designating Ramsar sites and putting in place regulation for wetland protection; protecting biodiversity through managing protected areas; rehabilitating degraded lands and monitoring Greenhouse gas emissions. The Government has also made a commitment through its Nationally Determined Contributions (NDCs) and strategic planning for climate change response. Furthermore, livelihood diversification will reduce pressure on natural resources and adaptation to the impacts of climate change.
17. **Climate Change (CC).** Zimbabwe is among the most vulnerable and least adapted countries to CC, ranking 143 out of 182 countries on the Notre Dame Global Adaptation Initiative (ND-GAIN) Country Index<sup>[31]</sup>. Droughts will increase in frequency and intensity. Mean annual temperature increase could exceed 3°C by 2050. Average rainfall is projected to decrease by 10 per cent, but the intensity of extreme rainfall events is projected to increase, which may increase flood and cyclone events. The projected increase in frequency of natural disasters will potentially hit the most vulnerable parts of the population, the smallholder sector, pushing SHFs further into poverty<sup>[32]</sup>. CC exacerbates unsustainable land-use practices, resulting in loss of agricultural land and biodiversity, sedimentation of water bodies, and loss of soil fertility. The vulnerability of the agricultural sector is accentuated by the reliance on rain-fed farming by over 80 per cent of the rural population.
18. With CC, changes in crop yields across scenarios range from -40% to +20% by 2030 than would be expected in a future with no climate change<sup>[33]</sup>. Zimbabwe has experienced droughts related to the El Nino phenomenon in the past decade; the more recent droughts led to decreased agricultural output and left 2.8 million people food insecure<sup>[34]</sup>. Zimbabwe is susceptible to cyclones, and in 2019 Cyclone Idai resulted in infrastructural damage of US\$ 1 billion and displaced 60,000 people. The increased incidences of droughts, as a result of CC, have led to changes in wetland conditions and habitat as well as loss of species.
19. The GoZ has developed strategies for climate adaptation included in the Zimbabwe's Nationally Determined Contribution (NDC). The high-level priority adaptation measures elaborated in the NDC include: i) scaling-up of climate resilient agriculture solutions and strengthening agricultural VCs and markets; ii) enhancing early warning and climate-related disaster risk reduction systems; iii) climate resilient infrastructure development; and iv) promoting resilient and sustainable water resources management<sup>[35]</sup>.
20. **Indigenous peoples (IPs).** Around 2,500 San (Tshwa) people live nomadically around the area of Tsholotsho close to the border of Botswana. The Doma (1,050 people) are found in Guruve, Mbire, and Karoi districts in Mashonaland. These are the poorest groups in Zimbabwe. There is no specific policy on IPs in Zimbabwe, since the Government considers all Zimbabweans to be indigenous. Where relevant, HEEP will proactively engage with their representatives, ensuring free prior and informed consent (FPIC).
21. **People Living with Disabilities (PWD) and other marginalised groups.** There are an estimated 914,000 PWD in Zimbabwe (7 per cent of the population)<sup>[36]</sup>. PWD have challenges in accessing employment, education, health care and they are also vulnerable to food insecurity and accessing water and sanitation facilities. The prevalence of poverty among the PWD is 74.1 per cent compared to 69.5 per cent for the non-disabled. Other marginalised groups include female headed households, child headed households, households headed by the aged, uneducated, chronically ill as well as households belonging to the apostolic religious sect. PWD and other marginalised groups will benefit through HEEP by: (i) integration into the agricultural production groups (APGs) and Village Horticultural Gardens (VHG); (ii) receiving nutrition sensitive education and (iii) increased employment opportunities. This will complement the social protection interventions by WFP, UNICEF and other humanitarian development partners.

**Table 1. Mainstreaming theme eligibility criteria**

	<input checked="" type="checkbox"/> <b>Gender transformational</b>	<input checked="" type="checkbox"/> <b>Nutrition sensitive</b>	<input type="checkbox"/> <b>Youth sensitive</b>	<input checked="" type="checkbox"/> <b>Climate focused</b>
<b>Situation analysis</b>	<input checked="" type="checkbox"/> National gender policies, strategies and actors <input checked="" type="checkbox"/> Gender roles and exclusion/discrimination <input checked="" type="checkbox"/> Key livelihood problems and opportunities, by gender <input checked="" type="checkbox"/> Use(pro-WEAI) <sup>[37]</sup> assessment for M&E baseline	<input checked="" type="checkbox"/> National nutrition policies, strategies and actors <input checked="" type="checkbox"/> Key nutrition problems and underlying causes, by group <input checked="" type="checkbox"/> Nutritionally vulnerable beneficiaries, by group	<input type="checkbox"/> National youth policies, strategies and actors <input type="checkbox"/> Main youth groups <input checked="" type="checkbox"/> Challenges and opportunities by youth group	HEEP has US\$9

<b>Theory of change</b>	<input checked="" type="checkbox"/> Gender policy objectives (empowerment, voice, workload) <input checked="" type="checkbox"/> Gender transformative pathways <input checked="" type="checkbox"/> Policy engagement on GEWE <a href="#">[38]</a>	<input checked="" type="checkbox"/> Nutrition pathways <input checked="" type="checkbox"/> Causal linkage between problems, outcomes and impacts	<input checked="" type="checkbox"/> Pathways to youth socioeconomic empowerment <input checked="" type="checkbox"/> Youth inclusion in project objectives/activities	233 000 million of climate finance, corresponding to 24.6per cent of the total project costs. All of this is adaptation finance.
<b>Logframe indicators</b>	<input checked="" type="checkbox"/> Outreach disaggregated by gender <input checked="" type="checkbox"/> Women are >40per cent of outreach beneficiaries <input checked="" type="checkbox"/> Pro-WEAI indicator <a href="#">[39]</a>	<input checked="" type="checkbox"/> Outreach disaggregated by gender, youth, indigenous peoples <input checked="" type="checkbox"/> Women reporting improved diets <b>AND/OR</b> Persons reporting improved nutrition knowledge	<input checked="" type="checkbox"/> Outreach disaggregated by age	
<b>Human and financial resources</b>	<input checked="" type="checkbox"/> Staff with gender TORs <input checked="" type="checkbox"/> Funds for gender activities <input checked="" type="checkbox"/> Funds for Pro-WEIA surveys in M&E budget	<input checked="" type="checkbox"/> Staff or partner with nutrition TORs <input checked="" type="checkbox"/> Funds for nutrition activities	<input checked="" type="checkbox"/> Staff with youth-specific TORs <input checked="" type="checkbox"/> Funds for youth activities	

### c. Rationale for IFAD involvement

22. IFAD is a trusted long-term development partner for Zimbabwe and is considered to be a neutral broker linking stakeholders on agriculture and rural development. IFAD has a comparative advantage in supporting Zimbabwe's agriculture sector, building on its extensive country experience. IFAD has expertise at the regional and global level in: a) commercializing smallholder agriculture, through inclusive VCs and private-public-producer partnerships (4Ps)[\[40\]](#); b) increasing climate resilient production and productivity of farming; c) developing business and employment opportunities in rural areas, through inclusive VC development; and d) ensuring that improved nutrition outcomes will result from increases in agricultural productivity and household income. IFAD's experience and expertise place it in a strong position to support the GoZ to organize smallholders into well-governed and well-functioning cohesive groups; connect them to profitable value chains and markets; develop SHFs' capacity in climate resilient production and marketing and business skills; develop rural access to finance and revitalize market infrastructure.
23. HEEP is fully in line with the 2022-2027 COSOP's transformation target[\[41\]](#) and its objectives of reducing poverty and improving incomes, through better market access and climate-resilient and more effective production systems. The capacity building focus and effective targeting will ensure that IFAD's corporate priorities in CC, gender, and nutrition are mainstreamed. As increased income itself does not necessarily lead to improved social outcomes, specific activities will ensure gender transformation, and improved nutrition.
24. In its request to IFAD for HEEP, [\[42\]](#) MLAFWRD reaffirmed its commitment to transform horticulture through linking SHFs to commercial buyers. The GoZ request identified measures to enhance productivity through rural finance, improved inputs and services; linkage to markets; development of VC infrastructure and institutional strengthening. These approaches are at the core of IFAD's policies for SHF agriculture transformation.
25. To ensure sustainability, HEEP will use a 4P approach for commercially viable and climate resilient SHF development, complemented by support for the poorest rural households through the climate smart Village Horticultural Gardens. HEEP will leverage the investments by other development partners in SHF horticulture, most notably JICA's Smallholder Horticultural Empowerment Promotion (SHEP).
26. HEEP is the third project in IFAD's programmatic country program approach. HEEP will introduce the 4P approach to inclusive horticulture VC development promoting also other innovative approaches. It will create opportunities for beneficiaries of the Smallholder Irrigation Revitalization Project (SIRP), who have rehabilitated irrigation infrastructure, and beneficiaries of the Smallholder Agriculture Cluster Project (SACP) in agricultural clusters, as well as other SHFs. HEEP will also introduce an access to finance activity, to address a crucial barrier to sustainable SHF empowerment. The implementation of the country programme will continue to identify synergies and complementarities and also sharing of lessons learned to sharpen the implementation approaches and strategies.

## B. Lessons learned

27. The HEEP's design has been informed by lessons learned and best practices from: (a) ongoing and previous IFAD experiences in Zimbabwe; (b) results from IFAD projects in other countries in the region; and (c) similar projects, financed by the Government

or other development partners. Key lessons from the past and ongoing operations include:

- Public sector driven interventions to improve productivity have been costly and had limited success, e.g. the large-scale Command Agriculture input subsidy mechanism.<sup>[43]</sup> In response, HEEP will harness the efficiencies of the private sector for service delivery, through a 4P service delivery mechanism, while relying on the public sector for improvements to the enabling environment, and addressing specific market failures.
  - Well-managed private firm-led and SHF production-based VCs have shown consistently good results and impact. The key lessons from these (e.g. provision of inputs and extension and aggregation of produce) are included in the 4P strategy.
  - Loss of skills and lack of liquidity in the financial sector has constrained use of bank or MFI credit for inclusive value chain development. There has been some success with the use of competitive grants for companies and other VC participants, such as in the Rural Agriculture Revitalisation Programme “Matched Grant Facility”<sup>[44]</sup> and “Green Enterprise Challenge Fund”. HEEP will utilize matching grants to leverage commercial credit, provide seed capital for export finance, and strengthen the financial sector to serve SHFs.
  - Matching grants (MG) can be challenging to manage to ensure impact on target beneficiaries and avoid crowding out commercial finance. Lessons from Cambodia, Vietnam, Rwanda, Sri Lanka, and Ghana have informed HEEP design. MG programs for poorer farmers need to be targeted and structured to reflect their more limited ability to invest in high value crops. A 4P approach, which incorporates both anchor firms and public and private service providers, can allow for a more targeted and effective impact and a more rapid disbursement of project funds.
  - SIRP empirical evidence shows that the majority of youth do not wish to work in agriculture.<sup>[45]</sup> Most prefer to find an alternative that offers less risk, less hard work, and quicker returns. Horticulture, supported by HEEP, will be an exception because it requires less land, and offers higher and quicker returns than annual crops.
28. SIRP demonstrated that IFAD technical assistance provided both remotely and in-country greatly improves speed of procurement processes and quality of procurement documents prepared by the Project Coordination Unit (PCU). A correlated benefit of this is an increased disbursement rate.

## 2. Project Description

### C. Project objectives, geographic area of intervention and target groups

29. **The project goal** is to increase incomes, food security and empowerment for SHFs, engaged in profitable and sustainable horticulture value chains (VCs).
30. **The Project Development Objective (PDO)** is *supporting increased and sustainable horticultural production and sales by SHFs and MSMEs engaged in horticulture value chains*. **Geographic area of intervention.** HEEP will adopt a **two-pronged geographical targeting approach**, based on a combination of poverty and nutritional status and the potential for commercial horticultural development:
- **Geographical Targeting for Village Horticultural Gardens (VHGs) interventions.** The VHGs will be located in the four provinces: Matabeleland South, Manicaland, Masvingo, and Midlands Provinces<sup>[46]</sup>. VHGs will be targeted towards the poorer rural households with less immediate opportunities for commercial horticulture. The VHGs will be sited, using a hub-and-spoke approach, in the wards adjacent to functional Agricultural Rural Development Authority (ARDA)-managed irrigation schemes<sup>[47]</sup>. This will reinforce and deepen the impact of SIRP, which is also focused on these four provinces with substantial arid and semi-arid regions. The hub-and-spoke approach will enable improved access to local markets, better management, and timely provision of capacity building for VHG SHFs.
31. HEEP will implement 620 VHGs in the four selected provinces, with 155 VHGs per province. In each province, five districts will be targeted, with 10 wards selected per district. The criteria for district selection include: (i) poverty prevalence, (ii) proximity of functional smallholder irrigation schemes; (iii) ability of ARDA to support aggregation (in wards with ARDA irrigation schemes, 3 VHGs will be clustered around each scheme). The selection criteria for the VHGs in the targeted wards will include: (i) potential for eventual inclusion in commercially viable horticulture, (ii) areas vulnerable to CC, (iii) availability of arable land and water and geophysical potential; (iv) poverty levels of surrounding area; (v) commitment of local farmers to joining an APG; (vi) commitment of local farmers to participate fully in the nutrition and commercial.
- **Geographical Targeting of 4P and Access to Finance interventions.** Selection will be based on market conditions and agroclimatic potential, and selected through a competitive process. Therefore, the location of the 4P SHFs will depend on both the demand from anchor firms and the interest and potential of SHFs. The 4P households will be located in: i) well-functioning irrigation schemes throughout the country and ii) high potential regions of the Mashonaland Provinces and Manicaland, that is, those that fall into Natural Regions 1 and 2A. Farmers selected will meet targeting criteria.
32. **Target groups.** HEEP’s direct beneficiaries will be poor SHFs, who will be organised either in APGs in VHGs or as APGs in 4Ps linked to anchor firms/farms. HEEP will also promote youth and women led MSMEs, which are linked to anchor firms or APGs as service providers (SPs), and these will help provide employment to young people and women.
33. The total **direct target group** will be 71,000 SHF households consisting of:

- 31,000 SHFs in VHGs, who will benefit from improved production, post-harvest handling, local market access and capacity building
  - 20,000 additional SHFs in 4Ps will benefit from improved production, post-harvest handling, improved market access and capacity building
  - 20,000 laborers<sup>[48]</sup>, who will benefit from seasonal and part-time employment with anchor firms, service providers, or SHFs.
34. Beneficiaries will include a minimum of 50 per cent women and 30 per cent youth (evenly split between women and men). The project will target 2000 PWDs identified through local community organisations working with PWDs.
35. The total *indirect* target group is estimated to be 50,000 households that live in the direct vicinity of HEEP activities, but are not members of VHGs or 4Ps. They will benefit from improved road access to district centres, marketplaces, health and education, as well as long term indirect benefits of economic development as a result of HEEP activities.
36. In accordance with IFAD's Targeting Policy, HEEP will focus on the rural poor who have the potential to take advantage of improved access to assets and opportunities for agricultural production and income generating projects. In Zimbabwe, rural households are categorised into four poverty groups (A, B1, B2 and C<sup>[49]</sup>) according to their access to land, other productive assets and labour (see PIM for details). Specifically, HEEP's target group focus will be on Category B1 and Category B2 farmers, who constitute almost 80 per cent of supported households.<sup>[50]</sup> Category A farmers consisting of the poorest households, including PWD, women, child and elderly headed households, will be supported to join VHG APGs as they are able, and will have the opportunity to access employment at APG and rural enterprise operations.
37. **Targeting Strategy.** The geographical targeting strategy outlined above will ensure that poverty prevalence stands at a minimum of 75 per cent among target groups. Within the targeted geographical areas, social targeting mechanisms will ensure adoption of mainstreaming strategies and effective smallholder development. Self-targeting measures will ensure that project interventions respond to the priorities of the APGs, SHFs and Anchor Firms. Community targeting will be applied for public infrastructure development. The risk of elite capture will be mitigated through a triangulation of beneficiary targeting, identification and selection process. The Government's beneficiary classification system will be used, while identification will be through local independent short-term technical SPs, in consultation with local communities, organized farmer groups and local authorities, will rebuild confidence in state systems. Other measures include enhancing beneficiary access to project information, adoption of an anti-corruption plan and a functional grievance redress mechanism.
38. **Gender targeting.** The project will adopt a gender transformation approach using lessons learned from SIRP and SACP experiences on promotion of (i) economic empowerment, (ii) women's representation in decision making (iii) equitable workload balance and equitable access to economic and social benefits through Gender Action Learning System (GALS)<sup>[51]</sup> social mentoring, and (iv) monitoring changes in norms and values around gender equality. Women's Empowerment in Agriculture Index (WEAI) survey results will inform the gender strategy as with SIRP<sup>[52]</sup>. The trainings will be conducted close to women's homes, with child-care arrangements to facilitate women's participation. Direct targeting will ensure a 50 per cent quota for women's participation across project activities. A gender and social inclusion expert will be hired as Project Management Unit staff.
39. **Youth targeting.** HEEP will seek to address the challenges faced by youth including: limited access to productive assets and land, limited access to finance and inadequate skills. HEEP is targeting 30 per cent youth participation across project activities and components. HEEP will promote access to services and productive assets for youth, through the provision of technical and business capacity building including in Climate Smart Agriculture, finance, entrepreneurial skills, digital technology and life skills. As a result of project interventions, decent jobs will be created for young men and women along the 4P horticulture value chain. Youth will be empowered to access matching grants as beneficiaries of APG enterprises. Landless youth that do not have the opportunity to use family land or lease surplus land will be encouraged to participate as MSME service providers, adding value by providing such services as crop protection (spraying service providers), or land preparation and cultivation (mechanized service providers). The project will discuss with traditional leaders on the possibility of land allocation youth groups.
40. **Nutrition targeting.** HEEP will mainstream three nutrition related approaches into the value chain activities. The first approach builds on increased income and better dietary intake to be associated with nutrition education and Social and Behaviour Change Communication (SBCC) activities. The second approach focuses on the supply side and aims at making the value chains selected for VHGs nutrition sensitive. The third approach uses women's empowerment pathway to improve nutrition, since women use their income for household food and energy expenditures to improve family nutrition.

## D. Components/outcomes and activities

### Component 1: Village Horticultural Gardens (VHGs) and 4P Mobilization and Development.

**Sub-component 1.1: VHGs Mobilization and Development.** HEEP will support the creation and capacitation of VHGs -an approach introduced in the GoZ's HRGP. The expected results of this sub-component are 620 VHGs providing increased income and nutritional outcomes to 31,000 poor rural households. One VHG will be 1.25ha, with: (i) 1.0 ha dedicated to market-oriented production and sale of commercial horticultural crops, and (ii) 0.25 ha dedicated to nutritious crops, with produce distributed to beneficiary households.

For each 1.25 ha VHG there will be an average of 50 beneficiaries<sup>[53]</sup> to ensure a minimum level of economic and nutritional benefits per household.

Where possible, up to three VHGs will be clustered close to a fully operational ARDA-managed irrigation scheme. Clustering the VHGs as 'spokes' around the 'hub' of an operational ARDA irrigation scheme will allow synergies in VHG management, with the existing ARDA irrigation scheme manager supporting the VHGs. The clustering will also allow synergies/efficiencies in the provision of

capacity building and provide access to storage infrastructure and market linkages through the irrigation schemes and if relevant, 4P anchor firms. The irrigation schemes can be used as learning centres for the VHGs, and in turn the VHGs may also be used for learning centres for surrounding communities.

The VHGs will be sited, designed and managed by ARDA, who will be VHG project managers. ARDA managers are already receiving capacity building from SIRP and will receive technical back up from the PMU. ARDA staff will be capacitated in technical and social aspects of the project. ARDA will work with other MLAFWRD and GoZ departments in the design and operation of the VHG. These include the Department of Irrigation and Zimbabwe National Water Authority (ZINWA) for irrigation infrastructure, Agricultural Marketing Authority (AMA) for marketing, Agritex for climate resilient crop/variety selection, training farmers on good agronomic practices (GAP), and environmental/natural resource management (ENRM). Women and youth will be empowered to take up decision-making positions in the management committees of the VHGs. HEEP will provide capacity building and Training of the Trainer-based capacity building for ARDA VHG managers and supporting Agritex staff in the business, technical aspects of VHG management, CSA and GAPs.

The ARDA VHG managers will manage operations based on VHG business plans that generate sufficient income through commercial sales of high value crops such as chillies, which has high demand from exporting firms, to ensure sustainable returns to beneficiaries and covering all operations, maintenance, and equipment replacement costs. Profits from the 1.0 ha commercial plot will be distributed to VHG beneficiaries after deductions of expenses. The produce from the 0.25 ha nutrition garden will be distributed to the beneficiary households for consumption.

Nutrition education and SBCC will be implemented for each VHG and 4P APGs to ensure that households consume diversified diets and that nutritional needs of adolescent girls and boys, pregnant and lactating women, children under age of five, are considered. Nutrition education will be channelled through agriculture extension and through GALS. The capacity of project implementing partners will be enhanced on nutrition-sensitive agriculture, which will help in monitoring and supervising interventions at community and household levels.

Each VHG will be supported for land clearing, borehole siting and sinking, all necessary irrigation equipment (pumps, 10ML plastic tanks, drip irrigation system, solar panels, solar energy powered water pumps), basic administration and storage facilities. In addition, water harvesting infrastructure will be provided for an average of five beneficiary households per VHG who are (i) poor farmers and (ii) are a long distance from an accessible water source. This will include as needed a roof rain collection system, pipes, and plastic storage tank<sup>[54]</sup>. This will provide these households with supplementary water supply for the fruit trees and household gardens located at the homesteads.

VHG operational costs, including initial inputs (seeds (including improved varieties), household fruit trees, fertilizer, chemicals, etc.), scheme management, and labor) will be provided through a combination of GoZ counterpart funding, VHG retained earnings, and if appropriate commercial borrowing. After the second year of VHG operations, all project and GoZ counterpart contributions to the VHGs will cease. At this point, the sale of horticultural crops from the commercial plot will cover all operating and maintenance costs.

**Sub-component 1.2: 4P Identification, Mobilization, and Capacity Building** The expected result from this sub-component is to identify and build capacity of 20 4Ps serving 20,000 SHF households. Under HEEP, 4Ps will be cooperative agreements between a (i) *private* sector anchor firm that provides a market to SHFs (and that passes IFAD due diligence), (ii) *public* sector entities helping co-finance and facilitate the 4Ps, e.g. IFAD, the GoZ etc.; and (iii) the *producers* organized as APGs that will be supplying the anchor firm. In addition, the HEEP 4Ps may have one or more service provider partners who are direct or supporting value chain actors that provide critical services to other 4P partners (inputs, mechanization, extension, capacity building, climate smart agriculture (CSA), crop protection, logistics transport, etc.). Service providers are identified by anchor firm, may be private sector MSMEs, public sector government agencies, and non-profits.

The Zimbabwe horticultural sector has had a strong tradition of hub and spoke arrangements uniting anchor firms (the “hubs”) and SHFs (the “spokes”), these generally have most of the elements of a 4P. The 4P model advances this Zimbabwe tradition by a greater clarification of the role of the public sector as a provider of (i) catalytic start-up funds and technical assistance; (ii) empowerment of SHFs to be more equal and profitable members of the 4P; and (iii) improvements in the enabling environment.

**Identification.** 4P business plans will be identified through calls for Expressions of Interest (EOI), issued by the PMU. Based on the guidelines, the 4P anchor firm will submit the outline of an *inclusive* business plan for the production and marketing of horticultural produce and products to be sold in local, regional, and overseas markets. Anchor firms will generally be commercial businesses or farms, but a relatively strong farmer trust or cooperative may also qualify, or take a leading role in 4P development.

The anchor firms will utilize the services of the Horticultural Development Council (HDC) Market Linkage Advisor (see C3.1) to prepare 4P EOIs and proposals, and will use the local Agritex agents, horticultural officers, and ARDA irrigation scheme/VHG managers to assist in identifying and mobilizing APGs/SHFs. If the 4P EOI is cleared by the PMU, the 4P partners led by the anchor firm will be requested for full 4P business plan for final screening by the Technical Assistance Committee (review to include adherence to IFAD’s safeguard policies) and then approval by the Project Steering Committee (PSC). When approved the 4P inclusive business plan will be submitted for IFAD No Objection.

**4P Capacity Building.** The 4P APGs/SHF members of the approved 4P business plan will receive technical and business capacity building. This capacity building should complement and be in addition to that which could be provided by: (i) anchor firms (ii) service provider partners in the 4P business plan, (iii) Agritex, ARDA, AMA, ZIMTRADE, and other government agencies and parastatals. Technical assistance and training may include farming as a business, group organization and dynamics, contract farming, crop selection, climate-resilient agronomic practices, value chain logistics, conflict resolution, certification<sup>[55]</sup>, agriculture processing, quality control, etc. in addition to start up kits, youth will receive holistic approach to provide them with technical business, entrepreneurial, financial and life skills.

**Sub component 1.3: 4P Matching Grants (MGs) and Public Infrastructure.** This aims to increase the ability of the selected 20 4Ps to produce and market high value horticultural products using climate-resilient and innovative technologies. This sub-component provides MGs to 4P partners to partially support both fixed and working capital investments necessary for the approved 4P business plan, as well as investments in public infrastructure.

There are three windows of MG support available to 4Ps:

- **APG Core investments.** This window will be limited to APG and SHF partners. The 'Core' window items include MGs for start-up inputs, services, equipment, machinery, and climate proofing infrastructure. In this regard, 4P anchor firms and SPs will not be eligible for core window support.
- **Climate Smart investments.** This window will be open to all 4P partners, and is intended to provide MGs to cover the higher upfront costs of using climate resilient technologies. The Climate Resilience MG window will include investments that fall into clearly defined categories of climate-smart agriculture (e.g. drip irrigation, protected agriculture, and solar power). Emphasis will also be given to investments on women relevant activities (post-harvest intervention like grading, packaging and simple processing)
- **Innovation investments.** This window is open to all 4P partners, and will provide MGs to cover the higher risks/costs of adapting innovative technologies/processes. This could include investments that demonstrate institutional, product or process innovations with the potential to enhance the 4Ps competitive position in horticulture, and that if successful would likely be up-scaled nationwide. Innovations to be demonstrated include the introduction of new crops/varieties that are tolerant to heat, drought or flooding, and offer higher yield and better nutritional value, agronomic methods/equipment, efficient utilisation of water, climate resilient protected agriculture technologies and sustainable fertilizer options, the use of smart-phone based farmer registration and extension systems, and new innovative processing techniques and labour saving technologies to benefit women and youth. The 4P MG budget, target groups, objectives, scoring criteria and conditions are detailed Table 1 below.

**Table 1: 4P Matching Grant eligibility and conditions**

	<b>Category 1: APG Core Investments</b>	<b>Category 2: Climate Smart Investments</b>	<b>Category 3: Innovation Investments</b>
<b>IFAD Budget</b>	<b>US\$5.0 million</b>	<b>US\$2.0 million</b>	<b>US\$1.0 million</b>
<b>Target group</b>	APGs and APG members in 4Ps	All 4P partners	All 4P partners
<b>Objectives</b>	Enhanced ability of APGs and APG members to produce and market horticultural produce and, products	Enhanced climate resilience for all 4P partners primarily benefits flowing to APGs	Introduction of potentially scalable innovations by all 4P partners with primary benefits flowing to APGs.
<b>Scoring Criteria</b>	(i) technical feasibility, (ii) financial viability and sustainability, (iii) benefits to smallholders, (iv) poverty reduction impact, (v) nutrition outcomes, (vi) youth 30per cent and women 50per cent participation in APGs	(i) increased climate resilience (ii) reduction of carbon footprint	(i) degree of innovation introduced to Zimbabwe (ii) likelihood of upscaling if successful
<b>US\$ amounts</b>	Average US\$ 250,000 per approved 4P (including one or more APGs)	Average US\$ 100,000 per approved 4P	Average US\$ 50,000 per approved 4P
<b>Counterpart contribution</b>	Minimum 20per cent in cash or kind by APG, may include commercial borrowing	APG/SHF investments: 10percent Anchor Firm/Farm or Service Provider Investments 30percent	APG/SHF investments: 10percent Anchor Firm/Farm or Service Provider Investments: 30percent
<b>Total IFAD &amp; Counterpart contribution</b>	US\$ 6.25 million	US\$ 2.50 million	US\$ 1.25 million

- Sub-Component 3 will be managed by the PMU. The day to day operations will be the responsibility of the senior 4P/Partnership Specialist. An outline of the implementation steps follows (see the PIM for a full detailed description):

**Step 1.** During project start-up, the 4P Matching Grant Manual will be finalised based the approved SACP MG Manual.

**Step 2.**A 4P Technical Committee will be formed by the PMU and consist of (i) representatives of key horticultural stakeholders including HDC, Agritex, and Farming Unions and (ii) key individuals within the PMU (i.e., the 4P/Partnership Specialist, the Senior Horticultural Agribusiness Advisor, EHRF Portfolio Administrator, CSA Advisor, and the Sr Social Inclusion Specialist). The senior 4P/Partnership Specialist will act as the secretariat for the 4P Technical Committee, and will chair the meetings.

**Step 3.**At project start-up, the PMU will draft the EOI materials including a copy of the EOI template. The EOI materials package should be submitted to IFAD for No Objection.

**Step 4.**The PMU will undertake a Call for EOIs. This will be publicized through discussion events, mass media (including local and national newspaper advertisements), direct contacts, business associations and project implementing partners.

**Step 5.**In response to the Call for 4P EOIs, prospective 4P players will form consortia to develop and submit an EOI. As mentioned earlier, prospective 4P partners may seek assistance from HDC, government agencies such as Agritex and ARDA, and NGOs with experiencing in organizing SHFs and operating contract farming/hub & spoke schemes.

**Step 6.**Successful EOI applicants will be invited to prepare full proposals. As with EOIs, applicants may be supported in development of proposals by PMU-recruited technical staff, as well as by the HDC MLAFWRD, government agencies such as Agritex, and other stakeholders such as NGOs with relevant experience.

**Step 7.**Upon receiving the full 4P Proposal, the 4P Technical Committee will review the summary and proposal in detail, and prepare comments dealing with the financial viability, market viability, technical quality, sustainability, poverty reduction impact and applicability of the proposals. Within two weeks after the submission, the 4P Technical Committee will score all received proposals, and make a recommendation to (i) award the grant as proposed, (ii) award the grant with certain specified modifications, or (iii) reject proposal.

**Step 8.**A formal 4P Technical Committee meeting will be convened to discuss the proposals and recommendations, and approve/reject them based on their evaluation. Proposals that are rejected can be improved and re-submitted.

**Step 9.**The approved 4P proposals will be submitted for IFAD No Objection, and to the PSC for information, with the transmittal memorandum prepared by the 4P Partnership Advisor.

To further support the functioning of the 4Ps, as well as benefitting other households and MSMEs in the 4P catchment area, HEEP will also invest directly in construction of public infrastructure. Examples of public infrastructure investments include climate smart farm or feeder roads, community storage, power and water provision, renewable energy etc.

Public infrastructure investments will be identified in consultation with the Rural District Council officials, who will be responsible for oversight of its construction, operation and maintenance. In addition, public infrastructure investments will be identified as part of identifying and mobilizing 4Ps where such infrastructure will add value to their 4P investments. The need for public infrastructure investments may also be identified during the course of implementation of an approved 4P business plan, in which case proposals can be submitted independent of a 4P application. Feasibility studies for infrastructure will be required, and will include if required any environmental impact analysis (EIA) and development of Environmental Social and Climate Management Plans (ESCMP).

**Link between VHGs and 4Ps:** The VHGs will firstly benefit from market linkages brokered through ARDA, as the VHGs will be managed initially by ARDA employees and will be clustered near ARDA irrigation schemes or estates. As the VHGs mature, some will be in a position to join a 4P initiative as partner APGs. Alternatively, VHGs may continue to work independently or through the ARDA system to link with local markets, or they may participate in 4Ps indirectly as suppliers to ARDA.

## **Component 2: Access to Finance.**

**Sub component 2.1: Export Horticultural Revolving Fund (EHRF).**The expected result of this sub-component is to provide short- and long-term finance to anchor firms and other partners of 4Ps that will enable them to improve and expand the production and marketing of high-value horticultural produce.

The EHRF will provide working capital (term <1 year) and medium-term finance (term 2-5 years) at commercially benchmarked rates to 4P anchor firms and other partners with access to export markets (or as relevant domestic markets that pay in foreign exchange). The EHRF will address the absence of short and especially medium-term finance in the market for the private sector, which is a binding constraint to the development of the horticultural sector in general, and horticultural 4Ps in particular. The EHRF will be managed by the RBZ and will be accessible by one or more qualified Private Financial Institutions (PFIs) which: 1) are deemed by the RBZ to be able to manage foreign exchange payments and receipts, and 2) that accept the stipulated terms and conditions of utilizing EHRF funds. The RBZ will charge qualifying PFIs a concessionary rate currently set at 3 per cent on all EHRF advances (30 per cent of the current benchmark) and 10 per cent interest rate to the 4P borrower (including the lending rate and the cost of any insurance cover required by the PFI). Supervision missions will review these initial benchmark interest rates and may make recommendations to the PMU to modify them based on market conditions.

PFIs will draw down EHRF funds from RBZ and on-lend to approved 4P partners. EHRF finance may be used by the 4P anchor firms and other partners for any operation of the approved 4P business plan that directly benefits APGs/SHFs. This may include value chain finance to provide inputs to SHFs (e.g. seeds, agrochemicals, and climate proofing the VC), in the form of in-kind credit, to be repaid by the SHFs through deductions made from payments for their delivered produce. The EHRF may also be used for imported service, inputs, machinery, and equipment essential to reach the 4P's export markets. The PFI carries the full credit risk for all EHRF-financed advances to 4P partners, and therefore must use its own criteria and systems, and own terms and practices for credit terms, collateral/security requirement, grace periods, etc. The average loan per 4P is projected at US\$800,000, there is no minimum or maximum loan size.

To help ensure that PFIs will be incentivized to advance EHRF funds to 4P partners, HEEP will support risk mitigation measures such as insurance and credit guarantees for PFIs and for 4P partners. These risk mitigation measures will also reduce the level of collateral or security needed. The insurance or guarantees will be issued as appropriate by both public and private sector domestic entities such as the Export Credit Guarantee Corporation (ECGC), Zimnat, Credsure, First Mutual Limited, as well as international all risk, maritime and credit insurers covering the shipment and payment risks.

Reflows from EHRF working capital loans to the PFIs may be lent again to qualified borrowers by the PFI under the same terms and conditions. If PFI loan reflows are not used within 1 year of repayment, then the funds will be returned to the RBZ. The EHRF will be financed initially by the IFAD loan, and RBZ will continue operation after project completion. The EHRF may be modified to accept other like-minded investors over time who accept the terms and conditions of the fund, e.g. other development finance partners, remittances from the diaspora, etc. The GoZ may choose to provide guarantees or other incentives to attract additional funding for the EHRF. All PFIs will be required to prepare an Environmental and Social Management System (ESMS) consistent with SECAP requirements, including developing an environmental and social policy, procedures and capacities for assessing, managing and monitoring risks, organizational capacity and competency, and Grievance Redress Mechanisms. The PIM provides more details on the key features, the implementation arrangements of EHRF, including IFAD related clearances and No Objections.

**Sub-component 2.2: Capacity Building for Enhanced Agricultural Lending. The expected results of this sub-component are to increase the range and coverage of financial services and products available to SHFs for at least four commercial banks or MFIs. This sub-component** will strengthen the capacity of financial institutions<sup>[56]</sup> to develop and deliver financial services in commercial horticultural and/or those participating in 4Ps, including value chain, group, or individual financing instrument. **This will improve access to finance for SHFs, APGs, and MSMEs.** Insurance companies will be assisted with the development of suitable products for the horticultural sector. The PFI capacity building will be provided by HEEP-recruited specialists, directed and supervised by the Access to Finance/Social Inclusion Specialist.

### **Component 3: Institutional Support and Project Coordination.**

**Sub-component 3.1: Institutional Support.** The expected result of this sub-component is to improve the production and marketing information and policy relevant knowledge products on the horticultural sector and linkages to mainstreaming themes: for example, case studies on women and youth in horticulture and access to land; smallholder horticulture and climate, nutrition nexus. The result of this subcomponent will benefit public sector policy makers and private sector investors, and to improve the governance of hub and spoke arrangements to ensure a fair distribution of risks and benefits to all parties.

This sub-component provides institutional support that complements the capacity building support for ARDA and Agritex in Component 1. First, HEEP will support MLAFWRD's Agricultural Information Management System (AMIS) project, which was revamped in 2020 and collects production, productivity and marketing data on the different value chains in the agricultural sector through annual surveys. Specifically, HEEP will support the carrying out of annual surveys in the horticultural sector, implemented by the Division of Strategic Planning, Monitoring and Evaluation at MLAFWRD. HEEP will capitalize on the findings for its own planning and M&E purposes as well as provide information for policy development. HEEP will also conduct an M&E training to strengthen capacity of MLAFWRD staff responsible for M&E.

Second, HEEP will support a market linkage specialist consultant at HDC. The HDC represents export-oriented horticultural producers, and has been designated by the GoZ to lead the "Conventional" pillar of the HRGP. The HDC is firmly committed to an SHF-inclusive model of growing the horticultural sector, using well-coordinated hub and spoke models of production. The HDC market linkage advisor (MLA) at HDC will (i) assist in the identification and mobilization of 4P arrangements (e.g. hub & spoke and contract farming arrangements), (ii) develop clear and fair industry guidelines for fair 4P arrangements, adapting as appropriate Global Accepted Agricultural Practices (GAAP) and other guidelines (iii) provide any other support to 4P partners to implement 4P inclusive business plans.

**Sub-component 3.2: Project Coordination.** The project coordination and management costs will be budgeted under this sub-component, consisting of financing from both IFAD, GoZ and beneficiaries. HEEP will be managed by a PMU, with some functions supported by or subsumed under the Joint Management Unit (JMU) MLAFWRD is creating for SIRP, SACP, and HEEP. The JMU will help programme integration, and promote more cost-effective and higher quality service provision. The PMU will be headed by a Project Coordinator who reports to the Permanent Secretary of MLAFWRD. The Permanent Secretary is the chair of the Project Steering Committee for HEEP.

## **E. Theory of Change**

41. The Theory of Change (ToC) is presented schematically in Annex 2. HEEP aims to support a transformational shift from risky rain-fed low productivity cereal production and/or low-value horticultural production that does not fully utilize the potential of irrigation investments. It aims to do this by developing horticultural value chains and addressing key barriers including low agricultural productivity and investment, weak market linkages, limited access to rural finance, high climate vulnerability, and few opportunities for women to engage in productive and remunerative agriculture. Women and youth are particularly affected by an unorganized smallholder agriculture sector, structural gender inequality, an adverse enabling environment and lack of access to affordable finance. Horticulture has been prioritised by the GoZ as one of the most effective value chains based on its high value, potential for smallholder production (especially women and youth), potential for growth and climate resilience. Moreover, horticulture will help diversifying livelihoods, sustaining food security and improving nutrition.
42. Through Component 1 the project will address these barriers by increasing investment in smallholder climate resilient horticulture production, linked to new and existing irrigated production areas and by connecting smallholder farmers with producer groups, larger companies and other private and public sector players to increase the demand and supply for horticultural products from smallholders, particularly women and youth and to support increasing investment in high-value climate-resilient horticulture crops for sale and consumption. As part of this, the Component will provide matching grants to the anchor firms, MSMEs and producer

groups through 4P arrangements.

43. Components 1 and 2 further aim to stimulate the 4P clusters and to enhance the productive participation of smallholders and MSMEs in these 4P arrangements by providing capacity building on production and marketing, including climate-resilient production, as well as securing their access to key infrastructure (Component 1), and by securing access to finance for anchor firms, and to SHFs and MSMEs themselves (Component 2). The two technical components ensure SHFs and MSMEs are able to invest in more profitable climate resilient horticulture crops, maximised through mutually beneficial 4P arrangements, leading to higher rural incomes, better food security and nutrition, and resilience.
44. To complement these efforts to increase food security and income, the project will also provide dedicated support to improve nutrition, through behavioural change training and use of VHGs to produce nutritious food for home consumption through Component 1.
45. A key approach to drive the growth of the 4Ps is to provide different financing options to the anchor firms. The mix of MGs (Component 1) and commercial finance (Component 2) caters for the different scales of the 4P business plans and their investments. While the MGs can be used to finance inputs, services, equipment, and infrastructure that benefit participants across the 4P cluster, the financing can be used to support larger scale anchor firm investments, covering items that the MGs do not
46. Key mechanisms for increasing the inclusion of women and youth include the promotion of horticulture crops that are more accessible and or often cultivated by women and prioritising young people's skills development and access to the financing instruments. The use of the GALS methodology will also help to address underlying gender norms that can also hinder women's economic and social empowerment, and avoid increasing workloads as part of the project activities. These impact pathways are based on the assumptions of i) strong macro-economic conditions, no external shocks, and stable prices; ii) project services being adequately tailored including addressing the barriers to empowerment and iii) export markets for horticultural value chain remaining attractive.

## F. Alignment, ownership and partnerships

47. **Alignment with SDGs.** HEEP is aligned to contribute to the achievement of the following SDGs: SDG1 (No poverty) and SDG2 (zero hunger), SDG 8 (Decent Work and Economic Growth) and SDG 15 (Life on land). This will mainly be achieved through market-oriented crop choice, greater productivity of the horticulture sector, and linking targeted beneficiaries to markets. Further, HEEP's targeting approach relies largely on very active and beneficial participation of women and girls in all activities, including co-investments in the HEEPAPGs and clusters SDG5 (Gender Equality). The project also directly promotes inclusive economic growth and employment through SDG8 (decent work and economic growth) in the leading marketed crop sectors in the whole implementation area and promotes sustainable agro-industrialisation in the targeted regions through SDG9 (Industry innovation and infrastructure). Finally, SDG13 (Climate action), HEEP's targeted interventions will increase adaptive capacity of smallholders through new, climate smart farming methods and at the same time to generally improve the resilience of households, through the improved household incomes and asset ownership.
48. **Alignment with national priorities.** HEEP is in line with GoZ's core priorities in the National Development Strategy 1 (2021-2025) and Agriculture and Food System Transformation (2021-2025) that seeks to improve horticulture development through the implementation of the Horticultural Recovery Growth Plan (2021). The Plan seeks to transform the smallholder horticulture sub-sector through the Presidential pillar as well as the conventional "hub and spoke" model. HEEP is in line with the National Food and Nutrition Security Policy and the Zimbabwe National Nutrition Strategy. The gender parity in HEEP is in line with the National Gender Policy of Zimbabwe (2017). The HEEP efforts to increase climate change resilience reflects the NDC priorities for CC adaptation.
49. **Alignment with IFAD's policies and corporate priorities.** At the corporate level, HEEP contributes to all three of IFAD's Strategic Objectives 2016-2025). The project also reinforces Zimbabwe's 2020-2025 COSOP, which highlights two strategic objectives: (i) SO1, Increased productivity and climate resilience of smallholder agriculture - to enhance agricultural productivity and achieve sustainable land and water management, food and nutrition security, and smallholder resilience; (ii) SO2, Improved market access for SHFs of nutritious foods, by strengthening income pathways to nutrition, added value and improved market access for SHFs while increasing rural employment opportunities. UNDSOF 2022-2026 is aligned to HEEP in promoting interventions that focus on holistic rural economic environment and sustainable and inclusive food and agriculture supply chains.
50. **Harmonization and Partnerships.** HEEP will broaden the impact of the SIRP and SACP through focused support of the horticultural sector, and will in turn build on SIRP infrastructure development support activities, the APG capacity building activities of SACP and JICA's support on Smallholder Horticulture Empowerment Promotion. HEEP's 4P and access to finance activities are designed to identify and capacitate SHF partnerships with private sector (anchor firms/farms), commercial banks and other financial institutions.

## G. Costs, benefits and financing

### a. Project costs

51. The total investment and recurrent costs during the eight-year implementation period, including price and physical contingencies, duties and taxes are estimated at US\$ 66.5 million. This includes base costs amounting to US\$ 64.7 million and estimated physical and price contingencies in the amount of US\$ 1.7 million (3 per cent of the total project costs). Estimated foreign exchange expenditure is about US\$ 4.6 (7 per cent of total project costs). Investment costs represent 84 per cent of the base costs (US\$ 54.2 million), with recurrent costs accounting for the remaining 16 per cent (US\$ 10.5 million). Component 1 accounts for 55 per cent (US\$ 35.6m) of the total base costs, followed by 26 per cent (US\$16.8m) for Component 2 and 19 per cent (US\$

12.1 million) for Component 3.

52. The summary of the total costs showing base costs and total including contingencies is presented in Table 3 below. Tables 4 and 5 below show the breakdown by expenditure category and component.

53. **Table 1: Summary of Costs by Components (Base costs and total including contingencies)**

Zimbabwe Horticultural Enterprise Enhancement Project (HEEP) Components Project Cost Summary		(Local '000)			(US\$ '000)			% Foreign Exchange	% Total Base Costs
	Local	Foreign	Total	Local	Foreign	Total			
<b>A. Village Horticultural Garden and 4P Mobilization and Development</b>									
Village Horticulture Garden Mobilization and Development	3,165,599	351,733	3,517,332	15,828	1,759	17,587	10	27	
4P/Hub and Spoke Identification, Mobilization, and Capacity Building	465,410	3,590	469,000	2,327	18	2,345	1	4	
Public Infrastructure & Matching Grants	2,836,620	315,180	3,151,800	14,183	1,576	15,759	10	24	
<b>Subtotal</b>	<b>6,467,629</b>	<b>670,503</b>	<b>7,138,132</b>	<b>32,338</b>	<b>3,353</b>	<b>35,691</b>	<b>9</b>	<b>55</b>	
<b>B. Access to Finance</b>									
Export Horticultural Revolving Fund (EHRF)	3,272,000	-	3,272,000	16,360	-	16,360	-	25	
Capacity Building for Enhanced Agricultural Lending	76,824	28,776	105,600	384	144	528	27	1	
<b>Subtotal</b>	<b>3,348,824</b>	<b>28,776</b>	<b>3,377,600</b>	<b>16,744</b>	<b>144</b>	<b>16,888</b>	<b>1</b>	<b>26</b>	
<b>C. Institutional Support and Project Management</b>									
Institutional Support	125,735	53,886	179,621	629	269	898	30	1	
Project Coordination	2,116,029	138,651	2,254,680	10,580	693	11,273	6	17	
<b>Subtotal</b>	<b>2,241,764</b>	<b>192,537</b>	<b>2,434,301</b>	<b>11,209</b>	<b>963</b>	<b>12,172</b>	<b>8</b>	<b>19</b>	
<b>Total BASELINE COSTS</b>	<b>12,058,217</b>	<b>891,816</b>	<b>12,950,033</b>	<b>60,291</b>	<b>4,459</b>	<b>64,750</b>	<b>7</b>	<b>100</b>	
Physical Contingencies	183,373	23,223	206,596	917	116	1,033	11	2	
Price Contingencies	142,221	10,126	152,347	711	51	762	7	1	
<b>Total PROJECT COSTS</b>	<b>12,383,811</b>	<b>925,166</b>	<b>13,308,977</b>	<b>61,919</b>	<b>4,626</b>	<b>66,545</b>	<b>7</b>	<b>103</b>	

54. **Table 2: Summary costs by expenditure category (Base costs and total including contingencies)**

Zimbabwe Horticultural Enterprise Enhancement Project (HEEP) Expenditure Accounts Project Cost Summary		(Local '000)			(US\$ '000)			% Foreign Exchange	% Total Base Costs
	Local	Foreign	Total	Local	Foreign	Total			
<b>I. Investment Costs</b>									
Civil Works	3,625,020	402,780	4,027,800	18,125	2,014	20,139	10	31	
Goods, Services & Inputs	30,740	260	31,000	154	1	155	1	-	
Equipment, Materials & Vehicles	386,834	120,573	507,406	1,934	603	2,537	24	4	
Grants & Subsidies	4,838,000	182,000	5,020,000	24,190	910	25,100	4	39	
Training & Workshops	706,889	33,443	740,332	3,534	167	3,702	5	6	
Technical Assistance & Consultancies	470,698	50,966	521,664	2,353	255	2,608	10	4	
<b>Total Investment Costs</b>	<b>10,058,180</b>	<b>790,022</b>	<b>10,848,202</b>	<b>50,291</b>	<b>3,950</b>	<b>54,241</b>	<b>7</b>	<b>84</b>	
<b>II. Recurrent Costs</b>									
Salaries and Allowances	1,264,514	40,656	1,305,170	6,323	203	6,526	3	10	
Operation & Maintenances	735,523	61,138	796,661	3,678	306	3,983	8	6	
<b>Total Recurrent Costs</b>	<b>2,000,037</b>	<b>101,794</b>	<b>2,101,831</b>	<b>10,000</b>	<b>509</b>	<b>10,509</b>	<b>5</b>	<b>16</b>	
<b>Total BASELINE COSTS</b>	<b>12,058,217</b>	<b>891,816</b>	<b>12,950,033</b>	<b>60,291</b>	<b>4,459</b>	<b>64,750</b>	<b>7</b>	<b>100</b>	
Physical Contingencies	183,373	23,223	206,596	917	116	1,033	11	2	
Price Contingencies	142,221	10,126	152,347	711	51	762	7	1	
<b>Total PROJECT COSTS</b>	<b>12,383,811</b>	<b>925,166</b>	<b>13,308,977</b>	<b>61,919</b>	<b>4,626</b>	<b>66,545</b>	<b>7</b>	<b>103</b>	

## b. Project financing/co-financing strategy and plan

55. Out of the projected HEEP project costs of US\$ 66.5 million, the IFAD loan is projected to finance US\$ 37.14 million accounting for 56 per cent of the total project costs. The IFAD loan includes US\$ 17.2 million (47 per cent) for component 1. Component 2 constitutes of US\$ 10.3 million ( 28 per cent) of the IFAD loan and US\$ 9.5 million (26 per cent) for Component 3. The OPEC Fund for International Development (OPEC Fund) will finance a total amount of US\$ 15 million (23 per cent) of the total project costs. Co-financing from PFIs is estimated at US\$ 8.1 million, covering 12 per cent of the total project costs. This constitutes of PFI contribution of US\$ 5.0 million (8 per cent) and Anchor Firms' contribution of US\$ 3.1 million (4 per cent), of which much of this will be financed through the profit reflows. Domestic financing from GoZ and beneficiaries is budgeted to cover US\$ 6.2 covering 10 per cent of the total project costs. The breakdown by component and expenditure categories by financiers is presented in Table 5, and by expenditure category and financiers in Table 6.

## 56. Table 4: Project costs by component and financier

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Components by Financiers  
 (US\$ '000)

	IFAD Loan		OPEC Fund		Smallholder				HDC		Government of Zimbabwe		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes	
	Amount	%	Amount	%	Farmers (SHFs)	Anchor Firms	PFIs	Amount	%	Amount	%	Amount	%					
<b>A. Village Horticultural Garden and 4P Mobilization and Development</b>																		
Village Horticulture Garden Mobilization and Development	6,384	35.2	7,660	42.2	191	1.1	-	-	-	-	3,913	21.6	18,149	27.3	1,815	16,078	256	
4P Hub and Spoke Identification, Mobilization, and Capacity Building	971	40.7	729	30.6	-	-	501	21.0	-	-	183	7.7	2,384	3.6	18	2,183	183	
Public Infrastructure & Matching Grants	9,917	61.4	4,259	26.4	809	5.0	910	5.6	-	-	254	1.6	16,148	24.3	1,615	14,372	161	
<b>Subtotal</b>	<b>17,273</b>	<b>47.1</b>	<b>12,648</b>	<b>34.5</b>	<b>1,000</b>	<b>2.7</b>	<b>1,410</b>	<b>3.8</b>	<b>-</b>	<b>-</b>	<b>4,350</b>	<b>11.9</b>	<b>36,682</b>	<b>55.1</b>	<b>3,448</b>	<b>32,632</b>	<b>601</b>	
<b>B. Access to Finance</b>																		
Export Horticulture Revolving Fund (EHRF)	9,858	59.0	-	-	-	-	1,690	10.1	4,993	29.9	-	-	164	1.0	16,703	25.1	16,539	164
Capacity Building for Enhanced Agricultural Lending	499	89.5	-	-	-	-	-	-	8	1.4	-	-	51	9.1	557	0.8	153	354
<b>Subtotal</b>	<b>10,356</b>	<b>60.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,690</b>	<b>9.8</b>	<b>5,000</b>	<b>29.0</b>	<b>-</b>	<b>-</b>	<b>215</b>	<b>1.2</b>	<b>17,260</b>	<b>25.9</b>	<b>153</b>	<b>16,893</b>
<b>C. Institutional Support and Project Management</b>																		
Institutional Support	830	83.2	-	-	-	-	-	-	-	-	59	5.9	109	11.0	998	1.5	299	589
Project Coordination	8,888	74.9	2,352	20.3	-	-	-	-	-	-	568	4.9	11,608	17.4	726	10,657	223	
<b>Subtotal</b>	<b>9,518</b>	<b>75.5</b>	<b>2,352</b>	<b>18.7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59</b>	<b>0.5</b>	<b>675</b>	<b>5.4</b>	<b>12,603</b>	<b>18.9</b>	<b>1,025</b>	<b>11,246</b>
<b>Total PROJECT COSTS</b>	<b>37,145</b>	<b>56</b>	<b>15,000</b>	<b>23</b>	<b>1,000</b>	<b>2</b>	<b>3,100</b>	<b>5</b>	<b>5,000</b>	<b>8</b>	<b>59</b>	<b>0</b>	<b>5,240</b>	<b>8</b>	<b>66,545</b>	<b>100</b>	<b>4,626</b>	<b>60,771</b>

## 57. Table 5: Project costs by expenditure category and financier

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Expenditure Accounts by Financiers  
 (US\$ '000)

	IFAD Loan		OPEC Fund		Smallholder				HDC		Government of Zimbabwe		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes	
	Amount	%	Amount	%	Farmers (SHFs)	Anchor Firms	PFIs	Amount	%	Amount	%	Amount	%					
<b>I. Investment Costs</b>																		
Civil Works	7,403	35.7	11,735	56.5	191	0.9	-	-	-	-	1,423	6.9	20,752	31.2	2,075	18,623	54	
Goods, Services & Inputs	147	89.7	14	8.4	-	-	-	-	-	-	3	1.9	164	0.2	1	159	3	
Equipment, Materials & Vehicles	2,344	88.8	185	7.0	-	-	-	-	-	-	112	4.2	2,640	4.0	633	1,896	112	
Grants & Subsidies	16,923	65.9	-	-	809	3.2	2,600	10.1	4,993	19.4	-	-	349	1.4	25,673	38.6	994	24,483
Training & Workshops	2,344	61.2	899	23.5	-	-	351	9.2	8	0.2	-	-	227	5.9	3,829	5.8	181	3,420
Technical Assistance & Consultancies	2,530	93.4	0	-	-	-	150	5.5	-	-	-	-	29	1.1	2,710	4.1	270	2,411
<b>Total Investment Costs</b>	<b>31,691</b>	<b>56.8</b>	<b>12,833</b>	<b>23.0</b>	<b>1,000</b>	<b>1.8</b>	<b>3,100</b>	<b>5.6</b>	<b>5,000</b>	<b>9.0</b>	<b>-</b>	<b>-</b>	<b>2,143</b>	<b>3.8</b>	<b>55,768</b>	<b>83.8</b>	<b>4,095</b>	<b>50,991</b>
<b>II. Recurrent Costs</b>																		
Salaries and Allowances	4,036	60.3	2,167	32.4	-	-	-	-	-	-	42	0.6	447	6.7	6,692	10.1	216	6,372
Operation & Maintenance	1,418	34.7	-	-	-	-	-	-	-	-	17	0.4	2,650	64.9	4,085	6.1	315	3,407
<b>Total Recurrent Costs</b>	<b>5,454</b>	<b>50.6</b>	<b>2,167</b>	<b>20.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59</b>	<b>0.5</b>	<b>3,097</b>	<b>28.7</b>	<b>10,777</b>	<b>16.2</b>	<b>531</b>	<b>9,780</b>
<b>Total PROJECT COSTS</b>	<b>37,145</b>	<b>55.8</b>	<b>15,000</b>	<b>22.5</b>	<b>1,000</b>	<b>1.5</b>	<b>3,100</b>	<b>4.7</b>	<b>5,000</b>	<b>7.5</b>	<b>59</b>	<b>0.1</b>	<b>5,240</b>	<b>7.9</b>	<b>66,545</b>	<b>100.0</b>	<b>4,626</b>	<b>60,771</b>

### c. Disbursement

58. The project cost includes an IFAD Loan of US\$37.14 million; GoZ financing of US\$5.3 million; OPEC Fund contribution of US\$15 million; private sector contribution of US\$8.1 million, comprising of US\$ 5 million from PFIs and US\$3.1 million Anchor Firms contribution; and beneficiary contribution of US\$1 million.
59. HEEP project duration will be 8 years with a total project cost amounting to US\$ 65 million comprising of approximately US\$ 51.7 million (79%) investment costs and US\$ 13.4 million (21%) recurrent costs. The main categories of expenditures under investment costs are civil works; grants and subsidies; and training & workshops; while under recurrent costs, the main categories are salaries & allowances; and operation and maintenance costs.
60. Two designated accounts denominated in USD will be opened in the Reserve Bank of Zimbabwe into which funds disbursed from the IFAD Loan Account and OFID Loan Account will be deposited.
61. Report-based disbursement will be the mechanism used for withdrawing funds from IFAD financings. Interim Financial Reports (IFRs) package will be used as a basis of submission of withdrawal applications to IFAD. The IFRs package will be included in the Financial Management and Financial Control Arrangements Letter (FMFCL) and the PIM. Project will be using the Revolving Fund modality under the report-based disbursements during the implementation period. The first advance should be equal to or less than the forecast amount of IFAD financed expenditures approved in the Annual Work Plan and Budget (AWPB) for the period of six months. Further advances to the Designated Account will follow IFR report-based disbursement procedure.

### d. Summary of benefits and economic analysis

62. Financial analysis and economic analysis: The objectives of the financial and economic analysis are to determine the extent to which participation in the proposed project activities will be financially viable for the target group, calculate incremental production that would result from project activities; and provide a basis for the economic analysis of the project. Nine (9) crop models were developed to representative typical farm models of the Village Horticulture Gardens (VHG) in the project area, namely green maize, sugar bean, tomatoes, butternut, hot chillies, carrot, rape, wheat and sweet potato. The representative crop models used for the VHG and 4P models have been generated basing on available data on physical inputs/outputs, prices and related variables obtained from successfully closed and ongoing projects of a similar nature in Zimbabwe like Smallholder Irrigation Revitalization Programme (SIRP) to estimate "with" project scenario of crop gross margins per ha.
63. **Economic Internal rate of return (EIRR):** Given the above analysis, the base case economic internal rate of return (EIRR) for HEEP is estimated at 37 per cent with a positive net present value (NPV) of US\$ 56.9 million which justifies the project

investment. The benefit/cost ratio is estimated at 2.9. The economic profitability indicators are summarised in table 2 below:

64. **Table 2: Economic profitability indicators**

Economic Net Present Value (USD) 10%	56,954
Economic Internal Rate of Return (EIRR)	37%
NPV Benefits (USD)	103,740
NPV Costs (USD)	46,786
B/C Ratio	3.5

#### e. Exit Strategy and Sustainability

65. **Exit strategy.** The HEEP focus on building profitable and sustainable business relationships between SHFs, particularly women and youth and private sector companies supporting horticulture value chains is at the heart to the exit strategy. From Year 2 of the eight-year project these business relationships will be supported and developed, so that by the end of the project, they will be fully independent and continue without project support. Project support is removed after Year 4, so that these business relationships can continue through private sector financing and 4P arrangements before the end of the project. The HEEP exit strategy is presented in more detail, by component, in Annex 10.
66. **Sustainability.** Sustainability of the HEEP benefits and results can be approached at different levels: the smallholder, the farmer group/cooperative and the value chain. The HEEP exit strategy and its success is closely linked to results achieved at these three sustainability levels. At the smallholder farmers' and APG level, HEEP will support modernised, CSA-based production systems that are suitable to local agro-ecological zones and climatic conditions. Long term environmental resilience and climatic adaptation will be developed through the HEEP investments. At the same time the long-term approach to mentoring and training in business and technical skills will significantly improve smallholders' potential to sustain the benefits from HEEP interventions. Capacity building in nutrition-related subjects and environmentally sound HEEP interventions in irrigation, water systems and infrastructure all build household and community sustainability.
67. The HEEP will train group and cooperatives to professionally conduct their business and develop into fully independent, financially robust and self-managing partners in the value chain operations. Being successful in this area will be one of the key factors for sustaining the HEEP results and benefits in the period after the project closure. For Anchor Firm/Farms, APGs, and service providers in the 4P, the HEEP approach is a rolling process of action-oriented brokering, dialogue and investment facilitation among the key actors of each VC, to catalyse investments and remove bottlenecks to increase growth, trade and profitability of horticulture VCs. In total, the combination of the project impact on farmers, groups/cooperatives, the enterprises and the whole value chain, as well as the private sector focus of the project, will lead to long term sustainability of the HEEP benefits.
68. The infrastructure built will have three pathways to sustainability, leading towards a successful project exit. First, the infrastructure is demand driven, prioritising the horticulture VC infrastructure that best serves the needs of the community; second, the owners and beneficiaries of the infrastructure will contribute at least 10 per cent of the required financing in cash; and third, the management arrangements for the infrastructure will be competence-driven, with users paying for services.

### 3. Risks

#### H. Project risks and mitigation measures

69. A selection of key risks that could affect project implementation and mitigation measures are presented below, with a comprehensive Integrated Risk Framework in Annex 5.
70. *Country context: The overall country context risk is high.* The deepening economic crisis exacerbated by COVID-19, high inflation has led to considerable public discontent. The country faces macroeconomic instability, rampant corruption, lack of investment in infrastructure and poor economic and financial governance that increases risk for investments in agriculture. The Ukraine crisis has caused increases in fuel, fertilizer and commodity prices. Zimbabwe is included in the 2022 list of fragile countries<sup>[57]</sup> by the World Bank. This in line with indicators on governance, political situation, economy, security, human development and environment. Fragility in Zimbabwe is driven by policy volatility, corruption, and a low institutional capacity to deliver basic services. HEEP will encourage stakeholder dialogue to build confidence on GOZ market-based solutions proposed under the Ministry's Horticultural Framework. HEEP will ensure adherence to IFAD procurement and anti-corruption rules, and competitive recruitment of a HEEP key staff to ensure good project governance. HEEP's focus on horticulture for export is aimed at reducing

the vulnerability of the poor to macroeconomic shocks. HEEP will help address fragility by assigning the private sector a greater role in promoting inclusive agricultural development. CLPE and Government engagement are promoted. IFAD's participation in UN coordination offers a platform for dialogue in priority topics. Stakeholder dialogue will be adopted to build confidence on Government of Zimbabwe market-based solutions. Competitive recruitment of staff, binding agreements, private sector involvement and promoting an effective implementation system.

71. *Environment and Climate Context:* Overall environment and climate context is substantial. The country is highly vulnerable to climate change (droughts, intermittent floods, prolonged dry spells). Projections estimate an increase between 1 to 1.5 degrees by 2040. This will have negative consequences on crop yields, food security, and nutrition—incidences will increase due to climate change. HEEP will promote climate-resilient agriculture techniques to enhance environmental sustainability. Water use efficiency will be promoted in the irrigation schemes. Sustainable land use, including the use of renewable energy, will contribute to reducing GHG emissions. Climate-resilient infrastructure will secure production and reduce the risk of low yields. The promotion of good climate-resilient agricultural practices will address drought, flooding, pests, diseases incidences, and land degradation
72. *Institutional Capacity for Implementation & Sustainability:* Overall institutional capacity for implementation and sustainability risk is considered substantial. Limited capacity of the PMU and the Ministry to manage matching grant investment pipeline generation, prioritization, investment decisions, and disbursements, procurements, accounting and reporting on the fund utilization and counterpart contributions. This may lead to delays in the expected implementation schedule of the project and/or missing information in the project financial and progress reports. HEEP will provide capacity building to PMU and relevant institutions engaged in the implementation of HEEP. Programmatic matching grant approach in IFAD-financed value chain projects in Zimbabwe (i.e. HEEP, and ongoing SACP) enables coordinated capacity building support, by IFAD to ensure effective matching grant implementation. The existing matching grant guideline, already developed under SACP, will be utilized for HEEP, including for the process of pipeline generation, prioritization, investment decisions, disbursements, accounting and reporting. In HEEP, additional procurement support by PMU staff will be provided to beneficiaries to ensure access to highest quality available input materials and equipment, and affordable pricing. At HEEP, start-up phase, dedicated technical assistance will be provided by IFAD to HEEP as well as SACP in the implementation and accounting of the matching grant manual.
73. *Financial management:* Overall financial management risk is considered substantial. The Ministry has struggled with good budgeting for the existing project (SIRP) resulting in low absorption. Squeeze on foreign currency could lead to unavailability of funding for project activities when needed. The accounting systems/software allows adequate booking, sufficient reporting for IFAD requirements. The absence of data back-ups for the accounting software exposes project to a risk of loss of financial data. Proposed mitigation measures include: preparation of timely and realistic annual work plans and budgets in order to minimise delays in implementation of project activities; training finance staff on preparation of interim financial reports to enhance quality and reactivity in financial monitoring, including cash flow forecasting; and establishing back-up system for accounting data. If mitigating actions are implemented the residual risk is expected to be moderate.
74. *Financial Management:* The overall fiduciary control risk is assessed as Substantial. The implementation of proposed mitigation measures will partially offset this risk and reduce it to Moderate.

## I. Environment and Social category

75. HEEPs environmental and social categorisation is classified as Substantial. Although the main environmental and social risks associated with the project, as outlined in the Preliminary SECAP review note in Annex 6, are reversible, they might result in adverse impacts on the environment and humans if not properly mitigated. The project has developed an Environmental, Climate, and Social Management Framework (ESCMF) and a generic ECSMP. The ESCMF was used to assess the environmental, climate, and social contexts and identified opportunities to enhance positive impacts and mitigate adverse risks during the design of HEEP. The ECSMP will be used as a monitoring plan that will include monitoring parameters, frequency of monitoring, and responsibility for monitoring, timelines and costs. The costs for implementation of the ESMP are included in the ESCMF, PIM and project cost tabs. Other documents that will guide implementation include a pesticide management plan, stakeholder management, and a grievance redress mechanism. The project consists of environmental sustainability and sustainable natural resource management activities, enhancing global environmental benefits. The project will be guided by policies, and legal and institutional frameworks that support environmental sustainability and social inclusion.
76. HEEP will collaborate with the GoZ institutions and private sector partners to ensure that agronomic practices are compatible with sustainable catchment management. Any agreement with private sector will require compliance with formal due diligence process, which is co-ordinated by Global Engagement Partnership and Resource Mobilization Division. All activities to be financed by the project including activities of 4P APGs will be monitored for compliance with GoZ and IFAD environmental legislation. The GALs and capacity building, including in nutrition sensitive value chains will address and manage social problems among the beneficiaries. Social risks incurred during implementation will be addressed grievance redress mechanism is summarised in section K and the HEEP ESCMF.

## J. Climate Risk classification

77. **Climate risk classification.** The HEEP climate risk classification is Substantial. The selected provinces include agro-climatic zones where periodic crop failures occur due to erratic rainfall. The beneficiaries risk droughts, intermittent floods, and increasing temperatures. The low adaptive capacity of the targeted beneficiaries is exacerbated by poverty and constrained ability to invest in climate change adaptation measures. A targeted adaptation assessment of sector and sub-sector impacts and vulnerabilities,

as well as the climate stressors and risks, was done to guide the design. It evaluates adaptation options and related costs and identifies optimal opportunities for HEEP. An in-depth climate vulnerability analysis for Zimbabwe, with a value chain focus, undertaken by the University of Cape Town informed the HEEP design. In addition, the IFAD CARD (Climate Adaptation in Rural Development) tool simulations of the ISIMIP model, projections will be taken into account when choosing the value chains to target IFAD interventions in Zimbabwe to ensure the resilience of these crops to the multiple impacts of climate change.

78. These climate analyses show that the adverse effects of CC significantly affect agricultural production. The primary driver for climate vulnerability in the smallholder sector is rainfall variability and intensity. The project will support climate resilient infrastructure and equipment to reduce climate vulnerability to natural hazards, food insecurity and nutrition, and exposure to climate change. Sustainable land use, including renewable energy, will reduce GHG emissions. Climate resilient infrastructure (small-scale irrigation, protected agriculture etc.) will improve productivity and reduce the risk of low yields. Good climate resilient horticulture production practices will be promoted to address drought, flooding, pests, disease incidences, and land degradation.
79. Additional resources will complement a need to increase climate finance to enhance climate change adaptation activities targeted through the Global Environment Facility<sup>[58]</sup> or ASAP+. These resources will provide climate resilient infrastructure development, renewable energy, increased access to water, diversified horticultural value chains, and research and development of locally adapted drought-tolerant crops and varieties.
80. **Climate change adaptation:** HEEP will mainstream climate resilience, and sustainable natural resource management in horticulture production. The key activities to be promoted include: *Access to water:* provision of boreholes, water harvesting equipment, irrigation water systems; *Renewable energy* – (solar powered water pumps); *CSA based horticulture production systems:* protected agriculture, insurance, improved crop varieties; improved agronomic practices, sustainable fertiliser options, *Climate resilient infrastructure:* climate resilient irrigation schemes and feeder roads. This will contribute to IFAD’s strategic objectives of “strengthening environmental sustainability and climate resilience of poor rural people’s economic activities.” Climate risks have been identified and appropriate adaptation and mitigation measures are proposed in the Environment Social and Climate Management Framework and SECAP review note.

## 4. Implementation

### K. Organizational Framework

#### a. Project management and coordination

81. Project management and coordination
82. MLAFWRD will be the Lead Agency of HEEP, with Permanent Secretary (PS) of the Ministry as the responsible officer. MLAFWRD will establish a JMU that will include the functions of both the Project Management Unit of HEEP, the PCU of the SIRP project and the National Project Management Unit (NPMU) of the new SACP. This unit will be responsible for the management of the implementation of HEEP. The JMU arrangement is expected to bring synergies and focus to the implementation of the IFAD country programme and provide broader and deeper expertise to tackle rural development challenges of Zimbabwe.
83. A joint Project Steering Committee (PSC) will be constituted for SIRP, SACP and HEEP. The PSC will be responsible for programme oversight and strategic guidance. The PSC is chaired by the MLAFWRD. The composition of the PSC and the roles and responsibilities are presented in the PIM. A Project Technical Committee (PTC) will be responsible for reviewing 4P proposals as well as other key technical proposals, and will make recommendations for PSC action. The PTC will meet bi-monthly or as required and will be composed of members from the Horticulture Development Council, and representatives from business organizations such as the Confederation of Zimbabwe Industries or Zimbabwe National Chamber of Commerce, MOFED, Agritex horticulture branch, and MLAFWRD.
84. Project Management and Staff
85. The JMU staff will consist of a mix of dedicated staff for each project and shared officers working for SIRP, SACP and HEEP. The staff will be either hired or seconded/attached. The JMU and the PMU of HEEP will be based in Harare.
86. The HEEP National Coordinator, Chief Accountant, Senior Procurement Officer, Senior Horticultural and Agribusiness Advisor, Senior 4P Specialist, Farming as a Business Advisor, and Senior Climate Smart Agriculture Advisor will be competitively recruited. The recruitment process will aim to reach out to a wide range of interested professionals, including diaspora. HEEP will share offices and three staff members with SIRP and SACP, namely: Office Secretary, Senior Social Inclusion Specialist and KM/Communication Specialist. The list of staff and TORs are provided in the PIM. To manage the field operations, HEEP will establish three Regional Project Management Units (RPMU), in Bulawayo, Mutare and Masvingo. In the 20 VHG districts,

AGRITEX extension and ARDA staff, will be responsible for implementation and working closely with 4P anchor firms, and other stakeholders to assist SHFs.

87. VHG activities (Sub-component 1.1) will be managed by ARDA, who will bring in other GoZ agencies and departments as required for various tasks of implementation including AGRITEX, Department of Irrigation (DOI), ZINWA, and AMA. The identification and capacity building of 4P actors will be managed by the PMU (for EoIs); PTC (for screening of eligible business plans); and PSC (for approval of business plans). In addition, SPs will provide capacity building support to 4P/APGs/SHFs; 4P partner's access approved Matching Grant items procured by PMU, and 4P Anchor Firms eligible for applying for EHRF credit from RBZ-approved PFI.
88. The PMU will be responsible for implementing the MG component. Unlike SACP, there will be no cash transfers to grantees. Instead, all items in MG will be procured by the PMU and transferred/provided to grantees, this is not a service that can be provided by a commercial bank. The use of other third-party institutions for managing the MG, such as an accounting firm, was considered by the PDT, but viewed as likely to cause unnecessary delays and would significantly increase management costs.
89. The public infrastructure will be guided by infrastructure specialist at the relevant RPMU, backstopped by the NPMU Senior Infrastructural Specialist
90. The technical feasibility studies (under Component 2) will be undertaken by the department with the necessary competence for the selected activity. The DoI will undertake irrigation feasibility studies, and District Development Fund will undertake the feasibility assessment for roads and water supply systems. HEEP may recruit technical specialists to assist in this process. In the screening for environmental and social risks, EIAs and EMPs will be elaborated with the support of the Environmental Management Agency officers.
91. The EHRF will be managed by RBZ, under policy guidance from MOFED. With the assistance of the Export Finance Portfolio administrator and the international finance specialist, RBZ will develop systems to: (i) solicit, screen, and approve applications from commercial banks and building societies that are interested in becoming EHRF PFIs (ii) extend credit to PFIs for on-lending to 4P anchor firms or service provider members (iii) report on all aspects of EHRF operations. HEEP will provide technical assistance for the capacity building of commercial banks and MFIs, who are interested in expanding their lending activities to SHFs, either directly or through value chain financing. This technical assistance will be provided by the Access to Finance Specialist, as well as by PMU-recruited technical specialists.
92. Institutional capacity building activities will be managed by the NPMU. Support to MLAFWRD for the horticultural surveys under AMIS will be coordinated by the NPMU Senior Horticultural Advisor, who will also coordinate support to the HDC. In addition, HEEP has budget allocations to recruit high quality local and international experts to conduct other institutional capacity building activities.

## **b. Financial Management, Procurement and Governance**

93. The overall fiduciary control risk is assessed as Substantial. The implementation of proposed mitigation measures will partially offset this risk and reduce it to Moderate. Below is the assessment of each of the main FM areas and proposed mitigation measures.
94. **Organization and Staffing:** The main risk is the inexperience of staff with management of donor funds and IFAD procedures. The day-to-day FM functions including budgeting, accounting, funds' flow management, internal control, financial reporting, and ensuring timely external audits will be the responsibility of the PMU Chief Accountant with required qualifications and experience, who will be recruited and will report to the Programme Coordinator with dotted line of reporting to the Chief Accountant (of the Ministry). The Chief Accountant shall be engaged under a performance-based contract as outlined in the job description. The Programme Accountant will be supported by a dedicated Assistant Accountant. It will be essential that the finance staff recruited for the project are trained on IFAD procedures and undergo continuous capacity building, covering among others, IFAD financial management procedures and requirements. Prior to disbursement of project funds, the Ministry should provide evidence of recruitment and contracting of suitable candidate to fill the position of Program Accountant to be directly responsible for HEEP.
95. **Budgeting:** Key risks arise from the current top-down budgeting at MLAFWRD, inadequate disclosure of grant funds, and inadequate experience with IFAD budget requirements. As a Government Ministry, MLAFWRD follows the budget preparation guidelines set out in the Public Finance Management Act (2009) and the annual budget guidelines issued by the Ministry of Finance. The overall budget for HEEP will be decided between the GoZ and IFAD and outlined in the Financing Agreement. Whereas the annual budgeting will be done in line with GoZ's existing budget framework and timetable as part of MLAFWRD's regular budget submission, detailed HEEP Annual Work Plans and Budgets approved by the Project Steering Committee will be submitted to IFAD for No Objection no later than 60 days before the start of the fiscal year. The AWPB, as may be amended during the course of the fiscal year, will strictly dictate eligible expenditures for that particular year. The budget line under which IFAD funds will be allocated will be clearly identified and reported upon as part of MLAFWRD budget allocations, to ensure that there are no overlaps or duplication of support to the Ministry.
96. **Funds Flow and Disbursement:** The proceeds of the financing will be used for eligible expenditures as defined in the Financing Agreement and will be in line with the allocations by disbursement category as specified in Schedule II of the Financing Agreement. To ensure traceability of funds and mitigate potential misappropriation, proceeds of financing will be held in segregated accounts to allow for full traceability at all times. Three disbursement procedures will be employed: (i) Advance of the Designated Accounts; (ii) Direct Payments directly from the IFAD/OPEC FUND Accounts (exclusively for payments over US\$ 100,000); and (iii) Reimbursement of expenditures pre-financed by the Government of Zimbabwe (if any).
97. The designated accounts will be operated and maintained by the Ministry of Finance in accordance with GoZ procedures and

regulations. IFAD will be responsible for loan administration on behalf of OPEC FUND.

98. In addition to the Designated Accounts, one operational account, also denominated in US\$, will be opened in a commercial bank mutually acceptable to the GoZ and IFAD. The day-to-day expenditures incurred by the project will be settled from this account. The operational account will be managed by the HEEP PMU. There are no anticipated transfers of funds to the provinces and all transactions will be executed at the national level. Funds for implementation of programme activities at the provincial level (both directly by programme staff and through implementing entities) will be advanced as imprest to be accounted for by the staff and implementing agencies e.g. ARDA.
99. The HEEP PMU will have the responsibility of coordinating and ensuring the smooth flow of funds so that funds are available as and when necessary to meet programme financial obligations towards suppliers, service providers and contractors. This will involve complying with funds management steps and actions that are further described in the PIM.
100. In order to achieve proper implementation of disbursement methods and smooth tracking of funds, MLAFWRD will ensure that under HEEP: (i) There is adequate training of staff on IFAD disbursement methods as documented in the FMFC Handbook; (ii) the chart of accounts will be structured to facilitate recording and reporting of transactions by financier/source of funds, by programme component and sub-component, and by expenses categories; and (iii) there is proper monitoring of utilisation of financial resources and control of commingling of funds with any other funding source.
101. Tax exemption: GoZ is contributing cash in local currency (LC), while VAT bills from supplier are in US\$. Whereas the government will refund the VAT in local currency, the Tax Authority (ZIMRA) requires suppliers to pay in US\$. Suppliers are then forced to purchase US dollar. The least expensive way to purchase US\$ is at the official rate/channel, however, due to in-country shortage of US\$, process is lengthy and may cause the supplier to pay penalties to the Tax Authority (ZIMRA) for the delay. As an alternative, the supplier can by US\$ at the parallel market at a much higher cost to pay VAT on time. This practice represents a challenge for suppliers and presents risk to the project. HEEP management through the Ministry should keep engaging the MoF and ZIMRA in order to obtain exemption from tax (VAT) payment (GoZ co-financing will, instead, be recorded as in-kind contribution); or allow HEEP suppliers/contractors to pay VAT in local currency.
102. **Accounting Systems, Policies and Procedures:** The project will use the same accounting software currently in use by SIRP – Sage Pastel Evolution accounting software. The software has been customised to produce IFAD-specific financial reports that include reports by categories, components and sub-components, and by financiers. The software is not web-based but there may not be need for such functionality since processing of all accounting transactions is centralised at the PMU. There are no back-ups for the accounting software. The software service provider should be engaged to propose a technical solution to mitigate this risk. The chart of accounts (CoA) will be developed in such a way to mirror HEEP's structure in terms of its components, sub-components, activities, financiers and expenses categories. HEEP should take advantage of the customization of the accounting software that has already been done for SIRP.
103. **Financial Reporting Arrangements:** The PMU will be required to prepare and submit separate quarterly Interim Financial Reports to account for activities funded, no later than 45 days after the end of each quarter. The PMU will maintain adequate filing system of all relevant supporting documentation. In line with IFAD's requirements, documentation will be reviewed by supervision missions and audits. The financial reports will be designed to provide relevant information to management, financiers and other stakeholders monitoring the programme's performance. HEEP's internal controls including authorization and approval processes will rely on the accounting and internal control guidelines documented in the PIM. Annual project financial statements shall be prepared in compliance with International Public Sector Accounting Standards (IPSAS – Accrual). The financial statements should include budget versus actual analysis for the year, statement of sources and uses of funds (by category and component), designated account reconciliation, and statement of withdrawal applications.
104. **Internal audit:** MLAFWRD's internal audit unit will play a role in ensuring a sound control environment for transaction processing and asset safeguarding. Due to its level of development, the internal audit unit may have limited capacity available to cover HEEP activities as part of its routine oversight functions. As part of start-up, internal audit staff assigned to the programme will be trained in IFAD procedures. Supervision missions will report on the activity of the internal audit with respect to HEEP by reviewing their reports and assessing management's responsiveness to any recommendations formulated as a complementary measure. Adherence to the internal control framework will be verified during the annual internal and external audit exercises (see below) and reported to IFAD in the form of an internal audit report and Management letter, in line with IFAD's audit guidelines. Compliance with the internal controls will also be part of the fiduciary checks performed during IFAD supervision missions and external Audit.
105. **External audits:** As provided for in the Government of Zimbabwe's Audit Act, the Auditor General may undertake the external audit of the IFAD grant funds together with the related co-financing and counterpart funding as part of their mandate. The office of the auditor general has limited capacities in terms of manpower and equipment. As a consequence, the office is not able to fulfil its mandate and as a result the existing IFAD project (SIRP) is audited by a private sector auditor. The potential of the office of the auditor general is expected to be progressively achieved. This should be assessed during implementation to determine suitability to conduct project audits. In compliance with IFAD's General Conditions, the HEEP financial statements, prepared by the PMU, will be audited annually and the audit report and related management letter submitted to IFAD no later than six months after the end of each fiscal year. During the initial years of programme implementation, external audit of the programme will be contracted out to private audit firms whilst IFAD continues to review capacities at the Office of the Auditor General. Appointment of a private audit firm will follow IFAD procurement guidelines and the ToR for the engagement of the audit firm will be subject to No Objection by IFAD.
106. The overall fiduciary control risk is assessed as Substantial. The implementation of proposed mitigation measures will partially offset this risk and reduce it to Moderate. Below is the assessment of each of the main FM areas and proposed mitigation measures.

- 107. Organization and Staffing:** The main risk is the inexperience of staff with management of donor funds and IFAD procedures. The day-to-day FM functions including budgeting, accounting, funds' flow management, internal control, financial reporting, and ensuring timely external audits will be the responsibility of the PMU Chief Accountant with required qualifications and experience, who will be recruited and will report to the Programme Coordinator with dotted line of reporting to the Chief Accountant (of the Ministry). The Chief Accountant shall be engaged under a performance-based contract as outlined in the job description. The Programme Accountant will be supported by a dedicated Assistant Accountant. It will be essential that the finance staff recruited for the project are trained on IFAD procedures and undergo continuous capacity building, covering among others, IFAD financial management procedures and requirements. Prior to disbursement of project funds, the Ministry should provide evidence of recruitment and contracting of suitable candidate to fill the position of Program Accountant to be directly responsible for HEEP.
- 108. Budgeting:** Key risks arise from the current top-down budgeting at MLAFWRD, inadequate disclosure of grant funds, and inadequate experience with IFAD budget requirements. As a Government Ministry, MLAFWRD follows the budget preparation guidelines set out in the Public Finance Management Act (2009) and the annual budget guidelines issued by the Ministry of Finance. The overall budget for HEEP will be decided between the GoZ and IFAD and outlined in the Financing Agreement. Whereas the annual budgeting will be done in line with GoZ's existing budget framework and timetable as part of MLAFWRD's regular budget submission, detailed HEEP Annual Work Plans and Budgets approved by the Project Steering Committee will be submitted to IFAD for No Objection no later than 60 days before the start of the fiscal year. The AWPB, as may be amended during the course the fiscal year, will strictly dictate eligible expenditures for that particular year. The budget line under which IFAD funds will be allocated will be clearly identified and reported upon as part of MLAFWRD budget allocations, to ensure that there are no overlaps or duplication of support to the Ministry.
- 109. Funds Flow and Disbursement:** The proceeds of the financing will be used for eligible expenditures as defined in the Financing Agreement and will be in line with the allocations by disbursement category as specified in Schedule II of the Financing Agreement. To ensure traceability of funds and mitigate potential misappropriation, proceeds of financing will be held in segregated accounts to allow for full traceability at all times. Three disbursement procedures will be employed: (i) Advance of the Designated Accounts; (ii) Direct Payments directly from the IFAD/OPEC FUND Accounts (exclusively for payments over US\$ 100,000); and (iii) Reimbursement of expenditures pre-financed by the Government of Zimbabwe (if any).
110. The designated accounts will be operated and maintained by the Ministry of Finance in accordance with GoZ procedures and regulations. IFAD will be responsible for loan administration on behalf of OPEC FUND.
111. In addition to the Designated Accounts, one operational account, also denominated in US\$, will be opened in a commercial bank mutually acceptable to the GoZ and IFAD. The day-to-day expenditures incurred by the project will be settled from this account. The operational account will be managed by the HEEP PMU. There are no anticipated transfers of funds to the provinces and all transactions will be executed at the national level. Funds for implementation of programme activities at the provincial level (both directly by programme staff and through implementing entities) will be advanced as imprest to be accounted for by the staff and implementing agencies e.g. ARDA.
112. The HEEP PMU will have the responsibility of coordinating and ensuring the smooth flow of funds so that funds are available as and when necessary to meet programme financial obligations towards suppliers, service providers and contractors. This will involve: complying with funds management steps and actions that are further described in the PIM.
113. In order to achieve proper implementation of disbursement methods and smooth tracking of funds, MLAFWRD will ensure that under HEEP: (i) There is adequate training of staff on IFAD disbursement methods as documented in the FMFC Handbook; (ii) the chart of accounts will be structured to facilitate recording and reporting of transactions by financier/source of funds, by programme component and sub-component, and by expenses categories; and (iii) there is proper monitoring of utilisation of financial resources and control of commingling of funds with any other funding source.
- 114. Tax exemption:** GoZ is contributing cash in local currency (LC), while VAT bills from supplier are in US\$. Whereas the government will refund the VAT in local currency, the Tax Authority (ZIMRA) requires suppliers to pay in US\$. Suppliers are then forced to purchase US dollar. The least expensive way to purchase US\$ is at the official rate/channel, however, due to in-country shortage of US\$, process is lengthy and may cause the supplier to pay penalties to the Tax Authority (ZIMRA) for the delay. As an alternative, the supplier can buy US\$ at the parallel market at a much higher cost to pay VAT on time. This practice represents a challenge for suppliers and presents risk to the project. HEEP management through the Ministry should keep engaging the MoF and ZIMRA in order to obtain exemption from tax (VAT) payment (GoZ co-financing will, instead, be recorded as in-kind contribution); or allow HEEP suppliers/contractors to pay VAT in local currency.
- 115. Accounting Systems, Policies and Procedures:** The project will use the same accounting software currently in use by SIRP – Sage Pastel Evolution accounting software. The software has been customised to produce IFAD-specific financial reports that include reports by categories, components and sub-components, and by financiers. The software is not web-based but there may not be need for such functionality since processing of all accounting transactions is centralised at the PMU. There are no backups for the accounting software. The software service provider should be engaged to propose a technical solution to mitigate this risk. The chart of accounts (CoA) will be developed in such a way to mirror HEEP's structure in terms of its components, sub-components, activities, financiers and expenses categories. HEEP should take advantage of the customization of the accounting software that has already been done for SIRP.
- 116. Financial Reporting Arrangements:** The PMU will be required to prepare and submit separate quarterly Interim Financial Reports to account for activities funded, no later than 45 days after the end of each quarter. The PMU will maintain adequate filing system of all relevant supporting documentation. In line with IFAD's requirements, documentation will be reviewed by supervision missions and audits. The financial reports will be designed to provide relevant information to management, financiers and other stakeholders monitoring the programme's performance. HEEP's internal controls including authorization and approval processes will rely on the accounting and internal control guidelines documented in the PIM. Annual project financial statements

shall be prepared in compliance with International Public Sector Accounting Standards (IPSAS – Accrual). The financial statements should include budget versus actual analysis for the year, statement of sources and uses of funds (by category and component), designated account reconciliation, and statement of withdrawal applications.

117. **Internal audit:** MIAFWRD's internal audit unit will play a role in ensuring a sound control environment for transaction processing and asset safeguarding. Due to its level of development, the internal audit unit may have limited capacity available to cover HEEP activities as part of its routine oversight functions. As part of start-up, internal audit staff assigned to the programme will be trained in IFAD procedures. Supervision missions will report on the activity of the internal audit with respect to HEEP by reviewing their reports and assessing management's responsiveness to any recommendations formulated as a complementary measure. Adherence to the internal control framework will be verified during the annual internal and external audit exercises (see below) and reported to IFAD in the form of an internal audit report and Management letter, in line with IFAD's audit guidelines. Compliance with the internal controls will also be part of the fiduciary checks performed during IFAD supervision missions and external Audit.
118. **External audits:** As provided for in the Government of Zimbabwe's Audit Act, the Auditor General may undertake the external audit of the IFAD grant funds together with the related co-financing and counterpart funding as part of their mandate. The office of the auditor general has limited capacities in terms of manpower and equipment. As a consequence, the office is not able to fulfil its mandate and as a result the existing IFAD project (SIRP) is audited by a private sector auditor. The potential of the office of the auditor general is expected to be progressively achieved. This should be assessed during implementation to determine suitability to conduct project audits. In compliance with IFAD's General Conditions, the HEEP financial statements, prepared by the PMU, will be audited annually and the audit report and related management letter submitted to IFAD no later than six months after the end of each fiscal year. During the initial years of programme implementation, external audit of the programme will be contracted out to private audit firms whilst IFAD continues to review capacities at the Office of the Auditor General. Appointment of a private audit firm will follow IFAD procurement guidelines and the ToR for the engagement of the audit firm will be subject to No Objection by IFAD.

#### 119. Procurement

120. **PRM Assessment.** At its design phase, the project scores an INHERENT procurement risk of 2.22 which is considered moderate risk. The weaknesses of the Zimbabwe procurement system lie mainly at the accountability and transparency stages and contract monitoring stage. Specific and targeted corrective measures stipulated in the PRM and PIM should be followed to improve performance and lower risk. These will likely improve risk from the higher end of medium risk to the lower end medium risk.
121. **Procurement Regulations.** HEEP procurement activities for commodities (Goods, Works and Services) will be carried out in accordance with the provisions of the country's procurement regulations governed the Public Procurement and Disposal of Public Assets Act no 5/2017 [Chapter 22:23]. These are published in the Government Gazette on 4 August 2017, and further clarified by Statutory Instrument 5 of year 2018 (CAP. 22:23 Public Procurement and Disposal of Public Assets (General) Regulations); and by the Procurement Manual issued by the Procurement Regulatory Authority of Zimbabwe (PRAZ) on May 29th, 2019. The Public Procurement and Disposal of Public Assets Act applies to the procurement of goods, construction works and services by procuring entities and to all stages of procurement. The national regulations shall apply to the extent that such provisions are consistent with IFAD's Procurement Guidelines and other provisions stipulated in the Financing Agreement. For all types of procurement contracts IFAD's Standard Bidding Documents shall be used in lieu of national Standard Bidding Documents. The execution of the first procurement plan activities will only start following the publication of the General Procurement Notice. As far as is applicable, and to ensure smooth implementation throughout the project's lifetime, similar activities will be packaged together, following IFAD's guidance on the matter. Similarly, the project will seek framework agreements for routine and iterative purchases (works and services).
122. Thresholds for the selection of the procurement methods under each commodity shall be those set out in the Procurement Management Letter (PML) and as proposed in the PIM. The thresholds contained in the Zimbabwe Procurement Act and regulations shall not prevail. Procurement oversight review will be established in accordance with the score obtained in the Procurement Risk Matrix. Revisions related to the PP, including any new procurement arrangements, are subject to IFAD's prior approval. The Borrower will ensure the PP budgets under each respective activity are updated accordingly and reflect the prevailing market situation. The estimated budgets, as approved by IFAD, will constitute a basis for determining the commercial reasonableness of the actual cost.
123. **Institutional Arrangements.** Procurement activities will be carried out by the PMU. The PMU will include one Procurement Officer and one Procurement Assistant. They will be assisted by junior procurement officers at the three regional offices. The PMU with the support of the regional offices will elaborate all technical documents necessary to prepare the solicitation document management. Guidance to the PMU will be provided by the HEEP Project Steering Committee (PSC), whose members will be drawn from government departments, parastatals, and the horticultural sector, including HDC.
124. **Governance Aspects and Anti-corruption Measures.** The Transparency Corruption Perception Index for Zimbabwe scores for Zimbabwe scores 23 for year 2021 (ranked at the 157 position out of 180), which, although high, has remained relatively stable since 2019. Strengthened efforts by the Government of Zimbabwe are required to ensure that IFAD's procurement principles are observed throughout the project lifetime. Therefore, strict compliance with IFAD's Policy on Preventing Fraud and Corruption will be required. Similarly, the project will ensure strict adherence IFAD's policy related to preventing Harassment, Sexual Harassment and Discrimination.

#### L. Planning, M&E, Learning, KM and Communication

## a. Planning, M&E, Learning, Knowledge Management and Communication

125. **Planning.** Planning and budgeting will be integrated in the GoZ processes based on Annual Work Plans and Budgets (AWPBs). The consolidated AWPB will be submitted to the PSC for review and approval and then sent to IFAD for review and No Objection at least 60 days before the start of the Programme year.
126. The first AWPB is presented in Annex 6 and will be refined and validated after project start-up. Thereafter, the PMU will prepare an AWPB based on the principles of results-based planning. Subsequent AWPB processes will offer the opportunities to the PMU to reflect on lessons from the implementation experience of the previous years, and to propose activities and expenditures required to achieve the intended project outcomes. The Project will have the possibility of revising the AWPB at any time of the year, and any proposed adjustments will require approvals by both the GoZ and IFAD.
127. The HEEP log-frame (Annex 1) will guide the development of the AWPB and the reporting and monitoring system. HEEP log-frame indicators are aligned to those of the Zimbabwe 2020-2025 COSOP results framework and are in line with the data requirements of the MLAFWRD.
128. **Monitoring and Evaluation (M&E)** HEEP will develop a robust M&E system in compliance with IFAD and the GoZ requirements. The HEEP M&E system will generate timely and accurate information to support decision-making and adaptive management. In particular, it will: (i) collect, analyse and update information on project outputs, outcomes and impact; (ii) support NPMU and the Steering Committee in planning and making informed decisions on HEEP strategies and actions; (iii) maintain and strengthen strategic partnerships with stakeholders; and (iv) create opportunities for learning and sharing results.
129. The system will be participatory and gender sensitive. It will include beneficiary feedback and grievance redress mechanisms. Data will be disaggregated by gender, by age, and – where possible – by PwD. Targets for outreach to PwDs have been included in the HEEP log-frame and may be revised based on the findings of the baseline study which will provide more precise data on the prevalence of disability in the targeted communities. HEEP will collect the views and opinions of the target group through regular focus groups carried out during field visits, as well as through quantitative and qualitative information coming from the Core Outcome Indicator (COI) surveys and from complementary studies. The Core Indicator measuring Empowerment will be collected at baseline, at mid-line and at completion, and will give an indication on whether the project is succeeding in addressing the barriers faced by the target group, in particular by women and youth.
130. Data on activities and on outputs will be collected on a continuous basis on all project activities and beneficiaries. Data on outcomes and impact will be collected on a sample of beneficiaries through baseline, mid-line and completion surveys. To ensure quality and to allow IFAD to aggregate results at corporate level, the baseline, mid-line and completion surveys will align to the IFAD COI guidelines. Qualitative thematic studies will be carried out if and as needed to shed additional light on specific findings of the quantitative surveys. Data collection, verification and use will be a joint task by all project stakeholders. The primary responsibility will lie with the M&E unit within the JMU. The unit will have a dedicated M&E officer and a KM officer who will collaborate closely with the SACP M&E and KM functions. HEEP will build on data collected by the SIRP project on the HEEP-targeted areas adjacent to the irrigation schemes rehabilitated by SIRP.
131. M&E activities will be agreed on with the Director Strategic Planning, Monitoring and Evaluation and the Chief Director SP&BD at MLAFWRD, who have the responsibility for overseeing the M&E of the HRGP that HEEP will be supporting. To ensure harmonisation of reporting between HEEP and other Ministry activities, a list of indicators to be collected by HEEP has been provided and is included in the M&E section of the PIM. As further detailed under subcomponent 3.1, HEEP will promote the enrichment of MLAFWRD database and M&E system by supporting the implementation of horticultural surveys and by providing M&E and digital capacity building to the Ministry's M&E staff.
132. The Programme will set up a Management Information System (MIS) to facilitate the storage, use and analysis of data. Geo-referenced data will be systematically collected on all the indicators related to relevant locations and/or areas. Data collection will be done digitally through portable electronic devices so as to speed up data entry, cleaning, and reporting as well as making management decisions and disseminating the results rapidly at different levels. Thanks to the recent digitalization efforts carried out at MLAFWRD and supported by SIRP, the large majority of extension officers in Zimbabwe have been provided with tablets for digital data collection.
133. HEEP will promote digitalisation also in the private sector and for smallholder farmers through the 4P MG innovation window. It will promote the adoption by anchor firms of software solutions (e.g. Farmforce, Source trace, etc) built to facilitate contract farming with smallholders. These solutions provide an overview of the production needs and outputs by different farmers/farmer groups, and help providing the full traceability demanded by export markets and supermarket chains.
134. The programme's M&E plan will be refined as part of the first implementation support mission scheduled to take place within the first six months of the programme approval. It will comprise: i) setting up an MIS to facilitate storage, analysis and use of data; ii) providing clear details on the reporting requirements from different stakeholders; iii) developing standard reporting formats and agreeing on the timeline and modality of reporting from the different implementing partners.
135. **Learning and knowledge management** Capturing and documenting lessons and innovations through field data collection, reports and thematic studies will be an integral part of the learning and knowledge management function of HEEP. KM activities will have two main focuses: supporting policy engagement, and supporting the project's mainstreaming themes.
136. First, KM will aim at supporting the activities carried out under subcomponent 3.1. To develop clear and fair industry guidelines for fair hub and spoke/contract farming arrangements. KM will support this effort by collecting best practices on different contract farming models, as well as positive and negative lessons from HEEP implementation experience, supported by reliable evidence and analysis. Stories from the field will present innovations and success stories on transformation of smallholders' activities

towards deeper integration into the market economy. KM products will also showcase innovations implemented in the 4Ps. Second, in line with HEEP mainstreaming themes, KM and Communications will place a particular focus on nutrition, gender, and climate. In particular, KM will aim at improving knowledge around good nutritional practices, not only among project beneficiaries but on a national scale. Through TV and radio campaigns, KM will also play a role in raising awareness on climate change and gender equity.

137. The KM officer will work in close collaboration with the M&E officer to ensure that M&E findings on results are widely disseminated. Synergies will be developed between KM and M&E, thereby ensuring that KM products are based on solid M&E evidence and that the understanding and presentation of M&E data is enhanced by the development of knowledge products. The JMU will facilitate strong collaboration between the HEEP KM officer and the SACP KM officer, who will jointly ensure the visibility of the IFAD portfolio in Zimbabwe, as well as cross-learning between the two projects. Collaboration will be sought with the University of Zimbabwe, from which an intern will be hired every year to work with the HEEP project and support KM activities.
138. KM activities will be guided by a robust KM strategy and plan. A draft KM strategy is presented in the PIM, and will be completed and refined after the project start-up by the JMU with support from technical IFAD experts. Lessons learnt in implementation will be actively shared between provinces, clusters and districts. Semi-annual review meetings with national and regional staff and implementing partners will be organised by the PMU to discuss progress towards results in relation to each semi-annual progress report, the format of which will explicitly include a focus on lessons learnt in terms of challenges, good practices, etc. To promote transparency and coordination, all relevant MLAFWRD officers will be granted access rights to HEEP MIS. Project results will also be accessible to the general public and be visible on the HEEP website. HEEP's visibility will be enhanced also through social media accounts such as Twitter, Facebook, and Instagram.

## **b. Innovation and scaling up**

139. The introduction of the 4P methodology to inclusive agricultural growth is a significant innovation in Zimbabwe, advancing the hub and spoke/contract farming partnerships to inclusion of the public sector for catalytic finance and improvements in the enabling environment. In addition, HEEP will directly support innovation through the Innovation window of the 4P MGs. If successful, the 4Ps developed by HEEP will naturally scale as this would be in the economic interest of all 4P partners, anchor firms and SHFS alike. This would provide a model for further private and public sector investment in the 4P and related models.

## **M. Project Target Group Engagement and Feedback, and Grievance Redress**

### **a. Project Target Group Engagement and Feedback.**

140. The main modalities for gathering SHFs priorities and needs will be the community interface consultations as part of the VHGs, APG and microenterprise mobilisation under Sub-Component 1.1 and 1.2. Meetings will be organised through the local community leadership and notices about meetings will be posted in public places, social media or radio. The purpose of the meeting will be to raise awareness on the project components and objectives and encourage inclusive participation of youth, women men, and people living with disabilities. Meetings will be organised at central venues, times that will allow for women and PwDs to participate. Separate meetings for remote areas, will be held to reach communities in those areas. The organisers of the meeting should consider child care facilities to allow women to participate. The meetings should be attended by at least 80 per cent of the community members to provide for wider consultation, transparency and ownership of the issues discussed. The consultations will take the form of townhall meetings in each community where the project objectives and principles of participation will be explained in local languages and feedback obtained from the communities including their expectations from their participation in the project. Separate breakaway sessions will be organised for women and youth in order to allow them to participate freely. The consultations minutes and records kept the community and project.
141. Project services delivery will be monitored through quarterly reports from the APGs and VHGs in each cluster that will be formed. Priorities for Sub Component 1.4 will be gathered through community consultations at the ward level as part of the participatory infrastructure investment planning. At least two dialogues will be held in each community to inform the stakeholders about the project, discuss the priority infrastructure and select specific investments based on an agreed criterion and consensus. Records of the dialogue will be kept at ward and project level. The monitoring and feedback modalities will be monthly reporting by the community oversight committees the Environment and Social Management Plans that will be developed and implemented in a participatory manner.
142. The feedback and reports from the VHGs, APGs, micro-enterprises and infrastructure oversight committees will be utilised by the RPMUs to review the performance and progress being made. The feedback will inform the bi annual reviews and project implementation planning process at the regional and central levels and enable the adaptive management and decision making by the teams. The screened and selected investments will be publicly disclosed and originators of unsuccessful proposals informed with reasons provided by the Technical Assessment and Investment Committees. Capacities of the VHGs, APG committees, community-based organisations and inclusive community oversight committees will be strengthened through the training by the project teams particularly in social inclusion and implementation monitoring. The RPMU and the government agencies will provide the technical backstopping at these meetings.

### **b. Grievance redress.**

143. HEEP's GRM will be in line with norms of the communities as well as laws of the country and will build on the existing local government structures from Village to national levels. The GRM will consist of three parallel systems which are; i) a community-

based system, ii) a formal system and iii) the IFAD Redress System. Initially, grievances will be resolved at APG level (VHG/Irrigation) by the responsible management committees with the help of AGRITEX, ARDA and DoI technicians on the ground. Any grievances that cannot be resolved at these levels will be taken through the local Government structures that include the area Headman and/or Paramount Chief up to the District Administrator's office in the RDC. Beyond the District Council, grievances will be addressed through provincial and national councils as necessary. The national and regional project teams will provide information on the GRM available as well as convey the zero tolerance for sexual exploitation and abuse (SEA) as well as the preventing fraud and corruption policies. The information on the policies will be made available through all HEEP contracts and on project documents such as leaflets and matching grants proposal templates. Project sites will have the information on notice boards with local, regional and national contact details of responsible persons/offices where grievances can be safely lodged.

## N. Implementation plans

### a. Supervision, Mid-term Review and Completion plans.

144. **Supervision.** HEEP will be directly supervised by IFAD with annual supervision and implementation support missions organised with the participation of the GoZ. Continuous implementation support will be provided as required. The supervision and implementation support will be particularly intense during the 18 first months to assure the strategic approach and the correct set up of financial management, procurement and M&E. Supervision will assess achievements and lessons jointly, and to reflect on ways to improve the HEEP implementation and impact. The focus of these missions will be on: (i) assessing progress against agreed indicators; (ii) joint identification of implementation challenges and solutions with implementers and beneficiaries, and agreement on actions to achieve project objectives (particularly for the VHG sub-component); and (iv) ensuring compliance with loan covenants, procurement and efficient use of project funds.

145. **Mid-term Review (MTR).** As HEEP is an eight-year project, an MTR will be undertaken towards the end of fourth year of HEEP implementation. The MTR will be jointly organised by the GoZ and IFAD in close collaboration with the other stakeholders.

146. **Project Completion Report (PCR).** At the end of project implementation, the GoZ in collaboration with IFAD will undertake a project completion review to report on the results and impact achieved. The PCR would need to be finalised before the project closing date, which will be six months after the completion date. As part of the completion activities, a Beneficiary Impact Assessment will be undertaken, and findings used to inform the PCR. The lessons documented in the impact assessment and PCR will be used by both IFAD and the GoZ to improve the quality of the future project designs and implementation.

147. **Implementation Readiness and Start-up Plans.** A draft PIM, draft 18-month AWPB and a draft procurement plan for the first 18 months have been prepared as part of the HEEP design process. These documents aim to ensure that the project implementation starts as scheduled, without unnecessary delays during the first project year. The JMU with SIRP and SACP, with its experience and lessons learned and the shared professionals within the JMU with hands-on project planning and implementation experience, is expected to speed project start-up. The comprehensive guidelines and detailed procedures agreed for the VHG and 4P development activities also aim at a fast and smooth start of the HEEP implementation immediately after the project effectiveness.

## Footnotes

[1] [fragilestatesindex.org](http://fragilestatesindex.org)

[2] <https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/harmonized-list-of-fragile-situations>

[3] <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=ZW>

[4] <https://www.worldbank.org/en/country/zimbabwe/overview>

[5] Negotiations, to provide loan co-financing for HEEP, between GOZ and OPEC Fund have been initiated and could be finalised in the second half of 2023.

[6] 2020 data from World Bank <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=ZW>

[7] FAOSTAT for 2019

[8] 2022 data from [fragilestatesindex.org](http://fragilestatesindex.org)

[9] <https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/harmonized-list-of-fragile-situations>

[10] <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=ZW>

[11] World Bank <https://www.worldbank.org/en/country/zimbabwe/overview>

[12] Benitez, P., Boehlert, B., Davies, R. and van Seventer, D. (2018). Assessment of the Potential Impacts of Climate Variability and

Shocks on Zimbabwe's Agricultural Sector. World Bank Report.

[13] World Bank <https://www.worldbank.org/en/country/zimbabwe/overview>

[14] As of July 2022, the official RBZ auction rate is 380 to the US dollar, and the parallel rate is 750 to the US dollar.

[15] "List of LIC DSA's for PGRT-Eligible Countries", IMF, April 2022

[16] Scoones, I., Mahenehene, J., Marongwe, N., Mavedzenge, B., Murimbarimba, F., & Sukume, C. (2010). Zimbabwe's land reform: myths & realities

[17] Zimbabwe National Agriculture Policy Framework 2018-2030

[18] "Zimbabwe at a Glance", FAO in Zimbabwe, accessed online May 2022

[19] Zimbabwe Horticultural Sector, Abt Associates, 1995, Zimstat 2022.

[20] Farm occupations began informally in 1998, and the process was formalized with the Land Acquisition Act of 2002. See "The Fast-Track Land Reform and agrarian change in Zimbabwe" Review of African Political Economy, Vol 46, issue 259, 2019.

[21] Horticultural Development Council, 2022.

[22] "Horticultural Recovery and Growth Plan, 2021" GoZ

[23] ZIMSTAT (2012) General Census

[24] In SIRP, women irrigation plot holders are 37% and men 63% yet women form the majority of the people working on the land and producing most of the food

[25] ZHDR, 2015, Zimbabwe Dimensions of Poverty

[26] Wageningen, Climate adaptation measure for nutrition co-benefits in IFAD investments in Zimbabwe

[27] Zimbabwe environmental 2. Outlook <https://www.ema.co.zw/agency/state-of-the-environment-report>

[28] [Template \(climatelinks.org\)](#)

[29] UNDP. 2017. Zimbabwe Human Development Report 2017

[30] Ibid

[31] Rankings // Notre Dame Global Adaptation Initiative // University of Notre Dame (nd.edu)

[32] Hallegatte et al. (2017): Unbreakable: Building the Resilience of the Poor in the Face of Natural Disasters. URL: <https://openknowledge.worldbank.org/handle/10986/25335>

[33] [World Bank Document](#)

[34] Zimbabwe environmental 2. Outlook <https://www.ema.co.zw/agency/state-of-the-environment-report>

[35] [Zimbabwe Revised Nationally Determined Contribution 2021 Final.pdf \(unfccc.int\)](#)

[36] ZIMSTAT, 2019

[37] Project level Women's Empowerment in Agriculture Index

[38] Gender Equality and Women's Empowerment

[39] To be provided by ECG.

[40] 4Ps involve cooperation between government, firms, and small-scale producers, who

agree to work together to reach a common goal or carry out a specific task while jointly assuming risks and

responsibilities, and sharing benefits, resources and competencies. For further information on 4Ps, see "How to do Private Public Producer Partnerships in Agricultural Value Chains" IFAD 2016.

[41] While at the time of the 2022-2027 COSOP formulation, a livestock pipeline project was identified, from this time, the GoZ specifically requested IFAD to support a horticultural project instead because of its potential for rapid rural transformation and contribution to the national economy. This commitment to horticultural is reflected in HGRP, and confirmed in the NDS1.

[42] "Smallholder Horticulture Export Programme under IFAD 12", December 2021

[43] See: (i) World Bank Public Expenditure Review with Focus on Agriculture Sector, Zimbabwe, 2019, (ii) IMF Staff Monitored Programme, 2019

[44][https://snv.org/cms/sites/default/files/explore/download/rarp\\_commercialising\\_smallholder\\_farming.pdf](https://snv.org/cms/sites/default/files/explore/download/rarp_commercialising_smallholder_farming.pdf)

[45][https://www.unicef.org/esa/sites/unicef.org/esa/files/2019-04/Investment-Case-for-Youth-in-Zimbabwe-per cent282016per cent29.pdf](https://www.unicef.org/esa/sites/unicef.org/esa/files/2019-04/Investment-Case-for-Youth-in-Zimbabwe-per-cent282016per-cent29.pdf)

[46] Provinces were selected on the basis of high level of poverty food insecurity, presence of IFAD funded project, climate vulnerability, potential for horticulture development

[47] ARDA is a government parastatal responsible for rural development and provided business managers to manage smallholder irrigation schemes and village horticulture gardens... The irrigation schemes are not limited to those rehabilitated by the GoZ, through the Smallholder Irrigation Revitalisation Project (SIRP).

[48] Each of the 20 anchor firms will employ 800 to 1000 or more labourers who work in grading and packaging. The labourers consist mainly of youth who are mostly unemployed.

[51] A household methodology used to address the norms and values consisting of the root cause of gender inequalities between men and women.

[52] SIRP carried out Abbreviated WEAI; by carrying out pro-WEAI, HEEP is expected to give specific guidance to project intervention.

[53] Selection of VHG beneficiaries is from category A, B1, including women, youth and PWD

[54] The full bill of materials for VHG is contained in the PIM.

[55] British Retail Consortium certification schemes, Global Good Agricultural Practices, International Standard Organisation, organic, etc.)

[56] Details on the capacity strengthening is included in the PIM

[57] Fragility assessment for Zimbabwe has been updated in COSOP 2020-25

[58] A GEF project identification form will be completed by the first quarter of 2023

## Zimbabwe

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### Horticulture Enterprise Enhancement Project

### Project Design Report

### Annex 1: Logframe

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department



## Horticulture Enterprise Enhancement Project

### Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outreach</b>	1 Persons receiving services promoted or supported by the project				MIS	Monthly	PMU	Project is able to implement annual workplans without interference
	Males	0	17750	35500				
	Females	0	17750	35500				
	Young	0	10500	21300				
	Not Young							
	Non-Indigenous people							
	Total number of persons receiving services	0	35500	71000				
	Persons with disabilities	0	1000	2000				
	1.a Corresponding number of households reached				MIS	Monthly	PMU	
	Households	0	35500	71000				
1.b Estimated corresponding total number of households members				MIS	Monthly	PMU		
Household members	0	177500	355000					
<b>Project Goal</b> Increased incomes, food security and empowerment for SHFs engaged in profitable and sustainable horticulture value chains.	Targeted households reporting an increase in incomes				Survey	Baseline, midline and completion	PMU/outsourced	Improved macroeconomic conditions, no external shocks, stable prices
	Households	0	20000	40000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Development Objective</b> Support increased and sustainable horticultural production and sales by SHFs and MSMEs engaged in horticulture value chains.	1.2.8 Women reporting minimum dietary diversity (MDDW)				COI survey	Baseline, midline, completion	PMU/outsourced	CI 1.2.8 - Increased incomes are partly used to diversify household diet I.E 2.1 - Project services adequately address the barriers to empowerment. Targeting strategy is correct and operationalised SF 2.1 - Project services are in line with target group needs SF 2.2 - Local authorities and project-supported service providers are willing to act upon feedback from target group CI 1.2.4 - Households adopt the promoted technologies and take up loans for productive investments International demand for horticultural products from Zimbabwe remains high; Exporters able to meet market conditions
	Women (%)		25	30				
	Women (number)		10650	21300				
	Households (%)		25	30				
	Households (number)		10650	21300				
	Household members		53250	106500				
	Women-headed households							
	Non-women-headed households							
	IE.2.1 Individuals demonstrating an improvement in empowerment				COI survey	Baseline, midline, completion	PMU/outsourced	
	Total persons	0	15	25				
	Total persons	0	8946	17750				
	Females	0	12.5	25				
	Females	0	4473	8875				
	Males		12.5	25				
	Males	0	4473	8875				
	SF.2.1 Households satisfied with project-supported services				COI survey	Baseline, midline, completion	PMU/outsourced	
	Household members	0	142000	284000				
	Households (%)	0	40	80				
	Households (number)	0	28400	56800				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				COI survey	Baseline, midline, completion	PMU/outsourced	
	Household members		142000	284000				
	Households (%)		40	80				
	Households (number)		28400	56800				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	1.2.4 Households reporting an increase in production				COI Survey	Baseline, Midline, Completion	PMU/Outsourced	
	Total number of household members	0	150000	255000				
	Households	0	42	72				
	Households	0	30000	51000				
	Volume of horticultural exports				Zimtrade	Annual	External data	
	USD million	64.6	80	200				
<b>Outcome</b> Outcome 1.1 - Sustainable 4P Partnerships established in horticultural value chain	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities				MIS	Monthly	PMU	C.I 2.2.3 - Export market for horticultural value chain remains attractive CI 2.2.1 - Export market for horticultural value chain remains attractive; anchor firms expand their activities and do not invest large sums in mechanisation CI 2.2.5 - GoZ engages external BDS service providers CI 3.2.2 - Target groups is open to adoption of new technologies and practices
	Number of POs		60	80				
	Percentage of POs							
	Women in leadership position		5000	10000				
	2.2.1 Persons with new jobs/employment opportunities				Specific survey applied to a sample of supported rural enterprises or rural producers' organizations	Midline, completion	PMU	
	Males	0	5000	10000				
	Females	0	5000	10000				
	Young	0	7500	15000				
	Total number of persons with new jobs/employment opportunities	0	10000	20000				
	2.2.5 Rural producers' organizations reporting an increase in sales				MIS	Monthly	PMU	
	Number of Rural POs		30	60				
	Rural POs with women in leadership position		9000	18000				
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				COI survey	Baseline, midline, completion	PMU /outsourced	
	Total number of household members	0	50000	100000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households	0	20	40				
	Households	0	14200	28400				
<b>Output</b> Output 1.1 - Capacity of rural producers organisations to participate in 4P partnership has been built	2.1.3 Rural producers' organizations supported				MIS	Monthly	PMU	CI 2.1.3 - Rural producers organisations show continued interested in project activities
	Total size of POs	0	10000	20000				
	Rural POs supported	0						
	Males	0	5000	10000				
	Females	0	5000	10000				
	Young	0	2500	5000				
<b>Output</b> Output 1.2 - Smallholder farmers have been trained in good agricultural production practices and in income generating activities	1.1.4 Persons trained in production practices and/or technologies				MIS	Monthly	PMU	CI 1.1.4 - SHF have not already been trained autonomously by anchor firms CI 2.1.2 - Participating farmers show continued interest in commercial production
	Total number of attendances to training sessions	0	25000	51000				
	Men trained in crop	0	12500	25500				
	Women trained in crop	0	12500	25500				
	Young people trained in crop	0	6000	12750				
	Total persons trained in crop	0	25000	51000				
	2.1.2 Persons trained in income-generating activities or business management				MIS	Monthly	PMU	
	Males	0	12500	25500				
	Females	0	12500	25500				
	Young	0	6000	12750				
	Persons trained in IGAs or BM (total)	0	25000	51000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Output</b> Output 1.3 - Climate resilient practices have been incorporated in each 4P inclusive business plans	3.1.4 Land brought under climate-resilient practices				MIS	Monthly	PMU	CI 3.1.4 - 4Ps business plans include investments in climate-smart infrastructure; VHGs include solar-powered pumps and water-efficient drop irrigation systems
	Hectares of land	0	10000	21000				
<b>Output</b> Output 1.4 - Nutrition training has been provided to smallholder farmers	1.1.8 Households provided with targeted support to improve their nutrition				MIS	Annual	PMU	The need for nutrition training is confirmed by the baseline survey.
	Total persons participating	0	7750	15500				
	Males							
	Females	0	7750	15500				
	Households	0	15500	31000				
	Household members benefitted	0	77500	155000				
	Non-Indigenous people							
	Young	0	3875	7750				
	Not Young							
	Non-women-headed households							
<b>Output</b> Output 1.5 - Village Horticultural Gardens (VHG) have been established and capacitated	Village Horticultural Gardens (VHG) established				MIS	Annual	ARDA	Local communities continue showing interest for VHGs CI.1.1.2 Infrastructure works proceed according to plan
	VHG	1	400	620				
	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated							
	Hectares of land	0	500	775				
<b>Output</b> Output 1.6 - 4P investments have been supported through matching grants	APG matching grants disbursed				MIS	Monthly	PMU	APGs completed business plans
	Number of recipient PO groups	0	50	80				
	Number of recipient PO group members	0	10000	20000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Number of climate-smart grants	0	10	20				
	Number of innovation grants	0	10	20				
<b>Output</b> Output 1.7 - 4p-relevant public infrastructure built or rehabilitated	2.1.5 Roads constructed, rehabilitated or upgraded				MIS	Monthly	PMU	Suitable public good investments identified
	Length of roads	0	50	710				
	2.1.6 Market, processing or storage facilities constructed or rehabilitated				MIS	Monthly	PMU	
	Total number of facilities	0	10	20				
	Market facilities constructed/rehabilitated							
	Processing facilities constructed/rehabilitated							
	Storage facilities constructed/rehabilitated							
<b>Outcome</b> Outcome 2.1 - Increased access to finance smallholder farmers and SMEs in horticulture	1.2.5 Households reporting using rural financial services				COI survey	Baseline, midline, completion	PMU	No contextual macroeconomic shocks that cause a sharp increase in interest rates
	Total number of household members	0	10000	20000				
	Households	0	14	28				
	Households	0	50000	100000				
<b>Output</b> Output 2.1 - In-kind loans provided to smallholders for key production inputs	1.1.3 Rural producers accessing production inputs and/or technological packages				MIS	Monthly	PMU	CI 1.1.3 - ARDA is effective in providing inputs to VHGs and anchor firms are interested in accessing finance from the EHRF to provide in-kind loans to 4Ps. Export horticulture revolving fund (EHRF), established and operational.
	Males	0	12750	25500				
	Females	0	12750	25500				
	Young	0	6375	12750				
	Total rural producers	0	25500	51000				
	Number of POs accessing in-kind loans from anchor firms				MIS	Monthly	PMU	
	Number of POs	0	50	80				
Total PO members	0	15000	24000					

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Output</b> Output 2.2 - Capacity of financial institutions to develop and deliver financial services to SHFs and MSMEs strengthened	1.1.6 Financial service providers supported in delivering outreach strategies, financial products and services to rural areas				MIS	Monthly	PMU	CI 1.1.6 - Financial service providers interested in developing products for SHF CI 1.1.5 - The outreach strategies supported by HEEP are effective
	Service providers	0	4	4				
	1.1.5 Persons in rural areas accessing financial services				MIS	Annual	Financial Service Providers	
	Total number of accesses to financial services	0	10000	20000				
	Men in rural areas accessing financial services - credit	0	5000	10000				
	Women in rural areas accessing financial services - credit	0	5000	10000				
	Young people in rural areas accessing financial services - credit	0	3000	6000				
Total persons accessing financial services - credit	0	10000	20000					
<b>Output</b> Output 3.1 - Policy-relevant knowledge products developed based on trials of innovative products and processes.	Policy 1 Policy-relevant knowledge products completed				MIS	Monthly	PMU	
	Number	0	2	4				

## **Zimbabwe**

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### **Horticulture Enterprise Enhancement Project**

### **Project Design Report**

### **Annex 2: Theory of change**

Mission Dates: 15/06/2022 to 24/06/2022

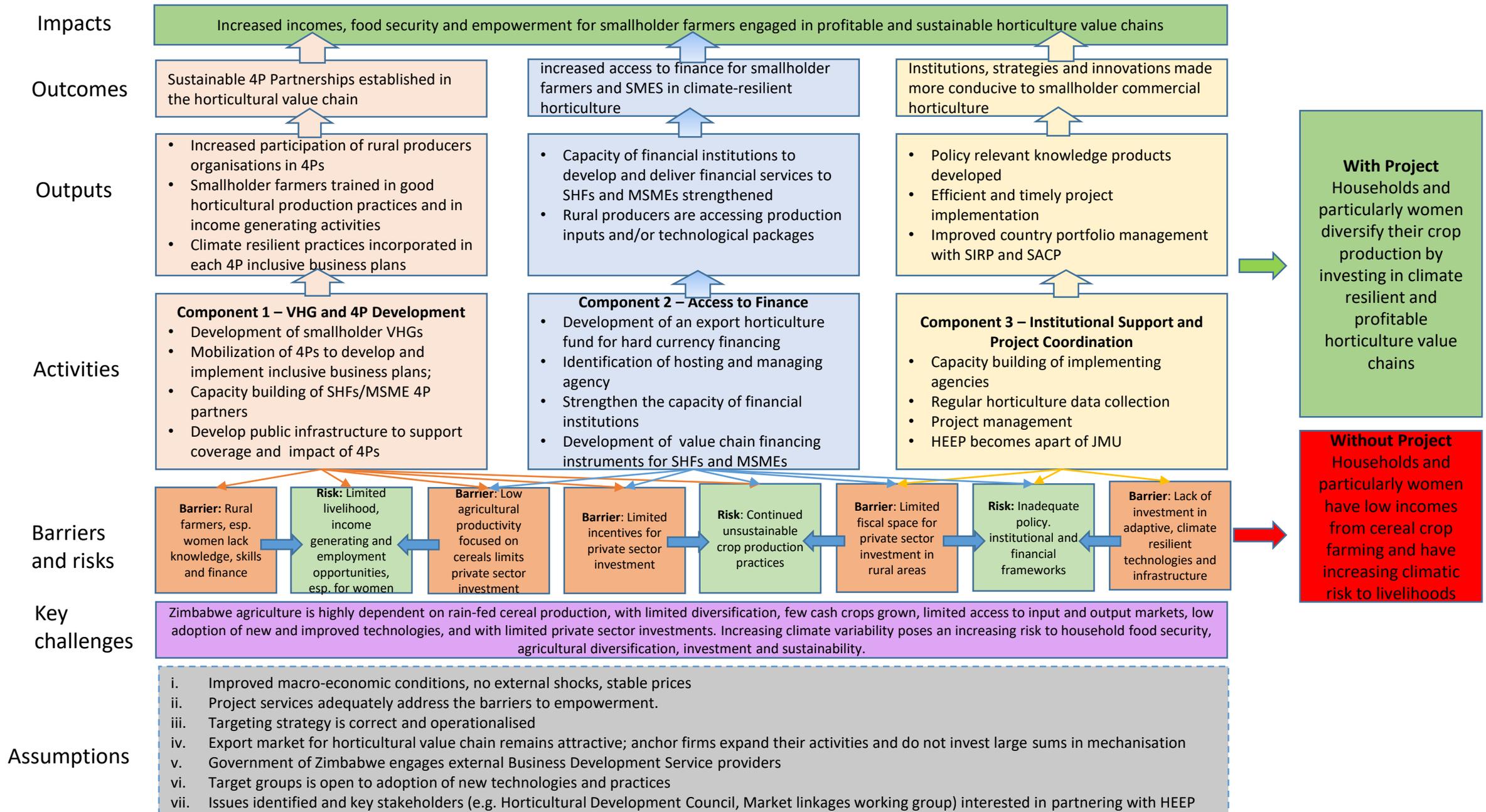
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## Zimbabwe

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### Horticulture Enterprise Enhancement Project

### Project Design Report

### Annex 3: Project cost and financing: Detailed costs tables

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

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East and Southern Africa Division  
Programme Management Department



Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEI)  
**Disbursement Accounts by Financiers**  
 (US\$ '000)

	IFAD Loan		OPEC Fund		Smallholder				PFI				HDC		Government of Zimbabwe		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%			
1. Civil Works	7 403	35.7	11 735	56.5	191	0.9	-	-	-	-	-	-	1 423	6.9	20 752	31.2	2 075	18 623	54		
2. Goods, Services & Inputs	147	89.7	14	8.4	-	-	-	-	-	-	-	-	3	1.9	164	0.2	1	159	3		
3. Equipment & Materials including vehicles	2 344	88.8	185	7.0	-	-	-	-	-	-	-	-	112	4.2	2 640	4.0	633	1 895	112		
4. Grants & Subsidies	16 923	65.9	-	-	809	3.2	2 600	10.1	4 993	19.4	-	-	349	1.4	25 673	38.6	934	24 483	257		
5. Training & Workshops	2 344	61.2	899	23.5	-	-	351	9.2	8	0.2	-	-	227	5.9	3 829	5.8	181	3 420	227		
6. Technical Assistance and Consultancies	2 530	93.4	0	-	-	-	150	5.5	-	-	-	-	29	1.1	2 710	4.1	270	2 411	29		
7. Salaries & Allowances	4 036	60.3	2 167	32.4	-	-	-	-	-	-	42	0.6	447	6.7	6 692	10.1	216	6 372	104		
8. Operations & Maintenance	1 418	34.7	-	-	-	-	-	-	-	-	17	0.4	2 650	64.9	4 085	6.1	315	3 407	363		
<b>Total PROJECT COSTS</b>	<b>37 145</b>	<b>55.8</b>	<b>15 000</b>	<b>22.5</b>	<b>1 000</b>	<b>1.5</b>	<b>3 100</b>	<b>4.7</b>	<b>5 000</b>	<b>7.5</b>	<b>59</b>	<b>0.1</b>	<b>5 240</b>	<b>7.9</b>	<b>66 545</b>	<b>100.0</b>	<b>4 626</b>	<b>60 771</b>	<b>1 148</b>		

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Components by Financiers  
 (US\$ '000)

	IFAD Loan		OPEC Fund		Smallholder				PFIs		HDC		Government of Zimbabwe		Total		For. Exch.	Local (Excl. Duties & Taxes)		
	Amount	%	Amount	%	Farmers (SHFs)	Anchor Firms	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		Taxes	Taxes	
					Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%				
<b>A. Village Horticultural Garden and 4P Mobilization and Development</b>																				
Village Horticulture Garden Mobilization and Development	6 384	35.2	7 660	42.2	191	1.1	-	-	-	-	-	-	3 913	21.6	18 149	27.3	1 815	16 078	256	
4P/Hub and Spoke Identification, Mobilization, and Capacity Building	971	40.7	729	30.6	-	-	501	21.0	-	-	-	-	183	7.7	2 384	3.6	18	2 183	183	
Public Infrastructure & Matching Grants	9 917	61.4	4 259	26.4	809	5.0	910	5.6	-	-	-	-	254	1.6	16 148	24.3	1 615	14 372	161	
<b>Subtotal</b>	<b>17 273</b>	<b>47.1</b>	<b>12 648</b>	<b>34.5</b>	<b>1 000</b>	<b>2.7</b>	<b>1 410</b>	<b>3.8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4 350</b>	<b>11.9</b>	<b>36 682</b>	<b>55.1</b>	<b>3 448</b>	<b>32 632</b>	<b>601</b>	
<b>B. Access to Finance</b>																				
Export Horticultural Revolving Fund (EHRF)	9 856	59.0	-	-	-	-	1 690	10.1	4 993	29.9	-	-	164	1.0	16 703	25.1	-	16 539	164	
Capacity Building for Enhanced Agricultural Lending	499	89.5	-	-	-	-	-	-	8	1.4	-	-	51	9.1	557	0.8	153	354	51	
<b>Subtotal</b>	<b>10 355</b>	<b>60.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1 690</b>	<b>9.8</b>	<b>5 000</b>	<b>29.0</b>	<b>-</b>	<b>-</b>	<b>215</b>	<b>1.2</b>	<b>17 260</b>	<b>25.9</b>	<b>153</b>	<b>16 893</b>	<b>215</b>	
<b>C. Institutional Support and Project Management</b>																				
Institutional Support	830	83.2	-	-	-	-	-	-	-	-	59	5.9	109	11.0	998	1.5	299	589	109	
Project Coordination	8 688	74.9	2 352	20.3	-	-	-	-	-	-	-	-	566	4.9	11 606	17.4	726	10 657	223	
<b>Subtotal</b>	<b>9 518</b>	<b>75.5</b>	<b>2 352</b>	<b>18.7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59</b>	<b>0.5</b>	<b>675</b>	<b>5.4</b>	<b>12 603</b>	<b>18.9</b>	<b>1 025</b>	<b>11 246</b>	<b>333</b>	
<b>Total PROJECT COSTS</b>	<b>37 145</b>	<b>56</b>	<b>15 000</b>	<b>23</b>	<b>1 000</b>	<b>2</b>	<b>3 100</b>	<b>5</b>	<b>5 000</b>	<b>8</b>	<b>59</b>	<b>0</b>	<b>5 240</b>	<b>8</b>	<b>66 545</b>	<b>100</b>	<b>4 626</b>	<b>60 771</b>	<b>1 148</b>	

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
**Expenditure Accounts by Financiers**  
 (US\$ '000)

	IFAD Loan		OPEC Fund		Smallholder				PFIs		HDC		Government of Zimbabwe		Total		For. Exch.	Local (Excl. Duties & Taxes)		
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		Taxes	Taxes	
<b>I. Investment Costs</b>																				
Civil Works	7 403	35.7	11 735	56.5	191	0.9	-	-	-	-	-	-	1 423	6.9	20 752	31.2	2 075	18 623	54	
Goods, Services & Inputs	147	89.7	14	8.4	-	-	-	-	-	-	-	-	3	1.9	164	0.2	1	159	3	
Equipment, Materials & Vehicles	2 344	88.8	185	7.0	-	-	-	-	-	-	-	-	112	4.2	2 640	4.0	633	1 895	112	
Grants & Subsidies	16 923	65.9	-	-	809	3.2	2 600	10.1	4 993	19.4	-	-	349	1.4	25 673	38.6	934	24 483	257	
Training & Workshops	2 344	61.2	899	23.5	-	-	351	9.2	8	0.2	-	-	227	5.9	3 829	5.8	181	3 420	227	
Technical Assistance & Consultancies	2 530	93.4	0	-	-	-	150	5.5	-	-	-	-	29	1.1	2 710	4.1	270	2 411	29	
<b>Total Investment Costs</b>	<b>31 691</b>	<b>56.8</b>	<b>12 833</b>	<b>23.0</b>	<b>1 000</b>	<b>1.8</b>	<b>3 100</b>	<b>5.6</b>	<b>5 000</b>	<b>9.0</b>	<b>-</b>	<b>-</b>	<b>2 143</b>	<b>3.8</b>	<b>55 768</b>	<b>83.8</b>	<b>4 095</b>	<b>50 991</b>	<b>682</b>	
<b>II. Recurrent Costs</b>																				
Salaries and Allowances	4 036	60.3	2 167	32.4	-	-	-	-	-	-	42	0.6	447	6.7	6 692	10.1	216	6 372	104	
Operation & Maintenances	1 418	34.7	-	-	-	-	-	-	-	-	17	0.4	2 650	64.9	4 085	6.1	315	3 407	363	
<b>Total Recurrent Costs</b>	<b>5 454</b>	<b>50.6</b>	<b>2 167</b>	<b>20.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59</b>	<b>0.5</b>	<b>3 097</b>	<b>28.7</b>	<b>10 777</b>	<b>16.2</b>	<b>531</b>	<b>9 780</b>	<b>467</b>	
<b>Total PROJECT COSTS</b>	<b>37 145</b>	<b>55.8</b>	<b>15 000</b>	<b>22.5</b>	<b>1 000</b>	<b>1.5</b>	<b>3 100</b>	<b>4.7</b>	<b>5 000</b>	<b>7.5</b>	<b>59</b>	<b>0.1</b>	<b>5 240</b>	<b>7.9</b>	<b>66 545</b>	<b>100.0</b>	<b>4 626</b>	<b>60 771</b>	<b>1 148</b>	

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
**Disbursements by Semesters and Government Cash Flow**  
 (US\$ '000)

	Financing Available						Total	Costs to	Government of	
	IFAD Loan	OPEC Fund	Smallholder			Project		Cash Flow	Cash Flow	Cumulative
			Farmers (SHFs)	Anchor Firms	PFI					
Amount	Amount	Amount	Amount	Amount	Amount	Costs				
1	885	156	-	4	0	-	1 045	1 119	-74	-74
2	885	156	-	4	0	-	1 045	1 119	-74	-147
3	1 975	468	46	158	249	-	2 895	3 068	-173	-320
4	1 975	468	46	158	249	-	2 895	3 068	-173	-493
5	3 191	1 220	96	313	498	-	5 318	5 677	-359	-853
6	3 191	1 220	96	313	498	-	5 318	5 677	-359	-1 212
7	4 269	1 578	140	465	749	10	7 211	7 696	-486	-1 697
8	4 269	1 578	140	465	749	10	7 211	7 696	-486	-2 183
9	4 190	1 737	140	459	751	10	7 287	7 797	-510	-2 693
10	4 190	1 737	140	459	751	10	7 287	7 797	-510	-3 203
11	2 321	1 406	59	152	252	10	4 200	4 656	-455	-3 658
12	2 321	1 406	59	152	252	10	4 200	4 656	-455	-4 114
13	1 197	860	19	-	0	-	2 076	2 487	-411	-4 525
14	1 197	860	19	-	0	-	2 076	2 487	-411	-4 936
15	545	75	-	-	0	-	621	773	-152	-5 088
16	545	75	-	-	0	-	621	773	-152	-5 240
<b>Total</b>	<b>37 145</b>	<b>15 000</b>	<b>1 000</b>	<b>3 100</b>	<b>5 000</b>	<b>59</b>	<b>61 305</b>	<b>66 545</b>	<b>-5 240</b>	<b>-5 240</b>



Zimbabwe

Horticultural Enterprise Enhancement Project (HEEP)

**Expenditure Accounts Project Cost Summary**

	<b>(Local '000)</b>			<b>(US\$ '000)</b>			<b>%</b>	<b>% Total</b>
	<b>Local</b>	<b>Foreign</b>	<b>Total</b>	<b>Local</b>	<b>Foreign</b>	<b>Total</b>	<b>Foreign Exchange</b>	<b>Base Costs</b>
<b>I. Investment Costs</b>								
Civil Works	3 625 020	402 780	4 027 800	18 125	2 014	20 139	10	31
Goods, Services & Inputs	30 740	260	31 000	154	1	155	1	-
Equipment, Materials & Vehicles	386 834	120 573	507 406	1 934	603	2 537	24	4
Grants & Subsidies	4 838 000	182 000	5 020 000	24 190	910	25 100	4	39
Training & Workshops	706 889	33 443	740 332	3 534	167	3 702	5	6
Technical Assistance & Consultancies	470 698	50 966	521 664	2 353	255	2 608	10	4
<b>Total Investment Costs</b>	<b>10 058 180</b>	<b>790 022</b>	<b>10 848 202</b>	<b>50 291</b>	<b>3 950</b>	<b>54 241</b>	<b>7</b>	<b>84</b>
<b>II. Recurrent Costs</b>								
Salaries and Allowances	1 264 514	40 656	1 305 170	6 323	203	6 526	3	10
Operation & Maintenances	735 523	61 138	796 661	3 678	306	3 983	8	6
<b>Total Recurrent Costs</b>	<b>2 000 037</b>	<b>101 794</b>	<b>2 101 831</b>	<b>10 000</b>	<b>509</b>	<b>10 509</b>	<b>5</b>	<b>16</b>
<b>Total BASELINE COSTS</b>	<b>12 058 217</b>	<b>891 816</b>	<b>12 950 033</b>	<b>60 291</b>	<b>4 459</b>	<b>64 750</b>	<b>7</b>	<b>100</b>
Physical Contingencies	183 373	23 223	206 596	917	116	1 033	11	2
Price Contingencies	142 221	10 126	152 347	711	51	762	7	1
<b>Total PROJECT COSTS</b>	<b>12 383 811</b>	<b>925 166</b>	<b>13 308 977</b>	<b>61 919</b>	<b>4 626</b>	<b>66 545</b>	<b>7</b>	<b>103</b>

Zimbabwe

Horticultural Enterprise Enhancement Project (HEEP)

Expenditure Accounts by Components - Totals Including Contingencies  
(US\$ '000)

	Village Horticultural Garden and 4P Mobilization and Development			Access to Finance		Institutional Support and Project Management		Total
	Village Horticulture Garden Mobilization and Development	4P/Hub and Spoke Identification, Mobilization, and Capacity Building	Public Infrastructure & Matching Grants	Export Horticultural Revolving Fund (EHRF)	Capacity Building for Enhanced Agricultural Lending	Institutional Support	Project Coordination	
<b>I. Investment Costs</b>								
Civil Works	15 375	-	5 377	-	-	-	-	20 752
Goods, Services & Inputs	-	31	-	-	-	-	133	164
Equipment, Materials & Vehicles	-	-	1 433	-	-	93	1 114	2 640
Grants & Subsidies	-	-	9 338	16 335	-	-	-	25 673
Training & Workshops	232	2 054	-	30	48	347	1 117	3 829
Technical Assistance & Consultancies	-	300	-	-	-	145	2 265	2 710
<b>Total Investment Costs</b>	<b>15 607</b>	<b>2 384</b>	<b>16 148</b>	<b>16 366</b>	<b>48</b>	<b>584</b>	<b>4 629</b>	<b>55 768</b>
<b>II. Recurrent Costs</b>								
Salaries and Allowances	-	-	-	337	403	316	5 636	6 692
Operation & Maintenances	2 542	-	-	-	106	98	1 340	4 085
<b>Total Recurrent Costs</b>	<b>2 542</b>	<b>-</b>	<b>-</b>	<b>337</b>	<b>509</b>	<b>413</b>	<b>6 976</b>	<b>10 777</b>
<b>Total PROJECT COSTS</b>	<b>18 149</b>	<b>2 384</b>	<b>16 148</b>	<b>16 703</b>	<b>557</b>	<b>998</b>	<b>11 606</b>	<b>66 545</b>
Taxes	256	183	161	164	51	109	223	1 148
Foreign Exchange	1 815	18	1 615	-	153	299	726	4 626

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Horticultural Enterprise Enhancement Project (HEEP)

**Project Components by Year -- Totals Including Contingencies**

(US\$ '000)

	Totals Including Contingencies								
	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
<b>A. Village Horticultural Garden and 4P Mobilization and Development</b>									
Village Horticulture Garden Mobilization and Development	-	1 077	2 781	3 458	3 512	3 522	3 533	266	18 149
4P/Hub and Spoke Identification, Mobilization, and Capacity Building	25	283	440	675	524	235	103	98	2 384
Public Infrastructure & Matching Grants	-	1 131	2 983	4 465	4 888	2 269	206	207	16 148
<b>Subtotal</b>	25	2 491	6 204	8 599	8 924	6 026	3 842	571	36 682
<b>B. Access to Finance</b>									
Export Horticultural Revolving Fund (EHRF).	64	1 678	3 311	4 954	4 954	1 683	40	19	16 703
Capacity Building for Enhanced Agricultural Lending	35	74	206	74	48	48	48	25	557
<b>Subtotal</b>	99	1 752	3 517	5 028	5 001	1 731	88	44	17 260
<b>C. Institutional Support and Project Management</b>									
Institutional Support	144	373	95	52	158	52	9	116	998
Project Coordination	1 970	1 522	1 537	1 714	1 510	1 502	1 035	816	11 606
<b>Subtotal</b>	2 114	1 895	1 632	1 766	1 668	1 554	1 044	932	12 603
<b>Total PROJECT COSTS</b>	2 238	6 137	11 354	15 392	15 593	9 311	4 973	1 546	66 545

Zimbabwe

Horticultural Enterprise Enhancement Project (HEEP)

**Expenditure Accounts by Years -- Totals Including Contingencies**

(US\$ '000)

	Totals Including Contingencies								
	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
<b>I. Investment Costs</b>									
Civil Works	-	983	3 384	4 429	4 851	4 110	2 995	-	20 752
Goods, Services & Inputs	11	5	21	26	26	26	27	21	164
Equipment, Materials & Vehicles	1 199	204	205	205	206	206	207	208	2 640
Grants & Subsidies	-	2 551	5 118	7 700	7 723	2 582	-	-	25 673
Training & Workshops	113	645	573	783	699	400	298	317	3 829
Technical Assistance & Consultancies	331	366	332	535	369	262	196	319	2 710
<b>Total Investment Costs</b>	<b>1 654</b>	<b>4 755</b>	<b>9 632</b>	<b>13 678</b>	<b>13 874</b>	<b>7 587</b>	<b>3 722</b>	<b>866</b>	<b>55 768</b>
<b>II. Recurrent Costs</b>									
Salaries and Allowances	443	1 071	1 180	1 046	1 034	1 037	574	306	6 692
Operation & Maintenances	141	311	542	669	685	687	677	374	4 085
<b>Total Recurrent Costs</b>	<b>584</b>	<b>1 382</b>	<b>1 722</b>	<b>1 715</b>	<b>1 719</b>	<b>1 724</b>	<b>1 251</b>	<b>680</b>	<b>10 777</b>
<b>Total PROJECT COSTS</b>	<b>2 238</b>	<b>6 137</b>	<b>11 354</b>	<b>15 392</b>	<b>15 593</b>	<b>9 311</b>	<b>4 973</b>	<b>1 546</b>	<b>66 545</b>

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Table 1.1. Village Horticulture Garden Mobilization and Development

**Detailed Costs**

	Unit	Quantities							Total	
		PY1	PY2	PY3	PY4	PY5	PY6	PY7		PY8
<b>I. Investment Costs</b>										
<b>A. Creation and Capacitation of Village Horticulture Gardens in Four (4) Provinces</b>										
Masvingo	Hectare	-	10	25	30	30	30	30	-	155
Matabeleland South	Hectare	-	10	25	30	30	30	30	-	155
Midlands	Hectare	-	10	25	30	30	30	30	-	155
Manic land	Hectare	-	10	25	30	30	30	30	-	155
<b>Subtotal</b>										
<b>B. Provincial ARDA Manager ToT Workshop Costs</b>										
Travel /a	Days	-	40	100	120	120	120	120	-	620
DSA	Days	-	120	300	360	360	360	360	-	1 860
Full board in GoZ Training centre	Days	-	120	300	360	360	360	360	-	1 860
Workshop venue /b	Days	-	12	12	12	12	12	12	-	72
Trainer costs /c	Ls/Workshop	-	4	4	4	4	4	4	-	24
<b>Subtotal</b>										
<b>C. Following year Provincial ARDA Manager Refresher Workshop Costs</b>										
Travel /d	Days	-	-	40	100	120	120	120	120	620
DSA	Days	-	-	80	200	240	240	240	240	1 240
Full board in GoZ Training centre	Days	-	-	80	200	240	240	240	240	1 240
Workshop venue /e	Days	-	-	8	8	8	8	8	8	48
Trainer costs /f	Ls/Workshop	-	-	4	4	4	4	4	4	24
<b>Total Investment Costs</b>										
<b>II. Recurrent Costs</b>										
<b>A. Operating costs</b>										
Operating costs /g	Per Year	-	40	140	220	240	240	240	120	1 240
<b>Total</b>										

\a Per Province x 4 Provinces (Yr1 10 people, Yr2 25, Yr3-7 30)

\b Four Provinces per year x three days per training

\c Trainer cost per Province - travel 25, DSA 25, full board at GoZ training centre 20 - plus fee @150 for 3 days + 3 days @150 prep and report writing

\d Per Province x 4 Provinces (Yr2 10 people, Yr3 25, Yr4-8 30)

\e Four Provinces per year x two days per training

\f Trainer cost per Province - travel 25, DSA 25, full board at GoZ training centre 20 - plus fee @150 for 2 days + 2 days @150 prep and report writing

\g 2,000 a year per scheme for two years (100% GoZ)

Unit Cost (US\$)	Totals Including Contingencies (US\$ '000)									Parameters (in %)		
	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	Phy. Cont. Rate	For. Exch.	Gross Tax Rate
24,000	-	246	616	742	744	746	749	-	3 844	2.0	10.0	0.0
24,000	-	246	616	742	744	746	749	-	3 844	2.0	10.0	0.0
24,000	-	246	616	742	744	746	749	-	3 844	2.0	10.0	0.0
24,000	-	246	616	742	744	746	749	-	3 844	2.0	10.0	0.0
	-	983	2 466	2 968	2 977	2 986	2 995	-	15 375			
25	-	1	3	3	3	3	3	-	16	1.0	10.0	1.0
25	-	3	8	9	9	9	9	-	48	1.0	10.0	1.0
20	-	2	6	7	7	7	7	-	38	1.0	10.0	1.0
100	-	1	1	1	1	1	1	-	7	1.0	10.0	1.0
1,100	-	4	4	4	5	5	5	-	27	1.0	10.0	1.0
	-	12	22	25	25	25	26	-	136			
25	-	-	1	3	3	3	3	3	16	1.0	10.0	1.0
25	-	-	2	5	6	6	6	6	32	1.0	10.0	1.0
20	-	-	2	4	5	5	5	5	25	1.0	10.0	1.0
100	-	-	1	1	1	1	1	1	5	1.0	10.0	1.0
740	-	-	3	3	3	3	3	3	18	1.0	10.0	1.0
	-	996	2 496	3 009	3 020	3 029	3 038	18	15 607			
									96			
2,000	-	81	285	449	491	493	494	248	2 542	1.0	10.0	10.0
	-	1 077	2 781	3 458	3 512	3 522	3 533	266	18 149			

Component	Summary Divisions		Other Ac
	Expenditure Account	Disb. Acct.	
VILLAGE_HORTICULTURE_GARDEN_MOBILIZATION_AND_DEVELOPMENT	CIVIL_WORKS	CIVIL_WORKS_DA	-
VILLAGE_HORTICULTURE_GARDEN_MOBILIZATION_AND_DEVELOPMENT	CIVIL_WORKS	CIVIL_WORKS_DA	-
VILLAGE_HORTICULTURE_GARDEN_MOBILIZATION_AND_DEVELOPMENT	CIVIL_WORKS	CIVIL_WORKS_DA	-
VILLAGE_HORTICULTURE_GARDEN_MOBILIZATION_AND_DEVELOPMENT	CIVIL_WORKS	CIVIL_WORKS_DA	-
VILLAGE_HORTICULTURE_GARDEN_MOBILIZATION_AND_DEVELOPMENT	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	
VILLAGE_HORTICULTURE_GARDEN_MOBILIZATION_AND_DEVELOPMENT	O_&_M_DA	O_&_M	

Accounts	Fin. Rule	IFAD Loan										
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2
IFAD_LOAN ( 41.225% ), OPEC_FUND ( 48.625% ), SMALLHOLDER_FARMERS_SHFS ( 1.2		- 101	254	306	307	308	309	-	1 585	-	120	300
IFAD_LOAN ( 41.225% ), OPEC_FUND ( 48.625% ), SMALLHOLDER_FARMERS_SHFS ( 1.2		- 101	254	306	307	308	309	-	1 585	-	120	300
IFAD_LOAN ( 41.225% ), OPEC_FUND ( 48.625% ), SMALLHOLDER_FARMERS_SHFS ( 1.2		- 101	254	306	307	308	309	-	1 585	-	120	300
IFAD_LOAN ( 41.225% ), OPEC_FUND ( 48.625% ), SMALLHOLDER_FARMERS_SHFS ( 1.2		- 101	254	306	307	308	309	-	1 585	-	120	300
		-	405	###	###	###	###	-	6 338	-	478	1 199
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	0	1	1	1	1	-	3	-	1	2
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	1	2	2	2	2	-	9	-	2	6
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	0	1	1	1	1	-	8	-	2	5
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	0	0	0	0	0	-	1	-	1	1
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	1	1	1	1	1	-	5	-	4	4
		-	2	4	5	5	5	-	27	-	10	17
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	-	0	1	1	1	1	3	-	-	1
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	-	0	1	1	1	1	6	-	-	2
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	-	0	1	1	1	1	5	-	-	1
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	-	0	0	0	0	0	1	-	-	1
IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )		-	-	1	1	1	1	1	4	-	-	2
		-	408	###	###	###	###	4	6 384	-	488	1 223
GOVT		-	-	-	-	-	-	-	-	-	-	-
		-	408	###	###	###	###	4	6 384	-	488	1 223

Expenditures by Financiers (US\$ '000)																							
OPEC Fund						Smallholder Farmers (SHFs)								Government of Zimbabwe									
PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
361	362	363	364	-	1 869	-	3	8	9	9	9	9	-	48	-	22	55	66	66	66	67	-	342
361	362	363	364	-	1 869	-	3	8	9	9	9	9	-	48	-	22	55	66	66	66	67	-	342
361	362	363	364	-	1 869	-	3	8	9	9	9	9	-	48	-	22	55	66	66	66	67	-	342
361	362	363	364	-	1 869	-	3	8	9	9	9	9	-	48	-	22	55	66	66	66	67	-	342
1 443	1 448	1 452	1 456	-	7 476	-	12	31	37	37	37	37	-	191	-	88	220	264	265	266	267	-	1 369
2	2	2	2	-	13	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	-	0
7	7	7	7	-	38	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	-	0
6	6	6	6	-	30	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	-	0
1	1	1	1	-	6	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	-	0
4	4	4	4	-	21	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	-	0
20	20	20	20	-	108	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	-	1
2	2	2	2	2	13	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0
4	5	5	5	5	25	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0
3	4	4	4	4	20	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0
1	1	1	1	1	4	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0
2	2	2	2	2	14	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0
1 476	1 482	1 486	1 491	14	7 660	-	12	31	37	37	37	37	-	191	-	88	220	265	266	266	267	0	1 371
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	81	285	449	491	493	494	248	2 542
1 476	1 482	1 486	1 491	14	7 660	-	12	31	37	37	37	37	-	191	-	169	505	714	757	759	761	248	3 913

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Horticultural Enterprise Enhancement Project (HEEP)

Table 1.2. 4P/Hub and Spoke Identification, Mobilization, and Capacity Building

**Detailed Costs**

	Unit	Quantities							
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8
<b>I. Investment Costs</b>									
<b>A. Mobilization and Capacity Building</b>									
GALS training	Session	-	24	24	24	24	24	24	24
Demonstration of labour saving technologies	Unit	-	5	5	5	5	5	5	-
international women day commemoration	#days	-	2	2	2	2	2	2	2
Women and men forums	session	-	1	1	1	1	1	1	1
Youth Day Commemoration	session	-	1	1	1	1	1	1	1
Youth forums	session	-	1	1	1	1	1	1	1
4P Promotional and Mobilization Costs	Lumpsum	1	2	3	3	1	-	-	-
4P Capacity Building	per 4p	-	2	4	6	6	2	-	-
4P Proposal Development - support to 4P anchor firms	Lumpsum	-	2	4	6	6	2	-	-
Inclusive Horticulture Exposure tour for GoZ, HDC to Ethiopia or Kenya	Lumpsum	-	-	-	1	-	-	-	-
<b>Total</b>									

	Unit Cost (US\$)	Totals Including Contingencies (US\$ '000)									Parameters (in %)		
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	Phy. Cont. Rate	For. Exch.	Gross Tax Rate
168	2,500	-	61	61	61	61	62	62	62	430	1.0	1.0	10.0
30	1,000	-	5	5	5	5	5	5	-	31	1.0	1.0	10.0
14	5,000	-	10	10	10	10	10	10	10	72	1.0	1.0	10.0
7	10,000	-	10	10	10	10	10	10	10	72	1.0	1.0	10.0
7	5,000	-	5	5	5	5	5	5	5	36	1.0	1.0	10.0
7	10,000	-	10	10	10	10	10	10	10	72	1.0	1.0	10.0
10	25,000	25	50	75	75	25	-	-	-	250	0.0	0.0	0.0
20	50,000	-	101	204	306	307	103	-	-	1 021	1.0	1.0	10.0
20	15,000	-	30	60	90	90	30	-	-	300	0.0	0.0	0.0
1	100,000	-	-	-	102	-	-	-	-	102	1.0	1.0	10.0
		25	283	440	675	524	235	103	98	2 384			

Summary Divisions	
Component	Expenditure Account
HUB_AND_SPOKE_IDENTIFICATION_MOBILIZATION_AND_CAPACITY_BUILDING	TRAINING_&_WORKSHOPS_1
HUB_AND_SPOKE_IDENTIFICATION_MOBILIZATION_AND_CAPACITY_BUILDING	GOODS_SERVICES_&_INPUTS
HUB_AND_SPOKE_IDENTIFICATION_MOBILIZATION_AND_CAPACITY_BUILDING	TRAINING_&_WORKSHOPS_1
HUB_AND_SPOKE_IDENTIFICATION_MOBILIZATION_AND_CAPACITY_BUILDING	TA_&_CONSULTANCIES
HUB_AND_SPOKE_IDENTIFICATION_MOBILIZATION_AND_CAPACITY_BUILDING	TRAINING_&_WORKSHOPS_1

Other Accounts	
Disb. Acct.	Fin. Rule
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
GOODS_SERVICES_&_INPUTS_DA	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 35% ), OPEC_FUND ( 35% ), ANCHOR_FIRMS ( 30% )
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 35% ), OPEC_FUND ( 35% ), ANCHOR_FIRMS ( 30% )
TECHNICAL_ASSISTANCE_AND_CONSULTANCIES	IFAD_LOAN ( 50% ), ANCHOR_FIRMS ( 50% )
TRAINING_&_WORKSHOPS	IFAD_LOAN ( 100% )

									Expenditures by Fir								
IFAD Loan									OPEC Fund								
PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
-	27	27	28	28	28	28	28	193	-	27	27	28	28	28	28	28	193
-	2	2	2	2	2	2	-	14	-	2	2	2	2	2	2	-	14
-	5	5	5	5	5	5	5	32	-	5	5	5	5	5	5	5	32
-	5	5	5	5	5	5	5	32	-	5	5	5	5	5	5	5	32
-	2	2	2	2	2	2	2	16	-	2	2	2	2	2	2	2	16
-	5	5	5	5	5	5	5	32	-	5	5	5	5	5	5	5	32
9	18	26	26	9	-	-	-	88	9	18	26	26	9	-	-	-	88
-	32	64	96	97	32	-	-	322	-	32	64	96	97	32	-	-	322
-	15	30	45	45	15	-	-	150	-	-	-	-	-	-	-	-	-
-	-	-	92	-	-	-	-	92	-	-	-	-	-	-	-	-	-
9	110	166	305	197	94	46	44	971	9	95	136	169	152	79	46	44	729

Financiers (US\$ '000)

Anchor Firms									Government of Zimbabwe								
PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
-	-	-	-	-	-	-	-	-	-	6	6	6	6	6	6	6	43
-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	-	3
-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	7
-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	7
-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	4
-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	7
8	15	23	23	8	-	-	-	75	-	-	-0	-0	-	-	-	-	-0
-	27	55	83	83	28	-	-	276	-	10	20	31	31	10	-	-	102
-	15	30	45	45	15	-	-	150	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	10	-	-	-	-	10
8	57	107	150	135	43	-	-	501	-	20	31	51	41	21	10	10	183

Zimbabwe  
Horticultural Enterprise Enhancement Project (HEEP)  
Table 1.4. Public Infrastructure

**Detailed Costs**

	Unit	Quantities								Unit Cost				
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	(US\$)	PY1	PY2	PY3
<b>I. Investment Costs</b>														
<b>A. Installation of Climate Proofed Public Infrastructure</b>														
<b>1. Climate proofed road rehabilitation (Total 110km)</b>														
Design (Inclusive safeguard studies)	KM	-	-	30	40	40	-	-	-	110	200	-	-	6
Construction	KM	-	-	30	40	40	-	-	-	110	23,000	-	-	690
Supervision	KM	-	-	30	40	40	-	-	-	110	200	-	-	6
<b>Subtotal</b>												-	-	702
<b>2. Farm roads</b>														
Design & Supervision	KM	-	-	50	100	200	250	-	-	600	1,000	-	-	50
Construction	KM	-	-	50	100	200	250	-	-	600	3,000	-	-	150
<b>Subtotal</b>												-	-	200
<b>3. Basic Community Storage Units (Total 15 units)</b>														
Design (Inclusive safeguard studies)	Unit	-	-	-	50	50	50	-	-	150	200	-	-	-
Construction	Unit	-	-	-	50	50	50	-	-	150	1,500	-	-	-
Supervision	Unit	-	-	-	50	50	50	-	-	150	200	-	-	-
<b>Subtotal</b>												-	-	-
<b>Subtotal</b>												-	-	902
B. Renewable energy investments	Lumpsum	-	1	1	1	1	1	1	1	7	200,000	-	200	200
<b>C. Matching Grants</b>														
4P Core Matching Grants	Per 4P	-	2	4	6	6	2	-	-	20	250,000	-	500	1 000
4P Climate Resilience Grants	Per 4P	-	2	4	6	6	2	-	-	20	105,000	-	210	420
4P Innovation Grants	Per 4P	-	2	4	6	6	2	-	-	20	100,000	-	200	400
<b>Total</b>												-	1 110	2 922

Base Cost (US\$ '000)						Totals Including Contingencies (US\$ '000)									
PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	
8	8	-	-	-	22	-	-	6	8	8	-	-	-	22	
920	920	-	-	-	2 530	-	-	702	939	942	-	-	-	2 583	
8	8	-	-	-	22	-	-	6	8	8	-	-	-	22	
936	936	-	-	-	2 574	-	-	714	955	958	-	-	-	2 628	
100	200	250	-	-	600	-	-	51	102	205	257	-	-	614	
300	600	750	-	-	1 800	-	-	153	306	614	770	-	-	1 843	
400	800	1 000	-	-	2 400	-	-	204	408	819	1 027	-	-	2 458	
10	10	10	-	-	30	-	-	-	10	10	10	-	-	31	
75	75	75	-	-	225	-	-	-	77	77	77	-	-	230	
10	10	10	-	-	30	-	-	-	10	10	10	-	-	31	
95	95	95	-	-	285	-	-	-	97	97	98	-	-	292	
1 431	1 831	1 095	-	-	5 259	-	-	918	1 461	1 874	1 124	-	-	5 377	
200	200	200	200	200	1 400	-	203	204	204	205	205	206	207	1 433	
1 500	1 500	500	-	-	5 000	-	507	1 018	1 531	1 536	513	-	-	5 105	
630	630	210	-	-	2 100	-	218	437	657	659	220	-	-	2 191	
600	600	200	-	-	2 000	-	203	407	612	614	205	-	-	2 042	
4 361	4 761	2 205	200	200	15 759	-	1 131	2 983	4 465	4 888	2 269	206	207	16 148	

Parameters (in %)			Summary Divisions			
Phy.	Cont.	For.	Gross			Other Ac
Rate	Exch.	Tax Rate	Component	Expenditure Account	Disb. Acct.	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	CIVIL_WORKS	CIVIL_WORKS_DA	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	CIVIL_WORKS	CIVIL_WORKS_DA	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	CIVIL_WORKS	CIVIL_WORKS_DA	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	CIVIL_WORKS	CIVIL_WORKS_DA	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	CIVIL_WORKS	CIVIL_WORKS_DA	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	CIVIL_WORKS	CIVIL_WORKS_DA	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	EQUIPMENT_MATERIALS_&_VEHICLES	E_M_&_V_DA	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	GRANTS_&_SUBSIDIES_1	GRANTS_&_SUBSIDIES	
3.2	10.0	1.0	PUBLIC_INFRASTRUCTURE	GRANTS_&_SUBSIDIES_1	GRANTS_&_SUBSIDIES	
1.0	10.0	1.0	PUBLIC_INFRASTRUCTURE	GRANTS_&_SUBSIDIES_1	GRANTS_&_SUBSIDIES	

Accounts	Fin. Rule	IFAD Loan								
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	1	2	2	-	-	-	4
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	139	186	186	-	-	-	511
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	1	2	2	-	-	-	4
		-	-	141	189	190	-	-	-	520
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	10	20	41	51	-	-	122
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	30	61	122	152	-	-	365
		-	-	40	81	162	203	-	-	487
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	-	2	2	2	-	-	6
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	-	15	15	15	-	-	46
	IFAD_LOAN ( 20% ), OPEC_FUND ( 80% )	-	-	-	2	2	2	-	-	6
		-	-	-	19	19	19	-	-	58
		-	-	182	289	371	223	-	-	1 065
	IFAD_LOAN ( 100% )	-	201	201	202	203	203	204	205	1 419
	IFAD_LOAN ( 87% ), SMALLHOLDER_FARMERS_SHFS ( 10% )	-	442	887	1 335	1 339	448	-	-	4 451
	IFAD_LOAN ( 81% ), SMALLHOLDER_FARMERS_SHFS ( 7% ), ANCHOR_FIRMS ( 12% )	-	175	350	527	528	177	-	-	1 757
	IFAD_LOAN ( 81% ), SMALLHOLDER_FARMERS_SHFS ( 7% ), ANCHOR_FIRMS ( 12% )	-	122	244	368	369	123	-	-	1 226
		-	940	1 865	2 721	2 810	1 174	204	205	9 917

Expenditures by Financiers (US\$ '000)																	
OPEC Fund									Smallholder Farmers (SHFs)								
PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
-	-	5	6	6	-	-	-	18	-	-	-	-	-	-	-	-	-
-	-	556	744	746	-	-	-	2 046	-	-	-	-	-	-	-	-	-
-	-	5	6	6	-	-	-	18	-	-	-	-	-	-	-	-	-
-	-	566	757	759	-	-	-	2 081	-	-	-	-	-	-	-	-	-
-	-	40	81	162	203	-	-	487	-	-	-	-	-	-	-	-	-
-	-	121	243	486	610	-	-	1 460	-	-	-	-	-	-	-	-	-
-	-	161	323	649	813	-	-	1 946	-	-	-	-	-	-	-	-	-
-	-	-	8	8	8	-	-	24	-	-	-	-	-	-	-	-	-
-	-	-	61	61	61	-	-	182	-	-	-	-	-	-	-	-	-
-	-	-	8	8	8	-	-	24	-	-	-	-	-	-	-	-	-
-	-	-	77	77	77	-	-	231	-	-	-	-	-	-	-	-	-
-	-	727	1 157	1 485	890	-	-	4 259	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	51	102	153	154	51	-	-	510
-	-	-	-	-	-	-	-	-	-	15	30	46	46	15	-	-	152
-	-	-	-	-	-	-	-	-	-	15	29	44	44	15	-	-	146
-	-	727	1 157	1 485	890	-	-	4 259	-	80	161	243	243	81	-	-	809

Anchor Firms									Government of Zimbabwe								
PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
-	-	-	-	-	-	-	-	-	-	-	0	0	0	-	-	-	0
-	-	-	-	-	-	-	-	-	-	-	7	9	9	-	-	-	26
-	-	-	-	-	-	-	-	-	-	-	0	0	0	-	-	-	0
-	-	-	-	-	-	-	-	-	-	-	7	10	10	-	-	-	26
-	-	-	-	-	-	-	-	-	-	-	1	1	2	3	-	-	6
-	-	-	-	-	-	-	-	-	-	-	2	3	6	8	-	-	18
-	-	-	-	-	-	-	-	-	-	-	2	4	8	10	-	-	25
-	-	-	-	-	-	-	-	-	-	-	-	0	0	0	-	-	0
-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	-	-	2
-	-	-	-	-	-	-	-	-	-	-	-	0	0	0	-	-	0
-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	-	-	3
-	-	-	-	-	-	-	-	-	-	-	9	15	19	11	-	-	54
-	-	-	-	-	-	-	-	-	-	2	2	2	2	2	2	2	14
-	-	-	-	-	-	-	-	-	-	14	29	43	43	14	-	-	143
-	26	52	78	79	26	-	-	261	-	2	4	7	7	2	-	-	22
-	64	129	195	195	65	-	-	649	-	2	4	6	6	2	-	-	20
-	90	181	273	274	91	-	-	910	-	20	48	72	77	32	2	2	254

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Table 2.1. Export Horticultural Revolving Fund (EHRF).  
**Detailed Costs**

	Unit	Quantities								Total
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	
<b>I. Investment Costs</b>										
<b>A. Export Horticultural Revolving Fund (EHRF).</b>										
EHRF Disbursements from IFAD Loan	Per 4P	-	2	4	6	6	2	-	-	20
B. Physibility studies	per study	3	-	-	-	-	-	-	-	3
<b>Total Investment Costs</b>										
<b>II. Recurrent Costs</b>										
<b>A. Salaries and Allowances</b>										
Export Finance/Insurance Facilitation	Per Month	1	1	1	1	-	-	-	-	4
Export Finance/Insurance Portfolio Administrator	Per Month	6	13	13	13	13	13	13	6	90
<b>Total Recurrent Costs</b>										
<b>Total</b>										

Unit Cost (US\$)	Totals Including Contingencies (US\$ '000)								Total
	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	
800,000	-	1 623	3 256	4 899	4 914	1 643	-	-	16 335
10,000	30	-	-	-	-	-	-	-	30
	30	1 623	3 256	4 899	4 914	1 643	-	-	16 366
15,000	15	15	15	15	-	-	-	-	61
3,000	18	40	40	40	40	40	40	19	276
	33	55	55	55	40	40	40	19	337
	64	1 678	3 311	4 954	4 954	1 683	40	19	16 703

Parameters (in %)			Summary Divisions		Other Accounts	
Phy.	For.	Gross	Component	Expenditure Account	Disb. Acct.	Fin. Rule
Cont. Rate	Exch.	Tax Rate				
1.0	0.0	1.0	EXPORT_HORTICULTURAL_REVOLVING_FUND	GRANTS_&_SUBSIDIES_1	GRANTS_&_SUBSIDIES	IFAD_LOAN ( 58% ), PFIS ( 31% ), ANCHOR_FIRMS ( 11% )
1.0	0.0	1.0	EXPORT_HORTICULTURAL_REVOLVING_FUND	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	IFAD_LOAN ( 100% )
1.0	0.0	0.0	EXPORT_HORTICULTURAL_REVOLVING_FUND	S_&_A_DA	S_&_A	IFAD_LOAN ( 100% )
1.0	0.0	0.0	EXPORT_HORTICULTURAL_REVOLVING_FUND	S_&_A_DA	S_&_A	IFAD_LOAN ( 100% )

Expenditures by Financiers (US\$ '000)																																			
IFAD Loan									Anchor Firms								PFIs								Government of Zimbabwe										
PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
-	943	1 892	2 846	2 855	954	-	-	9 489	-	168	337	507	508	170	-	-	1 690	-	496	995	1 497	1 502	502	-	-	4 993	-	16	33	49	49	16	-	-	163
30	-	-	-	-	-	-	-	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	-	-	0
30	943	1 892	2 846	2 855	954	-	-	9 519	-	168	337	507	508	170	-	-	1 690	-	496	995	1 497	1 502	502	-	-	4 993	0	16	33	49	49	16	-	-	164
15	15	15	15	-	-	-	-	61	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	40	40	40	40	40	40	19	276	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
33	55	55	55	40	40	40	19	337	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
63	998	1 947	2 901	2 894	994	40	19	9 856	-	168	337	507	508	170	-	-	1 690	-	496	995	1 497	1 502	502	-	-	4 993	0	16	33	49	49	16	-	-	164

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Table 2.2. Capacity Building for Enhanced Agricultural Lending  
**Detailed Costs**

	Unit	Quantities								Unit Cost (US\$)	Totals Including C				
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8		Total	PY1	PY2	PY3	PY4
<b>I. Investment Costs</b>															
<b>A. Capacity Building for Enhanced Agricultural Lending</b>															
<b>1. Capacity Building</b>															
Training Workshops	Workshop	6	6	6	6	6	6	6	6	48	200	1	1	1	1
Coaching Workshops	Workshop	6	6	6	6	6	6	6	6	48	200	1	1	1	1
Group Coaching Sessions	Session	12	12	12	12	12	12	12	12	96	200	2	2	2	2
<b>Subtotal</b>												5	5	5	5
B. Market study for appropriate crop insurance for smallholder farmers	Lumpsum	1	-	-	-	-	-	-	-	1	10,000	10	-	-	-
<b>Total Investment Costs</b>												15	5	5	5
<b>II. Recurrent Costs</b>															
<b>A. Access to Finance Specialist</b>															
Access to Finance Specialist	Per Month	6	13	13	13	13	13	13	6	90	3,000	19	41	41	41
DSA for Access Specialist (4 days per month)	Per days	48	48	48	48	48	48	48	48	384	25	1	1	1	1
TA contract for 4 PFIs, \$25,000 each = \$100000	Lumpsum	-	1	2	1	-	-	-	-	4	25,000	-	26	53	27
PFI/GOZ Inclusive Finance Exposure tour	Lumpsum	-	-	1	-	-	-	-	-	1	100,000	-	-	106	-
<b>Total Recurrent Costs</b>												20	69	201	69
<b>Total</b>												35	74	206	74

Contingencies (US\$ '000)					Parameters (in %)		
PY5	PY6	PY7	PY8	Total	Phy. Cont. Rate	For. Exch.	Gross Tax Rate
1	1	1	1	10	0.0	0.0	0.0
1	1	1	1	10	0.0	0.0	0.0
2	2	2	2	19	0.0	0.0	0.0
5	5	5	5	38			
-	-	-	-	10	0.0	0.0	0.0
5	5	5	5	48			
42	42	42	19	287	5.0	30.0	10.0
1	1	1	1	10	5.0	30.0	10.0
-	-	-	-	106	5.0	30.0	10.0
-	-	-	-	106	5.0	30.0	10.0
43	43	43	21	509			
48	48	48	25	557			

Component	Summary Divisions		Other Accounts	
	Expenditure Account	Disb. Acct.	Fin. Rule	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	IFAD_LOAN ( 80% ), PFIS ( 20% )	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	IFAD_LOAN ( 80% ), PFIS ( 20% )	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	IFAD_LOAN ( 80% ), PFIS ( 20% )	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	IFAD_LOAN ( 100% )	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	S_&_A_DA	S_&_A	IFAD_LOAN ( 100% )	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	S_&_A_DA	S_&_A	IFAD_LOAN ( 100% )	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	O_&_M_DA	O_&_M	IFAD_LOAN ( 100% )	
CAPACITY_BUILDING_FOR_ENHANCED_AGRICULTURAL_LENDING	S_&_A_DA	S_&_A	IFAD_LOAN ( 100% )	

Expenditures by Financiers (US\$ '000)																										
IFAD Loan									PFIs									Government of Zimbabwe								
PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
1	1	1	1	1	1	1	1	8	0	0	0	0	0	0	0	0	2	-	-	-	-	-	-	-	-	-
1	1	1	1	1	1	1	1	8	0	0	0	0	0	0	0	0	2	-	-	-	-	-	-	-	-	-
2	2	2	2	2	2	2	2	15	0	0	0	0	0	0	0	0	4	-	-	-	-	-	-	-	-	-
4	4	4	4	4	4	4	4	31	1	1	1	1	1	1	1	1	8	-	-	-	-	-	-	-	-	-
10	-	-	-	-	-	-	-	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
14	4	4	4	4	4	4	4	41	1	1	1	1	1	1	1	1	8	-	-	-	-	-	-	-	-	-
17	37	37	37	37	37	38	17	258	-	-	-	-	-	-	-	-	-	2	4	4	4	4	4	4	2	29
1	1	1	1	1	1	1	1	9	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0	0	1
-	24	48	24	-	-	-	-	95	-	-	-	-	-	-	-	-	-	-	3	5	3	-	-	-	-	11
-	-	95	-	-	-	-	-	95	-	-	-	-	-	-	-	-	-	-	-	11	-	-	-	-	-	11
18	62	181	62	39	39	39	19	458	-	-	-	-	-	-	-	-	-	2	7	20	7	4	4	4	2	51
32	66	185	66	42	42	43	22	499	1	1	1	1	1	1	1	1	8	2	7	20	7	4	4	4	2	51

Zimbabwe  
Horticultural Enterprise Enhancement Project (HEEP)  
Table 3.1. Institutional Support

**Detailed Costs**

	Unit	Quantities								Total
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	
<b>I. Investment Costs</b>										
A. Women Empowerment in Agriculture Index (WEAI)	Lumpsum	-	1	-	-	1	-	-	1	3
B. TA development of Targeting and Social Inclusion Strategy	Lumpsum	-	1	-	-	-	-	-	-	1
<b>C. Support to MLAFWRD</b>										
Support to MLAFWRD for horticultural survey	Lumpsum									
M&E training for MLAFWRD staff	Lumpsum									
<b>Subtotal</b>										
<b>D. Support to HDC - Capital Costs</b>										
Vehicle - Toyota Hilux Double Cab 2.8L GD with canopy	Unit	1	-	-	-	-	-	-	-	1
Laptop	Unit	1	-	-	-	-	-	-	-	1
Cell phone	Unit	1	-	-	-	-	-	-	-	1
Office Furniture	Unit	1	-	-	-	-	-	-	-	1
<b>Subtotal</b>										
<b>E. Capacity building for DRSS on draught crop and seed varieties</b>										
Environment Climate change and Social safeguards	Lumpsum	-	1	-	-	-	-	-	-	1
Training on ESS	Lumpsum	-	1	-	-	-	-	-	-	1
Training of Agritex staff	Lumpsum	-	1	-	-	-	-	-	-	1
Support on acces to climate information and Early warning	Lumpsum	-	1	-	-	-	-	-	-	1
<b>Subtotal</b>										
<b>Total Investment Costs</b>										
<b>II. Recurrent Costs</b>										
A. TA community mobilisation specialist	Per Month	2	2	2	2	2	2	2	2	16
<b>B. Support to HDC</b>										
<b>1. Staff and Administration Costs</b>										
Project Coordination	Per Month	6.5	13	13	6.5	6.5	6.5	-	-	52
Market Linkage Specialist (includes statutory employer costs)	Per Month	6.5	13	13	6.5	6.5	6.5	-	-	52
<b>Subtotal</b>										
<b>2. Operational Costs</b>										
Fuel (@2000 km/month = 200 lts/month)	Per Days	12	24	24	12	12	12	-	-	96
Vehicle licensing and insurance (5% of insured value)	Per Days	12	24	24	12	12	12	-	-	96
Vehicle repairs and maintenance	Per Days	12	24	24	12	12	12	-	-	96
DSA (2 days/month @ \$100/day)	Per Days	12	24	24	12	12	12	-	-	96
Accommodation costs (2 nights/month @ \$140/night)	Per Days	12	24	24	12	12	12	-	-	96
Communication allowance	Per Days	12	24	24	12	12	12	-	-	96
Administration	Per Days	12	24	24	12	12	12	-	-	96
<b>Subtotal</b>										
<b>Subtotal</b>										
<b>Total Recurrent Costs</b>										
<b>Total</b>										

Unit Cost (US\$)	Totals Including Contingencies (US\$ '000)								Parameters (in %)			Summary Divisions			Other A	
	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	Phy. Cont. Rate	For. Exch.	Gross Tax Rate	Summary Divisions			Disb. Acct.
													Component	Expenditure Account		
60,000	-	63	-	-	64	-	-	64	192	5.0	30.0	15.0	INSTITUTIONAL_SUPPORT	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	
15,000	-	18	-	-	-	-	-	-	18	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	TA_&_CONSULTANCIES	TECHNICAL_ASSISTANCE_AND_CONSULTANCIES	
	-	42	-	-	42	-	-	43	127	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	TA_&_CONSULTANCIES	TECHNICAL_ASSISTANCE_AND_CONSULTANCIES	
	-	60	-	-	-	-	-	60	60	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	
	-	102	-	-	42	-	-	43	186							
75,000	89	-	-	-	-	-	-	-	89	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	EQUIPMENT_MATERIALS_&_VEHICLES	E_M_&_V_DA	
1,500	2	-	-	-	-	-	-	-	2	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	EQUIPMENT_MATERIALS_&_VEHICLES	E_M_&_V_DA	
500	1	-	-	-	-	-	-	-	1	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	EQUIPMENT_MATERIALS_&_VEHICLES	E_M_&_V_DA	
800	1	-	-	-	-	-	-	-	1	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	EQUIPMENT_MATERIALS_&_VEHICLES	E_M_&_V_DA	
	93	-	-	-	-	-	-	-	93							
20,000	-	24	-	-	-	-	-	-	24	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	
20,000	-	24	-	-	-	-	-	-	24	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	
20,000	-	24	-	-	-	-	-	-	24	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	
20,000	-	24	-	-	-	-	-	-	24	19.0	30.0	10.0	INSTITUTIONAL_SUPPORT	TRAINING_&_WORKSHOPS_1	TRAINING_&_WORKSHOPS	
	-	96	-	-	-	-	-	-	96							
	93	278	-	-	106	-	-	107	584							
4,000	8	8	8	8	9	9	9	9	68	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	S_&_A_DA	S_&_A	
500	3	7	7	3	3	3	-	-	28	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	S_&_A_DA	S_&_A	
4,000	27	55	55	28	28	28	-	-	220	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	S_&_A_DA	S_&_A	
	31	62	62	31	31	31	-	-	248							
180	2	5	5	2	2	2	-	-	18	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	O_&_M_DA	O_&_M	
165	2	4	4	2	2	2	-	-	17	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	O_&_M_DA	O_&_M	
43	1	1	1	1	1	1	-	-	4	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	O_&_M_DA	O_&_M	
100	1	3	3	1	1	1	-	-	10	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	O_&_M_DA	O_&_M	
140	2	4	4	2	2	2	-	-	14	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	O_&_M_DA	O_&_M	
25	0	1	1	0	0	0	-	-	3	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	O_&_M_DA	O_&_M	
309	4	8	8	4	4	4	-	-	31	5.0	30.0	10.0	INSTITUTIONAL_SUPPORT	O_&_M_DA	O_&_M	
	12	24	24	12	12	12	-	-	98							
	43	86	86	43	43	44	-	-	345							
	51	94	95	52	52	52	9	9	413							
	144	373	95	52	158	52	9	116	998							

ccounts	Fin. Rule	Expenditures by Financiers (US\$ '000)																											
		IFAD Loan								HDC								Government of Zimbabwe											
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	
IFAD_LOAN ( 100%)		-	54	-	-	54	-	-	55	163	-	-	-	-	-	-	-	-	-	-	-	9	-	-	10	-	-	10	29
IFAD_LOAN ( 100%)		-	16	-	-	-	-	-	16	16	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2
IFAD_LOAN ( 100%)		-	38	-	-	38	-	-	38	114	-	-	-	-	-	-	-	-	-	-	-	4	-	-	4	-	-	4	13
IFAD_LOAN ( 100%)		-	54	-	-	-	-	-	54	54	-	-	-	-	-	-	-	-	-	-	-	6	-	-	-	-	-	-	6
		-	91	-	-	38	-	-	38	168	-	-	-	-	-	-	-	-	-	-	-	10	-	-	4	-	-	4	19
IFAD_LOAN ( 100%)		80	-	-	-	-	-	-	80	80	-	-	-	-	-	-	-	-	-	9	-	-	-	-	-	-	-	-	9
IFAD_LOAN ( 100%)		2	-	-	-	-	-	-	2	2	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	0
IFAD_LOAN ( 100%)		1	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	0
IFAD_LOAN ( 100%)		1	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	0
		83	-	-	-	-	-	-	83	83	-	-	-	-	-	-	-	-	-	9	-	-	-	-	-	-	-	-	9
IFAD_LOAN ( 100%)		-	22	-	-	-	-	-	22	22	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2
IFAD_LOAN ( 100%)		-	22	-	-	-	-	-	22	22	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2
IFAD_LOAN ( 100%)		-	22	-	-	-	-	-	22	22	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2
IFAD_LOAN ( 100%)		-	22	-	-	-	-	-	22	22	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	2
		-	86	-	-	-	-	-	86	86	-	-	-	-	-	-	-	-	-	-	-	10	-	-	-	-	-	-	10
		83	247	-	-	92	-	-	93	516	-	-	-	-	-	-	-	-	-	9	31	-	-	14	-	-	14	68	109
IFAD_LOAN ( 100%)		8	8	8	8	8	8	8	61	61	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	7	7
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		3	6	6	2	2	2	-	20	20	-	-	-	2	2	2	-	-	5	0	1	1	0	0	0	-	-	3	3
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		25	49	50	12	12	12	-	161	161	-	-	-	12	12	12	-	-	37	3	5	6	3	3	3	-	-	22	22
		28	56	56	14	14	14	-	181	181	-	-	-	14	14	14	-	-	42	3	6	6	3	3	3	-	-	25	25
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		2	4	4	1	1	1	-	13	13	-	-	-	1	1	1	-	-	3	0	0	0	0	0	0	-	-	2	2
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		2	4	4	1	1	1	-	12	12	-	-	-	1	1	1	-	-	3	0	0	0	0	0	0	-	-	2	2
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		0	1	1	0	0	0	-	3	3	-	-	-	0	0	0	-	-	1	0	0	0	0	0	0	-	-	0	0
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		1	2	2	1	1	1	-	7	7	-	-	-	1	1	1	-	-	2	0	0	0	0	0	0	-	-	1	1
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		2	3	3	1	1	1	-	10	10	-	-	-	1	1	1	-	-	2	0	0	0	0	0	0	-	-	1	1
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		0	1	1	0	0	0	-	2	2	-	-	-	0	0	0	-	-	0	0	0	0	0	0	0	-	-	0	0
IFAD_LOAN ( 100% FOR 3, 50% FOR 5), HDC ( 0% FOR 3, 50% FOR 5)		4	7	7	2	2	2	-	23	23	-	-	-	2	2	2	-	-	5	0	1	1	0	0	0	-	-	3	3
		11	22	22	6	6	6	-	71	71	-	-	-	6	6	6	-	-	17	1	2	2	1	1	1	-	-	10	10
		39	77	78	19	20	20	-	252	252	-	-	-	19	20	20	-	-	59	4	9	9	4	4	4	-	-	35	35
		46	85	85	27	27	27	8	314	314	-	-	-	19	20	20	-	-	59	5	9	9	5	5	5	1	1	41	41
		130	332	332	85	119	119	8	101	830	-	-	-	19	20	20	-	-	59	14	40	40	9	5	19	5	1	15	109

Zimbabwe  
Horticultural Enterprise Enhancement Project (HEEP)  
Table 3.2. Project Coordination

Detailed Costs	Unit	Quantities								Total
		PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	
<b>I. Investment Costs</b>										
<b>A. Equipment and Materials - PMU</b>										
Laptops and desk screens	No.	19	-	-	-	-	-	-	-	19
Network storage	No.	1	-	-	-	-	-	-	-	1
Mobile phones	No.	21	-	-	-	-	-	-	-	21
Office refurbishment	No.	1	-	-	-	-	-	-	-	1
Office equipment for office furniture /a	No.	1	-	-	-	-	-	-	-	1
Photocopier/printer	No.	3	-	-	-	-	-	-	-	3
<b>Subtotal</b>										
<b>B. Equipment and Materials - Regional Offices /b</b>										
Laptops	No.	23	-	-	-	-	-	-	-	23
External hard drives	No.	23	-	-	-	-	-	-	-	23
Mobile phones	No.	23	-	-	-	-	-	-	-	23
Office refurbishment	No.	3	-	-	-	-	-	-	-	3
Office equipment - 23 sets of desks, desk chairs, visitors chairs - \$11:	No.	23	-	-	-	-	-	-	-	23
Photocopier/printer	No.	3	-	-	-	-	-	-	-	3
<b>Subtotal</b>										
<b>C. Accounting System</b>										
Accounting software	Lumpsum	1	-	-	-	-	-	-	-	1
<b>D. Vehicles and Motorcycles for Project Staff</b>										
Project Management Unit	Unit	4	-	-	-	-	-	-	-	4
Regional Project Management Unit	Unit	6	-	-	-	-	-	-	-	6
20 District Motor Cycles - 1 for each district	Unit	20	-	-	-	-	-	-	-	20
<b>Subtotal</b>										
<b>E. Workshops</b>										
Startup workshop at National Level	Per Year	1	-	-	-	-	-	-	-	1
Three information meetings	Per Year	3	-	-	-	-	-	-	-	3
IFAD Financial Management Workshop	Per Year	-	1	1	1	1	-	-	-	4
IFAD implementation workshop	No.	-	2	2	2	2	2	2	2	14
AWPB Workshops	Per Year	-	1	1	1	1	1	1	-	6
<b>Subtotal</b>										
<b>F. Monitoring and Evaluation</b>										
Baseline, Mid-line and Impact surveys	No.	1	-	-	1	-	-	-	1	3
TA for setting up MIS and M&E plan	Person days	30	-	-	-	-	-	-	-	30
Workshop with project stakeholders	No.	1	-	-	-	-	-	-	-	1
MIS	Annual	1	-	-	-	-	-	-	-	1
Training with implementing partners on M&E	No.	-	12	12	12	12	12	12	12	84
TA for M&E during implementation	Person days	-	15	-	10	-	-	-	-	25
Tablets for data collection	No.	20	-	-	-	-	-	-	-	20
Field visits by M&E Officer	Lumpsum	-	12	12	12	12	12	12	12	84
Mid term Review	No.	-	-	-	1	-	-	-	-	1
AWPB and Review	No.	1	1	1	1	1	1	1	1	8
Coordination Committee meetings	No.	2	2	2	2	2	-	-	-	10
Provincial consultative Meetings	No.	4	-	-	-	-	-	-	-	4
IFAD Supervision Missions	Per Year	-	2	2	2	2	2	2	2	14
Project Completion Report	Lumpsum	-	-	-	-	-	-	-	1	1
<b>Subtotal</b>										
<b>G. Knowledge Management</b>										
Field visits by KM Officer	Lumpsum	4	4	4	4	4	-	-	-	20
Exchange visits for farmer organisations	No.	-	10	10	-	-	-	-	-	20
KM publication	No.	-	-	3	3	3	3	3	3	18
Thematic studies	No.	-	1	1	1	1	1	1	1	7
Internships for Zimbabwe university students	Per Month	-	9	9	9	9	9	9	9	63
Support to University students for MSc and PhD studies linked to proj	Campaign	-	1	1	1	1	1	1	1	7
Development of short videos	Lumpsum	-	-	-	1	1	1	1	1	5
Printing of communication materials	Lumpsum	1	1	1	1	1	1	1	1	8
<b>Subtotal</b>										
<b>H. Technical Assistance to PMU Office</b>										
Senior Horticulture and Agribusiness Advisor	Lumpsum									
Horticulture and Agribusiness Specialist	Lumpsum									
Senior 4P/Partnership Advisor	Lumpsum									
Farming as Business Advisor	Lumpsum									
Senior Export Finance Advisor	Lumpsum									
Access to Finance Advisor	Lumpsum									
Hydrologist	Lumpsum									
Pest Management Officer	Lumpsum									
<b>Subtotal</b>										
<b>Total Investment Costs</b>										
<b>II. Recurrent Costs</b>										
<b>A. National Project Management Unit</b>										
National Project Coordinator	Per Month	6	12	12	12	12	12	6	3	75
Senior Procurement Officer	Per Month	6	12	12	12	12	12	6	3	75
Junior Procurement assistant/clerk	Per Month	6	12	12	12	12	12	6	3	75
Chief Accountant	Per Month	6	12	12	12	12	12	6	3	75
Junior Accountant	Per Month	6	12	12	12	12	12	6	3	75
Climate Smart Agriculture Advisor	Per Month	6	12	12	12	12	12	6	3	75
M&E and Planning Specialist	Per Month	6	12	12	12	12	12	6	3	75
Environment Safeguard Specialist	Per Month	6	12	12	12	12	12	6	3	75
Driver/Office assistant X3 /c	Per Month	24	48	48	48	48	48	24	12	300
Assistant Horticulture Officer	Per Month	6	12	12	12	12	12	6	3	75
Nutrition Garden Specialist	Per Month	6	12	12	12	12	12	6	3	75
Senior Social Inclusion Specialist (Shared with HEEP, SIRP, SACP)	Per Month	6	12	12	12	12	12	6	3	75
KM and communication specialist (Shared with SIRP, SACP & HEEP)	Per Month	6	12	12	12	12	12	6	3	75
Social Inclusion Officer	Per Month	6	12	12	12	12	12	6	3	75
Office Secretary (Shared by HEEP, SACP & SIRP)	Per Month	6	12	12	12	12	12	6	3	75
Senior Infrastructure Specialist	Per Month	6	12	12	12	12	12	6	3	75
<b>Subtotal</b>										

**B. Three (3) Regional Offices (Bulawayo/Mutare/Masvingo) /d**

Provincial Horticultural Specialist/Provincial Coordinator	Per Month	18	36	36	36	36	36	18	9	225
Agribusiness Specialist	Per Month	18	36	36	36	36	36	18	9	225
Climate Smart Agriculture Specialist	Per Month	18	36	36	36	36	36	18	9	225
Infrastructure Officer	Per Month	18	36	36	36	36	36	18	9	225
Social Inclusion and Nutrition Officer	Per Month	18	36	36	36	36	36	18	9	225
M&E and Planning Officer	Per Month	18	36	36	36	36	36	18	9	225
Junior Procurement Officer	Per Month	18	36	36	36	36	36	18	9	225
Driver/office assistant.	Per Month	36	72	72	72	72	72	36	18	450

**Subtotal****C. Office Rent**

Head Offices	Per Year	12	12	12	12	12	12	12	12	96
Regional Offices /e	Per Year	36	36	36	36	36	36	36	36	288

**Subtotal****D. Per Diem in Country Travel**

Joint Management Unit /f	Per Days	24	240	240	240	240	240	120	60	1 404
Project Management Unit /g	Per Days	80	1 600	1 600	1 600	1 600	1 600	800	400	9 280
Region Peoject Management Unit /h	Per Days	90	1 600	1 600	1 600	1 600	1 600	900	450	9 440

**Subtotal****E. Project Technical Committee /i**

Per year	1	1	1	1	1	1	1	1	-	7
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**F. District Extension Officers**

District Extension Officers allowances	Per Month	20	20	20	20	20	20	20	20	160
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**G. Airtime Allowances**

Airtime allocation - Joint Management Unit	Per Month	7	7	7	7	7	7	7	7	56
Airtime allocation - Project Management Unit	Per Month	18	18	18	18	18	18	18	18	144
Airtime allocation - Regional Project Management Unit	Per Month	21	21	21	21	21	21	21	21	168
Airtime allocation - District	Per Month	20	20	20	20	20	20	20	20	160

**Subtotal****H. Project Staff Recruitment**

Lumpsum

**I. Vehicles running costs - including fuel and maintenance**

Project Management Unit	Per Year	2	4	4	4	4	4	4	2	28
Regional Project Management Unt	Per Year	3	6	6	6	6	6	6	3	42
District Motor cycles	Per Year	10	20	20	20	20	20	20	10	140

**Subtotal****Total Recurrent Costs****Total**

\a comprising of 20 desks (880 each), 20 desk chairs (\$200) and 20 visitor chairs (\$120) = \$22,400

\b Three (3) Regional Offices (Bulawayo/Mutare/Masvingo)

\c 3 drivers

\d 3 Staff for 3 Regional Offices

\e Three offices (Bulawayo/Mutare/Masvingo)

\f JMU has 7 people @ 100 days /year gives 14 days/ person per year

\g PMU has 26 people @ 240 days is 9 days per person / year

\h RMU have 24 people at 500 days : year gives 20 days per year/ person - Three (3) Regional Offices (Bulawayo/Mutare/Masvingo)

\i Including all expenses and honoraria for participants

Unit Cost (US\$)	Base Cost (US\$ '000)									Totals Including Contingencies (US\$ '000)								
	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
1,800	34	-	-	-	-	-	-	-	34	34	-	-	-	-	-	-	-	34
2,000	2	-	-	-	-	-	-	-	2	2	-	-	-	-	-	-	-	2
633	13	-	-	-	-	-	-	-	13	13	-	-	-	-	-	-	-	13
5,175	5	-	-	-	-	-	-	-	5	5	-	-	-	-	-	-	-	5
22,400	22	-	-	-	-	-	-	-	22	22	-	-	-	-	-	-	-	22
2,070	6	-	-	-	-	-	-	-	6	6	-	-	-	-	-	-	-	6
	83	-	-	-	-	-	-	-	83	83	-	-	-	-	-	-	-	83
1,800	41	-	-	-	-	-	-	-	41	41	-	-	-	-	-	-	-	41
500	12	-	-	-	-	-	-	-	12	12	-	-	-	-	-	-	-	12
633	15	-	-	-	-	-	-	-	15	15	-	-	-	-	-	-	-	15
5,175	16	-	-	-	-	-	-	-	16	16	-	-	-	-	-	-	-	16
1,120	26	-	-	-	-	-	-	-	26	26	-	-	-	-	-	-	-	26
2,070	6	-	-	-	-	-	-	-	6	6	-	-	-	-	-	-	-	6
	115	-	-	-	-	-	-	-	115	115	-	-	-	-	-	-	-	115
10,000	10	-	-	-	-	-	-	-	10	11	-	-	-	-	-	-	-	11
65,000	260	-	-	-	-	-	-	-	260	273	-	-	-	-	-	-	-	273
65,000	390	-	-	-	-	-	-	-	390	410	-	-	-	-	-	-	-	410
9,300	186	-	-	-	-	-	-	-	186	196	-	-	-	-	-	-	-	196
	836	-	-	-	-	-	-	-	836	879	-	-	-	-	-	-	-	879
20,000	20	-	-	-	-	-	-	-	20	20	-	-	-	-	-	-	-	20
5,000	15	-	-	-	-	-	-	-	15	15	-	-	-	-	-	-	-	15
2,500	-	3	3	3	3	-	-	-	10	-	3	3	3	3	-	-	-	10
20,000	-	40	40	40	40	40	40	40	280	-	40	40	40	40	40	40	40	280
20,000	-	20	20	20	20	20	20	-	120	-	20	20	20	20	20	20	-	120
	35	63	63	63	63	60	60	40	445	35	63	63	63	63	60	60	40	445
75,000	75	-	-	75	-	-	-	75	225	79	-	-	80	-	-	-	81	239
500	15	-	-	-	-	-	-	-	15	16	-	-	-	-	-	-	-	16
3,000	3	-	-	-	-	-	-	-	3	3	-	-	-	-	-	-	-	3
15,000	15	-	-	-	-	-	-	-	15	16	-	-	-	-	-	-	-	16
3,000	-	36	36	36	36	36	36	36	252	-	38	38	38	38	38	39	39	268
300	-	5	-	3	-	-	-	-	8	-	5	-	3	-	-	-	-	8
100	2	-	-	-	-	-	-	-	2	2	-	-	-	-	-	-	-	2
1,000	-	12	12	12	12	12	12	12	84	-	13	13	13	13	13	13	13	89
100,000	-	-	-	100	-	-	-	-	100	-	-	-	106	-	-	-	-	106
10,000	10	10	10	10	10	10	10	10	80	11	11	11	11	11	11	11	11	85
2,500	5	5	5	5	5	-	-	-	25	5	5	5	5	5	-	-	-	26
2,000	8	-	-	-	-	-	-	-	8	8	-	-	-	-	-	-	-	8
20,000	-	40	40	40	40	40	40	40	280	-	42	42	42	43	43	43	43	298
100,000	-	-	-	-	-	-	-	100	100	-	-	-	-	-	-	-	107	107
	133	108	103	281	103	98	98	273	1 197	140	113	109	298	110	105	105	293	1 273
1,000	4	4	4	4	4	-	-	-	20	4	4	4	4	4	-	-	-	21
500	-	5	5	-	-	-	-	-	10	-	5	5	-	-	-	-	-	11
5,000	-	-	15	15	15	15	15	15	90	-	-	16	16	16	16	16	16	96
15,000	-	15	15	15	15	15	15	15	105	-	16	16	16	16	16	16	16	112
200	-	2	2	2	2	2	2	2	13	-	2	2	2	2	2	2	2	13
20,000	-	20	20	20	20	20	20	20	140	-	21	21	21	21	21	21	21	149
5,000	-	-	-	5	5	5	5	5	25	-	-	-	5	5	5	5	5	27
1,000	1	1	1	1	1	1	1	1	8	1	1	1	1	1	1	1	1	9
	5	47	62	62	62	58	58	58	411	5	49	65	66	66	62	62	62	437
36	36	36	36	36	36	36	36	36	288	36	37	37	37	37	37	37	37	294
30	30	30	30	30	30	30	30	30	240	30	30	31	31	31	31	31	31	245
36	36	36	36	36	36	-	-	-	216	36	37	37	37	37	37	-	-	220
36	36	36	20	-	-	-	-	-	128	36	37	37	20	-	-	-	-	129
36	36	36	36	36	36	36	36	36	288	36	37	37	37	37	37	37	37	294
36	36	36	36	36	36	36	36	36	288	36	37	37	37	37	37	37	37	294
20	20	20	20	20	20	20	20	20	160	0	0	0	0	0	0	0	0	0
20	20	20	20	20	20	20	20	20	160	0	0	0	0	0	0	0	0	0
	250	250	250	234	214	214	178	178	1 768	212	213	214	198	178	179	142	143	1 478
	1 467	467	477	639	441	430	394	549	4 864	1 491	439	451	624	417	406	370	431	4 629
4,000	24	48	48	48	48	48	24	12	300	24	49	49	49	49	49	25	12	306
3,000	18	36	36	36	36	36	18	9	225	18	37	37	37	37	37	19	9	230
900	5	11	11	11	11	11	5	3	68	5	11	11	11	11	11	6	3	69
3,500	21	42	42	42	42	42	21	11	263	21	43	43	43	43	43	22	11	268
700	4	8	8	8	8	8	4	2	53	4	9	9	9	9	9	4	2	54
3,000	18	36	36	36	36	36	18	9	225	18	37	37	37	37	37	19	9	230
1,000	6	12	12	12	12	12	6	3	75	6	12	12	12	12	12	6	3	77
1,000	6	12	12	12	12	12	6	3	75	6	12	12	12	12	12	6	3	77
300	7	14	14	14	14	14	7	4	90	7	15	15	15	15	15	7	4	92
700	4	8	8	8	8	8	4	2	53	4	9	9	9	9	9	4	2	54
1,000	6	12	12	12	12	12	6	3	75	6	12	12	12	12	12	6	3	77
750	5	9	9	9	9	9	5	2	56	5	9	9	9	9	9	5	2	57
1,000	6	12	12	12	12	12	6	3	75	6	12	12	12	12	12	6	3	77
1,000	6	12	12	12	12	12	6	3	75	6	12	12	12	12	12	6	3	77
500	3	6	6	6	6	6	3	2	38	3	6	6	6	6	6	3	2	38
1,000	6	12	12	12	12	12	6	3	75	6	12	12	12	12	12	6	3	77
	146	291	291	291	291	291	146	73	1 819	147	295	296	297	298	299	150	75	1 857

2,800	50	101	101	101	101	101	50	25	630	51	102	103	103	103	103	52	26	643
900	16	32	32	32	32	32	16	8	203	16	33	33	33	33	33	17	8	207
900	16	32	32	32	32	32	16	8	203	16	33	33	33	33	33	17	8	207
900	16	32	32	32	32	32	16	8	203	16	33	33	33	33	33	17	8	207
900	16	32	32	32	32	32	16	8	203	16	33	33	33	33	33	17	8	207
900	16	32	32	32	32	32	16	8	203	16	33	33	33	33	33	17	8	207
700	13	25	25	25	25	25	13	6	158	13	26	26	26	26	26	13	7	161
300	11	22	22	22	22	22	11	5	135	11	22	22	22	22	22	11	6	138
	155	310	310	310	310	310	155	77	1 935	157	314	315	316	317	318	159	80	1 976
3,000	36	36	36	36	36	36	36	36	288	36	37	37	37	37	37	37	37	294
1,000	36	36	36	36	36	36	36	36	288	36	37	37	37	37	37	37	37	294
	72	72	72	72	72	72	72	72	576	73	73	73	73	74	74	74	74	589
75	2	18	18	18	18	18	9	5	105	2	18	18	18	18	18	9	5	108
75	6	120	120	120	120	120	60	30	696	6	122	122	122	123	123	62	31	711
75	7	120	120	120	120	120	68	34	708	7	122	122	122	123	123	70	35	724
	15	258	258	258	258	258	137	68	1 509	15	262	263	263	264	265	141	70	1 542
5,000	5	5	5	5	5	5	5	-	35	5	5	5	5	5	5	-	36	
1,000	20	20	20	20	20	20	20	20	160	20	20	20	20	20	21	21	21	164
150	1	1	1	1	1	1	1	1	8	1	1	1	1	1	1	1	1	9
150	3	3	3	3	3	3	3	3	22	3	3	3	3	3	3	3	3	22
150	3	3	3	3	3	3	3	3	25	3	3	3	3	3	3	3	3	26
100	2	2	2	2	2	2	2	2	16	2	2	2	2	2	2	2	2	16
	9	9	9	9	9	9	9	9	71	9	9	9	9	9	9	9	9	73
	3	3	3	3	3	3	3	3	24	3	3	3	3	3	3	3	3	25
8,000	16	32	32	32	32	32	16	16	224	16	32	33	33	33	33	17	17	229
8,000	24	48	48	48	48	48	24	24	336	24	49	49	49	49	49	25	25	343
1,000	10	20	20	20	20	20	10	10	140	10	20	20	20	20	21	21	10	143
	50	100	100	100	100	100	50	50	700	51	101	102	102	102	103	103	52	716
	474	1 068	1 068	1 068	1 068	1 068	646	372	6 829	479	1 083	1 086	1 090	1 093	1 096	665	385	6 976
	1 941	1 534	1 545	1 706	1 509	1 497	1 040	921	11 693	1 970	1 522	1 537	1 714	1 510	1 502	1 035	816	11 606



0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 83.6% )
0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	OPEC_FUND ( 83.6% )
0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	OPEC_FUND ( 83.6% )
0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 83.6% )
0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 83.6% )
0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 80.5% )
0.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 73.3% )
0.0	0.0	0.0	PROJECT_COORDINATION	O_&M_DA	O_&M	IFAD_LOAN ( 100% )
0.0	0.0	0.0	PROJECT_COORDINATION	O_&M_DA	O_&M	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
1.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
1.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 50% ), OPEC_FUND ( 50% )
1.0	0.0	0.0	PROJECT_COORDINATION	O_&M_DA	O_&M	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 100% )
1.0	0.0	1.0	PROJECT_COORDINATION	S_&A_DA	S_&A	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	O_&M_DA	O_&M	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	O_&M_DA	O_&M	IFAD_LOAN ( 100% )
1.0	0.0	0.0	PROJECT_COORDINATION	O_&M_DA	O_&M	IFAD_LOAN ( 100% )

Expenditures by Financiers (US\$ '000)																										
IFAD Loan									OPEC Fund									Government of Zimbabwe								
PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
34	-	-	-	-	-	-	-	34	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
13	-	-	-	-	-	-	-	13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
22	-	-	-	-	-	-	-	22	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6	-	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
83	-	-	-	-	-	-	-	83	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
41	-	-	-	-	-	-	-	41	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
12	-	-	-	-	-	-	-	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
15	-	-	-	-	-	-	-	15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16	-	-	-	-	-	-	-	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
26	-	-	-	-	-	-	-	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6	-	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
115	-	-	-	-	-	-	-	115	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
11	-	-	-	-	-	-	-	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
246	-	-	-	-	-	-	-	246	-	-	-	-	-	-	-	-	-	27	-	-	-	-	-	-	27	
185	-	-	-	-	-	-	-	185	185	-	-	-	-	-	-	-	185	41	-	-	-	-	-	-	41	
176	-	-	-	-	-	-	-	176	-	-	-	-	-	-	-	-	20	-	-	-	-	-	-	-	20	
607	-	-	-	-	-	-	-	607	185	-	-	-	-	-	-	-	185	88	-	-	-	-	-	-	88	
20	-	-	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
15	-	-	-	-	-	-	-	15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	3	3	3	3	3	-	-	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	40	40	40	40	40	40	40	280	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	20	20	20	20	20	20	-	120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
35	63	63	63	63	60	60	40	445	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
79	-	-	80	-	-	-	81	239	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16	-	-	-	-	-	-	-	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
3	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16	-	-	-	-	-	-	-	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	38	38	38	38	38	39	39	268	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	5	-	3	-	-	-	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	13	13	13	13	13	13	13	89	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	106	-	-	-	-	106	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
11	11	11	11	11	11	11	11	85	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5	5	5	5	5	-	-	-	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8	-	-	-	-	-	-	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	42	42	42	43	43	43	43	298	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	107	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
140	113	109	298	110	105	105	293	1 273	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
4	4	4	4	4	-	-	-	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	5	5	-	-	-	-	-	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	16	16	16	16	16	16	96	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	16	16	16	16	16	16	16	112	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	2	2	2	2	2	2	2	13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	21	21	21	21	21	21	21	149	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	5	5	5	5	5	27	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1	1	1	1	1	1	1	1	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5	49	65	66	66	62	62	62	437	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
36	36	36	36	36	36	36	36	288	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
30	30	30	30	30	30	30	30	240	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
36	36	36	36	36	36	-	-	216	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
36	36	36	20	-	-	-	-	128	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
36	36	36	36	36	36	36	36	288	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
36	36	36	36	36	36	36	36	288	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
10	10	10	10	10	10	10	10	81	10	10	10	10	10	10	10	10	81	0	0	0	0	0	0	0	2	
10	10	10	10	10	10	10	10	81	10	10	10	10	10	10	10	10	81	0	0	0	0	0	0	0	2	
210	211	212	196	176	177	141	141	1 463	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	1	15	
1 216	436	449	622	415	404	369	430	4 342	185	0	0	0	0	0	0	0	185	90	2	2	2	2	2	1	103	
12	24	24	24	24	24	12	6	152	12	24	24	24	24	24	12	6	152	0	0	0	0	0	0	0	3	
9	18	18	18	18	18	9	5	114	9	18	18	18	18	18	9	5	114	0	0	0	0	0	0	0	2	
5	9	9	9	9	9	5	2	58	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	10	
11	21	21	21	21	21	11	5	133	11	21	21	21	21	21	11	5	133	0	0	0	0	0	0	0	3	
3	7	7	7	7	7	3	2	42	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	11	
-	-	-	-	-	-	-	-	-	18	36	36	36	36	37	18	9	227	0	0	0	0	0	0	0	2	
5	10	10	10	10	11	5	3	65	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	11	
3	6	6	6	6	6	3	2	38	3	6	6	6	6	6	3	2	38	0	0	0	0	0	0	0	1	
5	11	11	11	11	11	5	3	67	-	-	-	-	-	-	-	-	-	2	4	4	4	4	4	2	25	
3	7	7	7	7	7	3	2	42	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	11	
5	10	10	10	10	11	5	3	65	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	11	
5	9	9	9	9	9	5	2	57	-	-	-	-	-	-	-	-	-	0	0	0	0	0	0	0	1	
5	10	10	10	10	11	5	3	65	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	11	
5	10	10	10	10	11	5	3	65	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	11	
2	4	4	4	4	4	2	1	27	-	-	-	-	-	-	-	-	-	1	2	2	2	2	2	1	11	
-	-	-	-	-	-	-	-	-	5	10	10	10	10	11	5	3	65	1	2	2	2	2	2	1	11	
79	158	158	159	159	160	80	40	992	58	116	116	117	117	117	59	29	729	11	22	22	22	22	22	11	6	137



## Zimbabwe

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### **Horticulture Enterprise Enhancement Project Project Design Report**

#### **Annex 4: Economic and Financial Analysis**

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department



**a. Project benefits: Economic and Financial analysis.**

**Introduction;**

1. The overall goal of the Horticulture Enterprise Enhancement Project (HEEP) is to contribute to the increase of household incomes, food security and empowerment for smallholder farmers, through revitalization of horticultural sector. The project's objective is to support increase and enhanced participation by SHFs, MSMEs, and employees in market-oriented and climate-resilient horticulture value chains.
2. The project target areas for the VHG activities in four (4) provinces; Matabeleland South, Manicaland, Masvingo, and Midlands Provinces; project target areas for 4P and Access to Finance activities are nationwide. Key project data regarding costs and anticipated outreach and outcomes are presented in table 1 below.

**Table 1: Project Costs and Indicators for Log-Frame**

PROGRAMME COSTS AND INDICATORS FOR LOGFRAME				
TOTAL PROGRAMME COSTS (in million USD )			66.9	
Beneficiaries	430,000	people	86,000	Households
Cost per beneficiary	156	USD x person		778 USD
Components and Cost (USD million)		Average increase in Rural income per capita		WOP (\$)
A. Village Horticultural Gardenand 4P Mobilization and Development	37.8	Average increase in income per HH per year		5,184
B. Access to Finance	18.6			
C. Institutional Support and Project Management	10.5			
Total	66.9			

**b. Financial analysis;**

3. The objectives of the financial analysis are; i) to determine the extent to which participation in the proposed project activities will be financially viable for the target group, ii) calculate incremental production that would result from project activities; and provide a basis for the economic analysis of the project.
4. Seven (7) crop models have been developed to representative typical farm models of Village Horticulture Gardens (VHG) in the project area:

**Table 2: Crop models representing the typical cropping patterns in the project**

		Farm models' net incremental benefits (in US\$)						
		Hot Chillies	Butternut	Green Maize	Tomatoes	Carrots	Rape	Pea
	PY1	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY2	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY3	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY4	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY5	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY6	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY7	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY8	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY9	8,204	2,631	3,189	1,945	1,434	3,104	210
	PY10	8,204	2,631	3,189	1,945	1,434	3,104	210
IRR/**								
NPV (\$)		50,413	16,169	19,592	11,953	8,810	19,074	1,292

5. The representative crop models used for the typical farm models of VHG have been generated basing on available data on physical inputs/outputs, prices and related variables obtained from a successful project in Zimbabwe (SIRP) to estimate “with” and “without” project of crop gross margins per hectare. Based on prevailing farming practices, three representative farm models have been developed to reflect the HEEP interventions at the farm level. Table 3,4,5 & 6 below presents the three crop models used for the VHG and the cropping typologies

**Tables 3: Farm model 1**

Crop cycle /Year	Crops	Chilis	ButterNut	Green Maize	Total
	Farm Ratio	0	0	0	
	<b>1st Cycle</b>				
	Gross margin	2,461	789	1,240	
	<b>2nd Cycle</b>				
	Gross margin	2,461	789	1,240	
	<b>3rd Cycle</b>				
	Gross margin	2,461	-	-	
	<b>Total</b>	<b>7,384</b>	<b>1,579</b>	<b>2,481</b>	<b>11,444</b>
<b>Less (Overheads):</b>					
salaries-Manager					1,000
salaries-Clerk					276
salaries-2 Guards					368
Reserves (Spares and Equipments)					1,144
<b>Net Incremental</b>					<b>8,655</b>
Gross margin per member (Assume 100 members)					87
Gross margin per member (Assuming 50 members)					173

**Table 4: Farm model 2**

A concrete analysis of the VHG compared to an irrigation scheme in a 4P contract farming arrangement						
Market		Local Sales				
3 Crops/Year (Cycles)	Crops	Tomatoes	Carrots	Rape	Butternut	Total
	Farm Ratio	0.3	0.3	0.3	0.3	
	<b>1st Cycle</b>					
	Gross margin	486	358	776	658	
	<b>2nd Cycle</b>					
	Gross margin	486	358	776	658	
	<b>3rd Cycle</b>					
	Gross margin	486	358	776	658	
	<b>Gross Margin</b>	<b>1,459</b>	<b>1,075</b>	<b>2,328</b>	<b>1,974</b>	<b>6,836</b>
<b>Less (Overheads):</b>						
salaries-Manager						1,000
salaries-Clerk						-
salaries-2 Guards						-
Reserves (Spares and Equipments)						684
<b>Net Gross Margin</b>						<b>5,152</b>
Gross margin per member (Assume 100 members)						52
Gross margin per member (Assuming 50 members)						103

**Table 5: Farm model 3**

A typical 4P type project drawing from an irrigation scheme	Market	Local Sales			
	Crops	Tomatoes	Pea	Green Mealie	Total Gross Margin
	Farm Ratio	0.16	0.16	0.16	
	<b>1st Cycle</b>				
	Gross margin	311	34	496	
	<b>2nd Cycle</b>				
	Gross margin	311	34	496	
	<b>3rd Cycle</b>				
	Gross margin	311		496	
	<b>4th Cycle</b>				
	Gross margin	311			
	<b>Total</b>	1,245	67	1,489	<b>2,801</b>
<b>Less (Overheads):</b>					
salaries-Manager					1,000
salaries-Clerk					-
salaries-2 Guards					-
Reserves (Spares and Equipments)					56
<b>Net Incremental</b>					<b>1,745</b>
Gross margin per member (Assume 100 members)					17
Gross margin per member (Assuming 50 members)					35

**Table 6: Cropping patterns**

HEEP Cropping Patterns		With project				
Farm Model 1	Unit	Y1	Y2	Y3	Y4+	Y5 to 10
Cropping Intensity	%	100%	100%	100%	100%	100%
Chillis	ha	0.3	0.3	0.3	0.3	0.3
Butter Nut	ha	0.3	0.3	0.3	0.3	0.3
Green Maize	ha	0.4	0.4	0.4	0.4	0.4
<b>Total cropped area</b>	<b>ha</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Total plot area</b>	<b>ha</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Farm Model 2</b>						
Cropping Intensity	%	100%	100%	100%	100%	100%
Tomatoes	ha	0.25	0.25	0.25	0.25	0.25
Carrots	ha	0.25	0.25	0.25	0.25	0.25
Rape	ha	0.25	0.25	0.25	0.25	0.25
Butter Nut	ha	0.25	0.25	0.25	0.25	0.25
<b>Total cropped area</b>	<b>ha</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Total plot area</b>	<b>ha</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Farm Model 3 - Irrigated</b>						
Cropping Intensity	%	100%	100%	100%	100%	100%
Tomatoes	ha	0.16	0.16	0.16	0.16	0.16
Pea	ha	0.16	0.16	0.16	0.16	0.16
Green Mealie	ha	0.16	0.16	0.16	0.16	0.16
<b>Total cropped area</b>	<b>ha</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>
<b>Total plot area</b>	<b>ha</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>

**c. Economic Analysis**

6. 21. The objectives of the economic analysis are (i) to determine whether the expected economic benefits of the proposed project sufficiently justify the use of scarce resources that would be required; and (ii) evaluate the expected contribution of the proposed project on the economic development of the project target areas and Zimbabwe as a whole.

**d. Infrastructure Efficiency Gains**

7. The analysis has taken into account the project benefits from infrastructure investment efficiency gains. The project is expected to rehabilitate feeder roads in the selected provinces during the implementation period. Road infrastructure improvement can significantly cut down on transport costs both for inputs and outputs. On average, the perimeter impacted by 1 km of road is 3 Km which translates into the number of farm hectares as shown below. The reduction in transportation costs has been computed in the table below to arrive at the multiplier benefits that can accrue from these strategic infrastructure investments.

**Table 7: Computation of infrastructure efficiency gains**

**Assumptions**

**Per km of road**

	1	
Perimeter impacted by the road	3 km	Assumption
Total area with road benefits, km2	20 km2	Computed
Total area with road benefits, ha	1,007 ha	Computed

**Other**

Share of cultivated hectares	50%	Assumption
Sales per hectare, kg	25,000 kg	Average based on tomatoes as representative crop
Transport cost/kg, on a bad road	0.1 USD	
Transport cost/kg, on a rehabilitated road	0.0 USD	
Savings per kilo from using a rehabilitated road	0.0 USD	86%

	Y1	Y2	Y3	Y4	Y5-20
<b>Km of roads built/rehabilitated, additional, farm tracks</b>	-	-	30	40	40
<b>Km of roads built/rehabilitated, stock</b>	Computed -	-	30	70	110
<b>Hectares with improved road network</b>	Computed -	-	30,206	70,480	110,754
<b>Cultivated hectares with improved road network</b>	Computed -	-	15,103	35,240	55,377
<b>Total kilos sold through improved roads, USD</b>	-	-	377,571,880	881,001,054	1,384,430,227
<b>Savings from transport costs, USD</b>	-	-	2,643,003	6,167,007	9,691,012

8. **Project main assumptions and overall economic analysis:** The tables below presents the project assumptions used for economic analysis and the overall project economic analysis;

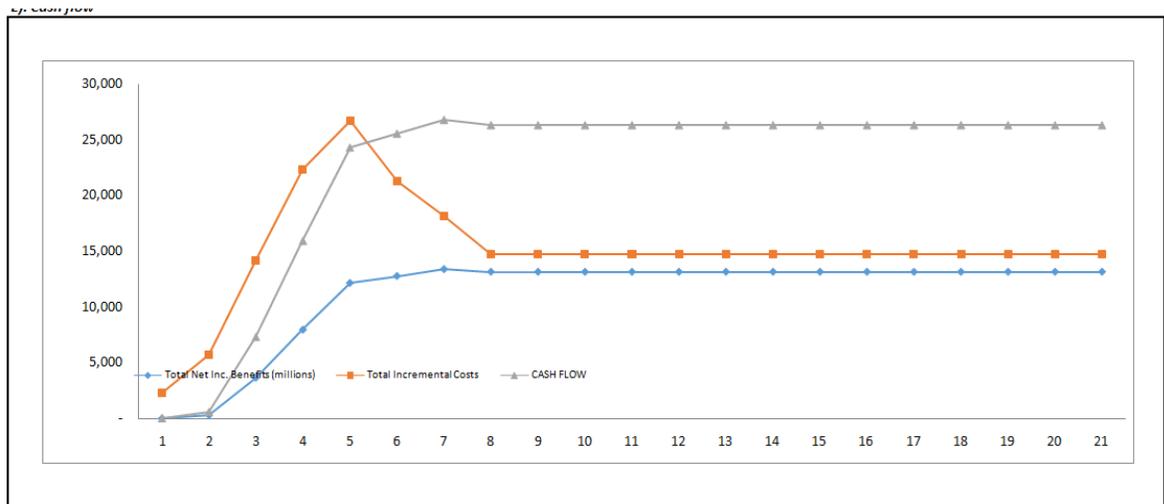
**Table 8: Project main assumptions:**

c)		MAIN ASSUMPTIONS & SHADOW PRICES					
	Output	land Size	Yields (Annually) Kg		Price (\$)		
			WOP	WP			
FINANCIAL	Hot Chillies	1 Ha		1,500	7.25		
	Butternut	1 Ha		15,000	0.30		
	Green Maize	1 Ha		21,000	0.25		
	Tomatoes	1 Ha		25,000	0.25		
	Carrots	1 Ha		20,000	0.20		
	Rape	1 Ha		15,000	0.40		
	Pea	1 Ha		1,700	0.90		
Economic					Disc. Rate (opp. Cost of capital)		10%
					Discount rate on saving/deposit accounts		10%

**Table 9: Overall economic analysis showing Incremental net benefit and cash flow at the project level:**

Project year	BENEFITS				COSTS			CASH FLOW
	Incremental benefits from farm models	Infrastructure Investment Efficiency Gains	Add back costs already included in the VHG models	Total Net Inc. Benefits (millions)	Project Economic Costs	Recurrent Costs	Total Incremental Costs	
PY1	-	-	-	-	2,271		2,271	(2,271)
PY2	207	-	80	287	5,368		5,368	(5,081)
PY3	726	2,643	280	3,649	10,483		10,483	(6,834)
PY4	1,348	6,167	440	7,955	14,352		14,352	(6,397)
PY5	1,970	9,691	480	12,141	14,519		14,519	(2,378)
PY6	2,592	9,691	480	12,763	8,479		8,479	4,284
PY7	3,214	9,691	480	13,385	4,719		4,719	8,667
PY8	3,214	9,691	240	13,145	1,534		1,534	11,611
PY8	3,214	9,691	240	13,145		1,534	1,534	11,611
PY9	3,214	9,691	240	13,145		1,534	1,534	11,611
PY10	3,214	9,691	240	13,145		1,534	1,534	11,611
PY11	3,214	9,691	240	13,145		1,534	1,534	11,611
PY12	3,214	9,691	240	13,145		1,534	1,534	11,611
PY13	3,214	9,691	240	13,145		1,534	1,534	11,611
PY14	3,214	9,691	240	13,145		1,534	1,534	11,611
PY15	3,214	9,691	240	13,145		1,534	1,534	11,611
PY16	3,214	9,691	240	13,145		1,534	1,534	11,611
PY17	3,214	9,691	240	13,145		1,534	1,534	11,611
PY18	3,214	9,691	240	13,145		1,534	1,534	11,611
PY19	3,214	9,691	240	13,145		1,534	1,534	11,611
PY20	3,214	9,691	240	13,145		1,534	1,534	11,611
NPV@ 19% (ZMS '000)								6,389,265
NPV@ 10% ('000 USD)								31,946
EIRR								25%

**Graph 1: Cash flow of incremental benefits, costs and net cash flow:**



**e. Economic Profitability Indicators**

- Given the above assumptions, the base case economic internal rate of return (EIRR) for HEEP investment area over 8 years of implementation is estimated at 25% with a positive net present value (NPV) of USD 31.9 million. The benefit/cost ratio is estimated at 2.9.

**Table 10: Economic Profitability Indicators**

Economic Net Present Value (USD) 10%	31,946
Economic Internal Rate of Return (EIRR)	25%
NPV Benefits (USD)	79,716
NPV Costs (USD)	46,201
B/C Ratio	2.9

**f. Sensitivity Analysis**

10. An increase in project costs by 10 per cent will reduce the EIRR to 22 per cent, while a decrease in overall project benefits by 20 per cent will result in an EIRR of 20 per cent. A one-year delay in benefits reduces the EIRR to 19 per cent and a two-year delay to 15 per cent. The detailed sensitivity analysis workings and the matrix are presented in table 11 and 12 below:

**Table 11: Sensitivity analysis matrix**

Sensitivity analysis				
		%	IRR	NPV (US\$)
Base Scenario			25%	31,946
Decrease of Project benefits		-10%	23%	27,233
		-20%	20%	20,585
		-30%	19%	17,691
Cost Increase		10%	22%	27,347
		20%	19%	22,748
		30%	17%	18,148
1 Delay of benefits			19%	23,085
2 Delay of benefits			15%	15,028
Increase of benefits		10%	29%	39,740
		20%	33%	47,534

**Table 12: Detailed sensitivity analysis workings.**

Year	1	2	3	4	5	6	7	8	9	10	11
<b>Incremental Benefits</b>	0	287	3,649	7,955	12,141	12,763	13,385	13,145	13,145	13,145	13,145
benefits +10%	-	316	4,014	8,750	13,355	14,039	14,724	14,460	14,460	14,460	14,460
benefits +20%	-	345	4,379	9,546	14,569	15,316	16,062	15,774	15,774	15,774	15,774
Mild scenario	-	259	3,649	6,364	12,141	12,763	12,047	13,145	10,516	13,145	13,145
Medium scenario	-	259	3,649	3,182	12,141	12,763	12,047	13,145	5,258	13,145	13,145
High scenario	-	230	3,284	3,182	12,141	12,763	10,708	11,831	5,258	13,145	13,145
<b>Project Costs</b>	2,271	5,368	10,483	14,352	14,519	8,479	4,719	1,534	1,534	1,534	1,534
costs +10%	2,498	5,905	11,531	15,787	15,971	9,327	5,190	1,687	1,687	1,687	1,687
costs +20%	2,725	6,441	12,579	17,223	17,423	10,175	5,662	1,841	1,841	1,841	1,841
costs +30%	2,953	6,978	13,628	18,658	18,875	11,023	6,134	1,994	1,994	1,994	1,994
<b>Net cash flow</b>											
base scenario	- 2,271	- 5,081	- 6,834	- 6,397	- 2,378	4,284	8,667	11,611	11,611	11,611	11,611
costs +10%	- 2,498	- 5,617	- 7,882	- 7,833	- 3,830	3,436	8,195	11,458	11,458	11,458	11,458
costs +20%	- 2,725	- 6,154	- 8,931	- 9,268	- 5,282	2,588	7,723	11,305	11,305	11,305	11,305
costs +30%	- 2,953	- 6,691	- 9,979	- 10,703	- 6,734	1,740	7,251	11,151	11,151	11,151	11,151
benefits +10%	- 2,271	- 5,052	- 6,469	- 5,602	- 1,164	5,560	10,005	12,926	12,926	12,926	12,926
benefits +20%	- 2,271	- 5,023	- 6,104	- 4,806	- 50	6,836	11,344	14,240	14,240	14,240	14,240
benefits -10%	- 2,271	- 5,109	- 6,834	- 7,988	- 2,378	4,284	7,328	11,611	8,982	11,611	11,611
benefits -20%	- 2,271	- 5,109	- 6,834	- 11,170	- 2,378	4,284	7,328	11,611	3,724	11,611	11,611
benefits -30%	- 2,271	- 5,138	- 7,199	- 11,170	- 2,378	4,284	5,990	10,297	3,724	11,611	11,611
benefits delayed 1 year	- 2,271	- 5,368	- 10,195	- 10,703	- 6,564	3,662	8,044	11,851	11,611	11,611	11,611
benefits delayed 2 years	- 2,271	- 5,368	- 10,483	- 14,065	- 10,870	- 524	7,422	11,229	11,851	11,611	11,611
<b>a) Discount rate</b>	<b>10%</b>										

Sensitivity Analysis	Base case	Costs Increase			Increase of Benefits		Decrease of Benefits			Delay of Benefits	
		+10%	+20%	+30%	+10%	+20%	-10%	-20%	-30%	1 year	2 years
IRR	25%	21.9%	19.2%	16.8%	28.9%	32.6%	23.0%	19.8%	18.5%	19.1%	15.3%
NPV (USD) '000	31,946	27,347	22,748	18,148	39,740	47,534	27,233	20,585	17,691	23,085	15,028

## Zimbabwe

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### Horticulture Enterprise Enhancement Project

### Project Design Report

### Annex 5: Social Environment and Climate Assessment (SECAP) Review Note

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department



The SECAP Review note should build on the preliminary note mentioned above, draw on the results of the screening exercise and be informed by the issues raised during the design mission, the stakeholders interviews, publicly available tools and dataset, and environmental, social or climate-related studies that inform on the characteristics of the project location. The SECAP review note includes the revised ESMP and should be attached to the Project Design Report, integrated in Draft Project Implementation Manual (PIM) and COSTAB and shall be submitted to Design Review Meeting (DRM) or IRC (for NSOs).

## 1. Introduction

1. The SECAP Review Note details the analysis of the social, environmental and climate change risks and opportunities of HEEP. It provides a situational analysis and describes trends, policies and regulatory frameworks, and strategic actions to mainstream environment, climate change, nutrition, youth, and gender and mitigate risks and enhance positive outcomes of HEEP.
2. This review note was developed through review of literature drawn from IFAD's Zimbabwe Country Strategic Opportunities Programme (COSOP, 2020-2025); IFAD SIRP supervision and mid-term review mission reports; SACP design, Government reports (institutional and policy documents); and IFAD strategy papers, action plans, and project reports. Information from multilateral agencies and other development partners were reviewed.

## 2. Situational analysis and potential project impacts

3. **Demography.** Zimbabwe is a landlocked country of 390,757 square kilometres and had a population of about 14.9 million<sup>[1]</sup> in 2020, with a rural population of 67.8 per cent. Life expectancy is 61.5 years<sup>[2]</sup> and average household size is 4.2 persons<sup>[3]</sup>. The country is divided into ten provinces (eight rural provinces and two urban provinces). Two thirds of the population live in rural areas. 63 per cent of the population are under the age of 24. Fifty-two per cent are female, 48 per cent are of reproductive age, and 9 percent have at least one type of disability. The total population in the 4 provinces of Matabeleland South, Manicaland, Masvingo and Midlands is 5,586,722 people (51.6 per cent women). Manicaland has the highest population of 1, 752, 6988 followed by Midlands with a population of 1,614,941 people. Matabeleland South has the least population. Mashonaland Central has the largest population in rural areas (93.8 per cent) followed by Matabeleland North (91 per cent), Mashonaland East (86 per cent), Midlands (75.4 per cent) and Mashonaland West (75 per cent).
4. **Human development.** Zimbabwe's literacy rate ranks the highest in Africa at 92.1 per cent, notwithstanding the threat posed by an increase in the number of children dropping out of school<sup>[4]</sup>. There is no variation in literacy rates between male (89 per cent) and female (88 per cent) or between rural and urban populations<sup>[5]</sup>. The youth literacy rate is 90.4 per cent<sup>[6]</sup>. 46 per cent<sup>[7]</sup> of the population have attended lower secondary education. Zimbabwe is classified as a lower middle income and medium human development country. The country's Human Development Index HDI value for 2019 was 0.571, ranking at 160 out of 189 countries<sup>[8]</sup>.
5. **Rural livelihoods.** Zimbabwe has three main rural land use sectors. Smallholder farming areas consist of: (i) Communal Lands where farmers have areas for cropping and common grazing lands; production is mainly for subsistence with the surplus being sold to the market. The population makes up about 51 per cent and occupies 42 per cent of total arable land area. (ii) Old Resettlement Schemes (redistribution programme from 1982 to 1998): This involved willing buyer willing seller basis and resettled farmers from communal lands on an individual family basis or as co-operatives. (iii) A1 Farms, which include an individual family farm of at least six hectares (depending on natural regions) plus a common grazing land for livestock. The homesteads are in villages and farmers have fields at a designated area. (iv) Small Medium Scale Commercial Farming Areas consist of: (a) A2 Farms where an individual has a farm for crop and livestock production (no common grazing land). Farmers, males or both spouses jointly or females, are given offer letters and 99 years lease agreements issued; and (b) Small Scale Commercial Farming Areas consisting of approximately 9,655 farms with an average size of 148 hectares. Small Scale Commercial Farms occupy 4 per cent of arable land and farmers have title deeds or lease with option to purchase deed of grant. and (iv) Large Scale Commercial Farming Areas consist of farming areas occupied by white commercial farmers, state farms, forests and national parks.
6. **Agriculture** accounts for 7-20 per cent of Zimbabwe's GDP but constitutes the primary source of livelihood for about 70 per cent (52 per cent of which are women) of the population, mainly living in rural areas. The 1.3 million farmers practice<sup>[9]</sup> rain-fed subsistence agriculture, characterized by low productivity, resulting in food insecurity and poverty. The key food and cash crops are maize, wheat, small grains, tobacco, cotton, sugar, horticulture (food and non-food), and groundnuts. Livestock production consists of beef, dairy, fish, pigs, goats, sheep and poultry. Maize, tobacco and cotton account for more than 50 per cent of the agriculture GDP, with tobacco leading at 25 per cent, followed by cotton at 25 per cent and maize at 14 per cent. Beef and fisheries account for 10 per cent while 24 per cent is contributed from other livestock. Increasing incidence of drought and cyclones, low production and productivity, limited access to inputs, agricultural extension services, equipment and mechanization, and other labour-saving technologies, together with high post-harvest losses, poor access to financial services and existing markets, and lack of markets. The more arable parts of the country represent the main crop zones for maize and wheat, and the less arable parts of the country in the southern and western zones mostly grow sorghum and millet.
7. The country has little resilience to shocks (economic, climate and health). Climate change associated with extreme weather events (drought, cyclones, floods, heat waves), climate-associated pests and diseases pose significant threats to Zimbabwe's key economic sectors. These occur more frequently and have the potential to affect the most vulnerable population, thereby pushing the SHF into poverty. Serious livestock losses and crop failures have occurred due to recurrent droughts from 1900 to

2021 and the recent cyclones (Idai in 2019, Eloise in 2021 and Ana in 2022), which together with COVID-19 have left more than half the population food insecure<sup>[10]</sup>.

8. **Employment.** In 2019, out of 8 million adult population, Zimbabwe had a labour force of 3.5 million (excluding 1.7 million diaspora workforce) consisting of 2 million males and 1.5 million females who are classified as economically active population (EAP) Female participation in the labour market is 78.1 per cent compared to 89 per cent for men<sup>[11]</sup>. The largest employment sector is agriculture, while the highest non-agriculture employment consists of retail and trade (23 per cent), mining (12 per cent), manufacturing (12 per cent) and domestic workers (9 per cent).
9. **Migration.** The number of Zimbabweans living outside Zimbabwe is estimated to be 5 million people (30 per cent of the population)<sup>[12]</sup>. The countries with the most significant diaspora population include South Africa, the United Kingdom, Australia, Canada, New Zealand, and USA. Approximately 1.7 million immigrants from Zimbabwe are in South Africa.<sup>[13]</sup> Remittances officially contribute 10.1 per cent of Zimbabwe's GDP<sup>[14]</sup>, but this is much higher as 85 per cent immigrants remit informally.
10. **Child Labour.** Zimbabwe ratified all key international and regional instruments, related to the welfare and rights of children. These include the UN Convention on the Rights of the Child, and the African Charter on the Rights and Welfare of Children. The Labour Act prohibits employment of any person less than 18 years of age for work that is likely to compromise personal safety, health, and morale. The worst forms of child labour include children's participation in prostitution, mining, agriculture, hazardous domestic work and illicit activities. The major causes of child labour include poverty, breakdown of family unit due HIV and AIDS as well as inadequacy in social delivery services<sup>[15]</sup>.
11. **Gender Based Violence (GBV).** GBV of all forms: physical, sexual, emotional, economic, is prevalent in Zimbabwe. There are reports of increased GBV during the COVID-19 lockdown imposed in March 2020. The national population-based data (DHS, 2015) shows that 39.4 per cent of all women in Zimbabwe (aged 15-49 years) have experienced some form of violence in their lifetime.

## 2.1 Socio-economic assessment

### a. Overall poverty situation

12. **Poverty situation.** Poverty levels remain high in Zimbabwe, with around 70 per cent of all households in 2017 living in poverty<sup>[16]</sup>. The number of extreme poor increased from 4.5 million in 2017 to 6 million in 2019<sup>[17]</sup>. A series of climate-induced disruptive shocks and crises have negatively affected the poorest. The impact of COVID-19 pandemic has further exacerbated the economic and social situation in the country. Particularly affected are women, youth, children, persons with disabilities. Children under 15 constitute half of the poor and the extremely poor. Further, rural child poverty was at 76.3 per cent in 2017 compared with urban child poverty at 20 per cent. The poverty among people with disabilities was at 74.1 per cent. The 2019, Zimbabwe's Multidimensional Poverty Index (MPI), which is the share of the population that is multidimensional poor, adjusted by the intensity of deprivations is 0.110<sup>[18]</sup>.
13. The highest prevalence of poverty can be found in rural provinces in Mashonaland Central (81.6 per cent), Matabeleland North (74.3 per cent), Mashonaland West (71.1 per cent), Manicaland (71 per cent), Mashonaland East (65.6 per cent), Masvingo (64.8 per cent), Midlands (63 per cent), and Matabeleland South (62.8 per cent). Harare and Bulawayo cities have the lowest poverty prevalence rates of 31.1 and 22.3 per cent respectively<sup>[19]</sup>. According to Zimbabwe Humanitarian Response Plan (2020), around 7 million people required humanitarian support, with more than 4.3 million people being acutely food insecure in rural areas. Poverty, economic hardship, COVID-19, natural disasters, and low agricultural productivity have collectively impeded the availability of and access to adequate quantity and quality of diverse and safe nutritious foods. Smallholder agriculture continues to face challenges such as limited use of irrigation, low access to agricultural inputs, high post-harvest losses, inadequate access to markets and market information, limited access to finance, and weak extension support systems.

### b. Gender

14. **Gender.** In Zimbabwe, there are gender disparities in terms of access to education, identity documents, financial service, access to and control over resources, among others. Overall, Zimbabwe ranked 129 out of 162 countries for Gender inequality index (GII). Zimbabwe's overall Global Gender Gap score is 0.730, positioning it at 47 out of 153 countries globally. Males receive approximately 9 years of schooling on average, and females 7.6 years despite access to primary school being close to parity. In Zimbabwe, women hold 34.6 per cent of parliamentary seats, and 59.8 per cent of adult women have reached secondary education compared to 70.8 per cent of male counterparts. In terms of access to financial services, a higher proportion of males (33 per cent) have accounts at financial institutions than females (23 per cent). The gender gap is less once mobile money is considered; however, a significant gender gap remains. Due to the patriarchal system, cultural norms, and traditions that shape the status of women, women have less of a role to play in decision making both at household and community level.
15. Approximately 80 per cent of women live in communal areas where they constitute 61 per cent of the subsistence farmers and provide 70 per cent of the labour. Female-headed households are categorized as poor and consist of 35 per cent of households. Although women constitute 52 per cent of Zimbabwe's population, several constraints exacerbate gender inequality in the horticulture value chain. These include (i) production - lack of land ownership, low paid employment, limited assets, lack of livestock ownership, and a large share of agricultural labour; (ii) markets - lack of market facilities, safety issues and unfair prices; (iii) unsafe transportation (iv) limited participation in decision making processes: at household and community level. Other

constraints include limited access to finance, and limited participation in capacity building activities. These issues widen the gender inequality gap and make women in Zimbabwe more nutrition-sensitive, financially insecure, and vulnerable to climate-related impacts. Women are also perceived as one of the most vulnerable groups regarding nutrition and climate change impacts. According to ZIMVAC (2022) at least 2.9 per cent of the respondents experienced gender based violence in a physical way. The majority of the women are marginalized in taking control of the decision on income expenditure at home. There is inequitable work balance between men and women due to the reproductive and productive roles by women.

16. Women comprise the majority of smallholder farmers, and horticulture crops are considered women's crops, with women mostly growing leafy vegetables for consumption and for local sale. Women currently provide a significant part of the labour for planting, weeding and harvesting. At the same time, men are active in mechanized tasks. The prevalence of poverty in female-headed households is 68 per cent. Under the land reform programme, women were entitled to at least 20 per cent of large-scale farms under the A2 scheme and women were eligible to apply for land under the A1 village schemes – a departure from the traditional norm where women only access land through a husband or male relative. This has allowed women to gain control over land as a means of production, and land and other economic resources as collateral for bank credit.
17. IFAD's policy on gender equality and women's empowerment guides projects to address three strategic objectives: (i) promote economic empowerment to enable women and men to participate in and benefit from profitable economic activities; (ii) enable women and men to have equal voice and influence in rural institutions and organisations; and (iii) achieve more equitable balance in workloads and in the sharing of economic and social benefits between men and women.
18. **Division of Labour.** Rural women work long hours, spending at least 49 per cent of their time on agricultural activities and about 25 per cent on unpaid domestic work<sup>[20]</sup> On average women work five hours more than men in both the dry and rainy season to fulfil both their reproductive and productive roles (SNV 2017). Women are responsible for reproductive roles and in some communities, women travel long distances in search of firewood. Due to climatic changes, water bodies are drying up and women have to travel long distances in search of water, a time-consuming process. Women mostly fetch water and firewood using their heads and this is physically burdensome and has long-term health effects. Women are responsible for food and nutrition security for the household including the cultivation of food crops and preparation of meals.
19. **Access and control over assets.** Land ownership favours men in communal areas; women can only access land through their husbands or a male relative. FHHs average arable land holding is lower than male-headed households. Only 13.9 per cent of the large commercial farms are owned by women, while 34.5 per cent of land in the communal area are female owned. Women own 3.5 per cent and 16.3 per cent of A2 and A1 farms respectively<sup>[21]</sup>
20. **Decision making roles in rural households.** Women have limited participation in decision-making processes at both household and community levels. Men make decisions around farm management, investments, income and community development. At household level, landowners remain decision makers despite minimal involvement in fieldwork; while women have limited opportunities to claim benefits of their labour.
21. **Women and technology.** The major cause of low agricultural productivity is the unavailability of appropriate agricultural technology and poor access to mechanisation to carry out operations such as processing, tillage, weeding, harvesting, and transportation. There is a need to promote the adoption of environment-friendly technologies and machinery for crop production and post-harvest to reduce the drudgery of women farmers. Agricultural technical innovations that are designed to be labour-saving for men may increase the workload for women in weeding or processing.

### c. Youth

22. **Youth.** Zimbabwe is a youthful country, with approximately 68 per cent of the population below the age of 35 years. The population structure could potentially yield a demographic dividend. However, rural and urban youth are financially more insecure as there is a high unemployment rate for youth, which is estimated to be at least 84 per cent of the unemployed. Youths do not have access to land, assets, and finance. Other challenges the youth face include the lack of business, management, technical and leadership skills, which would be relevant for running SMEs. Few youths participate in primary agriculture production. Most youth prefer jobs outside agriculture that have quicker returns. For lack of opportunities youth end up migrating to cities and outside of Zimbabwe. The Marriage Act addresses the problem of child marriages which is high among the youth.
23. The Presidential Youth Programme will be implemented by the MLAFWRD and provides incubation centres in the ten provinces for the training of youth in agriculture including horticulture. There is a need to promote skills and entrepreneurial training for youth in vocational training centres and integrated youth outreach programme to address job creation priority reported by 83 per cent of households.<sup>[22]</sup> There is also the need to support income generation projects through access to credit, and grants.
24. Holistic and systematic inclusion of the target groups, by GALS and other participatory methodologies is expected to lead to major youth mobilization. Enhanced production and productivity in horticulture value chains, with use of modern technologies and identification of related off-farm activities could offer real opportunities for rural youth.

### d. Indigenous peoples

25. **Indigenous peoples.** The GoZ does not recognize any specific group as indigenous peoples, maintaining all Zimbabweans are indigenous people. The Tshwa and Doma groups who self-identify as indigenous make up 0.03% of the country's population, and

historically have hunting and gathering based livelihoods.<sup>[23]</sup>

#### e. Marginalised groups

26. **Marginalised groups.** Marginalized people include people infected or affected by HIV and AIDS, and those with high number of dependents, women headed households, orphans, extremely poor households, people with disabilities (PWDs) and the elderly. The prevalence of HIV among adults (15-49 years) is 12.9 per cent. HIV prevalence is higher among women (15.3 per cent) than men (10.2 per cent). The prevalence ranges from 10.2 per cent in Manicaland to 17.6 per cent in Matabeleland South province.<sup>[24]</sup> Due to the HIV/AIDS pandemic, there is increased female-headed households and several orphans under the care of elderly persons. Poverty and deprivation are rural phenomena due to distance to social and other services, and poor infrastructure. These communities have been further marginalized by climate change and natural disasters affecting their livelihoods options. Poverty and inequality indicators for marginalisation have a regional perspective.
27. **People with Disabilities (PWD).** Approximately, 9 per cent of the population in Zimbabwe encompass PWD and more than half of that population are women.<sup>[25]</sup> Poverty affects PWD disproportionately due to poor living conditions, limited access to essential services, limited support for income generation, unequal access to credit and finance. Excluding PWD from social services causes them to become more prone to malnutrition and diseases and contributes to the poverty.

#### f. Nutrition

28. **Nutrition.** According to the latest 2019 Zimbabwe VAC (Vulnerability Assessment Committee) study, around 56.2 per cent of the rural households are food insecure, with a significant drop in the proportion of women of reproductive age consuming minimum dietary diversity and only 10 per cent of children 6-23 months receiving a minimum acceptable diet. In 2020, 69 per cent of households faced difficulties accessing food during the 2019 COVID-19 lockdown. Over 70 per cent of the rural households considered poor and 23 per cent extremely poor, with households spend over half of their income on food and many households consuming a poor diet and 33 per cent suffer from food deprivation. Women from food-insecure households had a low Women Dietary Diversity Score (2.19) compared to those from food-secure households (2.38). Reducing the number of meals per day and reducing meal portion sizes were reported as the most common coping strategies. This is particularly concerning given that without adequate diversity and meal frequency, especially infants and young children are vulnerable to malnutrition.
29. Lack of access to dietary diversity, safe water, sanitation, and health care, early childbearing (adolescent girls) continues to create high levels of child malnutrition. Inadequate quality and quantity of food consumption among children, adolescent girls, pregnant and lactating mothers, including poor infant and young child feeding and caring practices contribute to acute malnutrition.<sup>[26]</sup> The prevalence of child stunting is 27.1 per cent and child wasting is 3.3 per cent among children under five years of age.<sup>[27]</sup> With 28.8 per cent of women of reproductive age being anaemic, iron deficiencies and other micronutrient deficiencies remain a public health concern. Major causes of childhood under-nutrition can include low rates of exclusive breastfeeding, early introduction of supplementary foods that lack sufficient energy density and/or critical micronutrients, low feeding frequency, and inadequate caring and feeding capacity at the household and community level attributed mainly to women workload, high levels of food insecurity and poverty. Despite behaviour change education on recommended practices, complementary foods are commonly introduced in Zimbabwe before six months. More than one third of children under six months of age are given complimentary food, in addition to breastfeeding. Another trend that is cause for concern is that 10 percent of mothers introduce complementary foods before two months of age.
30. Geographical location is also associated with major disparities in nutritional status. Rural children have higher stunting, wasting and underweight rates than urban children. Poor diet diversity and inadequate caring and feeding practices are also the results of a lack of knowledge and practices regarding balanced and healthy diets for children and adults, the nutritional value of foods, purchasing and dietary intake choices, including improper harvesting, storage, processing, preservation and cooking methods in maintaining the quality, safety and nutritional value of foods. People need to know what constitutes a healthy diet and how to make good food choices. Promoting nutritionally adequate diets for all consumers is vital to improve the health and wellbeing of populations and foster social and economic development in the country. Nutrition challenges are prevalent in both high and low agricultural potential areas in Zimbabwe. Nutrition education should constitute an important element in investment programmes in promoting production, marketing and consumption of a diversity of safe and nutritious foods that are often critically lacking especially in poor people's diets. Hence, the need to foster strong nutrition education and behavioural change interventions to encourage income contributed to nutritional outcomes of smallholder farmers in HEEP investment programme.

## 2.2 Environment and climate context, trends and implications

31. **Location.** Zimbabwe is a landlocked country in the Southern part of Africa bordered by Zambia to the north, Botswana to the west, South Africa to the south, and Mozambique to the east. The country lies between latitude 15 and 23 degrees South and longitude 25 and 34 degrees East.<sup>[67]</sup>

#### Key environmental challenges

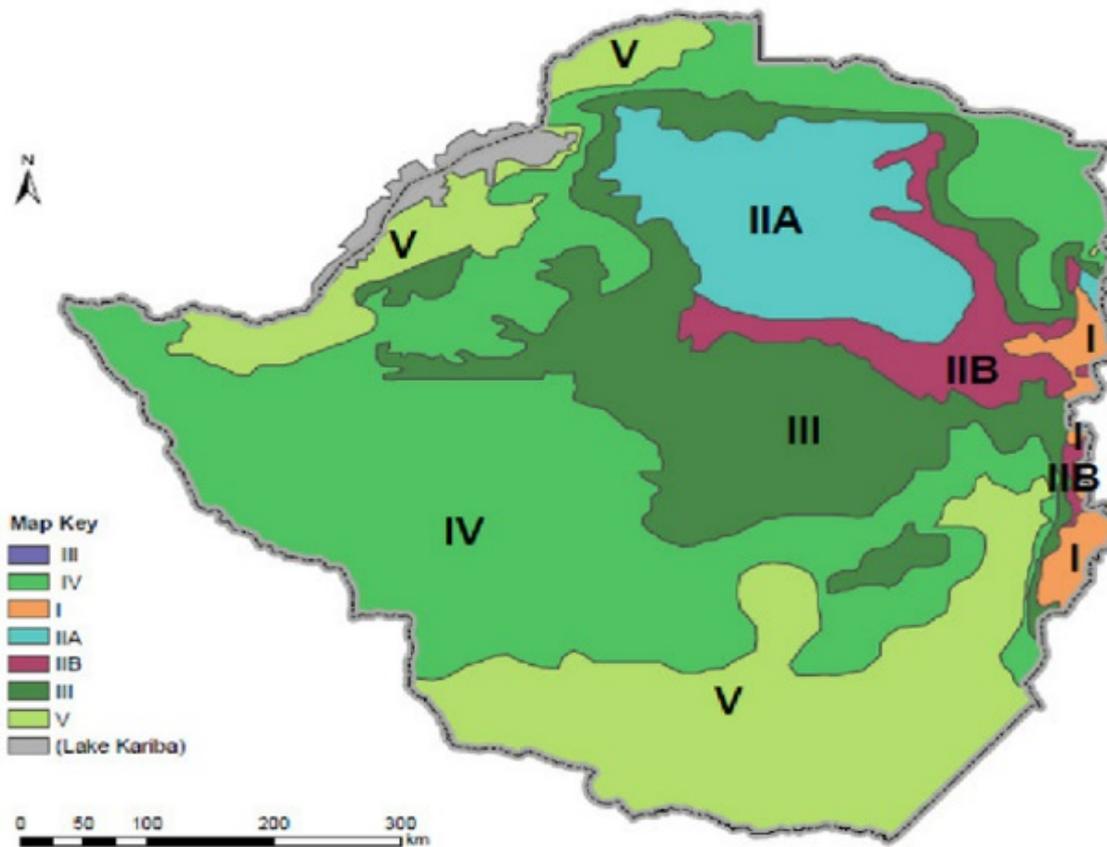
32. Key environmental challenges facing Zimbabwe are land degradation, deforestation, inadequate quantity and quality of water resources, air pollution, habitat destruction and loss of biodiversity, waste (including toxic waste), natural hazards (mainly recurring droughts), and climate change (including rainfall variability and seasonality).

#### a. Environmental assessment

## Environment and natural resources

33. **Ecology.** Zimbabwe is divided into five agro-ecological regions (AERs), natural regions (Figure 1), based on the rainfall regime, soil quality, and vegetation. The quality of the land resource ranges from Natural Region (NR) I (most suitable) through V (least suitable). Table 1 provides detailed descriptions of these natural regions and their farming systems

**Figure 1** Agro ecological regions of Zimbabwe



**Table 1.** Descriptions of the agro-ecological regions of Zimbabwe [\[28\]](#)

Natural Region	Area (000 ha)	% of total land area (%)	Annual rainfall (mm)	Farming Systems
I	613	1.56	> 1 000 Rain in all months of the year, relatively low temperatures	Suitable for dairy farming forestry, tea, coffee, fruit, beef and maize production
II	7 343	18.63	700–1 050. Rainfall confined to summer	Suitable for intensive farming, based on maize, tobacco, cotton and livestock
III	6 855	17.43	500–800. Relatively high temperatures and infrequent, heavy falls of rain, and subject to seasonal droughts and severe mid-season dry spells	Semi-intensive farming region Suitable for livestock production, together with production of fodder crops and cash crops under good farm management
IV	13 010 036	33.03	450–650. Rainfall subject to frequent seasonal droughts and severe dry spells during the rainy season	Semi-extensive region. Suitable for farm systems based on livestock and resistant fodder crops. Forestry, wildlife/tourism
V	10 283	26.2	< 450. Very erratic rainfall. Northern low veldt may have more rain but the topography and soils are poor	Extensive farming region. Suitable for extensive cattle ranching. Zambezi Valley is infested with tsetse fly. Forestry, wildlife/tourism

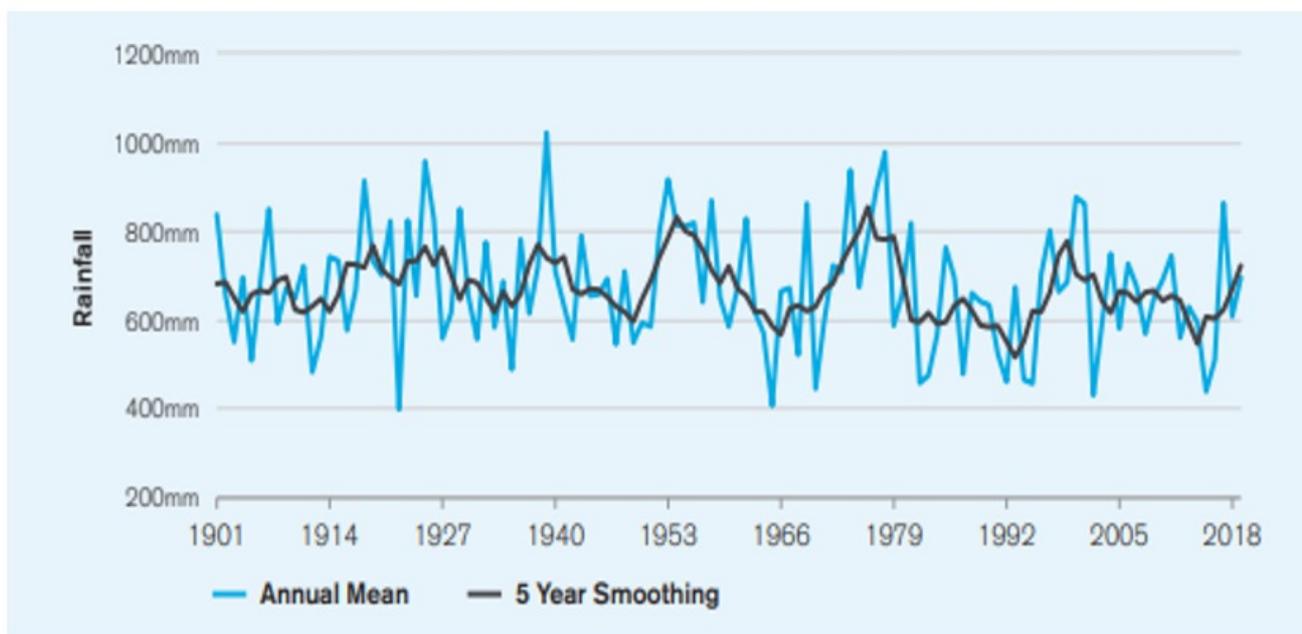
### Key environmental challenges

34. **Biodiversity and protected areas.** Zimbabwe has a rich biodiversity, providing essential ecosystem services, livelihood opportunities, and income from tourism. The abundant biodiversity is being lost despite Zimbabwe's long history of biodiversity preservation, caused by: habitat destruction from the expansion of agricultural lands, timber logging, fuelwood collection, poaching, and invasion of alien species, droughts, fires, and high elephant densities.<sup>[29]</sup> The distribution of people and productive agricultural resources is uneven, leading to problems of land degradation, where large numbers of people and livestock are concentrated on marginal lands.<sup>[30]</sup> Investments in agroforestry, reforestation and afforestation, and a landscape approach has potential to contribute to biodiversity conservation.
35. Zimbabwe has approximately 49 000 KM<sup>2</sup> of state-owned protected areas which includes national parks, safari areas, recreational parks, sanctuaries, botanical gardens, botanical reserves and forestry lands
36. **Land degradation:** Land degradation, including soil erosion and land pollution, is a severe problem in Zimbabwe with significant consequences for agricultural productivity, particularly for people living in poverty. Several factors cause land degradation such as: deforestation, uncontrolled veld fires, sand extraction, artisanal mining, and poor land management in general (e.g., improper wetland utilization, overutilization of arable and grazing land, agriculture expansion, and human-wildlife conflict).
37. **Deforestation.** The deforestation rate in Zimbabwe is very high, currently around 1.5 per cent per year (compared to the southern African average deforestation rate of 0.9 per cent)<sup>[31]</sup>. The ratio of forest area over total land area saw a drastic decrease from 57 per cent in 1990 to 36 per cent in 2015.<sup>[32]</sup> Between 1990 and 2010, Zimbabwe suffered an average loss of 327,000 ha or 1.48 per cent forest cover per year, totalling over 6.5 million ha.<sup>[33]</sup> The main causes of the deforestation are poverty related and include fuelwood collection and timber extraction, land clearing for cultivation, and energy for tobacco curing.
38. **Water scarcity/stress:** Zimbabwe is a semi-arid country, and water is an essential resource unevenly distributed in time and space. Although it shares one of the world's greatest water bodies, the Zambezi River<sup>[34]</sup>, it does not currently supply water to most of the country. Groundwater constitutes a vital water source for both rural and urban areas. However, water availability is an increasing problem because of fluctuating rainfall. Reduced water availability is caused by over-extraction due to population growth, urbanisation and industrialization, resulting in increased competition between water-using sectors. Weak water governance systems compound the situation. Zimbabwe is currently facing one of the worst droughts since 2021.<sup>[35]</sup>
39. **Natural disasters:** Drought is Zimbabwe's significant natural disaster risk regarding the number of people affected, accounting for six out of 10 top significant disasters between 1991 and 2021. Flooding is the natural disaster with greatest economic damage. At the same time, epidemics are most severe and result in most deaths.<sup>[36]</sup> Zimbabwe is ranked as one of the six countries where the poor are overexposed (or 50 per cent more likely) to the impacts of floods than non-poor people.<sup>[37]</sup> To avoid further similar and more damaging impacts, Zimbabwe urgently needs to implement a wide range of adaptation measures, which reduce climate sensitivities, increase adaptive capacities and/or reduce direct or indirect exposure to climate-related disasters.
40. **Climate change** is likely to result in hotter days and fewer cold days. The warming trend is already established with increased annual mean surface temperature.<sup>[38]</sup> The timing and amount of rainfall are becoming increasingly uncertain, and the frequency and length of dry spells during the rainy season have increased. Increasing temperatures of around 2.2°C by 2050 are projected. Rainfall is predicted to decrease in all seasons<sup>[39]</sup>. A mapping study from 2014 highlights the following challenges associated

with climate change: brain drain affecting insights into knowledge and research needs and capacity gaps, inadequate research and development facilities, and low levels of awareness about climate change. There are also political and institutional barriers that include inadequate planning capacity and weak institutions, socio-cultural barriers (e.g. resistance to adoption of biogas cooking technologies) and financial barriers due to the current economic situation.

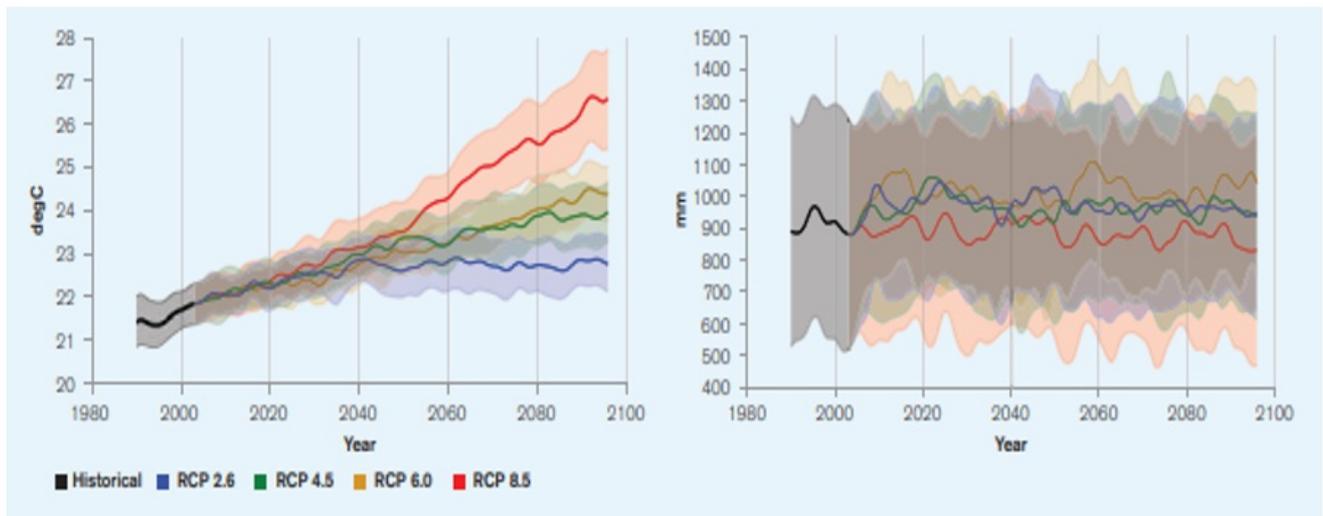
## b. Climate trends and impacts

41. **Present climate trends:** In the last 20 years, the occurrence and severity of droughts and floods have increased<sup>[40]</sup> and the onset and cessation of rainfall have become more erratic<sup>[41], [42]</sup>. The mean monthly temperature of the country has ranged between 15°C and 25°C from 1901 – 2016. The mean monthly precipitation of the country has varied from 0 to 160 mm, resulting in an annual average rainfall of roughly 670 mm<sup>[43]</sup>. In the past, the rainy season generally began in October/early November, but most parts of the country are now only receiving rains as late as mid-December<sup>[44]</sup>. Over the last century, there has been an overall decline of approximately 5 per cent in rainfall across the country<sup>[45]</sup> and since the 1980s, there have been an increase in the number of years with below normal rainfall and increases in the intensity of mid-season dry spells and/or droughts.



**Figure 2.** Mean annual rainfall from 1901–2020<sup>[46]</sup> (Zimbabwe)

42. **Climate projections.** Generally, the country is projected to experience a progressive reduction in precipitation, increase in temperatures, increasingly volatile weather events, and less dependable seasons. The annual temperature is projected to increase by 1.2°C (RCP 2.6) and 2.2°C (RCP 8.5) in 2040–2059. By 2080–2099, the annual median temperature is projected to increase by 1.0°C (RCP 2.6) and 5.1°C (RCP 8.5)<sup>[47]</sup>. The spatial distribution of temperature increase is relatively homogeneous across the country, with a slightly higher warming trend projected in southern and western parts. Compared to the baseline period, the rising temperatures are more noticeable during summer, from September to December. The annual median precipitation is projected to decrease by 1.2 per cent (RCP 2.6) and 4.4 per cent (RCP 8.5) in 2040–2059. Temperatures of around 2.2°C by 2050 are projected. Compared to the baseline period (1986–2005) rainfall reductions are more pronounced during the wet season, especially from October to March. Northern and eastern parts of the country are projected to experience above-normal precipitation, while western and southern parts of the country will receive less than historic levels of precipitation<sup>[48]</sup>.



**Figure 3.** Projected changes in annual temperature (left) and precipitation (right) (Zimbabwe's)<sup>[49]</sup>

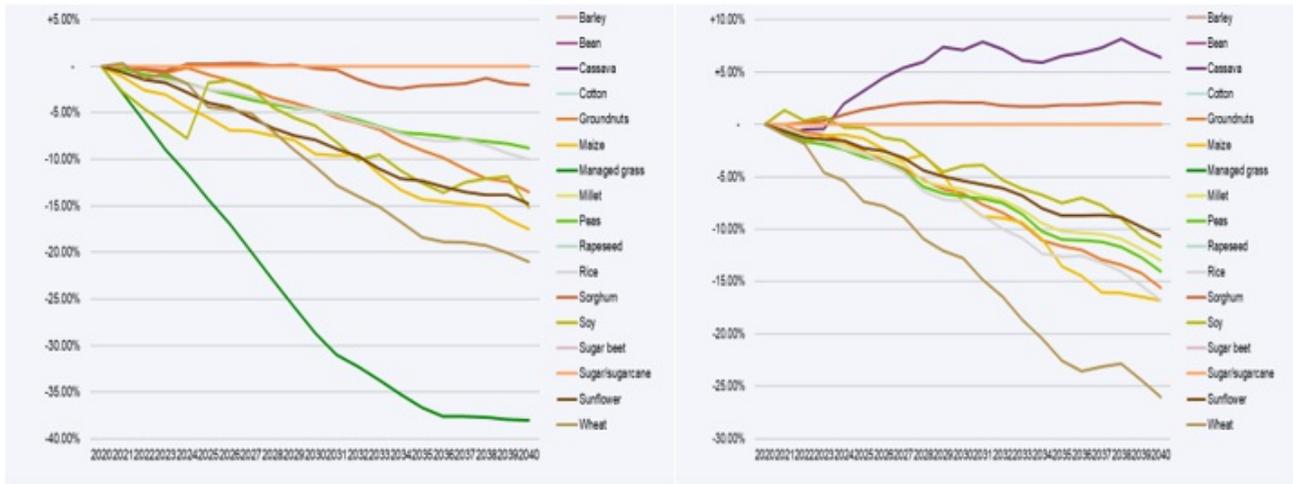
43.

44. **Impact of climate change on agriculture.** Zimbabwe is considered highly vulnerable to climate change impacts and was ranked 171 out of 182 countries in the 2020 ND-GAIN Index<sup>[50]</sup>. The country is ranked 188 out of 192 in readiness to adapt. In terms of vulnerability, it is ranked 143 out of 182. Climate change negatively affects Zimbabwe's economy. Evidence shows a great degree of correlation between the national Gross Domestic Product (GDP) and rainfall patterns<sup>[51]</sup>. Extreme weather events pose severe threats to the performance of the Zimbabwean agriculture sector. They are likely to be accelerated by adverse impacts of climate change in the future. The majority of the agriculture is rain-fed, making the industry highly vulnerable to climate change impacts, especially precipitation variability and climate-induced natural hazards. Approximately 80 per cent of agricultural production in Zimbabwe is rain-fed, while the remaining 20 per cent is irrigated. As one of the highest irrigation-dependent countries in the southern African region, Zimbabwe has deployed a relatively large portion of its irrigated potential, with a total irrigated area of 123,000 ha. An extra 80,000 ha can be irrigated from the estimated groundwater available in the country<sup>[52]</sup>. Therefore, water availability is crucial to agricultural development in the country.

45. Rain-fed agriculture faces increasing threats, with droughts and floods becoming more frequent and intense. The rain-fed crop production in Africa is projected to see a decline of 12 per cent by 2080.<sup>[53]</sup> For Zimbabwe, maize is an important agricultural product. It is the staple food and gaining even more importance, with cereal yield decreasing since the country's independence in 1965. Over the past 15 years, maize yields have gradually declined while the population has increased, resulting in higher than usual levels of food insecurity in most parts of the country.<sup>[54]</sup> Meanwhile, many crops are irrigated, including significant cash crops such as tobacco, cotton, tea, coffee, and horticultural crops. Irrigated agriculture also encounters challenges as water demand increases and water availability declines.<sup>[55]</sup> Similarly, limited precipitation and extreme heat induced by climate change contribute to diminished rangeland productivity and decreased livestock production. A study shows that most of the country will experience reduced rangeland carrying capacity for livestock and wildlife as Net Primary Production (NPP) drops from 8 t per ha per year to slightly above 5 t per ha, per year by 2080. The most intensive decline in rangeland productivity will be in the Southwest and Northwest.

46. **e) Impact of climate change on crop yields**

47. According to the CARD (Climate Adaptation in Rural Development) tool simulations of the ISIMIP model, due to climate risks, the yields of many crops will significantly decrease under the high-warming climate projection scenario (RCP8.5). The rainfed crops that will be most affected are wheat, maize, sunflower, and soy, whose yields could fall by 14.28 to 38 per cent by 2040. The yields of irrigated crops (wheat, rice, groundnuts, and peas) are projected to fall by 14.68 to 25 per cent by 2040. These projections should be taken into account when choosing the value chains to target with IFAD interventions in Zimbabwe to ensure the resilience of these crops to the multiple impacts of climate change.



48.

49. **Figure 4.** Impact of climate change on rainfed crop yields (left) and irrigated crop yields (right)

### c. Climate change mitigation

#### Climate change adaptation.

In Zimbabwe, the following farming systems practices are being undertaken by smallholder farmers that conform to the principles and strategies of sustainable agriculture.

**Soil and nutrient management** – Farmers use compost from manure and crop residues; and legumes for natural nitrogen fixation or as green manures planted in intercropping systems as part of a crop rotation scheme or in agro-forestry systems. Using these methods and practices markedly reduces the need of synthetic fertilizers, which, apart from their high costs, contribute to GHG emissions.

**Water harvesting and use:** Improved water harvesting and retention (such as pools, dams, pits, retaining ridges, etc.) and irrigation systems are fundamental for increasing production and addressing the increasing irregularity of rainfall patterns. In Zimbabwe common irrigation facilities are pump and tidal systems and boreholes with different distribution facilities such as flood, overhead sprinklers and drip systems. Water catchment tanks are used in some schools and homes to harvest rainwater used for irrigation in vegetable gardens and orchards. There are water conservation structures in the form of dikes, bunds and spillways that facilitate water retention and combat salinity.

**Pest and disease control:** Climate change alters the distribution, incidence, and intensity of plant pests and diseases and invasive and alien species. The integrated pest management approach is widespread following its introduction.

**Resilient ecosystems.** Improving ecosystem management and biodiversity can lead to more resilient, productive, and sustainable systems that may also contribute to reducing or removing greenhouse gases. In Zimbabwe, agroforestry systems such as alley farming, farm border planting, and energy-efficient equipment such as improved cooking stoves are carried-out in many communities.

**Drought tolerant crop varieties.** Early maturing, high-yielding, and drought-resistant crop varieties are recommended for food crops planted with horticultural crops under irrigation. The use of crop suitability maps developed by UCT is recommended<sup>[56]</sup>.

Climate risks can be addressed through promotion an Ecosystem-based Adaptation (EbA) approach such as conservation agriculture, soil erosion control, agroforestry, integrated soil fertility management, bio-pesticides and appropriate use of agrochemicals, biodiversity conservation. An EbA emphasise increasing the diversity of cropping systems, while enhancing local biodiversity and ecosystem services, and strengthening and empowering local communities. Enhancement of local environmental services can provide a buffer against climate shocks

#### Climate Change Mitigation.

Despite little contribution to global Greenhouse Gas (GHG) emission which was 22,019 Gg CO<sub>2</sub> e.q in 2006, representing less than 0.05 per cent, Zimbabwe is committed to contribute to the Paris Agreement GHG reduction goal. By 2030, Zimbabwe aims to reduce GHG emissions by 33 per cent against its business as usual scenario, thus from 3.3 tons to 2.2 tons CO<sub>2</sub> eq per capita. As agriculture and energy contribute 40 per cent and 49 per cent respectively to Zimbabwe's GHG emissions, the Nationally Determined Contribution (NDC) has highlighted adaptation and mitigation co-benefits through the promotion of sustainable agriculture and provision of clean energy. Eighty-five per cent of irrigation uses unclean power, providing opportunities to generate mitigation benefits with renewable energy in irrigation. HEPP will aim to enhance vulnerable communities' adaptation to climate change and support the country's mitigation commitments. Opportunities are going to be explored to access environment and climate financing from the Global Environmental Facility to provide additional resources to help the country build resilience in the agricultural sector.

## 2.3 Target group profiles

**Geographical targeting:** HEEP will take a two-pronged approach to geographic targeting based on a combination of poverty and nutritional status and potential for commercial horticultural development. HEEP Village Horticultural Gardens (VHG) will be implemented in the four provinces: Manicaland, Masvingo Midlands and Matabeleland South<sup>[57]</sup>. The 4P will take a nationwide approach with a special focus in the high horticulture potential region of Mashonaland and Manicaland Provinces located in Natural Regions I and IIA. Within these four targeted provinces, HEEP VHG will be implemented in 20 rural districts<sup>[58]</sup> which are further broken down into wards.

The Village Horticultural Garden (VHG) activities, which are focused on the poorest rural households with less immediate opportunities for commercial horticulture. The 620 VHGs will be sited, using a hub and spoke approach, in the districts with functional ARDA-managed irrigation schemes especially but not limited to those rehabilitated by the GoZ through the Smallholder Irrigation Rehabilitation Project (SIRP). There will be 155 VHGs per province. Five districts will be targeted per province and 10 wards per district. For wards with irrigation scheme, adjacent wards will be targeted with 3 VHGs covering 200 out of the 776 rural wards in the four targeted provinces. The criteria for district selection include: (i) poverty prevalence, (ii) proximity of functional smallholder irrigation scheme, (iii) proximity to a major agricultural corridor, (iv) agribusiness and nutrition sensitive horticulture potential, and (v) agro-ecological and inclusive, ARDA aggregation potential.

The selection criteria for wards include: proximity to the ARDA-managed smallholder scheme, poverty prevalence, vulnerability to climate shocks, and interest of the farmers. HEEP will implement a participatory approach, including the community and their leaders, for the selection of areas for VHG. This hub and spoke approach will provide important synergies in terms of access to local markets, management, and provision of capacity building assistance for SHFs both in VHGs and on the schemes. The selection criteria for the VHGs in these wards will include: poverty prevalence, technical and financial feasibility, ARDA interest, geo-physical conditions, potential for eventual inclusion in commercially viable horticulture, areas vulnerable to climate change, availability of arable land and water, interest of farmers to contribute towards operation and maintenance and replacement costs and engage in market-led production. The key horticulture crops include nutritional sensitive horticulture crops grown specifically to fulfil nutritional needs on the 0, 25 hectares and the commercial horticulture crop on one-hectare garden. Individual households will benefit from fruit trees seeding and water harvesting tanks for their homesteads.

The location of the 4P activities, which include mostly poor rural households with more immediate opportunities for commercial horticulture, will be based on market conditions and agro climatic potential, and selected through a competitive process. Therefore, the location of the 4P SHFs will depend on both the demand from anchor firms/farms and the interest and potential of SHFs. The 4P households will be located in i) well-functioning irrigation schemes throughout the country and ii) high potential regions of the Mashonaland Provinces and Manicaland, that is, those that fall into Natural Regions 1 and 2A (50 percent women and 30 percent youth beneficiaries) to qualify for funding, APGs should have 70% project target group). The targeted beneficiaries per province is given in Table 3.

**Table 3.** The targeted beneficiaries in provinces

Province/Districts	No of beneficiari es (HH)	no of persons	no of women beneficia ries	No of youth benefici aries
Masvingo Province Districts: Chiredzi, Mwenezi, Gutu, Masvingo and Zaka	10,000	50,000	5,000	3,000
Midlands Province Districts: Mberengwa Gweru, Shurugwi, Chirumanzu, Zvishavane	10,000	50,000	5,000	3,000
Manicaland Province Makoni, Chipinge, Chimanimani, Nyanga, and Mutasa	10,000	50,000	5,000	3,000
Matabeleland South Province Gwanda, Mangwe, Insiza, Beitbridge and Matobo	10,000	50,000	5,000	3,000
Rest of Provinces including Mashonaland Provinces and horticulture areas NR 1 and NR 2A	31,000	155,000	15,500	9,3000
Totals	71,000	355,000	35,500	21,300

### Gender and Social inclusion Strategy in HEEP

HEEP is gender transformative. It is recognised that the majority of rural women have limited access to resources than men, have

lack of voice in decision making and are overburdened by productive and reproductive roles. In addition, women do not share the benefits of their labour and efforts since they are subjected to discriminatory socio-cultural norms. The intervention will seek to remove barriers and constraints for women participating in and contribution in horticulture sector development, strengthen women's economic empowerment, decision-making and achievement of workload balance. HEEP will strengthen women's voices in determining household priorities, spending patterns, and in addressing their own well-being. Gender roles and relations are discussed between men and women.

A community Gender Action Learning System (GALS) approach will be adopted for achieving gender transformation. This community-led empowerment methodology places the poor women and men in the centre to determine their own development. Through participatory processes and simple mapping and diagram tools, men and women jointly identify and address obstacles in their environment. This strengthens the control over their personal, household, community and organisational development to improve income, food and nutrition security in a gender-equitable way. Ultimately, GALS can promote collaboration between vulnerable and powerful value chain actors[59]. GALS training will be undertaken by the Targeting and Social Inclusion experts at the regional project implementation unit.

Alleviating the women's workload and enhancing the equal sharing of economic benefits is central to achieving gender transformation. HEEP will implement empowering measures such as facilitating women's access to CSA technology ensuring not to increase the workload for women, carrying out training close to their homes, arranging for child-care sessions to facilitate women's participation in training while easing their workload. The technologies[60] that liberate women from traditional gender roles will be promoted. The use of GALS will ensure that both the men and women are targeted at the same time, to challenge unequal gender relations and enhance the redistribution of household tasks among the household members. It will also enhance the distribution of workloads, economic and social benefits between men and women. A "men and masculinities" approach will be integrated in awareness raising activities to address gender stereotypes, behaviours and expected roles and responsibilities. A pro-WEAI baseline, mid-term and end line survey will be undertaken in order to understand the women's role and needs. This in line with IFAD's policy on gender equality and women's empowerment focusing on economic empowerment, decision making and representation and workload balance. The project will challenge and change the existing gender norms, promote the position of influence for women, and address power inequalities between men and women. HEEP seeks to advance rural women as key agents of change through the adoption of gender sensitive horticulture value chains under sub-component 1.1 on VHG.

HEEP will promote economic empowerment of women through access to Matching Grants and the linkages to anchor firms under Sub-component 1.3. The project will encourage women-led APG and VHG to access land and engage in productive horticulture enterprises. The land will be allocated through the traditional chiefs which is transformative since land ownership is a preserve for males. Women and men will be trained in business development, financial literacy, foundational literacy, record keeping, CSA among others. Through the linking of women and men to private sector firms under the 4P or to ARDA under the VHG model, new market opportunities are created for men and women and this will spur production and productivity. The men and the traditional leaders will be sensitised on the need to create equal opportunities for men and women for economic empowerment and equal sharing of benefits.

Women will account for a minimum of 50 per cent project beneficiaries, with adequate participation and representation in decision making committees - for APGs and Village Horticulture Gardens and across all the project components. Women's participation in decision making at household level will be promoted through GALS. The GALS approach will promote equitable working conditions for men and women. A "men and masculinities" approach will be integrated in awareness raising activities to address gender stereotypes, behaviours and expected roles and responsibilities. GALS will be essential to strengthen women's voices in the household. In order to achieve equal voice and influence, women will be allowed to assume executive roles in non-technical executive positions in the management committees for management committees for APGs, VHG and to own microenterprises. HEEP will create network forums for women to share ideas and exchange experiences as well as channel grievances to national level for policy action. In addition, leadership training will be provided in order to improve the quality of leadership roles by women and men.

Strengthen the capacities of BDS providers to operate in a gender sensitive manner and increase women's access to information, knowledge and skills necessary to run their enterprises. HEEP will appoint gender and social inclusion staff as part of the NPMU and the three regional PMUs. Community gender sensitisation training by Agritex will ensure availability of mentoring and coaching services to women and men throughout the project life.

Component 1, training should not only address technical skills (e. g business skills and entrepreneurship), but also soft skills that act as a barrier for the participation of women including confidence building, leadership skills, reproductive health rights and GBV.

**Youth have** limited productive resources, skills and capital and are less likely to have adult population assets, experience, or skills. Youth require fast return on their activities for them to remain engaged, considering their financial obligations. Youth Strategy: HEEP is a youth sensitive project. The challenges faced by youth include: limited access to productive assets and land, limited access to finance and inadequate skills. HEEP is targeting 30% youth participation across project activities and components. HEEP will promote access to services and productive assets for youth through the provision of Business Development Services, Climate Smart Agriculture, vocational skills training, and entrepreneurial training, access to land, finance, digital technology as well as participation in policy dialogue with special focus on young women and disadvantaged youth. As a result of project interventions, decent jobs will be created for young men and women in the along the 4P horticulture value chain. The project will generate long term youth employment opportunities and entrepreneurship by addressing challenges of rural youth in both wage and self-employment opportunities. Youth will be empowered to access matching grants as beneficiaries of APG. Technologies such a hydroponics agro-processing equipment, high yielding varieties and tractor tillage services will assist in overcoming drudgery and attract youth participation.

HEEP will target youth directly by identifying skilled and unskilled youth interested or already participating in 4Ps in providing services to the 4P members, or in production, post-production activities such as processing, marketing, artisanry, or casual labour. The 4Ps APGs will allocate 30 per cent of membership to interested youth. The project will provide equal opportunities for 21,300 female and male youth aged 18 to 35. In addition, youth that are interested in being part of the 4Ps APGs will benefit from technical assistance on

4Ps business plan development, training of youth in climate-resilient agriculture and access to 4Ps loan finance (through anchor firm) and matching grants, capacity building under 4Ps on financial literacy and business planning, and technical training..

**Nutritionally vulnerable groups:** the project will target nutritionally vulnerable groups such as adolescent girls, women of reproductive age, pregnant and lactating mothers and support their needs through tailored local specific interventions. The project will liaise with associations of PWDs to assess concrete opportunities for this social group. Likewise, associations of people living with HIV and AIDS will be contacted in the target areas to assess opportunities to participate in project interventions.

### 3. Institutional analysis

50. The most important institutions as potential strategic partners to help achieve IFAD's mainstreaming agenda are outlined below.

51. **National Gender Policies, Institutions and actors:** Gender equality is recognised in The Zimbabwe Constitution and elaborated in the National Gender Policy, under the **Ministry of Women Affairs, Community, Small and Medium Enterprises**. **The Zimbabwe Gender Commission** and several NGOs promote gender equality and women's empowerment. HEEP will collaborate **Ministry of Youth, Sports, Arts, and Recreation** on youth empowerment.

52. HEEP will work with government (Agritex, ARDA, AMA, and ZIMTRADE, DR&SS) and financial institutions in the provision of extension services, business management, market linkages, GAP certification, nuanced horticulture technologies and provision of farmer loans.

53. **GoZ Social, nutrition, and IFAD Policies:** This SECAP review note is aligned with key Government strategies and plans, including the National Development Strategy 1 (2021-2025), Vision 2030, National Agriculture, and Food Systems, Transformation Strategy (2020-2025) National Agriculture Policy Framework (2018-2030), Land Policy Framework, Zimbabwe Agricultural Investment Plan, the National Gender Policy, the National Youth Policy, and Food and Nutrition Policy. The review note is also aligned with Zimbabwe United Nations Sustainable Development Cooperation Framework (2022-2026) and in line with IFAD's (2016-2025) Strategic Framework, IFAD's Strategy and Action Plan on Environment and Climate Change (2019-2025), New SECAP guidelines (2021), and the Sustainable Development Goals (SDG). It is also aligned to the IFAD12 Replenishment commitments on climate adaptation and environment, gender, youth, nutrition, social inclusion.

54. **Climate and Environment related institutions**

55. **Relevant climate and Environment Institutions. Ministry of Environment, Climate, Tourism and Hospitality Industry** (MoECTHI) is responsible for environmental and natural resources management. It hosts the focal points for Global Green Climate Funds (GCF) and Global Environmental facility (GEF) and will play a key role in securing co-financing resources for the HEEP. The two important units under the Ministry are **Climate Change Department** and **Environmental Management Authority (EMA)**. EMA ensures adequate environmental safeguards are met in the targeted areas and carries out environmental education, conservation of natural resources.

56. **The Department of Civil Protection (DCP)** HEEP will collaborate with DCP on disaster risk reduction measures related to climate change and extreme weather events.

57. **Zimbabwe's NDC (2016).** The NDC seeks to upscale options that enhance climate resilience and eradicate poverty. Zimbabwe urgently needs to implement a wide range of adaptation measures, which seek to reduce climate sensitivities, increase adaptive capacities and/or reduce direct or indirect exposure to climate-related hazards. At this stage and for the summative purposes of this high-level NDC report, Zimbabwe is initially focusing on four high-level priority adaptation measures, namely to.

- Develop, implement and scale-up climate smart agriculture solutions and strengthen agricultural value chains and markets;
- Enhance early warning and climate-related disaster risk reduction systems (including information management systems);
- Ensure climate resilient infrastructure designs and development; and
- Develop and promote resilient and sustainable water resources management.

58. The NDC commits to a 33 per cent GHG reduction by 2030. HEEP will support the NDC through investments in climate adaptation actions with mitigation co-benefits e.g. Agro-ecological and Ecosystem-based Adaptation (EbA) approach, renewable energy, climate smart agricultural practices, irrigation, water harvesting and climate and weather information systems, including mobilisation of climate finance from GEF.

59. **Climate and Environmental Policies and legislations.** The following policies and legislations will be key implementing mainstreaming themes: National Climate Change Policy and National Climate Change Response Strategy (2016), Zimbabwe Agriculture Investment Plan (2013–2017) Environmental Management Act (2006), The Forest Act (1999), National Environmental Policy and Strategies (2009).

### 4. Environmental and social category

60. The preliminary environmental and social categorization is **Substantial**. Project interventions, though reversible, may lead to potentially adverse risks to the environment and humans/society if not adequately mitigated through mitigation actions. Some sub-projects likely to have significant or negative risks include rehabilitation or construction of irrigation schemes, agro-

processing facilities, rural roads, and agrochemicals.

61. Potential environmental and social risks include deforestation, degraded land and rangelands, soil erosion, inappropriate agrochemicals, pollution, declining soil fertility, conflicts, gender-based violence, child labour, youth unemployment, social unrest, etc. A focus will be on employment creation for youth, household mentoring, observe ILO guidelines on child labour, and GRM. An ESCMF developed during design provides all risks identified and steps involved in mitigating the potential environmental and social impacts of HEEP investment.

## 5. Climate risk category

62. The preliminary climate risk classification for HEEP is **Substantial** based on IFAD Environment Social and climate online tool. The high climate vulnerability will have significant negative impacts on food security and the livelihoods of smallholders. An in-depth climate vulnerability analysis for Zimbabwe, with a value chain focus, undertaken by the University of Cape Town with the Adaptation for Smallholder Agriculture Programme (ASAP2) financing, has informed the HEEP design and will be fundamental during project design. The climate analysis shows that the adverse effects of CC significantly affect agricultural production. The primary driver for climate vulnerability for agricultural production in the smallholder sector is rainfall variability and intensity. The project design will also benefit from the World Bank climate risk analysis in 2019-2020.
63. Considering the challenges identified during the review. The impact of the climate on the targeted populations is considered high, especially in the zones considered most vulnerable. HEEP will systematically include mitigation and adaptation measures to reduce vulnerability and manage the various climate-related risks. All mitigation and adaptation will be aligned to the country's priorities in the national strategies and the NDC.
64. HEEP will invest in climate adaptation and resilience measures with mitigation co-benefits. These include climate-resilient agricultural practices, climate and weather advisories, crop insurance, drought-tolerant varieties, shade nets and greenhouses, climate-proofing infrastructure, renewable energy, agroforestry, and water harvesting and irrigation. A targeted adaptation assessment consistent for substantial climate risk classification was developed to guide implementation in different regions.

## 6. Recommendations for project design and implementation

65. In line with IFAD 12 ambitions, HEEP will be climate-focused, gender transformative and nutrition sensitive.
66. CSA capacity building is recommended for promoting environmental and Natural Resources Management (ENRM) practices and CC adaptation. Consequently, the farmer's CSA capacity building should be done before the approval of matching grants to enable farmers to make informed investment decisions on sustainable land management in the early stages of project implementation.
67. It is important to ensure that all partner financial intermediaries be required to prepare an Environmental and Social Management System (ESMS) consistent with SECAP requirements, including developing an environmental and social policy, procedures and capacities for assessing, managing and monitoring risks, organizational capacity and competency, and Grievance Redress Mechanisms
68. The mitigation co-benefits through improved soil carbons and potential investment in agroforestry systems can also be included in the CSA training. However, to ensure that the investments achieve these benefits, measures should be included in monitoring the grants and results from the investments. The screening criteria in the ESCMF should be used to screen business plans and the matching grant proposals should include ENRM and CC considerations.
69. To ensure adherence to the SECAP and the national regulations, potential grantees should be made aware of the relevant certificates required for specified activities and the need to acquire these before the approval of grants. This can be done through templates for the grants and sensitisation sessions for HEEP.
70. Furthermore the project will (i) provide broad training for 4Ps for rural youth, (ii) identify 4Ps anchor firms with greater reach to smallholder farmers, (iii) raise awareness of labour saving technologies to reduce drudgery, (iv) enhance youth participation in the innovation fund through a special Expression of Interest for youth, (v) promote women's economic empowerment through promoting women as producers and involvement in MSMEs, (vi) improve the participation of women in decision-making through adhering to the 50% quota for women participation, (vii) improve women and youth's access to finance and provide financial literacy training, (viii) hire a social inclusion expert for HEEP and conduct gender sensitisation through Gender Action Learning System (GALS) for the 4Ps.

### 71. Target group profiles

72. HEEP's primary target group consists of 71,000 smallholder households comprising (i) 31 000 smallholder farmers beneficiaries supported by ARDA under 620 Village Horticulture Scheme benefiting from improved production, post-harvest handling, market access and capacity building in climate smart agriculture and business development; (ii) 20,000 smallholder farmers consisting of 800 Agricultural Groups, benefiting from co-financing support for improved production, harvesting, post-harvest handling through the 4P anchor firms; (iii) 20,000 labourers will benefit from seasonal and full-time employment from the APGs and 4P anchor firms; and The target group consists of fifty (50) per cent FHH and women in male-headed households, as well as 30 per cent

youth (21,300 youths consisting of 50 per cent youth females aged 18 to 35 years). The total *indirect* target group is estimated to be 50,000 households **not** participating directly in HEEP activities, who will benefit from the long-term indirect benefits of economic development in the targeted villages including indirect job creation in services and trade sector. Poverty categorisation of rural households in Zimbabwe is presented in Table 2.

73. Table2: Poverty Categorisation of directly targeted HEEP beneficiaries

Category	Household type	Characteristics	HEEP interventions	N° of beneficiaries
A	Chronically poor and unable  Chronically food insecure and dependent on social safety nets (e.g. cash transfers)	<ul style="list-style-type: none"> <li>Poor households – little or no land</li> <li>No economically active people</li> <li>Typically, child or elderly-headed households</li> <li>Below the food poverty line</li> <li>Vulnerable to nutrition and climate change impact</li> </ul>	<ul style="list-style-type: none"> <li>Nutrition-sensitive Interventions e.g. (Village Horticulture Gardens)</li> <li>Community investments</li> <li>Collaborate with humanitarian organisations (e.g. WFP)</li> <li>GALS</li> <li>Public Infrastructure</li> <li>Fruit trees</li> <li>Water harvesting equipment</li> <li>Solarised boreholes energy saving stoves,</li> </ul>	9,928 (4,964 women)
B1	Chronically poor but able  Often chronically food insecure but capable of becoming transitory food secure	<ul style="list-style-type: none"> <li>Poor households with access to land or livestock and labour, and often involved in farming or livestock rearing and wage labour.</li> <li>Typically, 1 economically active person</li> <li>Lack cash and resources to purchase inputs and commodities.</li> <li>Below the total consumption poverty line</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Village Horticulture Gardens</li> <li>Empowerment &amp; capacity development &amp; skills e.g. Training and capacity building CSA &amp; agribusiness, business skills, diversification of production, access to markets, nutrition</li> <li>support to horticulture value chains where women are dominant</li> <li>GALS training &amp; Nutrition-sensitive Interventions</li> <li>Promote farmer to farmer learning in extension</li> <li>Matching grants for APGs</li> <li>Fruit trees, energy saving stoves, solarised boreholes</li> </ul>	14,882 (7,441 women)
B2	Transiently poor Transitory food insecure	<ul style="list-style-type: none"> <li>Emerging smallholder farmers with land and labour but cash constrained and vulnerable to shocks.</li> <li>2-3 economically active people</li> <li>Households can increase productivity to achieve food and income security and become engines of rural economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and technical skills</li> <li>Business training</li> <li>Marketing access (out-grower, contract framing)</li> <li>Equipment</li> <li>Nutrition through Village Horticulture gardens</li> <li>Matching grants for APGs and micro-enterprises</li> <li>Contract framing</li> <li>Out-grower linkages to lucrative value- chains</li> <li>GALS Nutrition-sensitive Interventions</li> </ul>	36,298 (18,149 women)
Category	Household type	Characteristics	HEEP interventions	N° of beneficiaries
C	Self-sufficient Often food secure, with a risk of transitory food insecurity	<ul style="list-style-type: none"> <li>Farmers with land and labour and the potential to enter into private sector market linkage arrangements and produce a saleable surplus.</li> <li>Typically, 3-4 economically active people</li> <li>Able to withstand shocks without external assistance.</li> </ul>	<ul style="list-style-type: none"> <li>Business expansion support</li> <li>New technologies to increase production and productivity</li> <li>Value addition</li> <li>Innovation to increase production and marketing of commodities</li> <li>Matching grants for APGs and micro-enterprises</li> <li>Out-grower linkages to lucrative value- chains</li> <li>Nutrition-sensitive Interventions</li> <li>GALS</li> </ul>	9,892 (4,946 women)
	Women	<ul style="list-style-type: none"> <li>Limited decision making</li> <li>Limited access to means of production (land, inputs, capital, technology, seeds etc.)</li> <li>Heavy workload and time poverty</li> <li>limited access to finance, vulnerable to nutrition and climate change impact</li> </ul>	<ul style="list-style-type: none"> <li>improved economic and social welfare</li> <li>Improved decision making by women at HH and community level, joint decision making enhanced</li> <li>Improved participation in VHG, APG, leadership skills</li> <li>reduced workload, sharing of care work, improved access to finance</li> <li>Improved well-being and nutrition, resilience to shocks</li> <li>improved adoption of CSA, improved production/productivity</li> <li>Improved entrepreneurial and business skills</li> <li>Reduced Gender Based Violence</li> <li>Improved market access through 4P</li> <li>Knowledge and adoption of labour-saving technologies</li> </ul>	35,500 (included in A, B1, B2, C and youth)
	Youth	<ul style="list-style-type: none"> <li>Lack of access to means of production</li> <li>High unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Access to matching grants</li> <li>Improved BDS skills</li> <li>improved Agribusiness</li> <li>improved Leadership skills, improved decision making, ownership of assets</li> <li>Improved digitalization and adoption of technologies</li> <li>Improvised employment opportunities through 4P</li> <li>Improved production, productivity and income</li> </ul>	21,300
	<b>Total</b>			<b>71,000</b>

#### 74. Social mitigation measures

75. The project will adhere to international labour standards and adopt adequate safety measures. As required, appropriate grievance redress mechanisms will be established for both workers and programme's beneficiaries.

#### 7. Further studies needed

76. The following studies required for HEEP were prepared during design and are attached as annexes:
1. Environment, Climate and Social Management Framework (ESCMF),
  2. Environment, Climate and Social Management Plan (ECSMP),
  3. Pesticides management plan (PMP) to guide pest management
  4. Grievance redress mechanism (GRM) and
  5. Stakeholder Engagement Plan (SEP)
77. Further risk assessment will be done during implementation to ensure specific project intervention areas are not near the protected areas. Mitigation measures will be included according to Standard 1, paragraph 7.
78. The ECSMP matrix attached will be used as a monitoring plan that will include monitoring parameters, frequency of monitoring, and responsibility for monitoring, timelines and costs. The targeting approach and strategy of HEEP include considerations on how the choice of value chain commodities and steps within the value chain prioritize pro-poor outcomes. A gender analysis of potential value chains should be planned, and the strategies and measures for promoting gender transformative approach should be clearly identified. Detailed analysis of the specific constraints that the youth experience along the selected value chains and how the HEEP will tackle these challenges would contribute to a clear strategy on social inclusion. A complete situation analysis on nutrition, assessment of the nutritional needs of different age groups, the adequacy of dietary intake, food habits, feeding and caring practices, including food availability (sources of food), accessibility (markets), affordability (price and income) and different coping strategies, will be carried out.
79. **Stakeholder engagement**
80. The project will consult and engage with relevant stakeholders in all stages of the project cycle being guided by the stakeholder engagement plan (SEP) annexed to ESCMP which was developed during design. The project has created governance structures such as the project steering committee, which includes public and private sector players. The project will also work closely with community forest associations and water resource user associations, including local communities to ensure they are well engaged and represented in the project cycle. The project will also conduct an inventory of other development partners working in the country to enhance cooperation, synergy and close working relationships. Using the ESCMP developed for the project will undertake stakeholder consultations to discuss the reports, obtain feedback and validation of reports.

## 8. Monitoring and evaluation

81. The programme will use M&E indicators in the logical framework to measure climate resilience, NRM practices, and nutrition aspects, including gender and youth issues. A monitoring plan will be developed to identify monitoring indicators at different levels, parameters to monitor, frequency of monitoring, responsibility for monitoring, and cost. Key responsibilities and monitoring for designing and implementing environmental and social safeguards measures are identified within ESCMP matrix (Table 4). The FAO EXACT Tool GHG emissions accounting will be used to account for emissions. A detailed GHG analysis will be done at the start of implementation. Procurement actions and budget related to SECAP will be monitored by PMU and IFAD.

## 9. References

82. Refer to footnotes

## ESCMP Matrix

83. **Table 4. Environment, Social and Climate Management Plan (ESCMP) Matrix**

ESCMP Matrix <sup>a</sup>					
Implementation of ESCMF	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution In Implementation Phase	Means of Verification (Monitoring and reporting)	Frequency of Verification
<b>Environmental Social &amp; Climate Impacts</b>	ESCMF Updating/Customisation and Dissemination	- Stakeholder Engagement	PMU	Updated and disclosed ESCMF	Preparation stage and annually
	Harmonisation of Environmental, Social and Climate Standards with Co-Financiers	- Stakeholder Engagement	IFAD, MLAFWRD	Harmonised ESC Standards	Preparation stage
	Sub-project preparation and/or updating of Environmental, Social and Climate Safeguards (ESIA, ESCMP, ESMS, TAA, PMP, SEP and GRM)	- Stakeholder Engagement	PMU, ARDA, 4Ps NGO	Customised ESCMP, PMP TAA, SEP	Preparation stage and annually
	Capacity Needs Assessment and Training (technical assistance) on Environmental, Social and Climate, screening, mitigation, monitoring and evaluation during the implementation of the ESMF	- Training	PMU, ARDA, EMA, Private Consultant, P4	Training reports	
	Monitoring (technical audits) at national and sub-projects level	- Participatory monitoring and Stakeholder feedback Meetings	PMU, ARDA, 4Ps NGO		Quarterly
	<b>Land Degradation</b>	- Define boundaries for removal of vegetation and trees (preserve tree species of biodiversity importance to minimize impact) - Consider alternative site selection - Consider Afforestation programs to compensate degradation - Train Farmers on land protection	- Participatory site selection - Sensitisation of Farmers on environmental protection.	PMU <sup>b1</sup> , MoECTHI, EMA, Extension staff, farmers, 4Ps NGO, PFI,	Training reports Periodic Monitoring reports
	- Educate community/brick moulders to minimise damage from brick moulding (covering pits, and reforestation). - Conduct monitoring during clearing of land to make sure that it is not done in excess and - Conduct periodic monitoring and provide support with information throughout the project duration.	conserving forests in terms of maintaining the balance of the ecosystem. - Training of farmers on soil health			
<b>Impact on Soil Health</b>	- Promote change of cropping patterns and encourage crop diversification - Promote growing of nitrogen-fixing crops and composting of crop residues to minimize loss of soil fertility - Ensure balanced fertilizer application and promote use of bio-fertilizer or organic fertilizers - Train Farmers on soil health and how they can maintain soil fertility for it to continue being productive.	- Training of farmers	PMU, MoECTHI, EMA, Extension staff, farmers, 4Ps NGO, PFI,	Training reports	At the beginning of the project, annually thereafter
<b>Impact on Forests and wildlife</b>	- Under such circumstances where vegetation clearance is required to some extent, it is essential to preserve tree species of biodiversity importance to minimize impacts. - Provide wildlife corridors and buffer zones as necessary - Ensure good site design and good management during construction to minimize noise and other disturbances to wildlife - Study wildlife habits before applying chemicals, applications should be made when it will cause the least harm to wildlife. - Use the correct pesticide formulations. Avoid granular formulations that can be dangerous especially to birds - Promote Fire guards on all schemes	- Participatory site selection - Training of farmers on wildlife protection - Training on Pesticides use and application - Educating and demonstrating construction of fire guards	PMU, MoECTHI, EMA, Extension staff, farmers, 4Ps NGO, PFI,	Absence of human-wildlife conflicts, Training reports	At the beginning of the project and continuous thereafter
<b>Rainfall Variability, Excessive Abstraction and Water Losses</b>	- Promote water-efficient technologies and water conservation measures for drier periods (Gates and other installations that regulate the flow within the irrigation system will be installed should drilling wells be required, sound environmental practices will be respected to avoid cross contamination of aquifers and unsustainable extraction of groundwater) - Promote climate smart and environmentally sustainable practices that save water and reduce evapotranspiration (e.g. Greenhouses, shade nets) - Facilitate timely and accurate climate and weather information advisories - Make use of qualified personnel to design and supervise irrigation schemes - Conduct Hydrologis studies to evaluate aquifer characteristics	- Training of farmers	PMU, MoECTHI, ZINWA and the Department of Irrigation	- Water demand schedules - Monitoring reports - Maintenance reports	Annual audits Seasonal checks, Training reports

	<ul style="list-style-type: none"> <li>- Maintain recharge and discharge balance of the catchment area.</li> <li>- Prioritise Catchment management for the Irrigation schemes in coordination with sub-Catchment Councils.</li> <li>- Establish water demand schedule at scheme level based on professional technical advice and that maintains sustainable volumes of ground/surface water that can be abstracted in each season to minimize depletion</li> <li>- Educate farmers on balancing between saving water and giving enough to crops as well as equitable sharing of water</li> <li>- Address Water losses in the reticulation system through effective Operation and Maintenance (O&amp;M) system</li> <li>- Conduct regular inspections to identify and address leaks and regulate water flows using appropriate devices.</li> </ul>				
<b>Siltation</b>	<ul style="list-style-type: none"> <li>- Minimise soil erosion by converting areas that are at high risk for erosion due to steep slopes or erodible soils for forage production or grazing and steeply sloped lands under cultivation can be converted to perennial plantations</li> <li>- Wooded areas with poor soils and steep slopes should be left in their natural state to minimize soil erosion.</li> <li>- Prioritise Catchment management for the Irrigation schemes in coordination with sub-Catchment Councils.</li> <li>- Farmers should be sensitized and be informed of the impacts of upstream activities in terms of sustainable water supply and this should be extended to the whole community.</li> <li>- Conduct periodic multi-team site monitoring and provide continuous refresher training sessions is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>- Catchment meetings</li> <li>- Participatory dam surveys</li> </ul>	PMU, DoI, ZINWA, EMA, IMCs, VHGs, Wider Community	Status of dams, Minutes of Catchment meetings	Every cropping season
<b>Pollution of Surface and Ground Water</b>	<ul style="list-style-type: none"> <li>- Where wet agro-processing will be necessary wastewater treatment must be done to meet national standards</li> <li>- Fertilisers and Pesticides should be applied in the correct manner as stated by the manufacturer including disposal.</li> <li>- Select application technologies and practices designed to reduce unintentional drift or runoff, only as indicated in the PMP, and under controlled conditions</li> <li>- Where possible, the Manufacturers/distributors must do educational visits for the benefit of the farmers.</li> <li>- Apply Integrated Pesticide management to fight agricultural pests to minimize the use of chemical fertilizers and pesticides.</li> <li>- Encourage farmers to use manure (organic fertilizer)</li> <li>- Promote the use of mechanical controls (e.g. traps, barriers, light, and sound) to kill, relocate, or repel pests</li> </ul>	<ul style="list-style-type: none"> <li>- Catchment meetings</li> <li>- Training of farmers on water pollution management</li> </ul>	PMU, DoI, ZINWA, MoECTHI, EMA, IMCs, VHGs, Wider Community	Minutes of Catchment meetings, Uptake of Organic fertilisers, BOD load of streams and rivers	Continuous
	<ul style="list-style-type: none"> <li>- Use predators to control pests. Protect natural enemies of pests by providing a favourable habitat (e.g. bushes for nesting sites and other indigenous vegetation) that can house pest predators</li> <li>- Prioritise Catchment management for the Irrigation schemes in coordination with sub-Catchment Councils.</li> </ul>				
<b>Environmental Pollution</b>	<ul style="list-style-type: none"> <li>- There is need to improve procurement (taking note of expiry dates), transportation, storage, handling and disposal of drugs and vaccines</li> <li>- Preparation and implementation of integrated vaccine and drug waste management plans throughout the project cycle.</li> <li>- Prioritise Catchment management in coordination with the Sub-catchment Council</li> </ul>	<ul style="list-style-type: none"> <li>- Training of farmers on water pollution management</li> </ul>	PMU, 4Ps NGO, MoECTHI, EMA, IMCs, VHGs	Minutes of Catchment meetings, improved water quality	Annual
<b>Increased frequencies and intensity of extreme weather events (extreme heat, droughts, storms, cyclones, floods)</b>	<ul style="list-style-type: none"> <li>- Promote use of climate resilient cropping systems and practices to offer important adaptation benefits.</li> <li>- Introduce crop diversification and the promotion of agricultural practices that are better adapted to changing climate</li> <li>- Promote drought tolerant crops where applicable</li> <li>- Promote shade nets for production of horticulture crops.</li> <li>- Enhance and improve agro-meteorological infrastructure to provide timely information services to the project beneficiaries such as APGs, public and private investors and other value chain actors.</li> <li>- Identifying high ground/ appropriate siting for infrastructure development to mitigate flood risks</li> <li>- Adopt climate smart technologies (sustainable land management, water harvesting technologies; clean energy and conservation of forests ecosystems)</li> <li>- Facilitate timely and accurate climate and weather information advisories</li> <li>- Capacitate AGRITEX, DoI, with knowledge on how to integrate climate risks into horticultural planning and implementation especially at district, ward and smallholder community level</li> </ul>	<ul style="list-style-type: none"> <li>- Operationalization of TAA</li> <li>- Training and education of farmers on climate smart technologies</li> <li>- Timely and accurate weather/climate information provision</li> <li>- Capacitating technical staff on climate integration</li> </ul>	PMU, AGRITEX, 4Ps NGO, MoECTHI, Farmers	Training reports, records of weather/climate information, capacitate extension staff, improved yields	Seasonal
<b>Impact of Horticulture on Climate</b>	<ul style="list-style-type: none"> <li>- Efforts should be made towards improving the efficiency of energy use such as solar and wind. Partnership with private sector is encouraged to invest on climate resilient technologies to improve energy efficiency and practice. Consider upgrading schemes that are running on fossil fuel.</li> <li>- Promote effective fertilizer management</li> <li>- Promote sustainable management of forests</li> </ul>	<ul style="list-style-type: none"> <li>- Training of farmers on soil and water conservation and resilient techniques, Catchment management</li> </ul>	PMU, AGRITEX, 4Ps NGO, MoECTHI, Farmers	Training Reports, Minutes of Catchment meetings, Solar energy uptake	At the beginning of the project and seasonal
<b>Crop Destruction by</b>	<ul style="list-style-type: none"> <li>- Effective and professional pest control action must be taken in all cases to keep infestations under constant control including after harvest.</li> </ul>	<ul style="list-style-type: none"> <li>- Operationalization of PMP</li> </ul>	PMU, AGRITEX, 4Ps	Updated PMP, Surveillance	Annual

<b>Pests, Weeds and Diseases</b>	<ul style="list-style-type: none"> <li>- Develop and implement Integrated Pest Management Plan</li> <li>- Develop a plant pest, weeds and disease surveillance and early warning system for major plant pests and diseases.</li> <li>- Develop manuals on major plant pests, weeds and diseases for monitoring and control mechanisms</li> <li>- Promote maintenance of healthy soils</li> <li>- Plant resistant varieties, plant a variety of crops and change crop patterns</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory surveillance</li> </ul>	NGO, MoECTHL, EMA, Farmers	reports, Manuals on major pests and diseases	
<b>Occupational Health and Safety Hazards</b>	<ul style="list-style-type: none"> <li>- All infrastructure development proposals must be screened to ensure safe working conditions and safety measures for local communities</li> <li>- Irrigation management will ensure that any pesticides used are manufactured, formulated, packaged, labelled, handled, stored, applied, disposed of, and applied according to the PMP</li> <li>- Farmers will be trained on appropriate use, handling and disposal of agrochemicals.</li> <li>- Empty pesticide containers will be triple rinsed, kept in separate colour coded bins and return to suppliers</li> <li>- PPEs such as coveralls, gloves, nose masks, goggles, safety shoes etc. will be provided to all farmers under the project</li> <li>- Enforce the use of appropriate PPEs especially during the handling and application of agrochemicals</li> </ul>	<ul style="list-style-type: none"> <li>- Occupational health and Safety Plan in use</li> <li>- Operationalization of PMP</li> </ul>	PMU, AGRITEX, Ministry of Health, 4Ps NGO, MoECTHL, EMA, IMCA, VHG Committees	OHS training reports,	Throughout
<b>Unstable Socio-Economic and Political Landscape</b>	<ul style="list-style-type: none"> <li>- GoZ should consider removing unfavourable conditions and make concessions for HEEP in terms of policy, regulatory and legal barriers that may hinder success of the 4Ps</li> <li>- Continuous support is required from IFAD and Co-financiers on enhancing governance and financial management during the project</li> <li>- There is need for GoZ to demonstrate commitment to the success of the project through dialoguing with affected parties (4Ps) for effective solutions.</li> <li>- Creating space for dialogue with relevant administrative and political leaders at national, regional and local level</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder Dialogues</li> <li>- Project coordination meetings</li> </ul>	PSC, PMU, ARDA	Policy briefs, Policy Pronouncements, Minutes from Dialogue platforms	Before the beginning of the Project and Throughout
<b>Weak Stakeholder Coordination</b>	<ul style="list-style-type: none"> <li>- Conduct a comprehensive participatory stakeholder mapping exercise including defining roles and responsibilities at national, provincial, district and local area level</li> <li>- Develop and operationalise a Stakeholder Engagement Plan (SEP) and continuously engage stakeholders</li> <li>- Carry out an induction/inception workshop at national, provincial, district and ward level to elaborate project related responsibilities for relevant agencies and iron out any misconceptions that may be there</li> </ul>	<ul style="list-style-type: none"> <li>- Induction/Inception on meetings</li> <li>- Stakeholder Workshops</li> </ul>	PSC, PMU, ARDA	Stakeholder Map, Workshop Reports, Coordination dialogue reports, SEP, GRM,	At the beginning of the project, half-yearly
	<ul style="list-style-type: none"> <li>- Carry out periodic progress update meetings to review areas covered and plan for upcoming activities.</li> <li>- Develop and operationalise a Grievance Redress Mechanism (part of SEP) and implement it to mitigate possible grievances.</li> </ul>				
<b>Inadequate Capacity and Research at all levels</b>	<ul style="list-style-type: none"> <li>- Develop effective education and extension networks, involving public, private, and civic sector collaborations to strengthen the technical capacity of horticultural producers and improve the efficiency of current production and marketing systems.</li> <li>- Enhance capacity through training and mentorship at all levels and along all stages in the value chain, from production to post-harvest and marketing, to create a dynamic and sustainable horticultural project</li> <li>- Train horticultural experts in participatory research methodologies to build local research capacity and develop relevant solutions to horticultural constraints.</li> <li>- Research on market opportunities throughout the project and</li> <li>- Make the information accessible to farmers for them to make informed choices</li> </ul>	<ul style="list-style-type: none"> <li>- Training in participatory research</li> <li>- Training in value chain enhancement techniques</li> </ul>	PSC, PMU, ARDA, DR&SS AGRITEX, DoI, PFIs, Zamtrade, AMA, 4Ps NGO, SHF	Vibrant 4Ps (Extension and market, Network), Training reports,	Quarterly
<b>Appreciation of the ARDA Business Model Approach</b>	<ul style="list-style-type: none"> <li>- Develop a manual (or simplified roadmap) on the Business model for other stakeholder's benefit and buy-in</li> <li>- Clarification is required on the roles and responsibility of ARDA in relation to other government departments at all levels</li> <li>- Organise orientation workshop at provincial, district and ward levels to educate all stakeholders on the ARDA business model.</li> <li>- Hold periodic monitoring visits to ensure proper implementation at local level</li> <li>- Conduct an annual evaluation and/or post-harvest audit of the business model to assess and learn on the effectiveness, efficiency and sustainability of the model.</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder meetings at national and local level</li> <li>- Participatory Monitoring visits</li> <li>- Evaluation (after at least 2 cropping seasons)</li> </ul>	PMU, ARDA, PSC, PFIs	ARDA Business Model Operational Manual	Annual
<b>Insurance Cover for SHF</b>	<ul style="list-style-type: none"> <li>- Awareness and education must be provided to the 4Ps in order for the various partners to appreciate agriculture potential risks and the need to cushion themselves against heavy crop and infrastructure losses</li> <li>- The Ministry should facilitate the identification and selection of eligible firms that can provide insurance products under HEEP and put in place a monitoring mechanism to protect farmers from dubious companies</li> <li>- Insurance services must be tailor-made, accessible and responsive to the needs of farmers. It may be feasible in the meantime to have group cover insurance whilst conditioning the farmers to the concept</li> </ul>	<ul style="list-style-type: none"> <li>- Awareness outreach and education to farmers</li> <li>- Information products for further reading</li> </ul>	PSC, PMU, ARDA, 4Ps NGO, Insurance service providers	Outreach reports, Database of plots under insurance,	Bi-annual (or before each cropping season)
<b>Poor post-harvest management</b>	<ul style="list-style-type: none"> <li>- Train farmers on post-harvest management including value-added processing techniques, food safety protocols and quality standards for horticultural commodities</li> </ul>	<ul style="list-style-type: none"> <li>- Training on Post-harvest Management</li> </ul>	PMU, ARDA, DR&SS AGRITEX, 4Ps	Training reports, Research and development	Seasonal

	<ul style="list-style-type: none"> <li>- Infrastructure development is critical at irrigation scheme level e.g. cold rooms, shade nets to maintain quality of produce</li> <li>- Facilitate research and development of appropriate post-harvest technologies to help reduce post-harvest losses.</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory research and development to reduce losses</li> </ul>	NGO, Farmers Zantrade, AMA,	reports, seasonal roadmap	
<b>Failure to meet International Standards for export market</b>	<ul style="list-style-type: none"> <li>- There is need for training of 4Ps and other stakeholders on international certification including social, environmental and organic certification</li> <li>- Infrastructure development is critical at irrigation scheme level e.g. cold rooms, shade nets to maintain quality of produce</li> <li>- Anchor Firms should provide support towards international certification of the out-growers</li> <li>- Government should make efforts to prioritise standards development and certification of SHF as a way of increasing demand for their produce</li> <li>- Attract standard implementation and certification institutions to provide their services in the country to reduce costs and</li> <li>- Strengthen the capacity of SAZ to offer support for implementation of international food safety standards which can reduce costs by wider margins</li> <li>- Government should reform food safety policy to improve alignment with international standards and best practices</li> </ul>	<ul style="list-style-type: none"> <li>- Certification training of farmers and extension staff</li> </ul>	PSC, PMU, ARDA, DR&SS AORITEX, DoI, PFI, Zantrade, AMA, 4Ps NGO, Farmers	Communication with local and international standards institutions, training reports	
<b>Conflict over possible Irrigation land Plots Rearrangement</b>	<ul style="list-style-type: none"> <li>- Put in place a policy on irrigation plots governance system that promotes productivity as compared to entitlement</li> <li>- Carry out a survey on plot ownership in relation to production before the project starts.</li> <li>- Farmers' registration will be required for participation in the project to avoid confusion and speculation.</li> <li>- In the event that the Ministry is repossessing unproductive plots, appropriate measures in line with the policy of 'do no harm' must be followed. This triggers FPIC and GRM plans.</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory Survey of plot ownership and production status</li> <li>- Farmer Registration</li> <li>- FPIC</li> <li>- GRM</li> </ul>	Department of Lands, PMU, Local Leadership,	Survey report, registration of farmers and seasonal production status	Annual and seasonal
<b>Development of Public Infrastructure</b>	<ul style="list-style-type: none"> <li>- Infrastructure development proposals should be screened to ensure no physical or economic resettlement will result from these activities.</li> <li>- All infrastructure development proposals shall be screened for its measures towards safe working conditions and safety measures for local communities</li> <li>- Contractors should ensure minimum footprint of construction activities</li> <li>- Efforts must be made to minimise the damage, cover the pits (Sand pits, borrow pits) and intensify reforestation.</li> <li>- Consider alternatives such as adopting concrete blocks and use of blue gum trees for brick burning ovens/kilns</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder meeting and fact-finding mission (if necessary)</li> </ul>	PMU, ARDA, DDF, DoI, ZINWA	Screening report	EoI stage
<b>Standards for Civil Works</b>	<ul style="list-style-type: none"> <li>- It is important for site specific assessments to be carried out.</li> <li>- Develop strong and resistant designs that can withstand shocks such as flooding and earth vibrations</li> <li>- Carry out planned maintenance of infrastructure to ascertain its durability</li> <li>- Contract qualified and experienced contractors and insist on the use of good quality building materials</li> <li>- There is need for close monitoring of construction works from design to completion. A certified engineer should test and certify the works.</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory site assessment</li> <li>- Participatory periodic monitoring</li> </ul>	PMU, ARDA, DDF, DoI, ZINWA	Certification for civil works carried out. Monitoring reports	Construction stage, periodically
<b>Elite Capture and double dipping</b>	<ul style="list-style-type: none"> <li>- Beneficiary identification and selection process should be transparent based on a clear project formula and local leadership should be involved.</li> <li>- Project services should remain focused on the unserved and underserved groups of society as informed by an in-depth socio-economic ranking exercise.</li> <li>- The PMU must ensure creation of appropriate synergies (as per project design) between HIEEP, SIRP and SACP to curb against double dipping. Ensure transparent and justified selection of beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory beneficiary identification</li> </ul>	PMU, AGRITEX, ARDA, 4Ps NGO,	Progress Reports, Beneficiary Database	Seasonal
<b>Sustainability of 4Ps</b>	<ul style="list-style-type: none"> <li>- Due diligence and well thought-through selection criteria should be put in place before constituting the 4Ps. Proven experience and/or strong commitment is critical for eligibility into the 4Ps (experience in horticulture production, experience in working with SHFs, experience in partnerships etc)</li> <li>- Stakeholders should understand their roles and responsibilities in the consortium and contracts and rules of engagement must be solid and measurable</li> <li>- The incentives for all partners involved should be clear from the outset</li> <li>- Agree on a road map for value chain players' empowerment and organizational capacity</li> <li>- Provide means for the partners to access critical resources and achieve sustainability and scale</li> <li>- Capacitate partners especially SHF and MSMEs in negotiation skills and partnership management to be able to transact with established companies</li> <li>- Establish a Ministerial multi-skilled team or independent broker to support the different levels of interest in the 4Ps. The team should be a neutral and trusted entity for it to offer effective support. It is also important for the brokerage team to work closely with the APGs, as they are often the weakest partner in the partnership.</li> <li>- Capacity building of partners is required so that they meet their obligations in line with GoZ and IFAD guidelines</li> <li>- Continuous monitoring, mentorship and also learning from the 4Ps is required</li> </ul>	<ul style="list-style-type: none"> <li>- Criteria based selection of partners</li> <li>- Training SHF in negotiation and partnership management</li> <li>- Negotiating meetings,</li> <li>- Mediation/Council meetings</li> </ul>	PSC, PMU, ARDA, PFI, 4Ps NGO, Farmers	Selection criterion, clear Value Chain Road Map with milestones, Progress Reports, Mediation reports, Monitoring and mentorship reports	Throughout

<b>Unfavourable Operating Environment for Partner Financial Institutions</b>	<ul style="list-style-type: none"> <li>- Policy, regulatory and legal barriers that may hinder participation should be reviewed, adjusted and/or removed in order to create an enabling framework</li> <li>- There is need to lower operating costs in dealing with SHFs to attract Financial institutions' support</li> <li>- Provide technical assistance to reform and build capacity of financial institutions to establish commodity exchanges</li> <li>- Enhance competition, ensure protection and flexibility. The Government can help keep service costs low by ensuring fair competition and consumer protection which can result in the provision of services that promote a risk management ethic at an affordable cost, whilst building climate resilience amongst the poor segments of society.</li> </ul>	- Negotiating with PFI's	PSC, PMU, PFI's, RBZ	Policy brief, Policy pronouncement, number of PFI participating in HEEP	At the beginning of the project, Seasonal
<b>Supply and/or Provision of Inputs</b>	<ul style="list-style-type: none"> <li>- Facilitate a credit scheme for farmers through negotiations with manufacturers and/or retailers at an affordable price</li> <li>- Ensure timely delivery of inputs to avoid adverse environmental factors and disrupting market system</li> <li>- Facilitate registration of all input suppliers under HEEP to ensure quality</li> <li>- Educate farmers on quality of various inputs and trusted brands in line with site topography, soil type and seasonal production objective</li> </ul>	- Stakeholder meeting	PMU, ARDA, AGRITEX, 4Ps NGO	Meeting minutes, Farmers' acknowledgement of receipt	Seasonal
<b>Poor Operation and Maintenance of Infrastructure</b>	<ul style="list-style-type: none"> <li>- There is need to instil a sense of ownership and provide appropriate training for VHG Committees, Water Point Committees and IMCs to manage facilities and services. O&amp;M should be ingrained in the project from the beginning.</li> <li>- Develop Standard Operating Procedure (SOP) for O&amp;M which should be adhered to and monitored regularly.</li> <li>- There should also be a procurement plan both for new equipment (engines, panels etc.) and replacement of worn-out parts (old water pipes, sprinklers etc.)</li> </ul>	- O&M training of IMCs and VHG Committees	PMU, 4Ps NGO, AGRITEX, DoI, IMCs, VHG Committees	Training Reports, SOPs, Replacement and Procurement plan, Progress reports	Throughout
<b>Security of Infrastructure at Irrigation and VHG level</b>	<ul style="list-style-type: none"> <li>- The sub-projects must make arrangements with Ministry of Home Affairs and/or Ministry of Defence to provide more effective security for irrigation infrastructure and equipment as and when necessary but without absolving responsibility from management committees.</li> </ul>	- Stakeholder meetings	PMU, Irrigation/VHG, Management Committees	Communication to the Ministry	Preparation stage
<b>Gender Based Violence (GBV) and Sexual Exploitation</b>	<ul style="list-style-type: none"> <li>- Integrate gender mainstreaming and transformation training into irrigation scheme training curriculum</li> <li>- Carry out an assessment on gendered dimensions of horticultural production across the provinces and market levels and document women's particular constraints and opportunities in the horticultural sector.</li> <li>- Educate and disseminate relevant information on GBV to all project partners and leadership on gender dynamics and GBV</li> </ul>	- sensitisation workshops - Gender, community transformation and Financial Management training	PMU, MWACSMED, MoYSR, IMCs, VHG Committees	Inception reports, Sensitisation reports, Gender training reports, Gender Assessment reports, Record of GBV and SH reported and addressed.	Throughout
	<ul style="list-style-type: none"> <li>- Facilitate or create safe spaces for women to mentor each other and establish gender champions who can advocate for women's inclusion in decision-making and leadership</li> <li>- strengthen project central and regional offices and community organisations to deal with GBV issues and cases</li> <li>- 4Ps Contractual agreements shall include safety and ethical commitment clauses against rape, defilement and other Gender based Violence as well as child and forced labour shall be inserted into the contract of Contractor(s) and Consultant(s) and any</li> <li>- Take administrative and legal measures against those workers who commit GBV and sexual harassment</li> <li>- Prohibition posters on sexual exploitation and harassment will be posted in and around the sites</li> </ul>	- Social and gender assessment of horticulture production and market - IEC materials distributed			
<b>Child Labour</b>	<ul style="list-style-type: none"> <li>- Project implementers should be aware that children under age of 15 years will not be employed and young workers below 18 years shall not perform work that is likely to jeopardize their health or safety.</li> <li>- Child protection laws in line with ILO should be disclosed to prevent the use of child labour in project activities and a surveillance and control system should be put in place.</li> <li>- Child labour should be monitored in the irrigation schemes and when it takes place, a socioeconomic analysis of its cause should be conducted after taking both administrative and legal measures.</li> </ul>	- Sensitisation workshops - IEC materials distributed	PMU, IMCs, Ministry of Social Welfare	Workshop reports, Monitoring Progress reports, Record of child labour cases reported and addressed.	Throughout
<b>Exposure to SARS COV 2</b>	<ul style="list-style-type: none"> <li>- A detailed pandemic emergency preparedness and response plan will be prepared for each of the sub-project site</li> <li>- Communities in which sub-projects will be undertaken should be sensitized on the COVID 19 symptoms and preventive measures and against stigmatization of persons with COVID 19 and other infectious diseases using the mass media</li> <li>- Persons including workers and visitors entering or leaving the site will be documented in a log or visitors book as appropriate</li> <li>- Daily basic health screening will be undertaken for all workers and visitors on site e.g. Checking and recording temperature</li> <li>- Each Irrigation Scheme shall have a toilet, hand washing facilities and disinfectants on site as well e.g. soap.</li> <li>- All Sub Project Contractors and Sub-Contractors will be made to recruit qualified Occupational Health and Safety Supervisors/Officers</li> </ul>	- Awareness sessions - IEC materials distributed	PMU, Ministry of Health, 4Ps NGOs, IMCs, VHG Committees	Incidence and management reports	Throughout

## Footnotes

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60. Included in the PMU and key in the implementation and monitoring of this Plan are the Environmental, Social and Climate Safeguards Specialists/Officers who have presence at National, provincial and district level

## Environmental and Social Safeguards Classification: Substantial

Environmental and Social Safeguards				
Biodiversity conservation	Yes/No	Likelihood	Consequence	Risk Rating
1.1 Could the project potentially involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	Yes	Possible	Minor Minor impact on habitats. Impacts are temporary and confined to a small area of low ecological sensitivity or value.	Moderate
1.2 Could the project involve or potentially lead to activities involving habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, ICCA, etc.)?	No			Low
1.3 Could the project potentially involve or lead to an increase in the chance of human-wildlife encounters/conflict?	Yes	Possible	Moderate Conflict leads to some loss of livelihood or threat to wildlife, but this is not catastrophic	Moderate
1.4 Could the project potentially involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	No			Low
1.5 Could the project potentially involve or lead to impacts/risks to migratory wildlife?	Yes	Possible	Minor Project or associated facilities may have minor indirect impact on sites of importance to migratory wildlife. Project can be modified/mitigated to ensure that impacts do not occur.	Moderate
1.6 Could the project potentially involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	Yes	Likely	Moderate Project requires procurement of natural resources through primary suppliers, and resource extraction is tightly regulated	Substantial
Resource Efficiency and Pollution Prevention	Yes/No	Likelihood	Consequence	Risk Rating

Environmental and Social Safeguards				
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Possible	Minor  Pollutants may possibly be released, either routinely or by accident, but treatment systems are proven and verified. Receiving environment has absorptive capacity.	Moderate
2.2 Could the project involve or lead to primary not environmentally sustainable production of living natural resources? (Note: this includes the cultivation or rearing of plants or animals, including annual and perennial crop farming, animal husbandry (including livestock), aquaculture, plantation forestry, etc )	No			Low
2.3 Could the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	Yes	Likely	Minor  Only a small component of the project is focused on forestry, and this aspect is well regulated.	Moderate
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Yes	Almost certain	Moderate  The project will require consumption of raw materials, energy, and/or water. This will be a significant component of the project, but impacts can be appropriately managed.	Substantial
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	Yes	Almost certain	Moderate  The project needs a considerable amount of groundwater or surface water. This will require a minor extension of existing sources. It includes construction of large-scale irrigation schemes rehabilitation/development – below 300 ha per scheme	Substantial
2.6 Could the project involve inputs of fertilizers and other modifying agents?	Yes	Almost certain	Moderate  The project requires use of fertilizers, but options are available to replace polluting fertilizers with alternatives.	Substantial
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Yes	Almost certain	Moderate  The project requires use of pesticides, but options are available to replace potentially polluting pesticides with alternatives.	Substantial

<b>Environmental and Social Safeguards</b>				
2.8 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	No			Low
2.9 Could the project involve livestock – extensive and intensive systems and animal products (dairy, skins, meat, etc.)?	No			Low
<b>Cultural Heritage</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
3.1 Could the project be located in areas that are considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage?	No			Low
3.2 Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	No			Low
3.3 Could the project involve or lead to significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No			Low
3.4 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No			Low
3.5 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	No			Low
3.6 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No			Low
<b>indigenous peoples</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
4.1 Could the project be sited in areas where indigenous peoples are present (including the project area of influence)?	No			Low
4.2 Could the project result in activities located on lands and territories claimed by indigenous peoples?	No			Low
4.3 Could the project result in impacts on the rights of indigenous peoples or to the lands, territories and resources claimed by them?	No			Low
4.4 Could the project result in the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No			Low
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No			Low
<b>Labour and Working Conditions</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
5.1 Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)	No			Low
5.2 Could the project use or operate in a value chain where there have been reports of forced labour? (Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain)	No			Low

Environmental and Social Safeguards				
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	No			Low
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	Yes	Possible	Minor  The project operates in a sector, area, or value chain where workers are occasionally exposed to significant OSH risks, and where regulation is known to be effective.	Moderate
<b>Community Health, Safety and Security</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
6.1 Could the project be at risk from water-borne or other vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Yes	Possible	Minor  The project is situated in an area where negative impacts from water-borne or other vector-borne diseases, or communicable/non-communicable diseases are possible, but where there is no evidence of past impact, and where containment of these impacts would be effective if problems emerged.	Moderate
6.2 Could the project lead to unintended negative impacts on nutrition?	No			Low
6.3 Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No			Low
6.4 Could the project involve or lead to the construction or rehabilitation of dams?	No			Low
6.5 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Yes	Likely	Minor  The project has only minor involvement with the transport, storage, and use and/or disposal of hazardous or dangerous materials, and regulation of hazardous materials is effective.	Moderate
6.6 Could the project lead to adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	Yes	Possible	Negligible  The project does not operate in a fashion that will adversely impact on ecosystem services.	Low

Environmental and Social Safeguards				
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Negligible The project will not result in labour influx, land redistribution, or other actions that alter community dynamics.	Low
6.8 Could the project lead to increases in traffic or alteration in traffic flow?	Yes	Possible	Negligible The project will not lead to an increase in traffic, or alteration of traffic flow.	Low
6.9 Could the project lead to an influx of project workers?	Yes	Possible	Negligible The project does not require an influx of project workers	Low
6.10 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	Yes	Possible	Moderate The project requires the introduction of a moderately-sized security force. The force is well trained, and protocols are in place.	Moderate
<b>Physical and economic resettlement</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
7.1 Could the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No			Low
7.2 Could the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No			Low
7.3 Could the project present a risk of forced evictions?	No			Low
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes	Possible	Minor The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Moderate
<b>Financial intermediaries and direct investments</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
8.1 Could the investment be granted to an institution that does not have an environmental and social policies and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	No			Low

Environmental and Social Safeguards				
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	Yes	Possible	Moderate  The institution does not employ an ES Officer, but has sufficiently trained field staff available to monitor the impact of the operations of the institution.	Moderate
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	No			Low
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	No			Low
8.5 Is there evidence that the institution does not comply with the local legal framework?	No			Low
8.6 Does the institution provide a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	No			Low
8.7 Does the organization provide auxiliary or capacity building support services.	Yes	Possible	Moderate  The institution offers some services for customers directly or through third-party providers.	Moderate

## Climate Risk Classification: Substantial

<b>Step 1: Hazard identification</b>	
<b>What are the expected hazards in the project intervention area?</b>	<b>No, Yes, TBD</b>
River flood	Yes
Costal Flood	No
Urban Flood	Yes
Landslide	Yes
Cyclone	Yes
Water Scarcity (agricultural droughts and/or dry spells)	Yes
Extreme Heat	Yes
Wildfires	Yes
<b>Future climate scenarios foreseen (period 2040-2059) - Change in frequency and intensity</b>	<b>No, Yes, TBD</b>
Change in temperature (increase or decrease)	Yes
Change in rainfall (increase or decrease)	Yes
Climate variability (larger or smaller)	Yes
Intensity and frequency of extreme events (larger or smaller)	Yes
<b>Is the project expected to have an impact on climate?</b>	<b>No, Yes, TBD</b>
Is the project expected to be a significant emitter of greenhouse gases?	Yes
<b>Step 2: Exposure Assessment</b>	
<b>Is the project located in exposed areas to weather-related natural hazards?</b>	<b>No, Yes, TBD</b>
Low-lying areas (valleys, coastal zones, and small islands)	Yes
Very warm areas (subtropical)	Yes
Tropical areas (rainforests)	Yes
Arid and semi-arid areas (deserts)	Yes
Mountains zones and permafrost areas (tundra)	Yes
River banks	No
<b>Does the project target agricultural systems, ecosystems or livelihoods exposed to weather-related hazards?</b>	<b>No, Yes, TBD</b>
Is crop production frequently affected by rainfall variability, prolonged droughts, changes in temperature or pests and diseases?	Yes
Is livestock productivity frequently affected by rainfall variability, prolonged droughts, changes in temperature or diseases?	Yes
Are fisheries frequently affected by ocean acidification, water salinity and changes in sea surface temperature due to ocean-atmospheric oscillations or climate change?	No
Is forest productivity frequently affected by wildfires, diseases, rainfall variability, prolonged droughts, or changes in temperature?	Yes
Is the biodiversity in the project area likely to be affected by changes in climate variables?	Yes
Is any stage of the agricultural value chain (production, storage, processing and marketing) exposed to climate related hazards?	Yes
Is any rural infrastructure likely to be affected by flooding, landslides, changes in temperatures, and extreme winds.	Yes
<b>Step 3: Sensitivity Assessment</b>	
<b>What are key sensitivities for the populations in the project's areas of intervention?</b>	<b>No, Yes, TBD</b>
Is conflict exacerbating the population's sensitivity to weather related hazards?	No
Is population displacement being exacerbated by climate change impacts?	Yes

Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?	Yes
Is the income of the target population predominately coming from agriculture?	Yes
Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	Yes
Is the Human Development Index (HDI) equal to or below 0.6?	No
Is the Multidimensional Poverty Index (MPI) equal to or above 0.1?	No
<b>Step 4: Adaptive capacity and climate resilience</b>	
<b>What are key adaptive capacities in the areas of project intervention?</b>	<b>No, Yes, TBD</b>
Is the country well ranked in the Disaster risk reduction progress score?	Yes
Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	Yes
Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	Yes
Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	Yes
Is the target community carrying out (using their own means) agricultural adaptation?	Yes
Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	Yes
Are rural infrastructures effectively delivering services to farmers and rural dwellers?	No

## Zimbabwe

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### Horticulture Enterprise Enhancement Project

### Project Design Report

### Annex 6: First Annual Work Plan and Budget (AWPB)

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department



Annex 6 First 18 Months AWPB - HEEP Zimbabwe (1).xlsx

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
**Components by Financiers**  
 (US\$ '000)  
[First Eighteen Month Work Plan and Budget](#)

	IFAD Loan		OPEC Fund		Smallholder				PFIs		HDC		Government of Zimbabwe		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%				
					Farmers (SHFs)	Anchor Firms														
<b>A. Village Horticultural Garden and 4P Mobilization and Development</b>																				
Village Horticulture Garden Mobilization and Development	269	25.0	627	58.2	12	1.1	-	-	-	-	-	-	169	15.7	1 077	12.5	108	961	8	
4P/Hub and Spoke Identification, Mobilization, and Capacity Building	119	38.6	104	33.7	-	-	65	21.1	-	-	-	-	20	6.6	308	3.6	2	286	20	
Public Infrastructure	834	82.2	-	-	80	7.9	90	8.9	-	-	-	-	10	1.0	1 015	11.8	101	903	10	
<b>Subtotal</b>	<b>1 222</b>	<b>50.9</b>	<b>730</b>	<b>30.4</b>	<b>93</b>	<b>3.9</b>	<b>155</b>	<b>6.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>199</b>	<b>8.3</b>	<b>2 399</b>	<b>27.8</b>	<b>211</b>	<b>2 149</b>	<b>39</b>	
<b>B. Access to Finance</b>																				
Export Horticultural Revolving Fund (EHRF)	1 061	60.9	-	-	-	-	168	9.6	496	28.5	-	-	17	0.9	1 742	20.2	-	1 725	17	
Capacity Building for Enhanced Agricultural Lending	98	90.0	-	-	-	-	-	-	2	1.8	-	-	9	8.2	109	1.3	27	73	9	
<b>Subtotal</b>	<b>1 159</b>	<b>62.6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>168</b>	<b>9.1</b>	<b>498</b>	<b>26.9</b>	<b>-</b>	<b>-</b>	<b>25</b>	<b>1.4</b>	<b>1 850</b>	<b>21.5</b>	<b>27</b>	<b>1 798</b>	<b>25</b>	
<b>C. Institutional Support and Project Management</b>																				
Institutional Support	462	89.4	-	-	-	-	-	-	-	-	-	-	55	10.6	517	6.0	155	307	55	
Project Coordination	3 434	89.2	185	4.8	-	-	-	-	-	-	-	-	233	6.0	3 851	44.7	487	3 241	124	
<b>Subtotal</b>	<b>3 896</b>	<b>89.2</b>	<b>185</b>	<b>4.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>288</b>	<b>6.6</b>	<b>4 368</b>	<b>50.7</b>	<b>642</b>	<b>3 548</b>	<b>179</b>	
<b>Total PROJECT COSTS</b>	<b>6 277</b>	<b>72.8</b>	<b>915</b>	<b>10.6</b>	<b>93</b>	<b>1.1</b>	<b>323</b>	<b>3.8</b>	<b>498</b>	<b>5.8</b>	<b>-</b>	<b>-</b>	<b>512</b>	<b>5.9</b>	<b>8 618</b>	<b>100.0</b>	<b>880</b>	<b>7 495</b>	<b>243</b>	

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Annex 6 First 18 Months AWPB - HEEP Zimbabwe (1).xlsx

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEE)  
**Expenditure Accounts by Financiers**  
 (US\$ '000)

	IFAD Loan		OPEC Fund		Smallholder				PFIs				HDC		Government of Zimbabwe		Total		For. Exch.	Local (Excl. Duties & Taxes)		
	Amount	%	Amount	%	Farmers (SHFs)		Anchor Firms		PFIs		HDC		Zimbabwe		Total		Exch.	Taxes		Taxes		
					Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%					Amount	%
<b>I. Investment Costs</b>																						
Civil Works	267	27.1	617	62.7	12	1.2	-	-	-	-	-	-	-	-	88	8.9	983	11.4	98	885	-	
Goods, Services & Inputs	13	82.1	2	14.6	-	-	-	-	-	-	-	-	-	-	1	3.3	16	0.2	1	14	1	
Equipment, Materials & Vehicles	1 119	79.8	185	13.2	-	-	-	-	-	-	-	-	-	-	99	7.1	1 403	16.3	510	794	99	
Grants & Subsidies	1 576	64.7	-	-	80	3.3	258	10.6	496	20.4	-	-	-	-	24	1.0	2 435	28.3	81	2 329	24	
Training & Workshops	549	72.5	111	14.7	-	-	50	6.6	2	0.3	-	-	-	-	45	6.0	758	8.8	74	638	45	
Technical Assistance & Consultancies	250	92.3	-	-	-	-	15	5.5	-	-	-	-	-	-	6	2.2	271	3.1	36	229	6	
<b>Total Investment Costs</b>	<b>3 775</b>	<b>64.3</b>	<b>915</b>	<b>15.6</b>	<b>93</b>	<b>1.6</b>	<b>323</b>	<b>5.5</b>	<b>498</b>	<b>8.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>263</b>	<b>4.5</b>	<b>5 866</b>	<b>68.1</b>	<b>801</b>	<b>4 890</b>	<b>175</b>	
<b>II. Recurrent Costs</b>																						
Salaries and Allowances	2 109	93.8	-	-	-	-	-	-	-	-	-	-	-	-	140	6.2	2 249	26.1	52	2 166	31	
Operation & Maintenances	393	78.2	-	-	-	-	-	-	-	-	-	-	-	-	109	21.8	503	5.8	27	439	36	
<b>Total Recurrent Costs</b>	<b>2 502</b>	<b>90.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>249</b>	<b>9.1</b>	<b>2 752</b>	<b>31.9</b>	<b>79</b>	<b>2 606</b>	<b>68</b>	
<b>Total PROJECT COSTS</b>	<b>6 277</b>	<b>72.8</b>	<b>915</b>	<b>10.6</b>	<b>93</b>	<b>1.1</b>	<b>323</b>	<b>3.8</b>	<b>498</b>	<b>5.8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>512</b>	<b>5.9</b>	<b>8 618</b>	<b>100.0</b>	<b>880</b>	<b>7 495</b>	<b>243</b>	

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Zimbabwe

Horticultural Enterprise Enhancement Project (HEEP)

Table 1.1. Village Horticulture Garden Mobilization and Development

**Detailed Costs**

	Unit	Quantities			Unit Cost (US\$)	Totals including Contingencies ('000)		
		First 4 Quarters	5 & 6 Quarters	Total 18 Months		First 4 Quarters	5 & 6 Quarters	Total 18 Months
<b>I. Investment Costs</b>								
<b>A. Creation and Capacitation of Village Horticulture Gardens in Four (4) Provinces:</b>								
Masvingo	Hectare	-	10	10	24,000	-	246	246
Matabeleland South	Hectare	-	10	10	24,000	-	246	246
Midlands	Hectare	-	10	10	24,000	-	246	246
Manic land	Hectare	-	10	10	24,000	-	246	246
<b>Subtotal</b>						-	983	983
<b>B. Provincial ARDA Manager ToT Workshop Costs</b>								
Travel /a	Days	-	40	40	25	-	1	1
DSA	Days	-	120	120	25	-	3	3
Full board in GoZ Training centre	Days	-	120	120	20	-	2	2
Workshop venue /b	Days	-	12	12	100	-	1	1
Trainer costs /c	Ls/Workshop	-	4	4	1,100	-	4	4
<b>Subtotal</b>						-	12	12
<b>C. Following year Provincial ARDA Manager Refresher Workshop Costs</b>								
Travel /d	Days	-	-	-	-	-	-	-
DSA	Days	-	-	-	-	-	-	-
Full board in GoZ Training centre	Days	-	-	-	-	-	-	-
Workshop venue /e	Days	-	-	-	-	-	-	-
Trainer costs /f	Ls/Workshop	-	-	-	-	-	-	-
<b>Total Investment Costs</b>						-	996	996
<b>II. Recurrent Costs</b>								
<b>A. Operating costs</b>								
Operating costs /g	Per Year	-	40	40	2,000	-	81	81
<b>Total</b>						-	1 077	1 077

\a Per Province x 4 Provinces (Yr1 10 people, Yr2 25, Yr3-7 30)

\b Four Provinces per year x three days per training

\c Trainer cost per Province - travel 25, DSA 25, full board at GoZ training centre 20 - plus fee @150 for 3 days + 3 days @150 prep and report writing

\d Per Province x 4 Provinces (Yr2 10 people, Yr3 25, Yr4-8 30)

\e Four Provinces per year x two days per training

\f Trainer cost per Province - travel 25, DSA 25, full board at GoZ training centre 20 - plus fee @150 for 2 days + 2 days @150 prep and report writing

\g 2,000 a year per scheme for two years (100% GoZ)

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Zimbabwe

Horticultural Enterprise Enhancement Project (HEEP)

Table 1.2. 4P/Hub and Spoke Identification, Mobilization, and Capacity Building

**Detailed Costs**

**First Eighteen Month Work Plan and Budget**

	Unit	Quantities			Unit Cost (US\$)	Totals including Contingencies ('000)		
		First 4 Quarters	5 & 6 Quarters	Total 18 Months		First 4 Quarters	5 & 6 Quarters	Total 18 Months
<b>I. Investment Costs</b>								
<b>A. Mobilization and Capacity Building</b>								
GALS training	Session	-	24	24	2,500	-	61	61
Demonstration of labour saving technologies	Unit	-	5	5	1,000	-	5	5
international women day commemoration	#days	-	2	2	5,000	-	10	10
Women and men forums	session	-	1	1	10,000	-	10	10
Youth Day Commemoration	session	-	1	1	5,000	-	5	5
Youth forums	session	-	1	1	10,000	-	10	10
4P Promotional and Mobilization Costs	Lumpsum	1	2	3	25,000	25	50	75
4P Capacity Building	per 4p	-	2	2	50,000	-	101	101
4P Proposal Development - support to 4P anchor firms	Lumpsum	-	2	2	15,000	-	30	30
Inclusive Horticulture Exposure tour for GoZ, HDC to Ethiopia or Kenya	Lumpsum	-	-	-	-	-	-	-
<b>Total</b>						<b>25</b>	<b>283</b>	<b>308</b>

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Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Table 1.4. Public Infrastructure & Matching Grants

**Detailed Costs**

**First Eighteen Month Work Plan and Budget**

	Unit	Quantities			Unit Cost (US\$)	Totals including Contingencies ('000)		
		First 4 Quarters	5 & 6 Quarters	Total 18 Months		First 4 Quarters	6 Quarters	Total 18 Months
<b>I. Investment Costs</b>								
<b>A. Installation of Climate Proofed Public Infrastructure</b>								
<b>1. Climate proofed road rehabilitation (Total 110km)</b>								
Design (Inclusive safeguard studies)	KM	-	-	-		-	-	-
Construction	KM	-	-	-		-	-	-
Supervision	KM	-	-	-		-	-	-
<b>Subtotal</b>						-	-	-
<b>2. Farm roads</b>								
Design & Supervision	KM	-	-	-		-	-	-
Construction	KM	-	-	-		-	-	-
<b>Subtotal</b>						-	-	-
<b>3. Basic Community Storage Units (Total 15 units)</b>								
Design (Inclusive safeguard studies)	Unit	-	-	-		-	-	-
Construction	Unit	-	-	-		-	-	-
Supervision	Unit	-	-	-		-	-	-
<b>Subtotal</b>						-	-	-
<b>Subtotal</b>						-	-	-
B. Renewable energy investments	Lumpsum	-	1	1	200,000	-	203	203
<b>C. Matching Grants</b>								
4P Core Matching Grants	Per 4P	-	2	2	250,000	-	507	507
4P Climate Resilience Grants	Per 4P	-	2	2	100,000	-	203	203
4P Innovation Grants	Per 4P	-	2	2	50,000	-	101	101
<b>Total</b>						-	1 015	1 015

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Zimbabwe

Horticultural Enterprise Enhancement Project (HEEP)

Table 2.1. Export Horticultural Revolving Fund (EHRF)

**Detailed Costs**

**First Eighteen Month Work Plan and Budget**

	Unit	Quantities			Unit Cost (US\$)	Totals including Contingencies ('000)		
		First 4 Quarters	5 & 6 Quarters	Total 18 Months		First 4 Quarters	5 & 6 Quarters	Total 18 Months
<b>I. Investment Costs</b>								
<b>A. Export Horticultural Revolving Fund (EHRF).</b>								
EHRF Disbursements from IFAD Loan	Per 4P	-	2	2	800,000	-	1 623	1 623
B. Feasibility studies	per study	3	-	3	10,000	30	-	30
<b>Total Investment Costs</b>						<b>30</b>	<b>1 623</b>	<b>1 654</b>
<b>II. Recurrent Costs</b>								
<b>A. Salaries and Allowances</b>								
Export Finance/Insurance Facilitation	Per Month	1	1	2	15,000	15	15	30
Export Finance/Insurance Portfolio Administrator	Per Month	6	13	19	3,000	18	40	58
<b>Total Recurrent Costs</b>						<b>33</b>	<b>55</b>	<b>88</b>
<b>Total</b>						<b>64</b>	<b>1 678</b>	<b>1 742</b>

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Horticultural Enterprise Enhancement Project (HEEP)

Table 2.2. Capacity Building for Enhanced Agricultural Lending

**Detailed Costs**

**First Eighteen Month Work Plan and Budget**

	Unit	Quantities			Unit Cost		Totals including Contingencies ('000)		
		First 4 Quarters	5 & 6 Quarters	Total 18 Months	(US\$)		First 4 Quarters	5 & 6 Quarters	Total 18 Months
<b>I. Investment Costs</b>									
<b>A. Capacity Building for Enhanced Agricultural Lending</b>									
<b>1. Capacity Building</b>									
Training Workshops	Workshop	6	6	12	200		1	1	2
Coaching Workshops	Workshop	6	6	12	200		1	1	2
Group Coaching Sessions	Session	12	12	24	200		2	2	5
<b>Subtotal</b>							<u>5</u>	<u>5</u>	<u>10</u>
B. Market study for appropriate crop insurance for smallholder farmer	Lumpsum	1	-	1	10,000		10	-	10
<b>Total Investment Costs</b>							<u>15</u>	<u>5</u>	<u>20</u>
<b>II. Recurrent Costs</b>									
<b>A. Access to Finance Specialist</b>									
Access to Finance Specialist	Per Month	6	13	19	3,000		19	41	60
DSA for Access Specialist (4 days per month)	Per days	48	48	96	25		1	1	3
TA contract for 4 PFIs, \$25,000 each = \$100000	Lumpsum	-	1	1	25,000		-	26	26
PFI/GOZ Inclusive Finance Exposure tour	Lumpsum	-	-	-	-		-	-	-
<b>Total Recurrent Costs</b>							<u>20</u>	<u>69</u>	<u>89</u>
<b>Total</b>							<u>35</u>	<u>74</u>	<u>109</u>

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Horticultural Enterprise Enhancement Project (HEEP)

Table 3.1. Institutional Support

**Detailed Costs**

**First Eighteen Month Work Plan and Budget**

	Unit	Quantities			Unit Cost (US\$)	Totals including Contingencies ('000)		
		First 4 Quarters	5 & 6 Quarters	Total 18 Months		First 4 Quarters	5 & 6 Quarters	Total 18 Months
<b>I. Investment Costs</b>								
A. Women Empowerment in Agriculture Index (WEAI)	Lumpsum	-	1	1	60,000	-	63	63
B. TA development of Targeting and Social Inclusion Strategy	Lumpsum	-	1	1	15,000	-	18	18
<b>C. Support to MLAFWRD</b>								
Support to MLAFWRD for horticultural survey	Lumpsum					-	42	42
M&E training for MLAFWRD staff	Lumpsum					-	60	60
<b>Subtotal</b>						-	102	102
<b>D. Support to HDC - Capital Costs</b>								
Vehicle - Toyota Hilux Double Cab 2.8L GD with canopy	Unit	1	-	1	75,000	89	-	89
Laptop	Unit	1	-	1	1,500	2	-	2
Cell phone	Unit	1	-	1	500	1	-	1
Office Furniture	Unit	1	-	1	800	1	-	1
<b>Subtotal</b>						93	-	93
<b>E. Capacity building for DRSS on draught crop and seed varieties</b>								
Environment Climate change and Social safeguards	Lumpsum	-	1	1	20,000	-	24	24
Training on ESS	Lumpsum	-	1	1	20,000	-	24	24
Training of Agritex staff	Lumpsum	-	1	1	20,000	-	24	24
Support on acces to climate information and Early warning	Lumpsum	-	1	1	20,000	-	24	24
<b>Subtotal</b>						-	96	96
<b>Total Investment Costs</b>						93	278	371
<b>II. Recurrent Costs</b>								
A. TA community mobilisation specialist	Per Month	2	2	4	4,000	8	8	17
<b>B. Support to HDC</b>								
<b>1. Staff and Administration Costs</b>								
Project Coordination	Per Month	6.5	13	19.5	500	3	7	10
Market Linkage Specialist (includes statutory employer costs)	Per Month	6.5	13	19.5	4,000	27	55	82
<b>Subtotal</b>						31	62	92
<b>2. Operational Costs</b>								
Fuel (@2000 km/month = 200 ltrs/month)	Per Days	12	24	36	180	2	5	7
Vehicle licensing and insurance (5% of insured value)	Per Days	12	24	36	165	2	4	6
Vehicle repairs and maintenance	Per Days	12	24	36	43	1	1	2
DSA (2 days/month @ \$100/day)	Per Days	12	24	36	100	1	3	4
Accommodation costs (2 nights/month @ \$140/night)	Per Days	12	24	36	140	2	4	5
Communication allowance	Per Days	12	24	36	25	0	1	1
Administration	Per Days	12	24	36	309	4	8	12
<b>Subtotal</b>						12	24	36
<b>Subtotal</b>						43	86	129
<b>Total Recurrent Costs</b>						51	94	146
<b>Total</b>						144	373	517

Zimbabwe  
 Horticultural Enterprise Enhancement Project (HEEP)  
 Table 3.2. Project Coordination

**Detailed Costs****First Eighteen Month Work Plan and Budget**

	Unit	Quantities			Unit Cost (US\$)	Totals including Contingencies ('000)		
		First 4 Quarters	5 & 6 Quarters	Total 18 Months		First 4 Quarters	5 & 6 Quarters	Total 18 Months
<b>I. Investment Costs</b>								
<b>A. Equipment and Materials - PMU</b>								
Laptops and desk screens	No.	19	-	19	1,800	36	-	36
Network storage	No.	1	-	1	2,000	2	-	2
Mobile phones	No.	21	-	21	633	14	-	14
Office refurbishment	No.	1	-	1	5,175	5	-	5
Office equipment for office furniture /a	No.	1	-	1	22,400	24	-	24
Photocopier/printer	No.	3	-	3	2,070	7	-	7
<b>Subtotal</b>						<b>88</b>	<b>-</b>	<b>88</b>
<b>B. Equipment and Materials - Regional Offices /b</b>								
Laptops	No.	23	-	23	1,800	44	-	44
External hard drives	No.	23	-	23	500	12	-	12
Mobile phones	No.	23	-	23	633	15	-	15
Office refurbishment	No.	3	-	3	5,175	16	-	16
Office equipment - 23 sets of desks, desk chairs, visitors chairs - \$1120 X 23 = \$25,760	No.	23	-	23	1,120	27	-	27
Photocopier/printer	No.	3	-	3	2,070	7	-	7
<b>Subtotal</b>						<b>121</b>	<b>-</b>	<b>121</b>
<b>C. Accounting System</b>								
Accounting software	Lumpsum	1	-	1	10,000	11	-	11
<b>D. Vehicles and Motorcycles for Project Staff</b>								
Project Management Unit	Unit	4	-	4	65,000	273	-	273
Regional Project Management Unit	Unit	6	-	6	65,000	410	-	410
20 District Motor Cycles - 1 for each district	Unit	20	-	20	9,300	196	-	196
<b>Subtotal</b>						<b>879</b>	<b>-</b>	<b>879</b>
<b>E. Workshops</b>								
Startup workshop at National Level	Per Year	1	-	1	20,000	20	-	20
Three information meetings	Per Year	3	-	3	5,000	15	-	15
IFAD Financial Management Workshop	Per Year	-	1	1	2,500	-	3	3
IFAD implementation workshop	No.	-	2	2	20,000	-	40	40
AWPB Workshops	Per Year	-	1	1	20,000	-	20	20
<b>Subtotal</b>						<b>35</b>	<b>63</b>	<b>98</b>
<b>F. Monitoring and Evaluation</b>								
Baseline, Mid-line and Impact surveys	No.	1	-	1	75,000	79	-	79
TA for setting up MIS and M&E plan	Person days	30	-	30	500	16	-	16
Workshop with project stakeholders	No.	1	-	1	3,000	3	-	3
MIS	Annual	1	-	1	15,000	16	-	16
Training with implementing partners on M&E	No.	-	12	12	3,000	-	38	38
TA for M&E during implementation	Person days	-	15	15	300	-	5	5
Tablets for data collection	No.	20	-	20	100	2	-	2
Field visits by M&E Officer	Lumpsum	-	12	12	1,000	-	13	13
Mid term Review	No.	-	-	-	-	-	-	-
AWPB and Review	No.	1	1	2	10,000	11	11	21
Coordination Committee meetings	No.	2	2	4	2,500	5	5	11
Provincial consultative Meetings	No.	4	-	4	2,000	8	-	8
IFAD Supervision Missions	Per Year	-	2	2	20,000	-	42	42
<b>Subtotal</b>						<b>140</b>	<b>113</b>	<b>253</b>
<b>G. Knowledge Management</b>								
Field visits by KM Officer	Lumpsum	4	4	8	1,000	4	4	8
Exchange visits for farmer organisations	No.	-	10	10	500	-	5	5
KM publication	No.	-	-	-	-	-	-	-
Thematic studies	No.	-	1	1	15,000	-	16	16
Internships for Zimbabwe university students	Per Month	-	9	9	200	-	2	2
Support to University students for MSc and PhD studies linked to project	Campaign	-	1	1	20,000	-	21	21
Development of short videos	Lumpsum	-	-	-	-	-	-	-
Printing of communication materials	Lumpsum	1	1	2	1,000	1	1	2
<b>Subtotal</b>						<b>5</b>	<b>49</b>	<b>55</b>
<b>Total Investment Costs</b>						<b>1 278</b>	<b>226</b>	<b>1 504</b>
<b>II. Recurrent Costs</b>								
<b>A. National Project Management Unit</b>								
National Project Coordinator	Per Month	12	12	24	4,000	49	49	97
Senior Procurement Officer	Per Month	12	12	24	3,000	36	37	73
Junior Procurement assistant/clerk	Per Month	12	12	24	900	11	11	22

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Chief Accountant	Per Month	12	12	24	3,500	42	43	85
Junior Accountant	Per Month	12	12	24	700	8	9	17
Climate Smart Agriculture Advisor	Per Month	12	12	24	3,000	36	37	73
M&E and Planning Specialist	Per Month	12	12	24	1,000	12	12	24
Driver/Office assistant X3 /c	Per Month	48	48	96	300	15	15	29
Senior Horticulture and Agribusiness Advisor	Per Month	12	12	24	3,000	36	37	73
Horticulture and Agribusiness Specialist	Per Month	12	12	24	2,500	30	30	61
Senior 4P/Partnership Advisor	Per Month	12	12	24	3,000	36	37	73
Farming as Business Advisor	Per Month	12	12	24	3,000	36	37	73
Senior Export Finance Advisor	Per Month	12	12	24	3,000	36	37	73
Access to Finance Advisor	Per Month	12	12	24	3,000	36	37	73
Assistant Horticulture Officer	Per Month	12	12	24	700	8	9	17
Nutrition Garden Specialist	Per Month	12	12	24	1,000	12	12	24
Senior Social Inclusion Specialist (Shared with HEEP, SIRP, SACP)	Per Month	12	12	24	750	9	9	18
KM and communication specialist (Shared with SIRP, SACP & HEEP)	Per Month	12	12	24	1,000	12	12	24
Social Inclusion Officer	Per Month	12	12	24	1,000	12	12	24
Office Secretary (Shared by HEEP, SACP & SIRP)	Per Month	12	12	24	500	6	6	12
Senior Infrastructure Specialist	Per Month	12	12	24	1,000	12	12	24
<b>Subtotal</b>						<b>495</b>	<b>496</b>	<b>991</b>
<b>B. Three (3) Regional Offices (Bulawayo/Mutare/Masvingo) /d</b>								
Provincial Horticultural Specialist/Provincial Coordinator	Per Month	36	36	72	2,800	102	102	204
Agribusiness Specialist	Per Month	36	36	72	900	33	33	66
Climate Smart Agriculture Specialist	Per Month	36	36	72	900	33	33	66
Infrastructure Officer	Per Month	36	36	72	900	33	33	66
Social Inclusion and Nutrition Officer	Per Month	36	36	72	900	33	33	66
M&E and Planning Officer	Per Month	36	36	72	900	33	33	66
Junior Procurement Officer	Per Month	36	36	72	700	25	26	51
Driver/office assistant.	Per Month	72	72	144	300	22	22	44
<b>Subtotal</b>						<b>313</b>	<b>314</b>	<b>627</b>
<b>C. Office Rent</b>								
Head Offices	Per Year	12	12	24	3,000	36	37	73
Regional Offices /e	Per Year	36	36	72	1,000	36	37	73
<b>Subtotal</b>						<b>73</b>	<b>73</b>	<b>146</b>
<b>D. Per Diem in Country Travel</b>								
Joint Management Unit /f	Per Days	48	240	288	75	4	18	22
Project Management Unit /g	Per Days	160	1 600	1 760	75	12	122	134
Region Peoject Management Unit /h	Per Days	180	1 800	1 980	75	14	137	151
<b>Subtotal</b>						<b>29</b>	<b>277</b>	<b>306</b>
E. Project Technical Committee /i	Per year	1	1	2	5,000	5	5	10
<b>F. District Extension Officers</b>								
District Extension Officers allowances	Per Month	20	20	40	1,000	20	20	41
<b>G. Airtime Allowances</b>								
Airtime allocation - Joint Management Unit	Per Month	7	7	14	150	1	1	2
Airtime allocation - Project Management Unit	Per Month	18	18	36	150	3	3	5
Airtime allocation - Regional Project Management Unit	Per Month	21	21	42	150	3	3	6
Airtime allocation - District	Per Month	20	20	40	100	2	2	4
<b>Subtotal</b>						<b>9</b>	<b>9</b>	<b>18</b>
H. Project Staff Recruitment	Lumpsum					3	3	6
<b>I. Vehicles running costs - including fuel and maintenance</b>								
Project Management Unit	Per Year	4	4	8	8,000	32	32	65
Regional Project Management Unit	Per Year	6	6	12	8,000	49	49	97
District Motor cycles	Per Year	20	20	40	1,000	20	20	41
<b>Subtotal</b>						<b>101</b>	<b>101</b>	<b>203</b>
<b>Total Recurrent Costs</b>						<b>1 049</b>	<b>1 299</b>	<b>2 348</b>
<b>Total</b>						<b>2 327</b>	<b>1 525</b>	<b>3 851</b>

la comprising of 20 desks (880 each), 20 desk chairs (\$200) and 20 visitor chairs (\$120) = \$22,400

lb Three (3) Regional Offices (Bulawayo/Mutare/Masvingo)

lc 3 drivers

ld 3 Staff for 3 Regional Offices

le Three offices (Bulawayo/Mutare/Masvingo)

lf JMU has 7 people @ 100 days /year gives 14 days/ person per year

lg PMU has 26 people @ 240 days is 9 days per person / year

lh RMU have 24 people at 500 days : year gives 20 days per year/ person - Three (3) Regional Offices (Bulawayo/Mutare/Masvingo)

li Including all expenses and honoraria for participants

## **Zimbabwe**

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### **Horticulture Enterprise Enhancement Project Project Design Report**

#### **Annex 7: Procurement Plan for first 18 months**

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department



<b>Procurement Plan SUMMARY</b>					
Country:	ZIMBABWE				
Project Name:	Horticulture Enterprise Enhancement Project (HEEP)				
Project ID:	2000003944				
Version	1.0				
Version Date	22-Aug-22				
Prepared by:	Aline Saadeh				
Approved by:					
Procurement Category	Plan		Actual		
	Currency	USD	LCU	USD	LCU
Goods		1 087 880.00	-	-	-
Works		123 000.00	-	-	-
Consulting Services		651 171.00	-	-	-
Non-Consulting Services		20 700.00	-	-	-
Grants		-	-	-	-
<b>TOTAL</b>		<b>1 882 751.00</b>	<b>-</b>	<b>-</b>	<b>-</b>

Procurement Plan - Goods

ZIMBABWE

Horticulture Enterprise Enhancement Project (HEEP)

Project ID: 200003944

Prepared by: Aline Saadeh

Approved by:

	USD	LCU	
<b>Total Amount</b>	<b>1 087 880.00</b>	<b>0.00</b>	Plan
	<b>0.00</b>	<b>0.00</b>	Actual
<i>Non-Consulting:</i>	<i>0.00</i>	<i>0.00</i>	<i>Plan</i>
	<i>0.00</i>	<i>0.00</i>	<i>Actual</i>

Version	1.0	22-Aug-22	Basic Data											Pre-Qualification						
AWPB/Component Ref	Nr	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date
C1.2.1.1	1	Supply of equipments for demonstration of labour saving technologies		IFAD	N/A	PMU	Plan	Post-Qual	Post Review	NS	1	5 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A
							Actual						-	-	Actual					
C1.2.1.1	2	Supply of 4P Promotional and visibility items for capacity building		IFAD	N/A	PMU	Plan	Post-Qual	Prior Review	NCB	1	75 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A
							Actual						-	-	Actual					
C3.1.4 and C3.2.4	3	Supply of Vehicles and Motorcycles for HDC, PMU and RD in 2 lots (Lot I: 11 vehicles for HDC, PMU and RPMU) (Lot II: 20 motorcycles)		IFAD	2 lots (Lot I: 11 vehicles for HDC, PMU and RPMU) (Lot II: 20 motorcycles)	PMU	Plan	Post-Qual	Prior Review	ICB	1	836 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A
							Actual						-	-	Actual					
C3.1.4 and C3.2.1 and C3.2.2	4	Supply of IT equipments for HDC, PMU and RD in 4 lots (Lot I: 43 Laptops) (Lot II: 1 Network Server) (Lot III: 6 Photocopiers and Printers) (Lot IV: 23 External Hard Disks)		IFAD	4 lots (Lot I: 43 Laptops) (Lot II: 1 Network Server) (Lot III: 6 Photocopiers and Printers) (Lot IV: 23 External Hard Disks)	PMU	Plan	Post-Qual	Prior Review	NCB	1	90 420.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A
							Actual						-	-	Actual					
C3.1.4 and C3.2.1 and C3.2.2	5	Supply of 45 Mobile phones for HDC, PMU and RD		IFAD	N/A	PMU	Plan	Post-Qual	Post Review	NS	1	22 500.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A
							Actual						-	-	Actual					
C3.1.4 and C3.2.1 and C3.2.2	6	Supply of office furnitures for HDC, PMU and RD (Desks, Chairs and visitors chairs)		IFAD	N/A	PMU	Plan	Post-Qual	Post Review	NS	1	48 960.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A
							Actual						-	-	Actual					
C3.2.3	7	Off the Shelf Accounting Software		IFAD	N/A	PMU	Plan	Post-Qual	Post Review	NS	1	10 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A
							Actual						-	-	Actual					
							Plan							Plan						
							Actual							Actual						
							Plan							Plan						
							Actual							Actual						

**Procurement Plan - Goods**

**ZIMBABWE**

**Horticulture Enterprise Enhancement Project (HEEP)**

Project ID: 200003944

Prepared by: Aline Saadeh

Approved by:

**Procurement Methods**  
 NS: National Shopping  
 IS: International Shopping  
 NCB: National Competitive Bidding  
 ICB: International Competitive Bidding  
 LIB: Limited (International)

Version		1.0		22-Aug-22		Bidding Process				Bid Evaluation				Contract Award & Signat			
AWPB/Component Ref	No	Description	Submission of BD	No-objection Date	Bid Invitation Date	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-Objection Date	Date Contract Signature	
C1.2.1.1	1	Supply of equipments for demonstration of labour saving technologies	Enter Date	N/A	1-Feb-24	15-Feb-24	N/A	N/A	22-Feb-24	N/A	Plan	N/A	28-Feb-24	4-Mar-24	N/A	8-Mar-24	
											Actual						
C1.2.1.1	2	Supply of 4P Promotional and visibility items for capacity building	1-Feb-23	8-Feb-23	10-Feb-23	12-Mar-23	N/A	N/A	26-Mar-23	2-Apr-23	Plan	5-Apr-23	20-Apr-23	25-Apr-23	2-May-23	6-May-23	
											Actual						
C3.1.4 and C3.2.4	3	Supply of Vehicles and Motorcycles for HDC, PMU and RO in 2 lots (Lot I: 11 vehicles for HDC, PMU and RPMU) (Lot II: 20 motorcycles)	1-Feb-23	8-Feb-23	10-Feb-23	27-Mar-23	N/A	N/A	17-Apr-23	24-Apr-23	Plan	27-Apr-23	12-May-23	17-May-23	24-May-23	28-May-23	
											Actual						
C3.1.4 and C3.2.1 and C3.2.2	4	Supply of IT equipments for HDC, PMU and RO in 4 lots (Lot I: 43 Laptops) (Lot II: 1 Network Server) (Lot III: 6 Photocopiers and Printers) (Lot IV: 23 External Hard Disks)	1-Mar-23	8-Mar-23	10-Mar-23	9-Apr-23	N/A	N/A	23-Apr-23	30-Apr-23	Plan	3-May-23	18-May-23	23-May-23	30-May-23	3-Jun-23	
											Actual						
C3.1.4 and C3.2.1 and C3.2.2	5	Supply of 45 Mobile phones for HDC, PMU and RO	1-Feb-23	N/A	2-Feb-23	16-Feb-23	N/A	N/A	23-Feb-23	N/A	Plan	N/A	1-Mar-23	6-Mar-23	N/A	10-Mar-23	
											Actual						
C3.1.4 and C3.2.1 and C3.2.2	6	Supply of office furnitures for HDC, PMU and RO (Desks, Chairs and visitors chairs)	1-Mar-23	N/A	2-Mar-23	16-Mar-23	N/A	N/A	23-Mar-23	N/A	Plan	N/A	29-Mar-23	3-Apr-23	N/A	7-Apr-23	
											Actual						
C3.2.3	7	Off the Shelf Accounting Software	1-Feb-23	N/A	2-Feb-23	16-Feb-23	N/A	N/A	23-Feb-23	N/A	Plan	N/A	1-Mar-23	6-Mar-23	N/A	10-Mar-23	
											Actual						
										Plan							
										Actual							
										Plan							
										Actual							

Procurement Plan - WORKS

ZIMBABWE

Horticulture Enterprise Enhancement Project (HEEP)

Project ID: 2000003944

Prepared by: Aline Saadeh

Approved by:

	USD	LCU	
<b>Total Amount</b>	143 700.00	0.00	Plan
	0.00	0.00	Actual
<b>Non-Consulting:</b>	20 700.00	0.00	Plan
	0.00	0.00	Actual

Version		1.0		22-Aug-22		Basic Data										Pre-Qualification						Bidding	
AWPB/Component Ref	No	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre- or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	
C1.1.1.1	1	Creation and Capacitation of Village Horticulture Gardens in Four (4) Provinces (Masvingo, Matabeleland South, Midlands, and Manicaland) in 4 Lots		IFAD	4	ARDA	Plan	Post-Qual	Prior Review	NCB	1	123 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Nov-23	8-Nov-23	
							Actual								-	-	Actual						
C3.2.1 and C3.2.2	2	Office refurbishment for the PMU office and for 3 Regional Offices	Yes	IFAD	N/A	PMU	Plan	Post-Qual	Post Review	NS	1	20 700.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Mar-23	N/A	
							Actual								-	-	Actual						
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**Procurement Plan - WORKS**

**ZIMBABWE**

**Horticulture Enterprise Enhancement Project (HEE)**

**Project ID: 2000003944**

Prepared by: Aline Saadeh

Approved by:

**Procurement Methods**  
 NS: National Shopping  
 IS: International Shopping  
 NCB: National Competitive Bidding  
 ICB: International Competitive Bidding  
 LIB: Limited

Version		1.0		22-Aug-22		Process		Bid Evaluation				Contract Awards				
AWPB/Component Ref	No	Description	Bid Invitation Date	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOIT&Standstill	Date Contract Award	Submission of Draft Contract	No-objection Date	Date Contract Signature		
C1.1.1.1	1	Creation and Capacitation of Village Horticulture Gardens in Four (4) Provinces (Masvingo, Matabeleland South, Midlands, and Manic land) in 4 Lots	10-Nov-23	10-Dec-23	N/A	N/A	24-Dec-23	31-Dec-23	Plan Actual	9-Jan-24	18-Jan-24	23-Jan-24	30-Jan-24	3-Feb-24		
C3.2.1 and C3.2.2	2	Office refurbishment for the PMU office and for 3 Regional Offices	2-Mar-23	16-Mar-23	N/A	N/A	23-Mar-23	N/A	Plan Actual	N/A	29-Mar-23	3-Apr-23	N/A	7-Apr-23		
									Plan							
									Actual							
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									Actual							

**Procurement Plan - Consulting**

ZIMBABWE

Horticulture Enterprise Enhancement Project (HEEP)

Project ID: 2000003944

Prepared by: Aline Saadeh

Approved by:

	USD	LCU	
<b>Total Amount</b>	<b>651 171.00</b>	<b>0.00</b>	Plan
	<b>0.00</b>	<b>0.00</b>	Actual
Non-Consulting:	0.00	0.00	Plan
	0.00	0.00	Actual
Grants:	0.00	0.00	Plan
	0.00	0.00	Actual

Version	1.0	22-Aug-22	Basic Data										EOI Shortlist Procedure						Proposal Process				Evaluation			
AWP/Camp onest Ref	No	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes/No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCQ	No-objection Date	RFP/RCQ Launch Date	Proposal submission deadline	Submission of TER	No-objection Date	Submission of CER
C1.1.1.2	1	Provincial ARDA Manager ToT Workshop			IFAD	ARDA	Plan Actual	No	Prior Review	SSS	232 171.00 -	-	Plan Actual		N/A	N/A	N/A	N/A	N/A	Enter Date				N/A	N/A	
C2.1.2	2	Three (3) Feasibility Studies on Investment and viability of the project			IFAD	PMU	Plan Actual	Yes	Prior Review	ICS	30 000.00 -	-	Plan Actual	1-Apr-23	8-Apr-23	10-Apr-23	1-May-23	15-May-23	22-May-23	26-May-23	2-Jun-23	4-Jun-23	25-Jun-23	N/A	N/A	9-Jul-23
C2.2.2	3	One (1) Market study for appropriate crop insurance for smallholder farmers			IFAD	PMU	Plan Actual	Yes	Post Review	ICS	10 000.00 -	-	Plan Actual	1-Feb-23	N/A	3-Feb-23	24-Feb-23	10-Mar-23	N/A	14-Mar-23	N/A	16-Mar-23	6-Apr-23	N/A	N/A	20-Apr-23
C2.2.3	4	Access to Finance Specialist			IFAD	PMU	Plan Actual		Post Review	ICS	9 000.00 -	-	Plan Actual	1-Apr-24												
C3.1.1	5	Survey on Women Empowerment in Agriculture Index (WEAI)			IFAD	PMU	Plan Actual	Yes	Prior Review	FBS	60 000.00 -	-	Plan Actual	1-Feb-24	8-Feb-24	10-Feb-24	2-Mar-24	16-Mar-24	23-Mar-24	27-Mar-24	3-Apr-24	5-Apr-24	20-May-24	3-Jun-24	10-Jun-24	24-Jun-24
C3.1.2	6	Technical Assistance on development of Targeting and Social Inclusion Strategy			IFAD	PMU	Plan Actual	Yes	Post Review	COS	15 000.00 -	-	Plan Actual	1-Apr-24	N/A	3-Apr-24	24-Apr-24	8-May-24	N/A	12-May-24	N/A	14-May-24	4-Jun-24	N/A	N/A	18-Jun-24
C3.1.6	7	Technical Assistance to provide community mobilisation specialist			IFDA	PMU	Plan Actual	Yes	Prior Review	ICS	16 000.00 -	-	Plan Actual	1-Apr-23	8-Apr-23	10-Apr-23	1-May-23	15-May-23	22-May-23	26-May-23	2-Jun-23	4-Jun-23	25-Jun-23	N/A	N/A	9-Jul-23
C3.2.6	8	Procurement of Baseline, Mid-line and Impact surveys			IFAD	PMU	Plan Actual	Yes	Prior Review	FBS	75 000.00 -	-	Plan Actual	1-Mar-23	8-Mar-23	10-Mar-23	31-Mar-23	14-Apr-23	21-Apr-23	25-Apr-23	2-May-23	4-May-23	18-Jun-23	2-Jul-23	9-Jul-23	23-Jul-23
C3.2.6	9	Technical Assistance for setting up Management Information System and Monitoring and Evaluation plan			IFAD	PMU	Plan Actual	Yes	Prior Review	ICS	15 000.00 -	-	Plan Actual	1-Mar-23	8-Mar-23	10-Mar-23	31-Mar-23	14-Apr-23	21-Apr-23	25-Apr-23	2-May-23	4-May-23	25-May-23	N/A	N/A	8-Jun-23
C3.2.8	10	Recruitment of National Project Coordinator			IFAD	PMU	Plan Actual	Yes	Prior Review	ICS	72 000.00 -	-	Plan Actual	1-Feb-23	8-Feb-23	10-Feb-23	3-Mar-23	17-Mar-23	24-Mar-23	28-Mar-23	4-Apr-23	6-Apr-23	27-Apr-23	N/A	N/A	11-May-23
C3.2.8	11	Recruitment of Senior Procurement Officer			IFAD	PMU	Plan Actual	Yes	Prior Review	ICS	54 000.00 -	-	Plan Actual	1-Feb-23	8-Feb-23	10-Feb-23	3-Mar-23	17-Mar-23	24-Mar-23	28-Mar-23	4-Apr-23	6-Apr-23	27-Apr-23	N/A	N/A	11-May-23
C3.2.8	12	Chief Accountant			IFAD	PMU	Plan Actual	Yes	Prior Review	ICS	63 000.00 -	-	Plan Actual	1-Feb-23	8-Feb-23	10-Feb-23	3-Mar-23	17-Mar-23	24-Mar-23	28-Mar-23	4-Apr-23	6-Apr-23	27-Apr-23	N/A	N/A	11-May-23
							Plan Actual				- -	-	Plan Actual													

**Procurement Plan - Consulting**

**ZIMBABWE**

**Horticulture Enterprise Enhancement Project (H**

Project ID: 200003944

Prepared by: Aline Saadeh

Approved by:

**Selection Methods**

- CCBS: Quality and Cost-Based Selection
- QBS: Quality-Based Selection
- CQS: Selection by Consultants' Qualifications (shortlist is required for this method)
- LCS: Least-Cost Selection
- FBS: Fixed Budget Selection
- ICS: Individual Consultants Selection (shortlist is required for this method)
- SSS: Sole Source Selection
- Selection (Design/PM): Single Sourcing established in the project design implementation manual

Version		1.0 22-Aug-22		Contract Award & Signatures						
AWBS/Component Ref	No	Description*	No-objection Date	Plan vs. Actual	Issue of NOIT&S/Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No-objection Date	Date Contract Signature
C1.1.1.2	1	Provincial ARDA Manager ToT Workshop		Plan	N/A	1-Feb-24	22-Feb-24	27-Feb-24	5-Mar-24	9-Mar-24
				Actual						
C2.1.2	2	Three (3) feasibility Studies on investment and viability of the project	16-Jul-23	Plan	N/A	22-Jul-23	5-Aug-23	10-Aug-23	17-Aug-23	21-Aug-23
				Actual						
C2.2.2	3	One (1) Market study for appropriate crop insurance for smallholder farmers	N/A	Plan	N/A	26-Apr-23	10-May-23	15-May-23	N/A	19-May-23
				Actual						
C2.2.3	4	Access to Finance Specialist		Plan						
				Actual						
C3.1.1	5	Survey on Women Empowerment in Agriculture Index (WEAI)	1-Jul-24	Plan	4-Jul-24	19-Jul-24	3-Aug-24	8-Aug-24	15-Aug-24	19-Aug-24
				Actual						
C3.1.2	6	Technical Assistance on development of Targeting and Social Inclusion Strategy	N/A	Plan	N/A	24-Jun-24	8-Jul-24	13-Jul-24	N/A	17-Jul-24
				Actual						
C3.1.6	7	Technical Assistance to provide community mobilisation specialist	16-Jul-23	Plan	N/A	22-Jul-23	5-Aug-23	10-Aug-23	17-Aug-23	21-Aug-23
				Actual						
C3.2.6	8	Procurement of Baseline, Mid-line and impact surveys	30-Jul-23	Plan	2-Aug-23	17-Aug-23	1-Sep-23	6-Sep-23	13-Sep-23	17-Sep-23
				Actual						
C3.2.6	9	Technical Assistance for setting up Management Information System and Monitoring and Evaluation plan	15-Jun-23	Plan	N/A	21-Jun-23	5-Jul-23	10-Jul-23	17-Jul-23	21-Jul-23
				Actual						
C3.2.8	10	Recruitment of National Project Coordinator	18-May-23	Plan	N/A	24-May-23	7-Jun-23	12-Jun-23	19-Jun-23	23-Jun-23
				Actual						
C3.2.8	11	Recruitment of Senior Procurement Officer	18-May-23	Plan	N/A	24-May-23	7-Jun-23	12-Jun-23	19-Jun-23	23-Jun-23
				Actual						
C3.2.8	12	Chief Accountant	18-May-23	Plan	N/A	24-May-23	7-Jun-23	12-Jun-23	19-Jun-23	23-Jun-23
				Actual						
				Plan						
				Actual						

**Day Ranges** *These tables provide estimated timelines by procurement methods, based on experience and guidance in the Procurement Handbook where specified.*

*The approximate number of days are used in the default Procurement Plan Formulas. Timelines in the Approx fields/Formulas are not prescriptive, and may be modified by the project.*

*Approx figures entered will be highlighted/flagged, if below the Minimum number of days. Zero indicates steps that are not applicable to the method, and are indicated as N/A in the Formulas.*

**Goods & Works**

Procurement Method	Submission of PreQual docs			No Objection Date			PreQual Invitation Date			PreQual Closing Date			Submission of PreQual Report			No Objection Date			Submission of BD			No-objection Date			Min
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	
<b>Single Envelope</b>																									
RFQ/Shopping (NS/IS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	N/A-Start Date	7	10	7	1
NCB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1
ICB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1
LIB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1
NCB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1
ICB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1
LIB (with PreQual)	1	4	N/A-Start Date	5	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1
Direct Contracting/ Force Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	N/A-Start Date	7	10	7	1
<b>Two Envelope</b>																									
NCB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1
ICB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1
LIB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1
NCB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1
ICB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1
LIB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1

**Services**

Selection Method	Submission of REOI			No Objection Date			REOI Launch Date			EOI Submission Deadline			Submission of Shortlist Report			No Objection Date			Submission of RFP/RCQ			No-objection Date			Min
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	
QCBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	14	14	21	14	7	10	7	1	7	4	7	10	7	1
FBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7	1
LCS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7	1
QBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7	1
CQS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	5	4	7	10	7	1
ICS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	5	4	7	10	7	1
QCBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1
FBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	N/A- Start Date	7	10	7	1
LCS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1
QBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1
SSS/ Selection (Design/PIM)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1

**NOTE**

1. Some procurement methods for low-value processes might require No Objections based on the Prior Review Thresholds. Where they do not require, No Objection number of days should be zero
2. **RFP**: Request for Proposals: standard procurement document used for Services.
3. **RCQ**: Requests for Consultants Qualifications: Procurement document used for CQS and LCS. The RFP is used for all other procurement methods
4. Consulting services and Good/Works methods could either be used for Non-Consulting Services
5. All days are calendar days

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	Procurement Invitation Date		Bid Closing-Opening			Submission Tech Eval Rpt			No-objection Date			Submission Combined Eval Rpt/Bid Evaluation Report			No-objection Date			Issue of NOITA & Standstill			Date Contract Award			Submi
	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min
<b>Single Envelope</b>																								
RFQ/Shopping	3	1	5	21	14	0	0	0	0	0	0	1	7	7	7	10	7	0	0	0	4	-	6	3
NCB (no PreQual)	3	2	30	45	30	0	0	0	0	0	0	3	21	14	7	10	7	1	3	3	14	-	15	3
ICB (no PreQual)	3	2	45	70	45	0	0	0	0	0	0	3	21	21	7	10	7	1	3	3	14	-	15	3
LIB (no PreQual)	3	2	45	70	45	0	0	0	0	0	0	3	21	21	7	10	7	1	3	3	14	-	15	3
NCB (with PreQual)	3	2	30	45	30	0	0	0	0	0	0	7	21	14	7	10	7	1	3	3	14	-	15	3
ICB (with PreQual)	3	2	45	70	45	0	0	0	0	0	0	7	21	21	7	10	7	1	3	3	14	-	15	3
LIB (with PreQual)	3	2	45	70	45	0	0	0	0	0	0	7	21	21	7	10	7	1	3	3	14	-	15	3
Direct Contract Force Account	3	1	7	30	14	0	0	0	0	0	0	3	21	7	7	10	7	0	0	0	4	-	6	3
<b>Two Envelope</b>																								
NCB (no PreQual)	3	2	30	45	30	3	21	3	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3
ICB (no PreQual)	3	2	45	70	45	3	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3
LIB (no PreQual)	3	2	45	70	45	3	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3
NCB (with PreQual)	3	2	30	45	30	7	21	14	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3
ICB (with PreQual)	2	2	45	70	45	7	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3
LIB (with PreQual)	2	2	45	70	45	7	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3

Services

	SelectiP/RCQ Launch Date		Proposal submission deadline			Submission of TER			No-objection Date			Submission of CER			No-objection Date			Issue of NOITA & Standstill			Date Contract Award			Neg
	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min
QCBS (f)	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10
FBS (w)	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10
LCS (w)	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10
QBS (v)	3	2	21	60	45	14	21	14	7	10	7	0	0	0	0	0	0	1	3	3	14	-	15	10
CQS (v)	3	2	14	30	21	0	0	0	0	0	0	14	21	14	7	10	7	0	0	0	4	-	6	7
ICS (w)	3	2	14	30	21	0	0	0	0	0	0	14	21	14	7	10	7	0	0	0	4	-	6	7
QCBS (f)	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10
FBS (r)	3	2	14	30	21	7	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10
LCS (r)	3	2	21	30	25	7	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10
QBS (r)	3	2	21	60	45	14	21	14	7	10	7	0	0	0	0	0	0	1	3	3	14	-	15	10
Selection	3	2	7	30	30	0	0	0	0	0	0	7	21	14	7	10	7	0	0	0	4	-	6	7

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	Procurement of Draft Contract		No-objection Date			Date Contract Signature			Totals			
	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Approx Months/Days
<b>Single Envelope</b>												
RFQ/Shopping	7	5	7	10	7	4	7	4	40	78	58	1m 27d
NCB (no PreQual)	7	5	7	10	7	4	7	4	78	123	94	3m 3d
ICB (no PreQual)	7	5	7	10	7	4	7	4	93	148	116	3m 25d
LIB (no PreQual)	7	5	7	10	7	4	7	4	93	148	116	3m 25d
NCB (with PreQual)	7	5	7	10	7	4	7	4	126	208	164	5m 12d
ICB (with PreQual)	7	5	7	10	7	4	7	4	141	233	186	6m 4d
LIB (with PreQual)	7	5	7	10	7	4	7	4	139	233	186	6m 4d
Direct Contract Force Account	7	5	7	10	7	4	7	4	44	101	58	1m 27d
<b>Two Envelope</b>												
NCB (no PreQual)	7	5	7	10	7	4	7	4	88	147	104	3m 13d
ICB (no PreQual)	7	5	7	10	7	4	7	4	103	172	137	4m 16d
LIB (no PreQual)	7	5	7	10	7	4	7	4	103	172	137	4m 16d
NCB (with PreQual)	7	5	7	10	7	4	7	4	136	232	185	6m 3d
ICB (with PreQual)	7	5	7	10	7	4	7	4	151	256	207	6m 25d
LIB (with PreQual)	7	5	7	10	7	4	7	4	151	256	207	6m 25d

Services

	Selections completed		Submission of Draft Contract and MoN Date			No-objection Date			Date Contract Signature			Totals			
	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Approx Months/Days
QCBS (f)	28	15	3	7	5	7	10	7	4	7	4	172	268	193	6m 11d
FBS (w)	28	15	3	7	5	7	10	7	4	7	4	172	268	200	6m 18d
LCS (w)	28	15	3	7	5	7	10	7	4	7	4	172	268	200	6m 18d
QBS (v)	28	15	3	7	5	7	10	7	4	7	4	134	244	179	5m 27d
CQS (v)	14	14	3	7	5	7	10	7	4	7	4	113	195	142	4m 21d
ICS (w)	14	14	3	7	5	7	10	7	4	7	4	113	195	142	4m 21d
QCBS (f)	28	15	3	7	5	7	10	7	4	7	4	128	190	145	4m 24d
FBS (r)	28	15	3	7	5	7	10	7	4	7	4	90	158	121	3m 30d
LCS (r)	28	15	3	7	5	7	10	7	4	7	4	97	160	125	4m 4d
QBS (r)	28	15	3	7	5	7	10	7	4	7	4	90	166	124	4m 3d
Selection	21	21	3	7	5	7	10	7	4	7	4	55	126	103	3m 12d

## **Zimbabwe**

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### **Horticulture Enterprise Enhancement Project**

### **Project Design Report**

### **Annex 8: Project Implementation Manual (PIM)**

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department





**REPUBLIC OF ZIMBABWE**

**HORTICULTURE ENTERPRISE ENHANCEMENT PROJECT  
(HEEP)**

**PROJECT IMPLEMENTATION MANUAL**

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## 1. HEEP RATIONALE, OBJECTIVES AND STRUCTURE

1. **Project Rationale:** The Government of Zimbabwe's strategy to transform smallholder agriculture and increase productivity and rural incomes is elaborated in the Agriculture and Food Systems Transformation Strategy 2020-2025, as well as the Government of the National Agriculture Policy Framework 2018-2030 (NAPF). The aim is to improve horticulture development through the implementation of the Horticultural Recovery Growth Plan (2021). The Plan seeks to transform the smallholder horticulture sub-sector through the Presidential Horticulture Scheme as well as the conventional "hub and spoke" horticulture model. Through this approach, smallholder farmers who are organised in groups, either village horticulture gardens or smallholder irrigation schemes, are linked to anchor firms for the production and high value horticulture crops. The Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD) confirmed the Government's commitment to transform smallholder agriculture by using the private sector-led inclusive value chain approach as a critical instrument in this commercialisation process. The Village Horticulture Gardens will be managed by the Agricultural Rural Development Authority.

2. **As the afore-mentioned strategies/approaches** are also at the core of IFAD's policies for smallholder agriculture transformation, the new HEEP intervention will be based on this overall approach of using private sector-led inclusive VCs as crucial instruments for climate-smart and commercially viable smallholder development. HEEP is fully in line with the COSOP's overall transformation target and its objectives of reducing poverty, food insecurity and malnutrition and improving incomes along the VCs, through better market access and climate-smart and more effective production systems. The strong capacity building focus and effective targeting of HEEP activities will ensure that IFAD's corporate mainstreaming priorities in CC, gender, youth and nutrition issues are appropriately built into the project design.

3. **HEEP is the third intervention**, after SIRP and SACP, within the framework of a longer-term programming approach in Zimbabwe. Furthermore, key international development partners share the same strategic views on smallholder agricultural transformation, which is anchored on climate resilience. The major lenders (e.g., World Bank and AfDB) are, however, currently unable to invest in Zimbabwe due to arrears. In this situation, it is likely that the experiences and results from HEEP implementation will influence the project designs of the larger international financiers, too, when their lending to Zimbabwe resumes.

4. **Goal and Development Objective:** The project goal is to increase incomes, food security and empowerment for SHFs engaged in profitable and sustainable horticulture value chains. The Project Development Objective (PDO) is "*Support increased and sustainable horticultural production and sales by SHFs and MSMEs engaged in horticulture value chains*".

5. **Project Structure:** The activities of HEEP are organised in three mutually interdependent components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance and Component 3: Institutional Support and Project Management.

6. **The first component:** VHG and 4P development, will build the capacity of SHFs to produce horticultural crops and high value products for commercial sale, as well as support all value chain actors to improve the competitiveness of the horticultural value

chain with a focus on inclusive participation by SHFs. This will be provided by a combination of capacity building, matching grants, and provision of public infrastructure to leverage the impact of value chain actors' investments. The second component, Access to Finance, will improve access to finance by the horticultural value chain actors through provision of an export line of credit provided through partner financial institutions for financing inclusive hub and spoke 4Ps. This will be complemented by capacity building in the financial sector to improve the development and delivery of appropriate financial products for the SHFs in the horticultural sector.

### **Component 1: Village Horticultural Garden and 4P Mobilization and Development**

Component 1 has three subcomponents:

7. **Sub-component 1.1: Village Horticulture Garden Mobilization and Development.** HEEP will support the creation and capacitation of VHGs in Matabeleland South, Masvingo, Midlands, and Manicaland. The VHGs will include poor, food insecure and highly malnourished HHs. The selection of HHs to be part of VHGs will primarily be based on their vulnerability to poverty, climate change, food security and nutrition. HHs that are headed by women, child, elderly will be given special attention. In addition, HHs that have people with disabilities, people with chronic illness, including pregnant and lactating women. The VHGs will be clustered in villages in wards that are close to fully operational ARDA managed irrigation schemes (e.g., rehabilitated by the GoZ through SIRP or otherwise). Clustering the VHGs as spokes around the hub of an operational ARDA managed irrigation scheme will allow synergies in VHG management (e.g. one ARDA manager per every 3 VHGs), capacity building (e.g. production, storage, processing and consumption), access to improved storage infrastructure, and market linkages through the irrigation schemes and other anchor farms/firms. The irrigation schemes will serve as learning centres for the VHG beneficiaries, and the VHGs may also be used for demonstration purposes for SHFs in surrounding communities.

8. **Sub-component 1.2: 4P/Hub and Spoke Identification, Mobilization, and Capacity Building.** Under HEEP, Private-Public-Producer Partnerships (4Ps) are cooperative agreements between a i) private sector anchor farm or firm that creates the market, ii) the public sector entities helping co-finance and facilitate the 4Ps, e.g., the funders of HEEP, IFAD and the GOZ, and iii) the producers, the SHFs organized as APGs that will be supplying the anchor farm or firm. In addition, HEEP 4Ps may have one or more service provider partners, who are direct or supporting value chain actors that provide critical services (inputs, mechanization, extension, capacity building, crop protection, logistics transport, etc.) to SHFs that support the 4P APGs and Anchor Farms/Firms. Service providers may be private sector SMEs, public sector government agencies, and non-profit organizations. 4P APGs and SHFs (and as relevant other 4P members) will be provided technical and business capacity building through: (i) anchor firms (ii) SP partners in the 4P business plan, (iii) Agritex, ARDA, AMA, ZIMTRADE, and other government agencies and parastatals (iv) recruited technical specialists. Technical assistance and training may include farming as a business, group organization and dynamics, contract farming, crop selection, climate-resilient agronomic practices, value chain logistics, GALS and social mentoring and gender balance, women and youth inclusions, labour saving technologies, conflict resolution, certification (organic, GAP, etc), agriculture processing, quality control, etc. It important to note that HEEP includes an opportunity for graduation and some of the VHGs who initially benefitted from the production and productivity support through Agritex and ARDA can become members of the 4Ps as partner APGs.

9. **Sub component 1.3: 4P Matching Grants (MGs) and Public Infrastructure.** MGs will be provided to APGs and SHFs in the approved 4P business plan. The MGs will partially support both fixed and working capital investments necessary for the approved 4P business plan. This can include start-up inputs, services, equipment, machinery, and infrastructure, including innovative technologies that are environmentally sustainable and promote climate resilience. The MGs will specially provide attention to youth and women led APGs and SHFs. The selection will try to use an inclusive approach that ensure poor young men and women led APGs and SHFs are given priority in the selection and supported by MGs. The MGs will require contribution from the APGs, either in kind or financial. The use of commercial credit to finance part of the APG (50 per cent women and 30 per cent youth participation) contribution will be encouraged, but not initially required, given the current complications in the financial sector caused by the dual currency system and especially the very high levels of inflation in the local currency. If and when the financial sector stabilizes, the PMU may choose to require or emphasize the use of commercial credit as a source for APGs to finance the MGs.

10. This sub-component will also support investments in public infrastructure in the 4P catchment area. They are public because they are not part of the 4P inclusive business plan, are not controlled by 4P partners, and benefit all members of the surrounding communities as well as 4P beneficiaries. These public infrastructure investments will increase the positive impact of 4P on direct beneficiaries, and provide benefits to other rural households, (including infrastructure which is labour saving for women) and MSMEs in the 4P catchment area. Examples of public infrastructure investments include farm or feeder roads, community storage, power and water provision, renewable energy etc. Potential public infrastructure investments will be identified by 4P partners in consultation with communities and the appropriate local/district officials (e.g. Rural District Council) who will be responsible for oversight of the construction, operation and maintenance of the public infrastructure provided.

## **Component 2: Access to Finance**

This component has two sub-components:

11. **Sub component 2.1: Export Horticultural Revolving Fund (EHRF):** The EHRF will provide short- and medium-term finance (up to 5 years) at commercial rates to 4P anchor firms and other partners with export or other hard currency markets. The finance will be used to source inputs, services, machinery and equipment essential to meeting market requirements for the approved inclusive 4P business plan that have a direct benefit to SHFs. The EHRF will be managed by the Reserve Bank of Zimbabwe (RBZ) and will be accessible by qualified PFIs that can manage foreign exchange payments and receipts, and that accept the stipulated terms and conditions of utilizing EHRF funds. The criteria for accessing the EHRF will include the inclusive and equal benefits for women and men, taking into account the constraints that women face in accessing financial services. Using the EHRF funds, PFIs will extend finance to approved 4P partners. Reflows from the EHRF loans to the PFI may be lent again by the PFI under the same terms and conditions. If not, then the EHRF reflows will be returned to the RBZ. EHRF finance may be used by the 4P anchor firms and SPs for any operation of the *approved* 4P business plan. This may include value chain finance to provide inputs to SHFs (e.g. seeds and agrochemicals), in the form of in-kind credit, to be repaid by the SHFs through deductions made from payments for their delivered produce. The EHRF may also be used for imported service, inputs, machinery, and equipment essential for the SHF produce to reach the 4P's export markets. The EHRF will be structured so that it may accept other like-minded investors

over time, e.g. other development finance partners, remittance funds from the diaspora, etc.

12. **Sub-component 2.2: Capacity Building for Enhanced Agricultural Lending.** To further improve access to finance for SHFs and MSMEs, this sub-component will strengthen the capacity of financial institutions to develop and deliver inclusive financial services to SHFs and MSMEs in commercial horticultural and/or those participating in HEEP 4Ps. Commercial banks and building societies will be supported to develop value chain, group, or individual financing instruments. Microfinance Institutions (MFIs) and community banks/SACCOs will also be supported to develop and deliver direct financing instruments for SHFs and MSMEs, taking into account the needs of men, women and youth. Insurance companies will be assisted with the development of suitable products for the horticultural sector.

### **Component Three: Institutional Support and Project Coordination**

Component 3 has two subcomponents.

#### **Sub-component 3.1: Institutional Support.**

13. The expected result of this sub-component is to improve the production and marketing information and policy relevant knowledge products on the horticultural sector and linkages to mainstreaming themes: for example, case studies on women and youth in horticulture and access to land; smallholder horticulture and climate, nutrition nexus. The result of this subcomponent will benefit public sector policy makers and private sector investors, and to improve the governance of contract farming/hub and spoke arrangements to ensure a fair distribution of risks and benefits to all parties.

14. This sub-component provides institutional support that complements the capacity building support for ARDA and Agritex in Component 1. First, HEEP will support MLAFWRD's Agricultural Information Management System (AMIS) project, which was revamped in 2020 and collects production, productivity and marketing data on the different value chains in the agricultural sector through annual surveys. Specifically, HEEP will support the carrying out of annual surveys in the horticultural sector, implemented by the Division of Strategic Planning, Monitoring and Evaluation at MLAFWRD. HEEP will capitalize on the findings for its own planning and M&E purposes. HEEP will also conduct an M&E training to strengthen capacity of MLAFWRD staff responsible for M&E.

15. Second, HEEP will support a market linkage specialist consultant at HDC. The HDC represents export-oriented horticultural producers, and has been designated by the GoZ to lead the "Conventional" pillar of the HRGP. The HDC is firmly committed to an SHF-inclusive model of growing the horticultural sector, using well-coordinated hub and spoke models of production. The HDC market linkage advisor (MLA) at HDC will (i) assist in the identification and mobilization of 4P arrangements (e.g. hub & spoke and contract farming arrangements), (ii) develop clear and fair industry guidelines for fair 4P arrangements, adapting as appropriate Global Accepted Agricultural Practices (GAAP) and other guidelines (iii) provide any other support to 4P partners to implement 4P inclusive business plans..

16. **Sub-component 3.2: Project Coordination.** HEEP will become part of the JMU MLAFWRD created for SACP and SIRP, ensuring cost-effective and higher quality service provision. The project coordination and management costs will be budgeted under this sub-component.

## **2. GEOGRAPHIC TARGETING**

17. HEEP will take a two-pronged approach to geographic targeting based on a combination of poverty, food security and nutritional status and potential for commercial horticultural development. The project will be implemented in 4 provinces for the Village Horticultural Garden (VHG) and in all the provinces for the 4P model, with special emphasis in Natural regions I and IIA, which are horticultural hotspots in the country.

18. The Village Horticultural Garden (VHG) activities will focus on Matabeleland South, Manicaland, Masvingo, and Midlands Provinces. The VHGs will be sited, using a hub and spoke approach, in the wards adjacent to functional ARDA managed irrigation schemes rehabilitated by the GoZ through the Smallholder Irrigation Rehabilitation Project (SIRP), and Public Sector Investment Programme (PSIP). This hub and spoke approach will provide important synergies in terms of access to markets, management, and provision of capacity building assistance for SHFs both in VHGs and on the schemes. The selection criteria for the VHGs in these wards will include: potential for inclusion in commercially viable horticulture, areas vulnerable to climate change, availability of arable land and water, interest of farmers and poverty, food insecurity and malnutrition levels. Special attention will be given to households (HHs) that have people with disabilities, people affected by HIV and AIDS, women headed HHs.

19. The 4Ps scope of operations will be demand driven based on market conditions and agro-climactic potential through a competitive process. Therefore, the location of the 4P SHFs will depend on both the demand from anchor firms/farms and the interest and potential/ evidence of involvement of SHFs in catchment areas of the anchor firms/farms. The 4P catchment areas will include i) well-functioning irrigation schemes (including but not limited to the SIRP rehabilitated schemes in the provinces of Midlands, Masvingo, and Matabeleland South) ii) high potential regions of the Mashonaland Provinces and Manicaland, that is, those that fall into Natural Regions 1 and 2A.

20. Poverty prevalence rates in Zimbabwe are increasing, with 76.9 per cent of the rural households classified poor compared to 30.4 per cent of urban households<sup>1</sup>. The majority of the population lives in rural areas with livelihoods mainly based on rainfed agricultural production, characterised by low input use and low productivity. Due to the decline in formal employment, many workers are engaged in poorly remunerated informal jobs. The data on prevalence of poverty is shown in Table 1:

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<sup>1</sup> World Bank 2019

**Table 1: Poverty prevalence and extreme poverty prevalence by province (targeted provinces are shaded) Poverty prevalence and extreme poverty prevalence by province (targeted provinces are shaded).**

Province	Population	Poverty Prevalence %	Extreme Poverty Prevalence %	Proportion of rural poor households %	Rural poverty prevalence %
Mashonaland Central	1,152,520	81.6	41.2	16.1	84.7
Matabeleland North	749,017	74.3	33.3	12.5	78.6
Mashonaland West	1,501,656	71.1	31.6	10.5	82,7
Manicaland	1,752,698	71	27.9	12.2	78.7
Mashonaland East	1,344,955	65,6	22.2	14.0	71.3
Masvingo	1,485,090	64.8	20.7	10.0	71.5
Midlands	1,614,941	63	21.8	11.9	77.6
Matabeleland South	683,893	62.8	17.8	11.0	68.5
Harare	2,123,132	31.1	3.8		
Bulawayo	653,337	22.3	0.9		
Total	13,061,239				76.9

Source: PICES 2017

21. According to 2017 Zimbabwe Poverty, Income, Consumption and Expenditure Survey<sup>2</sup>, targeted provinces rank 3<sup>rd</sup>, 5<sup>th</sup>, 6<sup>th</sup>, and 7<sup>th</sup> out of the ten Zimbabwean Provinces in poverty prevalence for Manicaland, Midlands, Masvingo and Matabeleland, South, respectively. In the four targeted provinces, extreme poverty is highest in Manicaland 27,9 per cent of the population below the food poverty line, followed by Midlands Province with 21.8 per cent, Masvingo with 20,7 per cent, and Matabeleland South with 17.8 per cent.

22. Of the targeted provinces, Manicaland Province had the highest proportion of poor households, (12.1 per cent) followed by Midlands Province with 11.9 per cent, Matabeleland South Province at 11.0 per cent, and Masvingo Province with 10,00 per cent.

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<sup>2</sup> ZIMSTAT (2019)

Manicaland has the highest poverty prevalence among the four targeted provinces under VHG.

23. Rural poverty was most prevalent in communal lands (CL) (79.2 percent), followed by resettlement areas (RA) with 76.4 per cent. Extreme poverty was most prevalent in CLs with 34.0 per cent when compared with 29.9 per cent for RAs. In rural areas, communal and resettlement farmers constituted 80.6 per cent of the economically active population. Moreover, households headed by communal and resettlement farmers (old resettlement and A1 farmers) suffered from the greatest poverty prevalence, 82.9 per cent, compared to other employment types.

24. With regards to nutrition, the ZimVac of 2018 and 2019, and the MICS 2019 reports<sup>3</sup>, show that the most vulnerable households for malnutrition are: female and child-headed households, households headed by aged, unemployed, uneducated, widowed and chronically ill household heads and households located in the rural areas. The nutrition situation analysis shows that the worst-off provinces are Mashonaland Central and South, and Matabeleland North and Matabeleland South. When it comes to WASH, Matabeleland North is also facing the largest challenge as the province has the lowest percentage of the population using both basic drinking water (51%) and sanitation services (24%) (MICS 2019), as well as the highest proportion of the population practising open defecation. According to the Wageningen study report (2020), Smallholder farmers in Mashonaland West, Midlands and Mashonaland Central have the highest overall capacities to respond to climate change impacts (ranking 1st, 2nd, and 3rd, respectively. Masvingo, Matabeleland North and South have the lowest overall adaptive capacity<sup>4</sup>. In the targeted area, the highest population is in Mashonaland East, which also has the highest female population.

**Table 2: Population in the target districts**

Province/District	Population	Males	Females	Highest Poverty prevalence % at ward
<i>Matabeleland South Province</i>				
Gwanda (24 wards)	115,378	55,453	59,925	73-84
Mangwe (17 wards)	66,218	31,159	35,059	73-84
Beitbridge (15 wards)	157,111	73,603	83,508	83-96
Matobo (25 wards)	93,940	44,918	49,022	73-84
Insiza (23 wards)	107,333	49,338	57,995	85-96
<b>Subtotal</b>	<b>539,980</b>	<b>254,471</b>	<b>285,509</b>	
<i>Manicaland Province</i>				
Chipinge (30 wards)	298,841	138,159	160,682	85-96
Chimanimani (20 wards)	134,940	64,745	70,195	73-84
Mutasa (31 wards)	168,747	79,548	89,199	73-84
Makoni (36 wards)	272,340	133,362	138,978	73-84
Nyanga (31 wards)	126,600	60,461	66,139	85-96
<b>Subtotal</b>	<b>1,001,468</b>	<b>476,275</b>	<b>525,193</b>	
<i>Masvingo Province</i>				
Masvingo (35 wards)	211,215	99,271	111,944	73-84

3 Zimbabwe 2019 Multiple Indicator Cluster Survey (MICS) Report

4 IFAD – COSOP. 2020. Republic of Zimbabwe Country Strategic Opportunities Programme 2020 – 2025

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Zaka (34 wards)	181,298	82,350	98,948	73-84
Gutu (41 wards)	203,083	94,480	108,603	73-84
Chiredzi (32 wards)	275,759	132,879	142,880	84-99
Mwenezi (37 wards)	166,993	77,372	89,621	85-96
<b>Subtotal</b>	1,038,348	<b>486,352</b>	<b>551,996</b>	
<b>Midlands Province</b>				
Gweru Rural(19 wards)	91,806	45,239	46,567	73-84
Churumanzu (23 wards)	80,351	38,309	42,042	73-84
Mberengwa (37 wards)	185,757	86,764	9,993	73-84
Zvishavane (19 wards)	72,513	34,694	37,819	73-84
Shurugwi (24 wards)	77,570	37,696	39,874	73-84
<b>Subtotal</b>	507,997	242,702	265,298	
<b>Grand total</b>	91,806	<b>1,241,102</b>	<b>2,388,980</b>	

GOZ, Poverty Atlas 2015

25. **Selection of VHG districts:** Within the four VHG provinces, there is a total of 29 districts and the criteria for targeting districts include: (i) poverty prevalence, (ii) proximity of functional smallholder irrigation scheme, (iii) proximity to a major agricultural corridor, (iv) agribusiness and nutrition sensitive horticulture potential, and (v) agro-ecological and inclusivity (e.g., youth and women), ARDA/anchor firm aggregation potential. Using this criteria, the following 20 districts are targeted: Matabeleland Province - Gwanda, Mangwe, Beitbridge, Insiza and Matobo Districts; Manicaland Province – Chimanimani, Chipinge, Makoni, Mutsa, Nyanga Districts; Masvingo Province: Gutu, Chiredzi, Zaka, Masvingo and Mwenezi Districts; Midlands Province – Gweru, Churumanzu, Mberengwa, Zvishavane and Shurugwi Districts.

26. The selected districts overlap with IFAD-funded SIRP districts, in order to promote lesson learning between the two interventions, but also to encourage interlinkages between two projects to maximise impact.

27. **Ward level selection criteria:** Ten wards are targeted under each of the 20 districts that will be organised into production clusters to allow for effective aggregation and economies of scale with the adjacent smallholder irrigation scheme. The VHGs will be located in wards adjacent to the functional irrigation schemes. This will reinforce and deepen the impact of SIRP, which is also focused on these four provinces. The selection criteria for wards include: proximity to the ARDA-managed smallholder scheme, poverty prevalence, vulnerability to climate shocks, and interest of the farmers. HEEP will implement a participatory approach, including the community and their leaders, for the selection of areas for VHG. This hub and spoke approach will provide important synergies in terms of access to local markets, management, and provision of capacity building assistance for SHFs both in VHGs and on the schemes. The selection criteria for the VHGs in these wards will include: poverty, food insecurity and malnutrition prevalence, technical and financial feasibility, ARDA interest, potential for eventual inclusion in commercially viable horticulture, areas vulnerable to climate change, availability of arable land and water, interest of farmers to contribute towards operation and maintenance and replacement costs and engage in market-led production. Three VHG will be implemented for each ward selected. The key horticulture crops include nutritional -sensitive horticulture crops grown specifically to fulfil mutational needs on the 0,25 hectares and the commercial horticulture crop on one-hectare garden. Individual vulnerable households will benefit from fruit trees, seedlings, vegetable seeds and water harvesting tanks for their homestead integrated gardens that are expected also to contribute to household food security and nutrition.

### **Target Area under 4P intervention**

28. The location of the 4P activities, which include mostly poor rural households with more immediate opportunities for commercial horticulture, will be based on market conditions and agro-climatic potential, and selected through a competitive process. Therefore, the location of the 4P SHFs will depend on both the demand from anchor firms/farms and the interest and potential of SHFs. The 4P households will be located in i) well -functioning irrigation schemes throughout the country and ii) high potential regions of the Mashonaland Provinces and Manicaland, that is, those that fall into Natural Regions 1 and 2A. Zimbabwe has 450 smallholder irrigation schemes of which 250 are functional schemes. The list of irrigation schemes is included in Appendix 30

### **TARGETING AND MAINSTREAMING STRATEGIES.**

29. **Project target group:** HEEP will implement an inclusive targeting strategy to ensure project benefits to a large number of poor smallholder farmers, in particular supporting poor women and youth. HEEP will implement 620 VHGs targeting 31,000 poor smallholder farmers in 20 districts in the four targeted provinces. The 4P intervention will benefit 800 Agricultural Production Groups (APGs) nationwide, consisting of 20,000 poor smallholder households who will be members of these APGs. These will benefit from receiving capacity building and financial services from the project to further develop their livelihoods. An additional 20,000 labourers<sup>5</sup> will benefit from employment opportunities created by APG, Climate Smart investments, and Anchor firms.

30. Furthermore, around 50,000 households not participating directly in HEEP activities, who will benefit from improved farm and feeder roads and aggregation centres, as well as long term indirect benefits of economic development in the targeted villages including indirect job creation in services and trade sector.

31. The total HEEP support is projected to cover approximately 71,000 beneficiary households corresponding to 355,000 household members - one beneficiary represents five persons which is the average size of the household in Zimbabwe. The HEEP's primary target group in all project activities, including village horticulture gardens, matching grants to APGs, will include a minimum of 50 per cent women and 30 per cent youth (aged 18 to 35 years). Table 3 provides details on poverty categorisation of rural households in Zimbabwe and on the projected number of HEEP beneficiaries in each household category. In Table 4, the numbers of HEEP-supported smallholder farming households in the target area and Table 6 showing the distribution of beneficiaries per poverty category.

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<sup>5</sup> each of the 20 anchor firms will employ 800 to 1000 or more labourers who work in grading and packaging. The labourers consist mainly of youth who are mostly unemployed.

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**Table 3: Poverty Categorisation of directly targeted HEEP beneficiaries**

Category	Household type	Characteristics	HEEP interventions	N° of beneficiaries
A	Chronically poor and unable  Chronically food insecure and dependent on social safety nets (e.g., cash transfers)	<ul style="list-style-type: none"> <li>Poor households – little or no land</li> <li>No economically active people</li> <li>Typically, child or elderly-headed households</li> <li>Below the food poverty line</li> <li>Vulnerable to nutrition and climate change impact</li> </ul>	<ul style="list-style-type: none"> <li>Nutrition-sensitive Interventions e.g. VHGs</li> <li>Community investments</li> <li>Collaborate with humanitarian organisations (e.g., WFP)</li> <li>GALS</li> <li>Public Infrastructure</li> <li>Fruit trees</li> <li>Water harvesting equipment</li> <li>Solarised boreholes energy saving stoves,</li> </ul>	9,928 (4,964 women)
B1	Chronically poor but able  Often chronically food insecure but capable of becoming transitory food secure	<ul style="list-style-type: none"> <li>Poor households with access to land or livestock and labour, and often involved in farming or livestock rearing and wage labour.</li> <li>Typically, 1 economically active person</li> <li>Lack cash and resources to purchase inputs and commodities.</li> <li>Below the total consumption poverty line</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Village Horticulture Gardens</li> <li>Empowerment &amp; capacity development &amp; skills e.g., Training and capacity building CSA &amp; agribusiness, business skills, diversification of production, access to markets, nutrition</li> <li>support to horticulture value chains targeting women are dominant</li> <li>GALS training &amp; Nutrition-sensitive Interventions</li> <li>Promote farmer to farmer learning in extension</li> <li>Matching grants for APGs</li> <li>Fruit trees, energy saving stoves, solarised boreholes</li> </ul>	14,882 (7,441) women)
B2	Transiently poor Transitory food insecure	<ul style="list-style-type: none"> <li>Emerging smallholder farmers with land and labour but cash constrained and vulnerable to shocks.</li> <li>2-3 economically active people</li> <li>Households can increase productivity to achieve food and income security and become engines of rural economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and technical skills</li> <li>Business training</li> <li>Marketing access (out-grower, contract framing)</li> <li>Equipment</li> <li>Nutrition through Village Horticulture gardens</li> <li>Matching grants for APGs and micro-enterprises</li> <li>Contract framing</li> <li>Out-grower linkages to lucrative value- chains</li> <li>GALS Nutrition-sensitive Interventions</li> </ul>	36,298 (18,149) women)
C	Self-sufficient Often food secure, with a risk of transitory food insecurity	<ul style="list-style-type: none"> <li>Farmers with land and labour and the potential to enter into private sector market linkage arrangements and produce a saleable surplus.</li> <li>Typically, 3-4 economically active people</li> </ul>	<ul style="list-style-type: none"> <li>Business expansion support</li> <li>New technologies to increase production and productivity</li> <li>Value addition</li> <li>Innovation to increase production and marketing of commodities</li> <li>Matching grants for APGs and micro-enterprises</li> </ul>	9,892 (4,946 women)

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<b>Category</b>	<b>Household type</b>	<b>Characteristics</b>	<b>HEEP interventions</b>	<b>N° of beneficiaries</b>
		<ul style="list-style-type: none"> <li>• Able to withstand shocks without external assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Out-grower linkages to lucrative value- chains</li> <li>• Nutrition-sensitive Interventions</li> <li>• GALS</li> </ul>	
	Women	<ul style="list-style-type: none"> <li>• Limited decision making</li> <li>• limited access to means of production (land, inputs, capital, technology, seeds etc.)</li> <li>• Heavy workload and time poverty</li> <li>• limited access to finance, vulnerable to nutrition and climate change impact</li> </ul>	<ul style="list-style-type: none"> <li>• improved economic and social welfare</li> <li>• Improved decision making by women at HH and community level, joint decision making enhanced</li> <li>• Improved participation in VHG,APG, leadership skills</li> <li>• reduced workload, sharing of care work, improved access to finance</li> <li>• Improved well-being and nutrition, resilience to shocks</li> <li>• improved adoption of CSA, improved production/productivity</li> <li>• Improved entrepreneurial and business skills</li> <li>• Reduced Gender Based Violence</li> <li>• Improved market access through 4P</li> <li>• Knowledge and adoption of labour-saving technologies</li> </ul>	35,500 (included in A, B1, B2, C and youth)
	Youth	<ul style="list-style-type: none"> <li>• Lack of access to means of production</li> <li>• High unemployment</li> </ul>	<ul style="list-style-type: none"> <li>• Access to matching grants</li> <li>• Improved BDS skills</li> <li>• improved Agribusiness</li> <li>• improved Leadership skills, improved decision making, ownership of assets</li> <li>• Improved digitalization and adoption of technologies</li> <li>• Improvised employment opportunities through 4P</li> <li>• Improved production, productivity and income</li> </ul>	21,300
	<b>Total</b>			<b>71,000</b>

### 3. HEEP SOCIAL AND POVERTY TARGETING STRATEGIES

32. **Appointment of the Social Inclusion and Targeting Officer:** HEEP will share a Social Inclusion and Targeting Officer with SIRP and SACP at national JMU and GOZ. Social inclusion Officers will be attached to HEEP PMU in each of the three regional PMU (see TORs in this PIM). They will be responsible for the coordination and implementation of the targeting and social inclusion strategy.

33. **Partners that will implement the targeting strategy:** HEEP will hire a Social Mobilisation Specialist (see TORs in this PIM), to work with the RPMU Targeting and Social Inclusion Officer and Agritex extension officers to implement the targeting strategy. Targeting will also be validated through the local NGOs, community workers from the Ministry of Women Affairs, Community and Small and Medium Scale Enterprises Development, Community workers from the Ministry of Health and Child Welfare, Department of Social Welfare, WFP, District officials under the Ministry of Local Government, Councillors, Religious Leaders, Traditional Leaders, and School authorities.

34. **Targeting process:** The project targeting approaches include (i) community targeting and (ii) a mixture of self-targeting and menu-based measures. Community based targeting allows the communities to select beneficiary groups using their own definition of poverty and a mixture of self-targeting and menu-based measures, where the community groups are informed at a public meeting about HEEP objectives, eligibility conditions, application process and awarding process.

35. **Community targeting:** VHG will apply community targeting for the selection of the 50 poor smallholder farmer beneficiaries per each garden. The farmers will agree on their own local definition and criteria of poverty. However, the project will provide advice to ensure that the poorest, food insecurity and nutritionally vulnerable households are given special attention during the selection by communities and their needs are considered and consulted. A wealth ranking exercise will identify the poorest households mostly in category A and B1. The selected individuals should be willing to participate in the VHG and should not be involved in irrigation schemes and other development projects. The process will be facilitated by the Community Mobilisation Officer or Agritex extension staff and traditional leaders. The selected beneficiaries will include 50 per cent women and 30 per cent youth divided equally between male and female youth. The list of the VHG scheme beneficiaries will be made public. About 2000 beneficiaries consists of PWD. PWD is a new target group for IFAD in Zimbabwe. As discussed in the PIM, the project will work with traditional leaders, PWD organisations and religious organisations to identify the target group and opportunities to engage them. Lessons learned will be captured to sharpen the strategy.

36. **Self-targeting:** Anchor firms such as ARDA and private sector entities will apply and respond to a call for Expression of Interest (EOI) by HEEP. The proposals are assessed and selected using predetermined criteria. Training in financial literacy and business planning, financial literacy, sustainable APG, and Business Plan Development Support will be provided. Horticulture value chains, which will be selected for HEEP support, should also benefit women, youth and other vulnerable groups either in employment or as APGs beneficiaries linked to anchor firms. In addition, there will be a need to select technologies that address women's labour constraints. The promotion of group approaches limits the elite capture since the wealthier households are not interested in group activities.

37. **Direct Targeting:** HEEP applies a quota system: 50 percent for women and 30 percent for youth for both participation in project activities and the representation and leadership in APGs and VHGs management committees. The targeting selection criteria will be set to ensure that the most vulnerable, poor and disadvantaged women and youth (male and female) are given due consideration. The technical assistance will be targeted at strengthening the capacity of women and youth to engage and lead value chain activities as sustainable and profitable business. Approaches such as participatory wealth ranking by the community themselves, could be used in order to rank the communities into different wealth groups. In approving application forms from a group, HEEP will take into consideration the number of female-headed households and youths to benefit

38. The following targeting approach will be applied:

39. A call for proposals for the lead anchor firms will be made. The expression of interest for this call will inform HEEP on the key VC to focus on with the APGs. The anchor firm will indicate the VC and the number of smallholder farmers to be involved.

40. The local Agritex extension officer will notify the communities about the date of the 4P meeting for APGs. This will be done through village leadership and the schools, and the notice for the public meeting will be posted at shopping centres, public notice boards, and dip tanks. Agritex will also inform the local CBO, other NGOs active in the area, as well as government organisations working at community level. Meetings should be held at convenient times and venues to allow the participation of women.

41. The project will hold consultation meetings in the wards of the functional irrigation scheme and the meetings will involve men, women and youth in the identified cluster areas. The purpose of the meeting will be to inform the community about HEEP and how to take part in HEEP activities. Anchor firms will be invited to attend the meetings to share with the APGs their focus on value chain and their engagement. APG membership is made up of the project target group composed of the poor and meeting the set quota for women and youth as well as the plot of up to 5 ha. The project will supply forms that will be filled in by each of the members of the APG. The forms contain basic socio-economic information to be able to determine the wealth ranking of the group members according to the social categorisation (category A, B1 B2 and C).

42. Category A farmers will benefit from nutrition sensitive interventions, mostly under VHGs as well as infrastructure under Component 1.4. The eligibility criteria for VHGs includes members meeting the poverty criteria of Category A, B1 and B2 farmers. The selected group of 50 farmers should comprise 30 per cent youth aged 18 to 35 years) and 50 per cent women. The inclusion of vulnerable groups e.g., people living with disabilities and or chronic illness (e.g. HIV and AIDS) will be required.

43. The selection criteria for 4P investments for SHF includes:

- Expressed commitment to join in a 4P agricultural production group (APG).
- Interest to commercialize their SHF production.
- <2 ha of farmland suitable for horticulture (>90 per cent of target group).
- Up to 5ha of farmland suitable for horticulture in (<10 per cent of target group).

44. In addition, the APGs should meet the criteria for 50 percent women beneficiaries and 30 per cent youth divided equally between male and female. The anchor firm will be responsible to identify APGs to work with following the criteria. A consultative and

validation process ensures that the process is carried out transparently and that the target group is reached to avoid elite capture. The risk that the marginalised groups or households within a community can be excluded will be mitigated through ensuring that those facilitating the exercise have a thorough understanding of the communities and are respected by them. The target group for HEEP 4P include the poor smallholder in category B1 and B2 and PWD (30% youth, 50% women) who are in line with the IFAD target group. The categories of farmers will be included in the call for expression of interest including the need for inclusive targeting. The APGs will be required to respond to the expression of interest, specifying the type of farmers that are involved. For eligibility of the expression of interest, 70% members of the targeted APGs members should consists of IFAD's priority target group in order to avoid excessive elite capture. HEEP is targeting rural poor households who are able to take advantage of the opportunities to be offered. In line with PIM, the target group for HEEP is focussing on category B1 (chronically poor but able) and B2 (transiently poor and transitory food insecure) including 50% women, 30% youth and 2000 people with disabilities. The characteristics of the target groups are highlighted in PIM Table 3 on *Poverty, categorisation of directly targeted HEEP beneficiaries*. The anchor firm will provide the profile of the beneficiaries and how there expect to benefit from HEEP. The selection of the target group will be verified by PMU together with the local community-based organisations already operating in the target area. The selection criteria for proposals from the anchor firm includes gender and youth related criteria.

45. **Complaints and grievances:** HEEP's GRM will be in line with norms of the communities as well as laws of the country and will build on the existing local government structures from Village to national levels. The GRM will consist of three parallel systems which are; i) a community-based system, ii) a formal system and iii) the IFAD Redress System. Initially, grievances will be resolved at APG level (VHG/Irrigation) by the responsible management committees with the help of AGRITEX, ARDA and DoI technicians on the ground. Any grievances that cannot be resolved at these levels will be taken through the local Government structures that include the area Headman and/or Paramount Chief up to the District Administrator's office in the RDC. Beyond the District Council, grievances will be addressed through provincial and national councils as necessary. The national and regional project teams will provide information on the GRM available as well as convey the zero tolerance for sexual exploitation and abuse (SEA) as well as the preventing fraud and corruption policies. The information on the policies will be made available through all HEEP contracts and on project documents such as leaflets and matching grants proposal templates. Project sites will have the information on notice boards with local, regional and national contact details of responsible persons/offices where grievances can be safely lodged.

46. **Empowerment and capacity building measures:** HEEP will implement a range of capacity building interventions for APGs and SMSEs as well as support institutions working with these groups. HEEP will provide training in BDS and financial literacy in addition to the development of a business proposal. A community-wide GALS training will be conducted in order to better address the underlying root causes to inequality between men and women specific constraints, including land access and ownership. It will also integrate nutrition education as part of GALS to support and encourage consumption. In addition, IFAD's empowerment indicator using a project level WEAI (pro-WEAI) will be conducted in order to measure empowerment, agency and inclusion of women in the agricultural sector. Pro-WEAI seeks to identify development obstacles and may be used to track gender equality in relation to three domains of empowerment: intrinsic agency (power to), instrumental agency (power within) and collective agency (power with). The

project will also address youth constraints and obstacles such as youth skills, knowledge and empowerment as business entrepreneurs.

47. **Enabling measures:** HEEP will provide training to the target group and support to ARDA and Agritex which will be working with farmers. The training will build of the best practices with the ongoing SIRP and it will cover both in technical and social issues. HEEP will also provide matching grants for APGS, climate smart investments, innovation investment, access to loans through the anchor firms. Technical assistance is provided for the development of business proposals.

48. **Operational measures:** A Targeting and Social Inclusion Expert will be recruited as part of the PMU as well as in each of the three regional PMUs. The Expert will be responsible for the supervision and implementation of the poverty, gender and targeting strategy, and for the development of capacity building tools for the implementation of activities under the two components and for the provision of leadership, supervision and support capacity building and social mentoring activities for gender mainstreaming.

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**Table 4: Categorization of rural households in Zimbabwe**

Category	Household type	Characteristics	Type of support	No of rural households in Zimbabwe [No. of persons indicated in brackets]
A	<b>Chronically poor and unable</b> <i>Chronically food insecure and dependent on social safety nets (e.g., cash transfers)</i>	<ul style="list-style-type: none"> <li>· Poor households – little or no land</li> <li>· No economically active people</li> <li>· Typically, child or elderly, female, widowed, chronically ill-headed households</li> <li>· Below the food poverty line</li> </ul>	<ul style="list-style-type: none"> <li>• Nutrition-sensitive Interventions e.g.</li> <li>• <b>(nutrition gardens and small ruminants)</b></li> <li>• Community investments</li> <li>• Collaborate with humanitarian organisations (e.g. WFP)</li> <li>• GALS and nutrition sensitive interventions</li> <li>• Infrastructure</li> </ul>	<b>107,500</b>
B1	<b>Chronically poor but able</b> <i>Often chronically food insecure but capable of becoming transitory food secure</i>	<ul style="list-style-type: none"> <li>· Poor households with access to land or livestock and labour, and often involved in farming or livestock rearing and wage labour.</li> <li>· Typically, 1 economically active person</li> <li>· Lack cash and resources to purchase inputs and commodities.</li> <li>· Below the total consumption poverty line</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Empowerment &amp; capacity development &amp; skills e.g., Training and capacity building CSA &amp; agribusiness, business skills, diversification of production, access to markets, nutrition</li> <li>• support to value chains where women are dominant e.g., horticulture</li> <li>• GALS training &amp; Nutrition-sensitive Interventions</li> <li>• Promote farmer to farmer learning in extension</li> <li>• Matching grants for APGs</li> </ul>	<b>322,000</b>
B2	<b>Transiently poor</b> <i>Transitory food insecure</i>	<ul style="list-style-type: none"> <li>· Emerging smallholder farmers with land and labour but cash constrained and vulnerable to shocks.</li> <li>· 2-3 economically active people</li> <li>· Households can increase productivity to achieve food and income security and become engines of rural economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing and technical skills</li> <li>• Business training</li> <li>• Marketing access (out-grower, contract farming)</li> <li>• Equipment</li> <li>• Nutrition</li> <li>• Matching grants for APGs and micro-enterprises</li> <li>• Contract framing</li> <li>• Out-grower linkages to lucrative value- chains</li> <li>• GALS Nutrition-sensitive Interventions</li> </ul>	<b>890,000</b>

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C	<p><b>Self-sufficient</b>  <i>Often food secure, with a risk of transitory food insecurity</i></p>	<ul style="list-style-type: none"> <li>· Farmers with land and labour and the potential to enter into private sector market linkage arrangements and produce a saleable surplus.</li> <li>· Typically, 3-4 economically active people</li> <li>· Able to withstand shocks without external assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Business expansion support</li> <li>• New technologies to increase production</li> <li>• Value addition</li> <li>• Innovation to increase production and marketing of commodities</li> <li>• Matching grants for APGs and micro-enterprises</li> <li>• Out-grower linkages to lucrative value- chains</li> <li>• Nutrition-sensitive Interventions</li> </ul>	<b>215,000</b>
	<b>TOTAL</b>			<b>1,534,500</b>

Source: Amended after Table A in AusAID (2011) *AusAID Food Security Delivery Strategy for Zimbabwe, 2012-16*. Canberra and Harare; in DFID/FAO *Livelihoods and Food Security Programme* (2014 -2018).

49. The target group poverty profiles include: Category A – chronically poor and unable (9,928 beneficiary households), B1 – chronically poor but able (14,882 beneficiary households), B2 - transiently poor (36,298 beneficiary households) and C – self-sufficiency (9,892) beneficiary households). The calculation on the distribution of the beneficiary households based on the country level distribution of the poverty groups in shown in Table 5.

**Table 5: Distribution of HEEP beneficiaries along poverty categories**

<b>Poverty Category</b>	<b>Women</b>	<b>Men</b>	<b>Youth</b> <i>(of which 50% young women)</i>	<b>Total</b>
A	4,964	4,964	2,978	9,928
B1	7,441	7,441	4,465	14,882
B2	18,149	18,149	10,889	36,298
C	4,946	4,946	2,968	9,892
Total	35,500	35,500	21,300	71,000

50. The total outreach will be 71,000 beneficiary households, which is equivalent to 355,500 household members, since it is assumed that one beneficiary represents five persons, which is the average size of the household in Zimbabwe.

51. **Women:** Interventions on gender equality and women’s empowerment will focus on strengthening women’s economic empowerment, decision making and achieving workload balance. At the same time, the project will strengthen women’s voices in determining household priorities, spending patterns, and in addressing their own well-being. Gender roles and relations are tackled involving men and women. In line with IFAD’s focus on promoting transformation of gender relations, the project will carry out community Gender Action Learning Systems (GALS) to address underlying cultural and traditional norms (women access to land), attitudes, behavioural systems, as well as gender and age stereotypes. Women will consist of 50 percent of beneficiaries, which is equivalent to 35,500 beneficiaries. IFAD’s empowerment indicator based on project-level Women’s Empowerment in Agriculture Index (pro-WEAI)<sup>6</sup> will be used to identify constraints and opportunities for women around the three domains of intrinsic, instrumental and collective agency. Based on the outcome, HEEP will design appropriate strategies to address the constraints faced by women and men. Women will benefit from matching grants under APGs, climate smart investments and anchor firms. Women will be empowered through training in business development, climate smart agriculture, financial literacy training among others.

52. **Youth:** have limited productive resources, skills and capital. HEEP will target the youth directly by identifying skilled and unskilled youth interested in horticulture production or post-production activities such as processing, packaging, marketing,

<sup>6</sup> IFAD’s empowerment indicator includes 10 of the 12 dimensions for the pro WEAI dimensions, following those IFAD can influence through its supported activities. The pro-WEAI dimensions are mapped with three domains of empowerment: intrinsic agency (power to - autonomy in income, self-efficacy and attitudes about intimate partner violence); instrumental agency) power within – input in productive decisions, ownership of land and other assets, access to decisions on financial services, control and use of income and work balance), and collective agency (power with – group membership, and membership in influential groups)

artisanry or casual labour. The APGs will allocate 30 per cent of membership to interested youth and will serve as a model for youth mentorship, upskilling and transfer or indigenous knowledge. With a target of 71,000 beneficiaries, HEEP will provide opportunities for 21,300 young women and men between the ages of 18 and 35. Horticulture value chain analysis will be done to identify opportunities for youths disaggregated by age and gender to ensure that appropriate opportunities are available to young men and women of all the age groups (18-24 and 25-35). In addition, youth that are interested in being part of the APGs will benefit from technical assistance on business plan development, climate-smart agriculture and financial literacy and planning, and technical training related to the specific operations of the enterprise. Youth led climate smart investments will also be supported through matching grants.

53. **Secondary target group:** These are critical players in the overall functioning of targeted horticulture value chains. They will be supported through capacity building and training. The stakeholders identified include: the small to medium enterprise agro-dealers, rural buyers, processors, and emergent farmers providing support services to smallholders. Whilst a significant part of this target group is likely to be non-poor, these services at all levels of the value chain are essential for inclusive horticulture value chain growth. Public extension officers will also be targeted through training and capacity building to sensitise them on gender, youth and nutrition-sensitive interventions.

54. **Indirect target group:** In addition to the direct target group, is estimated to be 50,000 households, which includes in particular the villagers who live in direct vicinity of the supported agribusinesses and rural road construction sites, but are not immediately part of the HEEP value chain production systems. They will benefit from improved road access to district centres, marketplaces, health and education, as well as long term indirect benefits of economic development in the targeted villages including indirect job creation in services and trade sector.

55. **Mitigating the risk of elite capture:** HEEP will mitigate the risk of elite capture in the following ways: (i) Making information on beneficiary selection and financing widely available; (ii) Setting up a complaints mechanism and creating a provincial mechanism for the resolution of grievances; (iii) Community self-targeting for VHGs, APGs group membership, following HEEP eligibility criteria; (iv) Adoption of government poverty classification for target households; (v) provide empowerment and capacity building measures to build strong producer organisations; (vi) verification by the independent BDS service unit and project monitoring system. This triangulated mechanism will be developed and supported by an independent Service Provider. Furthermore, a HEEP Anti-Corruption Plan will be developed at the project start-up, which will include adequate grievance and redress mechanisms.

#### **4. HEEP GENDER STRATEGY**

56. HEEP recognizes that women are key to the transformation from subsistence to commercially oriented agriculture, and interventions will seek to address constraints hindering the achievement of gender equality and women's empowerment. HEEP will build on SIRP and SACP interventions to (i) promote economic empowerment to enable women to have equal opportunities to participate in and benefit from profitable activities; (ii) promoting 50 per cent women representation in decision making committees of APGs and other rural institutions; (iii) achieve a more equitable balance in workload and sharing of economic and social benefits between women and men through GALS social mentoring, and (iv) monitor changes in norms and values around gender equality.

57. Evidence shows that women account for the greatest number of smallholder farmers, produce most of the food and yet own less land. In SIRP, women irrigation plot holders are 37% and men 63% yet women form the majority of the people working on the land. Most of the land is governed by customary laws that discriminate against women limiting their land property rights. That means that women farmers have access to land through their husbands, sons or male family members. When the male family members move to cities, the women are left behind to tend the land which they have no right to own, use as collateral. However, they may enjoy the output from the land or have to sale output with consent from men. There are also positive experiences of women have approached the traditional leaders to request for allocation of portions of land. In the case where women have access to productive resources as men, they have increased yields and ploughed back profits to their household to provide nutritious food to the family. Zimbabwe is predominantly patriarchal and women consistently marginalised due to societal norms. Through GALS that bring women and men together, HEEP will come up with solutions to close the gap on women access to land and land ownership rights to provide evidence for policy options. The project has adopted an affirmative action through targeting 50% women and 30% youth. In addition, HEEP will promote women and youth only Agricultural Producer Groups. The land required for horticulture is less than other crops.

58. Inclusive targeting of women and youth is an eligibility criterion for receiving matching grants. Women will be included in management committees of APGs and VHGs and will benefit from GALS training. There is alignment of the gender activities to the activities under horticulture VC. The project will engage with the traditional leaders to ensure that women have access to land. Through the engagement in HEEP, women are expected to benefit from economic empowerment through improvement in infrastructure, resources through the matching grants, improved income, wage employment. The GALS intervention will ensure that the women use their income. The project will also result in creased voice and influence through involvement in women in leadership, strengthening women's organisations and improved status of women in society.

59. Results from a Women's Empowerment in Agriculture Index (WEAI) survey will be used to inform strategies for women's empowerment, building on the work of SIRP.<sup>7</sup> SIRP is carrying out the GALS approach in the targeted area and HEEP will scale up the approach to reach different beneficiaries. Based on past evidence, GALS can promote collaboration between vulnerable and powerful horticultural value chain actors.<sup>8</sup> HEEP will promote economic empowerment of women through access to Matching Grants provided through anchor firms. The project will encourage women-led 4P APGs to access and engage in productive and pro-women horticulture enterprises. Alleviating women's workload and enhancing the equal sharing of economic benefits is central to achieving gender transformation. HEEP will facilitate women's access to Climate Smart Agriculture technology that does not increase the workload for women, as well as increasing women's knowledge through technical and business capacity development. Training will be conducted close to women's homes, arranging for child-care sessions to facilitate women's

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<sup>7</sup> SIRP carried out Abbreviated WEAI; by carrying out pro-WEAI, HEEP is expected to give specific guidance to project intervention.

<sup>8</sup> Wageningen (2020), Pre Design Report "Climate Adaptation and Mitigation Measures for Nutrition co-benefits in IFAD Investments in Zimbabwe

participation in training while easing their workload. The technologies that reduce the burden on women from traditional gender roles will be promoted such as solar powered boreholes, drip irrigation kits, biogas, mechanized threshers, motorised weed control tools, energy/labour saving cooking stoves, and family nutrition trainings.

60. The project will involve men and women as GALS and nutrition champions. In addition, gender messaging via social media, gender dialogues, gender learning events, road shows and commemoration of the international women's days. Direct targeting will ensure 50 per cent quota (35,000 women) for women participation is met. Dedicated PMU staff will be responsible for implementation, monitoring using gender sensitive indicators and ensuring adequate resource for the achievement of women and men's empowerment

61. HEEP will target 35,000 women household members. HEEP recognizes that women are key to agricultural transformation, but various obstacles and economic constraints limit their contribution to their households and communities. Women lack economic empowerment and decision-making power and are faced with heavy workloads. In addition, they lack business skills and have limited access to markets, and face time constraints. Women also have weak representation in decision-making bodies dealing with productive and economic issues due to their traditional and social role. Due to their domestic and reproductive roles and gender relations, women spend more time doing agriculture and domestic work. Female-headed households are amongst the poorest and their economic progression is hindered by a combination of social and structural constraints. Their access to land, knowledge, inputs, finance, high-value agriculture value chains is heavily curtailed by traditional gender roles that undermine their participation. A 50 per cent selection quota will be implemented to prioritize their participation and HEEP implementation and management arrangements will be gender sensitive.

62. Interventions on gender equality and women's empowerment will focus on (i) promoting economic empowerment to enable men and women to have equal opportunity to participate in and benefit from profitable activities; (ii) enabling women and men to have equal voice and influence in rural institutions and organisations; and (iii) achieve a more equitable balance in workload and a sharing of economic and social benefits between women and men. HEEP will focus on strengthening women's economic opportunities and decision making. At the same time, the project will strengthen women's voices in determining household priorities, spending patterns, and in addressing their own well-being. Gender roles and relations are tackled involving men and women

63. In line with IFAD's focus on promoting transformation of gender relations, the project will focus on addressing the root causes of gender inequalities through Household methodologies such as Gender Action Learning Systems (GALS) to address underlying cultural and traditional norms, attitudes, behavioural systems, as well as gender and age stereotypes. Potential entry points to empower women include:

64. Given the above constraints, HEEP will implement the following pathways for empowering women and promoting gender transformation. These are:

- a) *IFAD's empowerment indicator using project-level Women Agricultural economic Index (WEAI) survey.* This will be carried out in order to identify obstacles to women's empowerment, agency and women's inclusion in the agricultural sector. Gender analysis is necessary in transforming gender relations and social inequalities.

- b) *Development of a HEEP Gender Strategy.* The PMU Targeting and Social Inclusion Specialist shall develop and implement a gender strategy for the project to ensure that gender concerns are mainstreamed in all project activities throughout the implementation period, in order to offer equal opportunities under the project to men, women, women-headed households, youth and other disadvantaged groups. Technical Assistance will be hired for one month to assist with the development of the strategy.
- c) *The development of GALs Training Manual* will be designed jointly in the first year of the project by the PMU Targeting and Social Inclusion Specialist (see TOR) in collaboration with gender focal persons in relevant government institutions. The manual is already developed by SIRP.
- d) *Community wide gender sensitisation.* The NPMU Targeting and Social Inclusion Specialist and Agritex will use the GALs' manual to carry out community wide Gender Sensitization. Encouraging active participation and targeting women and men in rural communities may be sensitive. A way to overcome this is to communicate clearly the expected benefits for the broader community and its local economic development. Women and men GALs champions will be trained.
- e) *Establishment of quotas to reach women.* HEEP quota for women could amount to 50 per cent of the targeted beneficiaries and 30 per cent for the youth (youth target is equally divided between men and women). In addition, gender targeting will currently focus on households instead of targeting only the head of the households, which implies that women are automatically left out.
- f) *Work with groups versus individuals.* Experiences from other projects recommend working with formal or informal women's groups rather than on an individual basis. Strengthening capacities of organised female groups have proven to be less sensitive.
- g) *Stakeholder review meetings* to share lessons learnt and best practices in relation to mainstreaming youth and gender in micro and small enterprises.
- h) Support Policy Dialogue on the promotion of women land rights.
- i) *Promote women leadership across value chain activities.* Identify successful women within different parts of the value chain and bring them together in for example a leadership platform. They can become a source of inspiration for other women and in addition they can foster collaboration among value chain actors. A recurrent issue raised in the interviews was the need to improving linkages within value chains: farmers to the processors, to retailers, to consumers, etc.
- j) *Invest in value addition for women:* there are untapped opportunities in capacity building in value addition. For example, currently during the Covid 19 lockdown, many communities grow perishable products such as tomatoes which are thrown away, due to lack of market. If they would have had training in processing and preservation technology, they would have been able to still earn money from these crops.
- k) *Climate smart technologies that reduce labour burden:* in order to engage women and get them interested in training and adoption of climate smart technologies, it is recommended to select those technologies that reduces time and labour burdens for women. Among different technologies the following will be promoted: labour saving processing and preservation technology (e.g. solar dryers), labour and energy saving cooking stoves, and etc.

- l) *Promote a safe working environment.* Rural women are often involved in production as some other activities along the value chain might not be safe. Safety issues are related to female unfriendly facilities, harassment on markets, unfair prices, unsafe transportation, and travelling by night. If women are to be encouraged to work along the entire value chain, these issues need to be tackled.
- m) *Include men in women's empowerment activities.* A common phrase is that we need both women and men to address gender inequality. Therefore, an overall recommendation would be to critically analyse for which activities it is effective (or necessary) to invite and include both men and women.
- n) *Include men and women in nutrition education activities:* It is common practices in some communities that women are responsible for caring and feeding their families. Involving both men and women using nutrition education and awareness raising platforms to encourage men to take active part of feeding and caring for their families, including the importance of sharing household responsibilities.

### ***Gender mainstreaming in the project components***

65. Under Component 1, the participation of women in mobilisation meetings will be promoted through ensuring that the notification for the meetings reaches the women on time. The meetings should be held at venues and times when the women are free to attend. The project will deliberately include a selection of women VHGs. This will promote acceptability, and at the same time the project will upgrade the VHGs to increase production and income for the women. Where the male-dominated horticulture value chains are adopted, women will benefit from paid employment. For the technical training, the project will ensure that the material is simplified to include local language, role plays and practical examples. Technical training such as business training and financial services training should also be run in conjunction with non-technical training such as confidence building, prevention of gender-based violence, and reproductive health rights in order to attract the participation of women. The provision of labour-saving technologies such as drip irrigation and solar pumps will alleviate the workload on women.

66. The provision of childcare facilities would also enable women to attend the training. In terms of CSA technologies, care should be taken not to introduce technologies that increase the workload for women. However, through GALS (sub-component 1.2), HEEP will promote equitable work balance between men and women. The use of female extension workers will also promote the participation of women. The technical committee for the selection of eligible proposals will be composed of a gender balanced membership. The project adopts participatory approaches to ensure the participation of men, women and youth. Women will receive mentoring in leadership and will be encouraged to take up leadership roles in management committees for APGs and VHGs. The matching grants (sub-component 1.3) provide an opportunity for economic empowerment for the women and women will benefit from matching grants. The provision of WASH facilities (subcomponent 1.3) will address the time poverty for women who have to walk long distances to fetch water. The support through nutrition education and awareness raising on family caring and feeding and shared responsibilities, including introduction of labour and energy saving technologies will benefit women. Economic empowerment for women will be enhanced through access to matching grants (sub-component 1.3) and Inclusive EHRF and Capacity Building for Enhanced Agricultural Lending (component 2)

67. The M&E system will ensure gender and sex disaggregated data to track gender equality and women's empowerment, agency and women's involvement in agriculture.

68. **Community wide gender sensitisation using the Gender Action Learning System (GALS)** approach will be adopted for achieving gender transformation. It is a community-led empowerment methodology that can be complementary to a food system or a value chain development approach. Poor women and men are put in the centre of GALS and are perceived as drivers and shapers of their own development rather than victims. Through participatory processes and simple mapping and diagram tools, men and women jointly identify and address obstacles in their environment. This enforces them to have more control over their personal, household, community and organisational development to improve income, food and nutrition security in a gender-equitable way. Ultimately, GALS can promote collaboration between vulnerable and powerful value chain actors.<sup>9</sup> The risk that men will take over lucrative value chains is mitigated through GALS which targets the whole family and joint planning will ensure that the benefits are shared among the family members. Issues of gender-based violence (GBV) are also addressed using the same methodology. Interventions in GALS has been effective in reducing GBV among SIRP targeted beneficiaries.

69. Draft targeting activities during the start-up phase include:

- a) The strategy and implementation plan for targeting poverty groups will be reviewed and validated with PMU staff during the start-up workshop.
- b) Potential participants from poverty groups will be pre-identified and reached through information and social mobilization campaigns using local languages, radio stations, organization of meetings at times of day at which women will be able to attend.
- c) Communication on radio, television, press by the Permanent Secretary to inform the public about the project -are of coverage, the objectives, target group and expected results.
- d) The community mobilisers together with Agritex and social inclusion officers will hold cluster meetings to inform the communities about the project
- e) The start-up phase will be used to identify the VHG and raise awareness of APGS and anchor firms' involvement. Women and youth will be informed about the project and encouraged to participate
- f) The project will design forms needed for beneficiary registration for VHG.
- g) The team will make a recognisance of the poverty groups to establish if they meet the target group criteria. For instance, 70% of the APG composition should meet the target group eligibility criteria.

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<sup>9</sup> Wageningen (2020)

- h) The community targeting and selection of VHG beneficiaries will be promoted. The criteria for the selection of VHG beneficiaries will include 30% youth and 50% women.

1) Design the Calls for Expression of Interest for anchor firms.

70. HEEP will work in partnership with locally based World Food Programme (WFP) teams in order to draw lessons and best practices on the way in which they conduct their targeting. WFP is present in all districts where there are HEEP targeted food insecure households. This partnership will contribute in building the capacity of the HEEP team in poverty targeting. Other partnerships will include: Agritex, Ministry of Women Affairs, Community, Small Medium Scale Enterprise, NGOs, CBOs who have the capacity to reach the poor, UNCT, agribusinesses and farmer organisations.

- For the targeted poorest households, HEEP interventions will complement WFP, UNICEF and other partners providing social protection for this particular group.
- The poorest will benefit from VHGs, capacity building interventions, nutrition training, Gender Action Learning System and infrastructure. They will also benefit from increased employment from the main project activities.
- A policy dialogue workshop will be organised to share the experience and lessons learned from IFAD to inform quick wins in targeting, scaling up and policy dialogue.
- A participatory M&E will be used, including project staff, APGs members, women and youth, both recipients and participants. Indicators for quality of participation in infrastructure, such as employment creation and time savings are developed to assess the benefits provided to the poorest and vulnerable.
- At the end of this section of the PIM, Appendix 1 presents the HEEP Targeting Checklist and Appendix 2 covers the Gender Checklist.

## **5. HEEP STRATEGIES FOR YOUTH INCLUSION**

71. The Government of Zimbabwe (GoZ) recognises the demographic and socio-economic significance of young people between the ages of 15 and 35 and considers them a priority for economic and national development. The National Youth Policy (2013) commits to addressing the youth's development and empowerment needs in social and economic spheres. The objectives of the first goal of the National Youth Policy identifies the following priorities for empowering youth to participate and contribute to the socio-economic development of the nation: (i) provision of opportunities for sustainable livelihoods and decent work for all young men and women; (ii) assisting youth in attaining knowledge, skills and experiences required to enable them to effectively participate in national development and society as a whole; (iii) promotion of the rights and freedoms of youths paying special attention to empowering previously marginalised sections such as young women and girls, youth with disabilities, youth living with HIV, out of school youth and youth living in rural areas; (iv) involving youth at the planning, decision making, implementation and evaluation levels of all youth development programmes; and (v) promoting gender equality and equity among the youth, in particular, in education and

training, socio-cultural, political, economic and legal spheres. HEEP takes into account these five priorities in its youth inclusion strategies.

72. Youths access to loans: Access to loans remain difficult for young people since they lack collateral such as land to obtain credit from financial institutions. The constraints will be addressed through: (i) The anchor firm can obtain loans for youths who don't have land as a collateral. One of the selection criteria for anchor firms will be the inclusion of 30% youth as part of the APGs. (ii) Youth have an option of obtaining pieces of land from their parents or traditional chief and can lease land. (iii) HEEP will adopt good practices from IFAD country programmes and other good projects will be captured and analysed.

73. In relation to youth, HEEP will empower them through matching grants, 30% youth participation quota, across all activities, BDS training to improve the profitability and resilience of their businesses, and selection of horticulture value chains which the youth are already engaged. The project will liaise with traditional leaders regarding the access to land by groups of young people.

74. Zimbabwe is a youthful country, with approximately 68 percent of the population below the age of 35 years<sup>10</sup>. The population structure could potentially yield a demographic dividend, but over 80 per cent of the productive youth have not been able to access employment in permanent paid work<sup>11</sup>. Although unemployment is high in both urban and rural areas, it is much higher in rural areas where about 48.9 percent of rural male and 55.2 percent of rural female youths are unemployed<sup>12</sup>. The challenge for youth economic inclusion is higher in rural areas where agriculture is the main economic sector. To escape unemployment and poverty rural youth are migrating to cities and to neighboring South Africa and Botswana. Through value chain development and investment that improve the productive capacity of agriculture HEEP will unlock rural economies to create inclusive and decent employment opportunities for rural young men and women in agriculture and off-farm activities. HEEP will directly target young people in the ages of 18 to 35 years. The 86,000 beneficiary households that will be targeted will consist of 30 per cent youths (25,800 household members) of which 50 per cent will be young females (12,900 household members).

75. **Inclusive value chain development:** According to the Pre-design Study conducted by the Wageningen Centre for Development Innovation (WCIDI), effective youth inclusion should be closely linked to the selection of value chains. In order to select value chains that meet the youth's interests and attainable capital and skill requirements, HEEP shall involve the youth in community-level participatory value-chain development consultations. From the beginning of the project, HEEP shall be aware of the diversity of youth populations (gender, age group and VC commodity activity preference) and target

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10 <https://www.ohchr.org/Documents/Issues/Youth/ZimbabweHRCommission.pdf>

11 Zimbabwe Investment Youth Case Study JMAT August 2016

12 Zimstat (2019). Labour force and child labour survey

value-chain analysis accordingly<sup>13</sup> to ensure that appropriate opportunities are availed to young men and women of all the age groups and are aligned to their interests and capacities. Thus, the project will provide tailored approaches to the different youth populations.

76. HEEP shall also involve young men and women in the **Sub-component 1.1: Village Horticulture Garden Mobilization and Development.**, in consultations of location of gardens, selection of beneficiaries and crops to grow. The WCDI Pre-design report highlighted that youth are often particularly sensitive to the expectations and opinions of those they are close to and particularly elders, which can influence their selection of which value chains to engage in and in what capacity. Component 1 community consultations shall, therefore, be done in an age-disaggregated manner to create an environment where youth can freely express their thoughts and ideas without fear of judgement or intimidation. The project will use innovative ways to gauge youth interest during value chain development. This will include sending out youth-specific calls for proposals to scope the kinds of enterprises that youths are interested in within the clusters. Web-based platforms and social media (e.g. Facebook, WhatsApp) and local youth forums will be considered for crowdsourcing of ideas on the kinds of enterprises that youth in the target areas would be interested in

77. In selection of value chains tailored for youth, HEEP will prioritise ventures that have low capital and skill requirements, and provide quick and high returns: short cycle crops such as beans, mobile processing units such as peanut butter and *maputi* (popcorn) making machines, mobile solar dryers and mobile marketing services for women and youth<sup>14</sup>. Youth will be prioritised for projects that promote innovative (e.g. solar irrigation pumping, water harvesting and etc.) irrigation development for horticulture production as youth like quick-win projects<sup>15</sup>. Landless youth that do not have the opportunity to use family land or lease surplus land will be encouraged to participate as MSME service providers, adding value by providing such services as crop protection (spraying service providers), or land preparation and cultivation (mechanized service providers).

78. **Access to matching grants and youth specific calls:** One of the biggest impediments to youth participation in economic activities in agricultural value chains is the lack of capital and financial resources. To alleviate this challenge, HEEP will provide access to matching grants for young women and young men in all three categories. APGs and enterprises applying for matching grants in HEEP should have a youth membership of at least 30 per cent. To ensure that youth are also provided opportunities in off-farm value chain activities, anchor firms applying for matching grants will need to demonstrate youth inclusion in their proposals. During short-listing, proposals that show a quota of youth that will get capacity building from the venture will be considered favourably. HEEP recognises

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13 Bakker et al., (2020). Pre-Design Report "Climate adaptation and mitigation measures for nutrition co-benefits in IFAD investments in Zimbabwe". Wageningen Centre for Development Innovation. Wageningen, May 2020

14 Zimbabwe COSOP (2020-2026)

15 The experience of the Food and Agriculture Organisation in Midlands Province, documented in the Zimbabwe Youth Investment Case, 2016.

that the majority of youth prefer off-farm jobs that have quicker returns and less capital requirements. As such, HEEP will avail youth specific calls for micro-enterprises operated by young women and men to apply for matching grants for purchasing food processing and preservation units (e.g., mobile solar driers, *juice* making units, etc.) and technologies for packaging and branding of value chain commodities, among others. To facilitate efficient operation youth will be assisted to register their micro-enterprises and to register for financial services such as eco-cash. These micro-enterprises led by youth and women on food processing and preservation will receive training on food safety and nutrition retention to ensure quality and safety of products.

Other activities that could be promoted to attract youth participation will include: (i) the inclusion of high and quick returns horticultural value chains; (ii) youth involvement in the development of market platforms; (iii) provision of transport for produce to the market, provision of marketing inputs and output and processing; (iv) Youth are relatively more educated and could be trained to provide advisory services as lead farmers for the APGs; and Internet technology will be promoted to increase production and make farming profitable for youth.

79. **Skills transfer and training of youth:** Some of the main drivers of youth unemployment in Zimbabwe include a mismatch between skills and industry requirements; youth also lack business, managerial, technical and leadership skills, which would be relevant for running SMEs. To empower young men and women to participate effectively in economic activities, HEEP will place a requirement for all APGs that will be funded under the matching grants facility to have a youth membership of at least 30 per cent. This model will allow for skills transfer and mentorship of youth. Youth will be trained in business skills development services and thereafter provided with mentorship through PMU, ARDA, anchor firms and other service providers. In addition, youth that are interested in being part of the APGs will benefit from technical assistance on business plan development, climate-smart agriculture and financial literacy and planning, as well as technical training related to the specific operations of the enterprise. Additional training will be provided to the youth on budgeting, financial management entrepreneurial skills, life skills, FAAB, life skills and youth savings groups for peer to peer influence to save and build capital for future ventures. Youth specific calls for proposals will require that youth APGs have up to 40 per cent adult membership for mentorship, skills and indigenous knowledge transfer to youth. Youth-owned companies will also be considered provided they have had sufficient experience in the targeted agri-businesses and demonstrable success. Youth are interested in horticulture crops which are high value crops, which can increase their earning potential. Most of the horticulture crops are not only high value, but they have shorter growth cycles than the staple crops. This provides an opportunity for the youth to make quick cash, which is a motivating factor in employment opportunities and decision making. In addition, horticulture crops can be grown on small plots of lands, allowing youth easier access to get involved and manage production. Since youth are interested in digital skills, this also provides an opportunity for digital marketing platforms for horticultural produce. Some youth will be involved in grading, packaging, processing, transportation and marketing of produce. Horticulture requires less land than other crops and links well to the fact that youth and women lack access and ownership of land. Special attention will be given to involve women youth and PWD through promotion of mobile training.

80. Anchor firms will be encouraged to provide opportunities for work-related learning (attachment for tertiary students) for youth in higher education to acquire industry skills and to promote innovation (e.g. food technology students can innovate on minimum processing technologies and food preservation methods that can be done at HH

or community level with minimum resources at the same time retain quality, safety and nutritional value; IT students can innovate with ICTs for improving logistics, management or marketing in VCs etc.).

81. **Creation of conditions that foster participation of young women:** Gender disparities still exist in youth employment in Zimbabwe where young men are more likely to secure employment compared to young women. The WCDI Pre-Design Report noted that youth will participate in activities that are acceptable for personal safety and health. Consultations with Harvest Plus<sup>16</sup> during the HEEP remote design mission revealed that Harvest Plus experienced greater participation among married young women who got involved in value chain activities together with their spouses compared to single young women. This was noted as possibly arising from safety concerns for the young women by their families. HEEP will explore the use of innovative ways to increase the participation of single young women by involving them more in women's APGs more than mixed APGs; and processing/value addition facilities/units that are closer to their homes. Another reason keeping young women away from economic activities could be the burden of housework and other unpaid care-work. The GALS methodology will be applied to determine and find solutions to the underlying challenges and concerns that limit young women's participation in value chain activities

82. **Youth role models and mentorship:** Many studies and development projects in Zimbabwe have found that very few young women and men have interest in primary agriculture production<sup>17</sup>. Successful youth in agriculture are a powerful role model for changing the face of agriculture and attracting other youth. HEEP will collaborate with the youth desk in the MLAFWRD to identify and profile successful youth in horticulture across the target provinces, to serve as champions and to provide mentorship to other youth. HEEP will also explore opportunities to partner with young celebrities – such as musicians, actors, TV presenters – in the country to serve as ambassadors for youth in agriculture and to make agriculture 'cool' for the youth. HEEP will also explore the opportunity to have annual youth excellence awards at youth forums to encourage youth participation, innovation and excellence in agriculture and related value chain activities.

83. **Knowledge exchange, networking and experience sharing:** Youths lack knowledge and experience in running successful farm and off-farm enterprises. To help narrow this gap, HEEP will make use of innovative forms of knowledge exchange and capacity building such as youth exchange visits with other projects within the country such as SIRP and the Zimbabwe Agricultural Growth Programme; exchange visits with other programmes within the Southern Africa Region, field days at farms or processing facilities run by successful youth, youth exhibitions, international Youth Days and networking events at the Zimbabwe Agricultural Show; youth networking page on the project website and utilisation of social media platforms such as Facebook, WhatsApp for creating communities of practice and youth knowledge-sharing platforms. The Zimbabwe Farmers Union's Young Farmers Clubs will also be important for networking and peer to peer knowledge exchange for HEEP young farmers.

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16 Harvest Plus has experienced success with youth inclusion in its iron bean value chain.

17 <https://www.unicef.org/esa/sites/unicef.org/esa/files/2019-04/Investment-Case-for-Youth-in-Zimbabwe-%282016%29.pdf>

84. **Fostering youth innovation and capturing the voice of the youth:** The WCDI Predesign report noted that there is currently low youth participation in rural governance and community decision making with youth often excluded from planning processes. Successful youth inclusion in HEEP will encompass not only youth participation in value-chain activities but also the active participation of young women and young men in planning processes, governing bodies, and decision-making positions in APGs and other value chain processes. It is important that the voice of the youth be heard in both local value-chain processes and informing policy. Innovations for capturing the voice of young men and women in HEEP will include, workshops; use of the GALS methodology to give young women and men a platform to identify the challenges that limit their participation and draw solutions; and community theatre to address sensitive issues and to promote community social behaviour change with the aim to stimulate greater active participation of youth. Youth will also be invited to policy dialogue platforms and given an opportunity to engage in policy discourses concerning agriculture, food and nutrition security and rural development policy issues. Policy dialogue platforms such as the FNC platforms will be leveraged for these purpose

85. **Partnerships** for strengthening youth inclusion in HEEP will include **the** following organisations.

- a. The International Labour Organization (ILO) has relevant experience in targeted interventions (focus on women and youth) and models of small scale agro-processing and post-harvest that could benefit smallholder farmers in reducing food wastage and post-harvest losses. HEEP will collaborate with ILO on issues of youth knowledge sharing and capacity building.
- b. The Youth Desk in the Ministry of Lands, Agriculture, Water, Climate and Rural Settlements is currently implementing the National Young Champion Farmer Program to develop a database of young farmers in the 10 Provinces of the country. HEEP will collaborate with the Youth Desk for the identification of youth in horticulture, innovation, irrigation and mechanisation, farm infrastructures and ICT.
- c. Ministry of Youth, Sports and Recreation (MYSR) is responsible for policy on youth and empowerment. HEEP will collaborate with the MYSR on issues of youth empowerment.
- d. Youth Development and Employment Department is responsible for youth employment and will be an important partner for the HEEP which seeks to create employment opportunities for the youth; and promote gender equality and equity among the youth, in particular, in education and training, socio-cultural, political, economic and legal spheres. HEEP takes into account these five priorities in its youth inclusion strategies.

### **Strategies for Inclusion of People with Disabilities**

86. About 2000 beneficiaries will consists of PWD. The PWD is an important segment of the population but a new target group for IFAD in Zimbabwe as the IFAD country programme has not targeted them directly or even indirectly in the previous or ongoing projects. The project will work with traditional leaders, PWD organisations and religious organisations to identify more precisely the target group, to understand their specific need and define opportunities to engage them. The engagement process will involve outreach

to inform people about HEEP and what it offers and to call for their participation, to identification and registration processes and needs assessments and to the selection to verify people' eligibility. The targeting mechanism could involve community targeting including identification of households with disabled members in partnerships with organisations for people with disabilities, schools, religious and traditional leaders. Lessons learned will be captured to assess both successes and difficulties and to sharpen the strategy as deemed necessary. During implementation HEEP may also try to engage with IFAD funded projects in neighbour countries with experiences with the PWDs and share experiences.

## **6. STRATEGIES FOR NUTRITION MAINSTREAMING IN HEEP**

87. **Approaches to Improved Nutrition and Food Security:** HEEP is expected to increase marketed agricultural output and improve the target households' income levels. In principle, the increase in income could lead to dietary improvements in the household by enabling the purchase of more nutritious and diverse foods, as well as improving access to healthcare, better water and sanitation, and better education. However, this link is not automatic. Evidence shows that there are a number of factors, especially low nutrition awareness and women's social status that can prevent increases in income from leading to improvements in nutrition. Therefore, to ensure that an increase in income leads to improvements in nutrition, HEEP will mainstream three specific nutrition related approaches into the value chain activities aimed at increasing both availability and demand for diversified and nutritious food.

88. The first approach builds on increased income to be associated with nutrition education and Social and Behaviour Change Communication (SBCC) activities, which will boost the demand side by stimulating the consumption of more nutritious foods. Specific activities are elaborated hereunder.

89. **Nutrition education and SBCC:** HEEP will stimulate the demand and consumption of nutritious foods through targeted nutrition education and SBCC aimed at positively changing social behaviours among beneficiaries of the project. Component 1 will provide annual training on nutrition and its application in nutrition-sensitive value chains (NSVCs) to the HEEP beneficiaries. Considering that HEEP is a value chain development project, nutrition education will also raise awareness on the net benefit of consuming rather than only selling the nutritious foods<sup>18</sup>. Nutrition education and SBCC will be tailored made for different value chain actors, including beneficiaries of Component 1 (VHG) and Component 2 (MSMEs).

90. In 2006, the Food and Agriculture Organization of the United Nations (FAO), in close collaboration with the Food and Nutrition Council (FNC), the Nutrition Unit in the

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18 IFAD (2019). Mainstreaming Nutrition in IFAD Action Plan 2019-2025.

Ministry of Health and Childcare (MoHCC) and Agritex in the Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement, developed the Healthy Harvest Training Manual as a tool for training community-based extension workers in good nutrition, including growing, preparing and processing of nutritious food. The manual has been used since its publication, to train hundreds of governments and NGO extension workers to deliver nutrition messaging to farmers<sup>19</sup>. HEEP will explore partnership with Agritex which has well-developed and extensive extension system in the target districts, which could be capacitated to integrate nutrition education into the sub-project activities of beneficiaries while promoting wider similar effects to non-beneficiaries. Also, the MoHCC, Agritex, UNICEF and other UN agencies and NGOs in Zimbabwe currently make use of the MoHCC's care-group model for holistic impact and to deliver production, nutrition and WASH messaging to communities, with one voice. HEEP will converge with these actors in the HEEP target districts for coordinated delivery of extension and nutrition education.

91. The second approach focuses on the supply side and aims at making the selected value chains nutrition sensitive, by ensuring that investments in crops/animal sourced foods have a nutrition value in addition to being market and cash oriented. On the supply side, increased market availability of nutritious food will also be associated with community-based interventions to promote household food production and diversification (integrated horticulture gardens, small livestock, forestry products for household consumption, etc.). Below are the detailed specific activities.

92. **Selection of value-chain commodities with high nutritional impact:** Because the selection of the value chain commodities will to a large extent determine the project's success on climate and nutrition-related outcomes, the Pre-design Study Report produced by the Wageningen Centre for Development Innovation (WC DI) identifies commercially viable commodities that are recommended to co-benefit climate and nutrition while also enabling youth, gender, and environmental considerations to be addressed through the selected value-chains. The HEEP project will make use of the matrix to guide value-chain commodity selection as well as evaluation of matching grant proposals to be funded in Component 1. The value chain analysis that will be conducted in Component 1 will identify the constraints in the selected value chains that could be addressed by the project to make them nutrition-sensitive while increasing household incomes, improve livelihoods and contribute to nutrition outcomes. For APGs, Climate-Smart Productivity Enhancement Technical Assistance including e-extension solutions will be systematically delivered to the established APGs and, among the topics that will be covered, will be best practices for crop selection, variety selection and nutrition-sensitive value-chains.

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19 <https://www.q-fras.org/en/world-wide-extension-study/216-nutrition-for-ras-library/training-resources/1004-healthy-harvest.html>

93. **Adoption of biofortified/improved crops** can increase the diversity and nutritional value of production<sup>20</sup>. In its selected value-chains, among its beneficiaries, HEEP will promote the adoption of drought-tolerant and heat-resilient and bio-fortified varieties as well as improved livestock breeds. During the HEEP remote design mission consultations, Harvest Plus indicated keen interest to partner with HEEP and to expand into HEEP target districts to increase production, processing and utilization of commercially viable nutrient-rich biofortified staple varieties – such as vitamin A and zinc rich maize, iron pearl millet, vitamin A sweet potato and iron beans – and other nutrient-rich commodities<sup>21</sup>. The benefits that Harvest Plus would bring to HEEP target areas include development of district-level farmer-led seed/vine multiplication centres for supply of biofortified seeds or vines to other local farmers, specially their integration into VHG. HEEP will explore partnership with Harvest Plus for training on food preparation and processing for nutrient preservation and for increasing utilization of diverse nutrient dense and biofortified foods.

94. **Post-harvest loss management:** Poor post-harvest management leads to high levels of food loss and waste as well as nutrient losses. Making value-chains more efficient helps to reduce losses and waste of particularly nutritious food, increases market availability of nutritious food and increases producers' incomes. HEEP will therefore minimize food and nutrient loss and waste in its value chains as recommended in the WCDI Pre-design report. Under Category 1 of Component 1 matching grants, APGs and their members can apply for finance to invest in, among other areas, technologies that reduce pre- and post-harvest food losses and waste. Examples include bird scaring technologies to reduce pre-harvest loss of small grains, grain dryers that reduce the moisture content of maize to avoid aflatoxins and metal silos that minimize loss due to rodents, pests, water etc, including improved storage facilities. APGs and micro-enterprises can apply for matching grants to invest in cold storage facilities and or processing and preservation equipment that reduce loss due to spoilage of highly perishable agricultural commodities. Additionally, in Component 1 Climate Smart Productivity Enhancement, HEEP will systematically deliver agricultural technical assistance and e-extension to established APGs and topics will also include effective management of food loss and waste, including importance of retaining quality and nutritional value of foods.

95. **Improving market availability of nutritious foods:** It is envisaged that HEEP will improve market availability of nutritious foods through Component 1 and Component 2 investments that are aimed at increasing production and marketing of nutritious foods. Investments that will increase production of nutritious food include the improvement of irrigation water supply under Component 2 and provision of CSA technical assistance; matching grants for APGs to improve their production and productivity; and matching grants criteria for selection of proposals that demonstrate nutritional impact under Component 1. Investments that will increase marketing of nutritious foods include the construction/rehabilitation of local level feeder roads under Component 2 to promote both production and marketing of large quantities of quality produce and reduce the time and

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20 <https://www.agtalks.org/documents/38714170/40237450/Scaling+up+note+on+nutrition-sensitive+agriculture+and+rural+development/b0b49ae7-fc72-4967-9a60-d591ceb9e6af>

21 HEEP remote design mission consultations (2020).

cost of transport to the markets. This will also contribute to the reduction of food waste due to spoilage.

96. **Community-based interventions to promote household food production and consumption** will include the promotion of nutrition gardens, small livestock with a short-production cycle and the sustainable harvesting and consumption of forest products such as wild fruits and edible insects (particularly in Matabeland North and Mashonaland central where these are commonly consumed). It is hoped that HEEP will benefit from ASAP+ or the Green Climate Fund resources, should that be successful HEEP would consider providing its beneficiaries with starter kits for development or revitalisation of nutrition gardens. Nutrition gardens would be supported by Component 2 investments to improve village-level water supply systems for year-round access to safe water for multi-purpose use such as domestic, gardening and livestock use. In addition, the household gardens will also be linked to Village Horticulture Garden Mobilization and Development sub-component 1.1., that will supply fruit tree nurseries and vegetable seeds to the households for encouraging their production diversification at household levels. Activities related to nutrition education and SBCC will also include households and encourage the production and consumption of nutritious foods.

97. **Workshops for value chain stakeholders on nutrition issues:** Nutrition education in HEEP will not only be limited to APGs, but will also be provided to other value-chain stakeholders through workshops where issues of NSVCs will be deliberated. The workshops will provide an opportunity to raise nutrition awareness among all actors in the food value chains including processors, handlers, transporters, retailers and consumers. In these workshops, the value-chain actors will have an opportunity to identify nutrition mainstreaming opportunities along the supported value chains and to proactively establish appropriate solutions for any challenges identified. This will also benefit the market availability of nutritious foods.

98. The third approach relates to women's empowerment in ways that improve nutrition. This consists of different interrelated components, such as women's use of income for food and non-food expenditures, the ability of women to care for themselves and their families, and women's energy expenditure. Specific activities will include:

99. **Investment in technologies that reduce women's time and energy-demands:** Some of the constraints faced by rural women include heavy workload and limited access to clean energy. Women are more commonly associated with on-farm processes that have high labour, time and energy demands, thereby reducing time for self- and childcare. Under the Component 1 matching grants, beneficiaries can apply to be funded for labour-saving on-farm and primary processing technologies such as tractors, no-till planters, threshers, dehullers, shellers and grain cleaning technologies. These would greatly reduce time and energy spent by women doing on-farm work. Also, women often have to travel long distances to source water and fuel (e.g. fire wood) for household use. Under Component 2 (Climate Proofed Infrastructure Investments), HEEP will also invest in public infrastructure such as small water and energy projects (e.g. solar-powered boreholes) to support crop and livestock production for the targeted value-chains. Under Matching grants, women can also apply for energy and labour-saving improved cooking stoves in addition to small scale food processing equipment (milling, pound erring and etc.) that can reduce time for cooking/preparing meals for families, including time for gathering fire woods. These will bring safe water sources closer to households, thereby reducing the time that women travel to get potable water for household use. Furthermore, to minimize the HEEP VC, gender and nutrition training time demands on women, all

training will be carried out close to their homes, and the trainings will be scheduled to avoid coinciding with meal preparation times and busy times in the agricultural calendar. In addition, alternative childcare arrangements will be made for women with young children so that they can attend training with minimal distraction.

100. Women's use of income for food and other nutrition and health-related expenditures. HEEP will accompany income generation activities with strategies to empower women and men so that household decisions on use of income may contribute to nutrition. In Component 1, training shall also include household budgeting to benefit women's decision making on use of income for food and non-food expenditures. HEEP will make use of GALS methodology to encourage joint decision making on use of household income. Research has shown that income that is controlled by women is more associated with higher household food expenditure and nutrient intake than income controlled by men (Thomas, 1997)<sup>22</sup>. HEEP shall empower women through BDS activities in Component 1 and also make use of innovative strategies that will be identified through the GALS methodology to increase women's participation in higher income activities along the value chains in order to increase the amount of income reaching women's hands. The HEEP targeting strategy also makes provisions for women to account for a minimum of 50 per cent of all project beneficiaries. This will increase women's income for nutrition-related needs (such as purchase of nutritious foods, seeking health care, children's education) and other household expenditure.

101. **Increasing women's ability to care for themselves and their families.** As women frequently bear the responsibility of childcare and other unpaid household work, it is important to encourage fathers and other household members to share the burden of childcare, feeding their families and other household work to enable women to have more time to care for themselves and their families. Reconfiguring gender roles and household responsibility can be a sensitive topic that requires to be handled carefully. As such HEEP will make use of the GALS methodology to enable beneficiaries – men and women together – to reconstruct household norms on distribution of childcare, preparing meals, feeding family and other household responsibilities. HEEP will also employ community theatre, a tool proven to be effective in generating dialogue on sensitive issues in a manner that invigorates spectators to take action that brings about the desired change at household and community levels. Community theatre will allow the target group, particularly women to freely and openly talk about the challenges they are facing in a non-threatening and non-intimidating manner<sup>23</sup>

102. More details on the women's empowerment activities that will co-benefit nutrition are provided above in this PIM in sections about gender mainstreaming in HEEP. A growing body of evidence indicates that access to safe drinking-water, sanitation, and

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22 Thomas, 1997. 'Incomes, Expenditures and Health Outcomes: Evidence on Intra-Household Resource Allocation', in L. Haddad, ed., *Intra-household Resource Allocation in Developing Countries, Models, Methods and Policy*, Baltimore, MD: Johns Hopkins university Press.

23 <http://www.ngopulse.org/article/theatre-development>

hygiene (WASH) services has an important positive impact on nutrition<sup>24</sup>. Poor rural households in Zimbabwe have disproportionately less access to potable water and sanitation facilities. One fifth of households in Matabeleland North spend more than 30 minutes to fetch water. Matabeleland North has the highest levels of open defecation (more than 50 per cent in all its districts), with Binga district having up to 74.3 per cent<sup>25</sup>. Limited access to safe water affects particularly women, as they have to walk long distances to fetch water. A large proportion of women (33 per cent) also experience challenges accessing health facilities due to distance with the highest being in Mashonaland Central (49.1 per cent)<sup>26</sup>. According to the IFAD Upscaling Note on Nutrition Sensitive Agriculture and Rural Development, WASH interventions are particularly important because “consistently unsafe water and unhygienic conditions can lead to repeated bouts of illness that can affect the individual’s need for and ability to benefit from food and results in chronic undernutrition”. HEEP will address WASH through a combination of Component 2 investments and strong SBCC and nutrition education.

103. The sub component 1.4 participatory planning processes involving both women and men beneficiaries for the identification of HEEP-supported cluster infrastructure investments will present an opportunity for beneficiaries to consider potable water and sanitation infrastructure. This will improve domestic water supply (solar powered protected wells/boreholes and springs) and sanitation facilities in wards in the target areas. This will increase access to safe drinking water and sanitation in the target communities. To support decision making on WASH infrastructure and to promote better WASH practices, HEEP will pursue partnership with the MoHCC, UNICEF as well as other development partners who are involved in WASH promotion and ending open defecation to support HEEP project beneficiaries with WASH messaging and related services.

104. **COVID-19 mitigation:** The impacts of the Covid-19 pandemic have been experienced on a global level and it is not yet known how extreme the ultimate consequences will be particularly for developing countries such as Zimbabwe, that have high malnutrition, poor food security, poor WASH, and a poor health system. The HEEP design provides for potential mitigation and recovery from COVID-19 related shocks in the following ways: increasing safe community-level water sources for household use and sanitation (Component 2); improving production, productivity and market availability of nutritious foods (Component 1) for improved nutrition and health; and localised value-chain development and cluster approach which decreases the need to travel between provinces. HEEP will assess the COVID-19 situation during implementation and develop appropriate adaptation measures to ensure the continued effective functioning of the value chains/clusters. To ensure continued support to the APGs, HEEP will make use of e-extension and mobile software applications such as the *Kurima Mari* app in Zimbabwe, which is designed to address challenges associated with mobility restrictions and maintain social distancing rules by eliminating the need for physical interaction and allowing for

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24 Bakker et al., (2020). Pre-Design Report “Climate adaptation and mitigation measures for nutrition co-benefits in IFAD investments in Zimbabwe”. Wageningen Centre for Development Innovation. Wageningen, May 2020

25 ZIMVAC (2019). Rural livelihoods assessment report.

26 Zimbabwe Demographic Health Survey of 2015

knowledge transfer through a safe digital channel. The project will also support extension workers where possible with resources for mobility (motorbikes and fuels, where feasible) to increase farmers' access to one-on-one extension services, that promote social distancing, instead of group extension.

105. **TA for research to support nutrition mainstreaming in HEEP:** HEEP benefited from the multi-country grant funded under ASAP 2 (The Adaptation for Smallholder Agriculture Programme, Phase II), entitled "Technical support in climate and nutrition linkages in IFAD's investments", implemented in collaboration with Wageningen Centre for Development Innovation (WCIDI). The grant aims at increasing nutrition co-benefits for poor smallholder farmers and their families while strengthening IFAD's capacity of addressing the bidirectional relationships between climate and nutrition in IFAD project design. A Pre-design Report "Climate adaptation and mitigation measures for nutrition co-benefits in IFAD investments in Zimbabwe" was produced in May 2020 to inform the best ways to strengthen the integration of nutrition as well as gender equality aspects into CSA and productivity enhancement actions of HEEP. The identified activities have been included in the detailed description of activities above and some of them will be implemented by HEEP either through ASAP+ or Green Climate Fund Grant Resources, to be requested at a later stage.

106. **Coordination for nutrition impact:** Linking with country level nutrition coordination bodies is important for lesson learning, knowledge exchange and policy dialogue. Important coordination platforms that HEEP will link with include the Scaling-Up Nutrition, a global platform which also has national structures for sharing experiences between countries and network partners through its thematic country meetings, regional workshops and Annual Global Gatherings. The Food and Nutrition Council (FNC) is the lead agency responsible for the multisectoral coordination, of a cohesive national response and national dialogue on food and nutrition security in Zimbabwe between the government and development partners and is a critical partner for HEEP country level policy engagement on issues of nutrition. The Food and Nutrition Security Committees (FNCS) are institutional structures for coordinated multi-sectoral implementation of the Food and Nutrition Security Policy and programmes, at all administrative levels from the national to the ward level. HEEP will partner with the FNCS particularly for lesson learning, knowledge exchange and capturing the voices of the communities for food and nutrition security country-level policy engagement.

107. **Strategic partnerships:** HEEP recognises that it does not have the breadth and resources to minimize every contributor to malnutrition in the target area. Hence partnerships and coordination with other UN agencies, Government departments, NGOs and other relevant institutions will be important for effective implementation of nutrition mainstreaming strategies in HEEP. HEEP will explore partnerships with the following organisations, as well as others that will be identified during implementation:

- i. **Agritex** a department in the Ministry of Lands, Agriculture, Fisheries, Water, Climate and Rural Development (MLAFWRD) has specialist branches, provincial and district offices that provide technical and advisory services, regulatory services, farmer training, food technology (including post-harvest processing and product development) dissemination of technologies and provide market-oriented extension for sustainable farming. Currently Agritex is rolling-out country-wide training of its extension staff on nutrition-sensitive agriculture. It would be a strategic partner for the delivery of nutrition education at ward-level and for providing extension support to the smallholder farmers.

- ii. **The Ministry of Health and Child Care (MoHCC)** adopts essential nutrition actions for improving maternal, new-born, infant and young child nutrition and health at health facility and community levels. Partnership with the MoHCC will be important for ensuring better access of the HEEP target group to healthcare services as well for delivery of nutrition education, and for delivery of health services for those suffering from HIV and AIDS.
- iii. **Harvest Plus** promotes rural nutrition through increased production and consumption of bio-fortified crops. During the HEEP remote design mission consultations, Harvest Plus indicated keen interest to partner with HEEP and to expand into HEEP target districts to increase production, processing and utilization of commercially viable nutrient-rich biofortified staple varieties – such as vitamin A and zinc maize, iron pearl millet, vitamin A sweet potato and iron beans – and other nutrient-rich commodities. The benefits that Harvest Plus would bring to HEEP target areas include development of district-level farmer-led seed/vine multiplication centres for supply of biofortified seeds or vines to other local farmers. Harvest Plus also provides training on food preparation and processing for nutrient preservation and for increasing utilization of nutrient dense biofortified foods.
- iv. **The Zimbabwe Agricultural Growth Programme (ZAGP)** is an EU-supported programme focusing on livestock value chains in all 10 provinces of Zimbabwe. Partnership with ZAGP will be important for increasing access to small livestock which is important for the livelihoods of women and for increased access to animal source protein. ZAGP is developing an Agricultural Extension Training App that will be used by extension staff for on-the-job training. HEEP can add content on nutrition and other topics to the trainings once up and running.
- v. **UNICEF** in Zimbabwe works to improve water and sanitation services as well as basic hygiene practices. It is currently leading the initiative to end open defecation in Zimbabwe by 2030. It works in 45 districts and would be a strategic partner for the delivery of WASH interventions in the HEEP project target districts.
- vi. **The International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)** a CGIAR organization that conducts agricultural research for development in the drylands, focusing on crop and livestock production of relevance to smallholders. ICRISAT would be a strategic partner for the supply of seeds for iron-rich millet and other small-grains that are of nutritional importance in the HEEP project. These seeds will also be of cultivars that are drought- and heat-stress tolerant.
- vii. **Econet Wireless** has a subsidiary, ECOSURE that has a new facility to enable small-scale farmers to access cold-chain facilities for enhanced market access and high-value crop production. Access to such cold-chain facilities by HEEP's horticulture value-chains has potential to reduce post-harvest food loss from spoilage.
- viii. **International Labour Organization (ILO)** has relevant experience in targeted interventions (focus on women and youth) and models of small scale agro-processing and post-harvest that could benefit smallholder farmers in reducing food waste and post-harvest losses.

108. **Nutrition Mainstreaming Knowledge Management (KM):** HEEP will employ KM tools in promoting sharing of nutrition mainstreaming lessons learnt, innovation and good practices within the project, at national level as well as with other countries in the region and globally. For this purpose, HEEP will collaborate with WCDI to conduct research related to nutrition mainstreaming in HEEP. This will generate evidence on what works in improving nutrition outcomes through NSVCs in a unique situation such as Zimbabwe where food prices are ever increasing. There is competition from cheaper imported goods and HH already spend about 70 per cent of their income on food but are still malnourished and food insecure. Findings will be published and will help to inform implementation, policy engagement as well as scaling up. The collaboration with WCDI will also provide an added benefit of building the capacity of project implementers to deliver better on nutrition mainstreaming in HEEP.

109. HEEP will conduct field technical workshops and exchange visits with other IFAD co-funded projects such as the Smallholder Irrigation Revitalization Programme (SIRP) in Zimbabwe and the Smallholder Market-Led Project (SMLP) in Eswatini. These will promote sharing of lessons learnt and knowledge exchange on nutrition within the Zimbabwe country programme and other country programmes in the IFAD portfolio.

110. HEEP will develop a system for consistent capturing of stories from the field including engaging a journalist to capture written, video and picture stories from HEEP beneficiaries and other innovative tools such as community theatre for capturing the voices of beneficiaries (particularly women) for the purposes of country level policy engagement to inform nutrition mainstreaming considerations in policy and programmes. HEEP will link with the FNSCs to utilise their policy dialogue platforms at district, provincial and national levels. Additionally, HEEP will produce how-to-do manuals on successful nutrition mainstreaming innovations from implementation; as well as document and disseminate good practices in nutrition mainstreaming for out-scaling.

111. **Monitoring and evaluation (M&E):** HEEP recognises the importance of making use of IFAD's Core Outcome Indicators on nutrition in generation of evidence on nutrition mainstreaming. HEEP will therefore include the following core outcome and output indicators in its logical framework:

- **Output level:** Number of households provided with targeted support to improve their nutrition
- **Outcome level:** Number of Households with improved nutrition Knowledge Attitudes and Practices (KAP). HEEP will also conduct a nutrition baseline survey before any value-chain activities commence to identify the status of food security, food consumption patterns, status of malnutrition, childcare practices and WASH in the target areas for informing selection of value-chain commodities and nutrition-sensitive interventions that are contextualized to the target areas, and importantly, to provide baseline values for the selected set of nutrition indicators. HEEP will also make use of the IFAD's empowerment indicator based on project-level Women's Empowerment in Agriculture Index (pro-WEAI) tool to measure HEEP beneficiaries' empowerment in three domains<sup>27</sup>: decisions about agricultural production; access

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27 <https://weai.ifpri.info/versions/pro-weai/>

to and decision-making power about productive resources; control of use of income; and leadership in the community and time allocation, which also have an impact on household nutritional outcomes and women's dietary diversity.

112. **Nutrition mainstreaming strategy.** HEEP will also develop a nutrition strategy with an associated logical framework.

113. **Implementation arrangements.** Nutrition mainstreaming activities will be financed under Components 1 and 2. Agritex will be the main implementing partner which will provide the important interface with beneficiaries for provision of nutrition education. A Social inclusion and Nutrition specialist will be recruited at the HEEP National PMU supported by Social Inclusion and Nutrition Officers at the Provincial PMU.

## 7. Appendix 1: Targeting Checklist

Targeting checklist	Design
1. Does the main target group – those expected to benefit most – correspond to IFAD’s target group as defined by the Targeting Policy (poorer households and food-insecure)?	Yes, HEEP will target the poor smallholder farmers in the rural areas where rural poverty is most prevalent and farmers experience food and nutrition insecurity due to recurring droughts.
2. Have target sub-groups been identified and described according to their different socio-economic characteristics, assets and livelihoods – with attention to gender and youth differences (matrix on target group characteristics completed)?	Yes, target sub groups are identified and include poor smallholder farmers classified into poverty groups -Category A, B1, B2 and C, including youth and women. The matrix on target group characteristics has been completed.
3. Is evidence provided of interest in and likely uptake of the proposed activities by the identified target sub-groups? What is the evidence (matrix on analysis of programme components and activities by principal beneficiary groups completed)?	Yes, the interventions are a solution to the analysis of the challenges faced and hence the farmers are most likely to adapt to the activities.
4. Does the design document describe a feasible and operational targeting strategy in line with the Targeting Policy, involving some or all of the following measures and methods:	Yes, the design describes a multi-pronged and inclusive targeting strategy.
<i>4.1 Geographic targeting – based on poverty data or proxy indicators to identify, for area-based projects or programmes, geographic areas (and within these, communities) with high concentration of poor people;</i>	Yes, HEEP targets all rural provinces of Zimbabwe where there is a high concentration of the rural poor, in particular women and youths, and where there is climate vulnerability. The project will be implemented in 20 districts with high poverty prevalence, potential for smallholder commercialisation and value chain development and potential for private sector value chain development for VHG. However, the 4P interventions will be nationwide with a special focus in the Mashonaland and Manicaland provinces with high horticulture potential.
<i>4.2 Direct targeting – when services or resources are to be channelled to specific individuals or households;</i>	At least 50 per cent of total beneficiaries should be female-headed households and another 30 per cent unemployed underemployed youth (young men and young women). Poor smallholder farmers will be identified through a call for proposals in the agricultural producer groups. However, for eligibility, the APG/VHG should have the majority of poor farmers.
<i>4.3 Self-targeting – when good and services respond to the priority needs, resource endowments and livelihood strategies of target groups;</i>	HEEP provides an opportunity for the participation of poor farmers, in particular women, youths in VHGs, APGs and microenterprises. The greatest amount of the matching grant is in APGs. The matching grant contribution is low enough for the farmers to afford and in-kind contribution is also considered. This ensures that the services respond to the needs, endowments and livelihood strategies of the target group. The promotion of group approaches is not attractive to wealthier groups.

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<p><b>4.4 Empowering measures</b> – including information and communication, focused capacity- and confidence-building measures, organizational support, in order to empower and encourage the more active participation and inclusion in planning and decision-making of people who traditionally have less voice and power;</p>	<p>GALS will be used to address the underlying root causes for gender inequality. HEEP will raise gender awareness at community level. Community based targeting will be used to identify the poor. In addition, community-based consultation will be used for the development of infrastructure. HEEP will strengthen groups through BDS, CSA, and financial management training. In addition, GALS will strengthen women, men and youth in leadership as well as reduce GBV and workloads due to equitable labour balance. HEEP will disseminate information about the project in order to increase transparency.</p>
<p><b>4.5 Enabling measures</b> – to strengthen stakeholders’ and partners’ attitude and commitment to poverty targeting, gender equality and women’s empowerment, including policy dialogue, awareness-raising and capacity-building;</p>	<p>Capacity building and support for APGs in terms of building their capacity in CSA technologies, BDS and financial literacy. HEEP will carry gender sensitive training and provide facilitators. The project will also sensitise project staff and use participatory methodologies for M&amp;E, including several awareness raising and policy dialogues are envisaged.</p>
<p><b>4.6 Attention to procedural measures</b> – that could militate against participation by the intended target groups;</p>	<p>The project will liaise with the Ministry responsible for SMSE to ensure that the APGs are registered at local level. Legal registration will not be a requirement for the groups. Groups will be provided with technical assistance to develop proposals, engage with different activities</p>
<p><b>4.7 Operational measures</b> – appropriate project/programme management arrangements, staffing, selection of implementation partners and service providers.</p>	<p>The design includes recruitment of a Gender and Social Inclusion advisor as PMU staff, Technical Assistance to design a gender strategy, youth strategy, nutrition strategy and gender training manual and appropriate budgets for involving intermediary organizations and service providers with expertise on community development, social inclusions, for the implementation of the targeting strategy</p>
<p>5. Monitoring targeting performance. Does the design document specify that targeting performance will be monitored using participatory M&amp;E, and also be assessed at mid-term review? Does the M&amp;E framework allow for the collection/analysis of sex-disaggregated data and are there gender-sensitive indicators against which to monitor/ evaluate outputs, outcomes and impacts?</p>	<p>Yes, the design document specifies that targeting performance will be monitored using participatory M&amp;E and will be assessed through COI based surveys conducted at baseline, mid-term and completion. WEAI survey will be conducted as part of baseline data and M&amp;E systems will be disaggregated by sex and gender and target groups. Participatory monitoring and evaluation systems will be established, and gender sensitive monitoring indicators would be used to evaluate outputs, outcomes and impacts.</p>

## 8. Appendix 2: Gender Checklist

Gender checklist	Design
<p>1. The programme design report contains – and programme implementation is based on – gender-disaggregated poverty data and an analysis of gender differences in the activities or sectors concerned, as well as an analysis of each programme activity from the gender perspective to address any unintentional barriers to women’s participation.</p>	<p>Yes, the gender strategy outlines the strategic gender equality and women’s empowerment activities as well as pragmatic interventions to mainstream gender in all project components.</p>
<p>2. The programme design articulates – or the programme implements – actions with aim to:</p> <ul style="list-style-type: none"> <li>• Expand women’s economic empowerment through access to and control over productive and household assets;</li> </ul>	<p>Yes, activities in component 1 ensure that women participate in VHG and ensure that women have access to matching grants under 4P APGs, microenterprises and anchor firms. In addition, women will also benefit from the training on BDS, CSA and financial management. Through the training in GALS, the women and men will start to realise the benefit in equitable balance to access and control of productive household assets. In addition to their access and control of assets, access to technologies, improved business acumen, and income from market access, women will gain more self- confidence to negotiate confidently in market transactions and with service providers and have greater voice and influence in management committees. Women also stand to benefit from the horticulture revolving fund (component 2) and the public infrastructure interventions.</p>
<ul style="list-style-type: none"> <li>• Strengthen women’s decision-making role in the household and community and their representation in membership and leadership of local institutions;</li> </ul>	<p>Yes, Women in VHG, APGs will be encouraged to take up leadership positions in management committees and at household level women’s social capital will be strengthened through their participation and voice in community institutions, particularly the VHGs and APGs. Women led JMSME will be promoted. Through GALS men and women are encouraged to negotiate equitable balance in decision making. The GALS approach will promote equitable working conditions for men and women. A “men and masculinities” approach will be integrated in awareness raising activities to address gender stereotypes, behaviours and expected roles and responsibilities.</p>
<ul style="list-style-type: none"> <li>• Achieve a reduced workload and an equitable workload balance between women and men.</li> </ul>	<p>Equitable workload balance between men and women will be promoted through GALS. HEEP will select CSA technologies that will not add more workload on women. Technologies that reduce women workload and time burden will be carefully introduced, among others the following technologies may be considered: labour saving processing technologies, solar irrigation equipment, drip irrigation, Additionally, the times and venues for training will be in such a way that they are suitable for women to attend. Value addition infrastructure will target labour saving technologies to ease the workload burden for women. Knowledge about the benefits at the different types of technologies could be disseminated during</p>

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	association meetings or by the intermediary institutions. GALs will make men and women realise the benefit of sharing the workload balance.
3. The programme design report includes one paragraph in the targeting section that explains what the programme will deliver from a gender perspective.	Yes, an explicit gender targeting strategy is described.
4. The programme design report describes the key elements for operationalizing the gender strategy, with respect to the relevant programme components.	Yes, the gender strategy outlines strategic activities for gender equality and women's empowerment, and more pragmatic activities for integrating gender in all project components.
5. The design document – and the programme implements – operational measures to ensure gender-equitable participation in, and benefit from, programme activities. These will generally include:	
<i>5.1 Allocating adequate human and financial resources to implement the gender strategy.</i>	The JMU will include a staff member on Targeting and Social Inclusion and one of each in the 3 regional PMU. These will be responsible for gender mainstreaming in all project components as well as monitoring the implementation of the gender specific empowerment activities.
<i>5.2 Ensuring and supporting women's active participation in programme-related activities, decision-making bodies and committees, including setting specific targets for participation.</i>	Yes, 50 per cent of all the project beneficiaries will be women. Women will be represented equally in management committees in VHGs, APGs. The components will focus on promoting gender equality and women's empowerment. Gender-sensitive activities proposed for all GALs will be carried out at community level in order to address the root causes for gender inequality. Women will also benefit from Horticulture Finance.
<i>5.3 Ensuring that project/programme management arrangements (composition of the project management unit/programme coordination unit, project terms of reference for staff and implementing partners, etc. reflect attention to gender equality and women's empowerment concerns.</i>	The PMU will recruit 4 targeting and social inclusion experts as part of the HEEP staff. They will be responsible for designing the HEEP gender strategy and action plan.
<i>5.4 Ensuring direct project/programme outreach to women (for example through appropriate numbers and qualification of field staff), especially where women's mobility is limited.</i>	Women will be active participants in APGs, VHG and MSEs. Training will take place using field extension staff and community facilitators at local level. Women and men will participate in various training such as financial literacy, BDS and financial literacy training.
<i>5.5 Identifying opportunities to support strategic opportunities with government and other development organizations for networking and policy dialogue.</i>	HEEP will carry out a pro-WEAI survey in order to identify the constraints and opportunities for women empowerment in relation to production, resources, income, leadership and time poverty. The results will inform the interventions in terms of addressing areas where the women are disempowered in particular on land rights. Women forums will be promoted.

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6. The programme's logical framework, M&E, MIS, and learning systems specify in design – and programme M&E unit collects, analyses and interprets sex- and age-disaggregated performance and impact data, including specific indicators on gender equality and women's empowerment.

Monitoring and evaluation of poverty targeting, gender and youth focus will be part of the project's supervision schedule. This will include one supervision mission and one follow-up mission annually; and a Mid-term Review. Progress on these issues will be reported in the project's bi-annual progress reports. All people-centred indicators will be disaggregated by gender and age and enriched by qualitative information and analysis. Reporting on poverty targeting, gender and youth focus will be part of the reporting requirements.

## **9. Appendix 3: Climate Change Adaptation**

114. To address the increased vulnerability due to climate change risks enhanced climate adaptation including multi options are recommended. These will include climate-resilient agricultural practices, adapting to new agronomic practices strengthening diversification and integration of a variety of activities, such as conservation agriculture, growing drought-tolerant crops/varieties, precision agriculture (which in turn also requires better access to inputs of seeds and fertilisers including compost, animal and green manure), and agroforestry to improve soil quality and productivity. Increased access to water by implementing water harvesting and storage system in drought-prone areas; installation of boreholes; irrigation water infrastructures, drip-irrigation systems; climate and weather forecasting and related advisory services, strengthening early warning systems; climate-proofing infrastructure; renewable energy; and sustainable management of catchment areas. Development of appropriate insurance products for crops and equipment is recommended.

### **Promotion of Climate-smart Technologies**

115. Under the Programme, five interventions have been included in the list of climate-smart technologies: (i) Climate Resilient Varieties including Good Agronomic Practices; (ii) Conservation Agriculture; (iii) Smart Irrigation Technologies; (iv) Integrated Pest Management Approach and (v) Protected Cultivation Technologies for horticulture Production.

116. In order to ensure effective facilitation and dissemination of climate-smart technologies, the participation of AGRITEX will be critical. Among others, the core activities expected to be carried out will include:

- a. Development of training materials on climate-smart technologies or building-up from documents developed for SACP.
- b. Training of extension officers on climate-smart technologies
- c. Technical assistance to extension officers and FOs on the establishment of demonstration units (irrigation technologies, conservation Agriculture, improved varieties, good agronomic practices, protected agriculture technology) and training on IPM.
- d. Extension Officers and other key stakeholders will be trained on CSA and related technologies. Other existing and well-established Agricultural Universities may be engaged as well.

### **Improved agricultural technologies**

117. The identified improved agricultural technologies will be essential in adapting to climate change. Drip irrigation will be promoted to improve irrigation efficiency and reduce the water required compared to traditional irrigation. In contrast, a suite of smart irrigation and precision farming solutions can be used to tailor watering strategies to respond to on-farm conditions and requirements. Increasing irrigation efficiency increases coping potential in extreme drought conditions and the resilience irrigation systems. Water harvesting and the use of storage facilities also increase resilience. The development and adoption of crop varieties that are more resistant to heat, drought, or flooding will increase

the resilience of local cropping systems and can include varieties developed through traditional breeding approaches. The project targets switching to new, improved crops more suited to changing conditions as an adaptation strategy. However, market demand and nutritional value will be considered when selecting the horticultural crops.

### **Climate Information and risk management**

118. The provision of climate information, in the form of seasonal forecasts, or early-warning systems, will be promoted to increase the resilience of farmers to climate change. Effective seasonal forecasts can allow farmers to adjust sowing and harvest dates or choose a different combination of crops for the season, while flood or drought early-warning systems can reduce losses from extreme events. Promotion of index-based insurance schemes can be an effective risk transfer mechanism and allow farmers to better recover from climate impacts.

### **Agro-ecological and Ecosystem-based Adaptation (EbA)**

119. These approaches emphasise increasing the diversity of cropping systems, while enhancing local biodiversity and ecosystem services, and strengthening and empowering local communities. Diversification of food systems provides increased resilience against extreme events, while the maintenance and enhancement of local environmental services can provide a buffer against climate shocks. Examples include, agro-forestry and conservation agriculture approaches aimed at maintaining soil fertility and improving water retention. Reducing water demand for irrigation in this way can help to adapt to reduced water availability. In many cases there are existing good examples of these approaches with potential to be scaled up.

1. Catchment approaches to ecosystem-management can also be used to adapt to increases in flood risk, for example increasing floodplain connectivity to reduce downstream flood peaks, or managing valley slopes to increase water retention and slow through-flow.

## **10. Appendix 4: Environment and Social Safeguards**

120. To manage environmental, social and climate risks associated with the project, the following documents were developed: Environment, Social and Climate Management Framework (ESCMF) which includes an ESCMP, Grievance Redress Mechanism (GRM) and Stakeholder Engagement Plan (SEP); Pesticides management plan (PMP) and targeted climate risks assessment as well as a grievance redress mechanism (GRM), during the design phase. The documents will be disclosed in-country and IFAD's website. The GRM contains provisions to address grievances relating to sexual exploitation and abuse and sexual harassment and this will be further adapted for the specific needs of the proposed project as appropriate while the ESCMF provides an overview of the project and its components, the applicable legislative and regulatory frameworks and policies, an overview of the baseline conditions, and a summary of key anticipated environmental and social impacts. It also provides mitigation and monitoring measures and a screening tool for assessing and classifying impacts at the subproject level. At subproject level ESIA/ECSMPs will be developed upon measures set out in the ESCMF and ESCMP. The documents will be cleared by EMA, prior to commencement of subproject activities and associated works.

121. ESCMF: The environmental, social and climate safeguards and issues of the project will be run by an Environmental Safeguards Specialist (ESS) and a Gender and Social Inclusion Specialist, who will be based at the National PMU and will be supported by the MLAFWRD interdepartmental team and the other participating government departments and quasi-government agencies in the 6 Provinces and Districts (Refer to SEP for detailed Stakeholder Mapping).

122. At PMU Head office, the Environmental, Social and Climate Safeguards Specialists will focus on the planning, supervision, reporting and support to Provincial and District Technical Teams.

123. At each Provincial/District office the MLAFWRD interdepartmental team will support Provincial/District project implementation activities and facilitate the communication with the central PMU. They will coordinate all Environmental, Social and Climate Safeguard issues and oversee the implementation of the ESCMF and GRM under the oversight of the Environmental, Social and Climate Safeguards Specialists Safeguards Specialists (ESCSS) and a Social Inclusion Mobilisation Specialist.

124. The Provincial/District MLAFWRD interdepartmental team Led by the AGRITEX Department will help the 4Ps NGOs in preparing their sub-projects applications to avoid or minimize adverse environmental and social impacts. The interdepartmental teams will assist to screen the sub-projects and develop site specific ESCMPs for the sub-projects. For screening, they will use the Environmental, Social and Climate screening form (see Annex 1 and 2) together with information on typical sub-project impacts and mitigation measures.

125. ESCMP: The ESCMP will include a detailed safety plan, comprising: (i) a plan for construction supervision for infrastructure and quality assurance; (ii) an instrumentation plan; (iii) an operation and maintenance plan; and (iv) an emergency preparedness plan, all of which should be consulted upon, publicly disclosed, reviewed, and approved by qualified engineers in accordance with IFAD and GoZ policies. Likewise, the ESCMP contains provisions to ensure that HEEP engages experienced and competent professionals for the supervision of the design and construction of infrastructure, as well as to adopt

and implement safety measures during the design, bid tendering, construction, operation, and maintenance of all infrastructure.

126. Environment & social safeguard officers will be designated at provincial level to closely follow and oversee proper implementation of the Environmental and Social Safeguards. The officers will require additional training to be able to monitor and manage the environmental and social risks of this new project that will be governed by the Environmental Social and Climate Management Framework (ESCMF).

## **11. Appendix 5: HEEP Institutional Arrangements and Responsibilities**

### **11.1 Project Governance and Management Structures**

#### **Lead Agency and Programme Oversight**

127. MLAFWRD will be the Lead Agency of HEEP, with Permanent Secretary (PS) of the Ministry as the responsible officer. MLAFWRD will establish a Joint Management Unit (JMU) that will include the functions of both the Project Management Unit of HEEP, the PCU of the SIRP project and the National Project Management Unit (NPMU) of the new SACP. This unit will be responsible for the management of the implementation of HEEP. The JMU arrangement is expected to bring synergies and focus to the implementation of the IFAD country programme and provide broader and deeper expertise to tackle rural development challenges of Zimbabwe.

128. A joint Project Steering Committee (PSC) will be constituted for SIRP, SACP and HEEP. The PSC will be responsible for programme oversight and strategic guidance. The PSC, chaired by the MLAFWRD, will be made up of senior representatives of the principal stakeholders including ministries relevant to SIRP, farmer organisations, and the private sector. to (i) provide strategic guidance to programme implementation, (ii) oversee programme planning, (iii) review the Annual Work Plans and Budgets (AWPB) prior to submission to IFAD, and (iv) review implementation progress and impact. The PSC shall meet twice a year and otherwise when required. The PSC will be chaired by the PS of MLAFWRD and the membership of the PSC would be reviewed during programme implementation and there is scope to widen it further or to invite stakeholders depending on the topic under review. The PSC will meet bi-annually to review and approve physical and financial progress, assess management effectiveness, decide on corrective measures where appropriate, review lessons learned and good practices, and approve AWPBs and Programme Procurement Plan (PP). Minutes of the meetings will be included in the programme's progress reports for review by IFAD.

129. The PSC will be chaired by the PS of MLAFWRD and comprise of the representatives of the following public sector departments/institutions and private sector organisations that are expected to play key roles in the HEEP efforts to develop rural value chains in Zimbabwe: Department of Strategic Policy and Business (DSPPB), Department of Mechanisation and Irrigation (DOI), and Department of Agricultural Extension Services (Agritex) of MLAWRR; the Ministry of Finance and Economic Development (MOFED); Ministry of Women Affairs, Community and Small and Medium Enterprise Development (MWACSMED); Ministry of Environment, Tourism and Hospitality (METH); Ministry of Youth, Sports and Recreation (MYSR); Horticulture Development Council and the Chamber of Commerce. The PSC will also include two senior members of the WUOs and APGs from the provinces, representing SIRP and SACP beneficiaries. The JMU will act as a secretariat for the PSC meetings.

#### **Project Management and Staff**

130. The JMU staff will consist of a mix of dedicated staff for each project and shared officers working for SIRP, SACP and HEEP. The staff is either hired or seconded/attached. The JMU and the PMU of HEEP will be based in Harare. The viability of the construction of offices for IFAD funded projects will be explored, the GoZ would contribute the land for

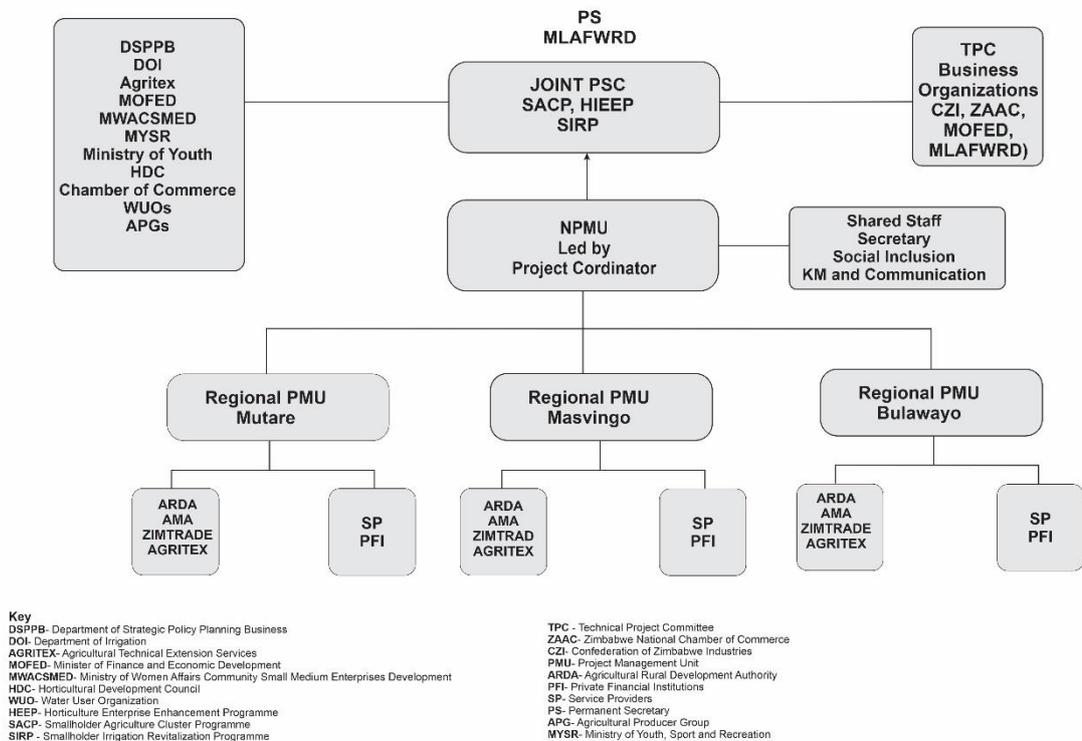
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the construction of offices. The HEEP National Coordinator, Chief Accountant, Procurement Officer, Senior Value Chain and Agribusiness Advisor, Senior Climate Smart Agriculture Advisor, will be recruited from the market for the duration of the project. The recruitment process will be as broad as possible trying to reach out a wide range of interested professionals, including diaspora. While several specialists, particularly the key ones, are dedicated to only one project, HEEP shares an Office Secretary, Senior Social Inclusion Specialist and KM/Communication Specialist with SIRP and SACP.

131. To manage the field operations, HEEP will establish three Regional Project Management Units (RPMU), in Bulawayo, Mutare and Masvingo. The list of all NPMU and RPMU officers in the four HEEP provinces is provided in Table 1 below. Their draft TORs are presented in this PIM at the end of this Section. At the district level, the implementation will be carried out through AGRITEX extension network, which forms implementation teams in 20 HEEP districts covered by the project. The extension will also work with ARDA. The districts level field operations will be supported by HEEP-resourced staff from other public institutions and private sector service providers. The HEEP budget includes adequate resources for field staff mobility and good telephone and internet connectivity to facilitate easy outreach to the HEEP-supported communities and to improve the chances of reaching the HEEP implementation targets in an effective manner. The illustration of the full organisation of HEEP is shown in Figure 1 below.

Figure 1: The HEEP organogram is presented below:

### HEEP ORGANOGRAM



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2. The following table presents the staffing levels for HEEP

**Table 1: HEEP Staff Composition**

No.	Position	Recruited, Seconded/Attached or Shared
<b>National Level</b>		
1	National Project Coordinator	Recruited
2.	Chief Accountant	Recruited
3.	Senior Procurement Officer	Recruited
4.	Senior Horticulture and Agribusiness Advisor	Recruited
5.	Climate Smart Agriculture Advisor	Recruited
6.	Horticulture and Agribusiness Specialist	Recruited
7.	Senior 4P/Partnership Specialist	Recruited
8.	Farming as Business Advisor	Recruited
9.	Senior Export Finance Advisor	Recruited
10.	Access to Finance Advisor	Recruited
11.	Nutrition Garden Specialist	Seconded/Attached
12.	Senior social inclusion specialist (shared with HEEP, SIRP, SACP)	Shared
13.	KM and communication specialist (shared SIRP, SACP &HEEP)	Shared
14	M&E and Planning Specialist	Seconded/Attached
14.	Social inclusion Officer	Seconded/Attached
15.	Senior infrastructure Specialist	Seconded/Attached
16.	Environmental Safeguards Specialist	Consultant
17.	Integrated Pest Management Officer	Consultant
16.	Financial Officer	Seconded/Attached
17.	Assistant Horticulture Officer	Seconded/Attached
18.	Junior Procurement assistant/clerk	Seconded/Attached
19.	Office Secretary (shared HEEP, SACP & SIRP)	Shared
20.	Driver/Office assistant	Seconded/Attached
<b>Bulawayo, Mutare and Masvingo Regional Project Management Offices</b>		
21.	Provincial Horticultural Specialist/Provincial Coordinator X3	Seconded/Attached
22.	Agribusiness Specialist X3	Seconded/Attached
23.	Climate Smart Agriculture Specialist X3	Seconded/Attached
24.	Infrastructure Officer X3	Seconded/Attached
25.	Social Inclusion and Nutrition Officer X3	Seconded/Attached
26.	M&E and Planning Officer X3	Seconded/Attached
27.	Junior Procurement Officer X3	Seconded/Attached
28.	Driver/office assistant. X3	Seconded/Attached

## **12. Appendix 6: Facilitation for Effective HEEP Start-up**

132. **Initial Start-Up Operations.** The HEEP Financing Agreement (FA) makes available a start-up budget of US\$ 400,000 in respect of expenditures incurred before the completion of the disbursement conditions. Priority conditions precedent to withdrawals under the FA include: (i) opening of the designated account by MOFED; (ii) opening of Programme Operations Account by MLAFWRD; (iii) recruitment and secondment of key NPMU staff<sup>28</sup>; (iv) finalisation of PIM for approval; and (v) procurement and installation of a fully functional accounting software (widening the licence and if needed upgrading the existing software used in SIRP and SACP). Other start-up activities include the (i) setting up of the Programme Steering Committee (PSC); (ii) setting up of the Technical Assessment Committees; (iii) establishment of office space for NPMU (iv) identification of office space for PPIUs (v) procurement of goods and services as well as vehicles for NPMU and PPIUs and (vi) initial mobilisation and preselection of target groups. The National Project Coordinator, Chief Accountant, Agricultural Value chain and Agribusiness Specialist, CSA specialist, the M&E and Planning Specialist and KM and Communication Officers will start work from three to one month in advance in order to coordinate the start-up activities and to meet the disbursement conditions prior to the establishment of the NPMU.

133. Once the NPMU is in place, it will coordinate the following start-up activities in collaboration with the relevant implementing partners: (i) the finalisation of the AWPB for the first year; (ii) finalisation of the Procurement Plan for the first 18 months; (iii) finalisation of PIM; (iv) organising of the National Start-up Workshop; (v) training for programme for project staff and key staff of implementing agencies coinciding with National Start-up Workshop or organised separately soon after; (vii) holding four provincial information meetings; (viii) conducting district information meetings (ix) conducting ward level information workshops and (x) designing the questionnaires for socioeconomic baseline, pro-WEAI and the nutrition baseline survey.

134. **Designated and Operations accounts.** Two HEEP accounts will be opened. MOFED (the Recipient) will open a single Designated Account denominated in US\$ (the "Designated Account") at the Bank agreeable to the Government of Zimbabwe, through which the proceeds of the loan shall be channelled. The Lead Programme Agency (MLAFWRD) shall open one Project Operations Account denominated in US\$ (the "Operations Account") at a commercial bank acceptable to the Fund to receive and hold the financing transferred from the Designated Account. The accounts need to be opened on a priority basis to allow for the receipt of the start-up facility. Subsequently the accounts can continue as regular dedicated and operating accounts for the periodic disbursements. MOFED will submit account names, banks together with bank names and designations of signatories to IFAD prior to submission of any withdrawal application.

135. **Submission of start-up budget.** For the release of the start-up financing (prior to the first disbursement), a work plan and budget and a procurement plan are a prerequisite and need to be submitted to IFAD for its no-objection by NPC. The NPC will work with the various technical departments and the Department of Finance and

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1. 28 National Programme Coordinator, Chief Accountant, Procurement Officer and Senior Value Chain and Agribusiness Advisor

Administration in MLAFWRD to finalise the start-up budget and submit to PS MLAFWRD for approval. The PS MLAFWRD will submit the budget, procurement plan and the request for the disbursement of start-up funds to IFAD through MoFED.

136. **Recruitment and Secondment of key PMU staff.** This activity will be the responsibility of the MLAFWRD Human Resources Department and the focal person in the Department of Agricultural Economics and Markets. Staff will be competitively recruited and competitively seconded. A system of performance-based contracts will be established in which the performance of each staff member will be assessed yearly based on specific goals. As indicated above, this draft PIM includes Terms of Reference and specifies required qualifications for all HEEP positions. The following steps are foreseen:

137. **The MLAFWRD Human Resources Department will contract a recognized head-hunting company to advertise the positions for:** National Project Coordinator; Chief Accountant, Procurement Officer and the following technical advisors: Senior Value Chain and Agribusiness Advisor, Horticulture and Agribusiness Advisor, Senior Export Finance Advisor and Access to Finance Advisor and the following specialists: Senior 4P/Partnership Specialist, and Farming as a Business Specialist. The applicants will be given two weeks to respond.

138. MLAFWRD's Human Resources Department will establish a panel of five interviewers with representation from the technical departments, i.e., Departments of: Irrigation, Agricultural Extension and Agricultural Economics and Markets, MLAFWRD Finance and Administration Department, MOFED and the Accountant General's Office, to be part of the interview panel. The panellists will meet for two days to shortlist applicants, come up with interview questions and selection criteria. MLAFWRD Human Resources Department will invite the shortlisted candidates for interviews that will be held over two days. After the interviews, the panellists will meet to select the candidates for the various positions.

139. MLAFWRD Human Resources Department will document the process and attach the CVs and draft contracts for the selected candidates before submitting these documents for IFAD's No Objection via MOFED. The recruitment of all key PCU staff is subject to IFAD's No Objection.

140. Following receipt of IFAD's "No Objection", MLAFWRD Human Resources Department will notify all the winning and losing candidates in writing. After the expiry of two weeks following this notification, candidates will commence duty. MLAFWRD Human Resources Department will prepare contracts for staff to be signed between the PS MLAFWRD and key staff members for respective duration of the programme and also following Public Service Commission regulations.

141. The rest of the PMU staff will be competitively seconded/attached by the GoZ. The positions will be advertised, and interviews carried out, and the seconded/attached staff will resume their government position on expiry of the project duration. The seconded/attached staff will continue to receive the government salary and a top up from the project. The PS MLAFWRD will ensure that all the steps as are carried out timely and in a transparent manner. All staff shall be selected competitively according to the Recipient's applicable procedures acceptable to the Fund and the hiring and termination of the contracts shall be subject to the Fund's "No Objection".

142. **Establishment of the Programme Steering Committee (PSC):** MLAFWRD will establish the PSC for HEEP (see description above). The MLAFWRD drafts a letter, to be signed by the Permanent Secretary of MLAFWRD, inviting nominations for PSC membership at senior position level. After confirmation of the names, MLAFWRD will inform IFAD and the first PSC meeting will be organised to coincide with the establishment of the NPMU of the project.

143. **Establishment of Technical Assessment Committees (TAC):** MLAFWRD will establish the TACs to provide technical support to the NPMU on Component 1 implementation. There are TACs at two levels, one at national level and one at each HEEP province. The TAC at national level will be responsible for the screening of Expression of Interests (EOI) and the business proposals from the anchor firms, while the provincial TACs will screen the EOI and business proposals from the APGs and microenterprises against the set criteria.

144. **Office facilities for HEEP NPMU:** The MLAFWRD will avail sufficient office space for HEEP NPMU to be housed in in a building near MLAFWRD for the full duration of the Project. The office should have good internet connectivity. The office will accommodate all the NPMU staff and its operations, as well as supervision missions of the Project.

145. **Offices for Regional PMUs:** The Department of Finance and Administration in MLAFWRD will deploy two of its staff per province to identify office space for each of the four Provincial PIUs in the four HEEP provinces. Offices will be secured through the Provincial Administrator. Depending on the condition of the offices, resources from start-up budget will be required for their appropriate refurbishment, including internet installation.

146. **Finalisation of Project Implementation Manual (PIM):** The NPMU will organise a workshop to review and finalise this PIM and will submit the final version to IFAD for approval. The timeline for the finalisation of the PIM is presented in the Table below:

Action	Deadline	Responsibility
Circulate the draft PIM to implementing agencies and PMU staff	April 2023	NPMU Project Coordinator
Submission of written comments on PMU	April 2023	Implementing partners and NPMU, PPIU staff, NPMU, PC, M&E Specialist, supported by Chief Accountant and Director, Agricultural Economics and Markets
Review comments submitted and incorporate in the PIM	May 2023	NPMU, PC, M&E Specialist, supported by Chief Accountant and Director, Agricultural Economics and Markets
Submit draft. PIM for PSC approval	May 2023	PSC
Submit draft for IFAD NO objection	June 2023	NPMU Project Coordinator

147. **Initial Salary for NPMU staff:** After the NPMU is established, it will require a maximum of three months to finalise the start-up activities before effectiveness of the programme. For this reason, a provision has been made from the start-up facility for a salary budget for selected NPMU staff during start-up phase. HEEP staff on secondment will receive a top-up on salaries.

148. **Finalisation of First Annual Work Plan and Budget (AWPB) and 18-months Procurement Plan:** The NPMU – once established – will submit to IFAD for prior review its first 18-Month Annual Work Plan and Budget (AWPB) and its 18-month Procurement Plan (PP). The approved AWPB and PP are conditional to the release of the initial advance.

149. **National Start-up Workshop:** Assuming adequate progress in the above project start-up activities, a national start-up workshop is expected to take place around April 2023. The objective of the workshop is to obtain a full buy in from all stakeholders. The workshop will be organised by the NPMU together with MLAFWRD. In addition to launching the project, the workshop will be used to:

- Take stock of preparatory activities carried out;
- Introduce the Project to its key stakeholders to raise awareness;
- Explain the scope, the policy framework and the activities and role of stakeholders in the project;
- Confirm the selection criteria for beneficiaries and area for HEEP components and activities; and
- Present, explain and discuss the implementation procedures, as captured in the PIM, to HEEP staff and key implementation partners.

150. As a result of the workshop, the HEEP staff and its stakeholders are expected to have a shared view of:

- HEEP objectives, activities and projected results within the framework of national and sectoral policies of Zimbabwe;
- Roles and responsibilities in the implementation of HEEP;
- Implementation and coordination mechanisms of the Project; and
- and financial procedures underpinning HEEP management.

### **Other Implementing Agencies and Partnerships**

151. When implementing its components and activities, HEEP will work closely with the following national and local GoZ-related implementing agencies/partners:

- Agricultural and Rural Development Authority (ARDA), responsible for managing the smallholder irrigation schemes and the village horticulture gardens.
- Department of Agricultural and Extension Services (Agritex) is responsible for agricultural extension, dissemination of agricultural market information, monitor crop and livestock trends, collate agricultural information, provision of capacity building to farmers in BDS, marketing and CSA.
- Ministry of Women Affairs, Community, Small and Medium-Scale Enterprises is responsible for the registration of the microenterprises and the APGs at local level. Capacity building for GALs.

- Rural District Councils are the custodian of the communal land and attend to complaints and redress mechanisms in the case of disputes.
- Environmental Management Authority (EMA) ensures adequate environmental safeguards are met in the targeted area.
- Water User Organisations (WUOs) will participate in the participatory irrigation design.
- Climate Change Management is responsible for coordination of all climate related policy in Zimbabwe.
- Catchment Councils are responsible for the issuance of water permits.
- Zimbabwe National Water Authority (ZINWA) is responsible issuance of water permits.
- District Development Fund (DDF) are responsible for the rehabilitation and maintenance of rural infrastructure including feeder roads.
- Department of Mechanisation is responsible for post-harvest technologies and soil and water conservation.
- Department of Irrigation (DOI) is responsible for irrigation infrastructure development and rehabilitation.

152. In addition, implementation partnerships, HEEP will provide an opportunity to strengthen the overall implementation of the IFAD-supported SIRP and to harmonise the approaches in particular in market and value chain development and the mainstreaming topics such as nutrition and food security. Further, HEEP will benefit from SIRP's partnership with Harvest Plus for increased production and consumption of bio-fortified crops.

153. It is also expected that HEEP will collaborate with World Food Programme (WFP) in several areas related to resilience, food security and nutrition. Other possible implementation partners include (i) International Labour Organization (ILO) on youth employment, (ii) the Environmental Management Agency (EMA) on compliance with national regulations and the SECAP issues in HEEP implementation, (iii) the Climate Change Management Department (CCMD) on incorporation of climate change adaptation measures and monitoring their effectiveness, (iv) UNICEF on the delivery of WASH interventions in the HEEP project target districts, and (v) the Ministry of Health and Child Care on nutrition education through its care group model and on the delivery of health services to boost maternal and child nutrition. Finally, Wageningen University has provided support for the HEEP design as regards the definition of the nutrition and climate resilience strategy. Further linkages with Wageningen will be explored during implementation. In the Table below, HEEP's overall partnership strategies are further presented.

### **13. Appendix 7: TOR for Key HEEP Staff**

154. Below, the draft TOR for all HEEP professional staff in NPMU and PPIUs and the contracted private service providers are presented.

#### **155. Draft Terms of Reference: National Project Coordinator**

##### **Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matabeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** National Project Coordinator

**Duty Station:** Harare

##### **Overall Scope of Work**

- The Project Coordinator (PC) will head the National Project Management Unit (NPMU) and as such will have overall responsibility for management and coordination of HEEP with the objective to achieve an increased smallholder participation in market-oriented and climate-smart value chains in the project area.
- The PC assures that the HEEP is implemented along the guidelines provided by the financing agreement, design report, implementation manual and following the guidance given by the lead ministry MLAFWRD, steering committee and supervision missions.

##### **Main tasks and Responsibilities**

To promote efficient coordination within the Joint Management Unit (JMU) and seek synergies and complementarities with the Smallholder Irrigation Revitalisation Programme

(SIRP), implemented under the same unit, assuring, jointly with SIRP National Director, in particular the efficient use of shared assets and human resources;

- To ensure an optimum use of HEEP resources in achievement of the agreed objectives of the project;
- To expedite and coordinate the timely Annual Work Plan and Budget (AWPB) process at all levels, and ensure that these are developed in a fully participatory manner, learning from previous years
- To direct project implementation in accordance to agreed plans and to report on progress and outcomes in a methodological manner, including technical reports and financial reporting;
- To ensure the project adheres to social, environmental and climate-related safeguards and contributes to gender equity, women's empowerment and inclusive development;
- To ensure full functioning of the project's Monitoring and Evaluation system that captures and analyses disaggregated data on gender and social inclusion and make use of the system as a management tool;
- To ensure accurate knowledge management of the project, including information dissemination about project implementation progress and lessons learned;
- To ensure proper financial management, including timely disbursements and comprehensive reporting on expenditures and expenditure forecasts;
- To ensure efficient procurement in line with the Procurement Plans;
- To ensure a strong sense of teamwork within the NPMU and wider JMU and to foster constructive engagement among the partners involved in Project implementation;
- To direct NPCU staff both at Head Office and add provincial level, as well as hired service providers and consultants, to carry out their agreed duties in a way aimed at achieving the Project objectives;
- To maintain liaison with provinces and districts, their leadership and their representatives in the project area;
- To develop, negotiate and implement agreements with project partners, including communities, private sector, government entities and non-government organisations; and others as deemed necessary; and
- To represent the project to all external stakeholders.

### **Qualifications and Competences**

A Master's degree in Agribusiness, Agricultural Economics, Management, or other relevant discipline related to Agricultural Development.

### **Required Work Experience**

- 15-years' experience in rural development in Zimbabwe, of which five in a managerial position;
- Experience in Project administration, financial management and reporting, preferably using systems of international institutions;
- An existing network of relations pertaining to community planning, smallholder agriculture; value chains and financial inclusion;
- Experience in collaborating across government ministries and in public-private dialogue; and
- Strong leaderships skills, including the ability to delegate responsibility within the team and to implementing partners.

**Mode and Duration of Contract**

Recruited for the total duration of the project, initial contract for 3 years (with possibility of extension based on performance)

**156. Draft Terms of Reference: Senior Horticulture and Agribusiness Advisor**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matabeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Senior Horticultural Agribusiness Advisor

**Duty Station:** Harare

**Overall Scope of Work**

- A. Reporting to the Project Coordinator, the Senior Horticultural Agribusiness Advisor is the lead agribusiness specialist for HEEP, and will support implementation of all components.
- B. The Advisor ensures that HEEP 4P and other activities will have the commercial and development impact intended, following the guidelines provided by the Financing Agreement, project design report, and the PIM; and following the guidance by the Project Coordinator, the lead ministry MLAFWRD, the PSC HEEP sub-committee, and IFAD implementation support and supervision missions.

**Main tasks and Responsibilities**

- Advise the PMU PC, IFAD, MLAFWRD on all agribusiness matters;
- Ensure that the ARDA VHG business plans are technically and commercially sound;
- Plan, coordinate, and supervise and ensure the high quality of technical and business capacity HEEP provides for (i) 4P EOI/proposal development (ii) Technical and business capacity building for 4P APGs/SHFs
- Plan, coordinate, supervise, and ensure the high quality of the HEEP-supported training for ARDA business managers of VHGs and irrigation schemes;
- Supervise and support HEEPs support for HDC's for developing and promoting 4Ps, and developing clear and fair practices for hub & spoke/contract farming;
- Review all 4P EOIs and proposals to ensure that proposals are technically and financially sound;

- Provide expert advice and mentoring as required to the 4P Partnership, Access to Finance, Export Finance, Farming as a Business, Nutrition Garden, and other HEEP advisors and staff
- Maintain and develop contacts and networks with horticultural value chain players in the public and private sectors, and as relevant attend meetings, technical working groups, conferences, etc. to share knowledge, coordinate programmes, and promote HEEPs work;
- Coordinate with SIRP and SACP to identify synergies and potential areas of collaboration;
- Provide the horticultural agribusiness development perspective vision and inputs to the development of the AWPBs;
- Contribute to HEEP M&E activities from the agribusiness point of view, including sex and age disaggregated data collection and reporting in coordination with the M&E team.
- Other tasks as may be required by the PC

### **Qualifications and Competences**

A bachelor's degree in Agribusiness, Agricultural Economics, Management, or business is adequate provided strong work experience. Advanced degree in these disciplines a plus.

### **Required Work Experience**

- 15 years' experience in commercial agribusiness in Zimbabwe or southern Africa;
- 5 years' experience in the horticultural sector, ideally with substantial experience in sourcing or facilitating SHF commercial production of horticultural produce;
- A strong network of contacts and understanding of the agribusiness, horticulture, smallholder development, value chains and financial inclusion;
- Strong leadership skills, including the ability to delegate responsibility within the team.

### **Mode and Duration of Contract**

Recruited for the total duration of the project, initial contract for 3 years (with possibility of extension based on performance)

157. **Draft Terms of Reference: Senior 4P Partnership Advisor**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. The lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the APG and SHF members of the farming community, service providers, and anchor firms/farms in horticultural value chains.

**Position:** 4P Partnership Advisor

**Duty Station:** Harare

**Overall Scope of Work**

- A. Reporting to the Project Coordinator, the 4P Partnership Advisor is the lead 4P partnership specialist for HEEP, and supports implementation of all components, but especially the 4P activities.
- B. The Advisor ensures that HEEP 4P activities will have the commercial and development impact intended, following the guidelines provided by the Financing Agreement, project design report, and the PIM; and following the guidance by the Project Coordinator, the lead ministry MLAFWRD, the PSC HEEP sub-committee, and IFAD implementation support and supervision missions.

**Main tasks and Responsibilities**

- Advise the PMU PC, IFAD, MLAFWRD on all partnership matters;
- Finalizes the 4P Matching Grant Manual liaising with IFAD for NO;
- Establishes and manages the PMU 4P committee;
- Leads the outreach and publicity activities of the 4P matching grants;
- Lead the PMU 4P committee screening and review of 4P EOIs and proposals;
- Prepares 4P proposal summaries and presents submitted 4P proposals to the PSC HEEP sub-committee;
- Maintain and develop contacts and networks with other actors in the public and private sector that are promoting or supporting 4P type arrangements in the agricultural sector, and as relevant attend meetings, technical working groups, conferences, etc. to share knowledge, coordinate programmes, and promote HEEPs work;

- Coordinate with SIRP and SACP to identify synergies and potential areas of collaboration;
- Other tasks as may be required by the PC

### **Qualifications and Competences**

A bachelor's degree in Agribusiness, Agricultural Economics, Management, or business is adequate provided strong work experience. Advanced degree in these disciplines a plus.

### **Required Work Experience**

- 5 years' experience in commercial agribusiness in Zimbabwe or southern Africa;
- 5 years' experience promoting private-public partnerships, ideally in the agricultural/horticultural sectors;
- A strong network of contacts and understanding of the policies and issues relevant to establishing and maintaining public-private partnership in Zimbabwe;
- Self-starter, team player, strong interpersonal skills.

### **Mode and Duration of Contract**

Recruited for the initial 6 years of the project, initial contract for 3 years (with possibility of extension based on performance)

158. **Draft Terms of Reference: Farming as a Business Advisor**

**Background: The Project**

- A. Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matabeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. The lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the APG and SHF members of the farming community, service providers, and anchor firms/farms in horticultural value chains.

**Position:** Farming as a Business Advisor

**Duty Station:** Harare

**Overall Scope of Work**

- A. Reporting to the Senior Horticultural Agribusiness Advisor, the FAAB advisor is the agribusiness training specialist for HEEP.
- B. The Advisor ensures that all HEEP-supported farmer business training activities will have the commercial and development impact intended, following the guidelines provided by the Financing Agreement, project design report, and the PIM; and following the guidance by the Project Coordinator, the lead ministry MLAFWRD, the PSC HEEP sub-committee, and IFAD implementation support and supervision missions.

**Main tasks and Responsibilities**

- Advise the PMU PC, IFAD, MLAFWRD on all farmer business training matters;
- Help plan, coordinate, and supervise and ensure the high quality of business capacity training HEEP provides for 4P APGs/SHFs
- Help plan, coordinate, supervise, and ensure the high quality of the HEEP-supported training for ARDA business managers of VHGs and irrigation schemes;
- Advise HDC Market Linkage Advisor on farmer business training as it relates to their HEEP-supported and other activities;
- Maintain and develop contacts and networks with farming as a business service provider in the public, private, academic, and NGO sectors, and as relevant attend meetings, technical working groups, conferences, etc. to share knowledge, coordinate programmes, and promote HEEPs work;

- Coordinate with SIRP and SACP to identify synergies and potential areas of collaboration;
- Other tasks as may be required by the PC

### **Qualifications and Competences**

A bachelor's degree in Agribusiness, Agricultural Economics, Management, or business is adequate provided strong work experience. Advanced degree in these disciplines a plus.

### **Required Work Experience**

- 5 years' experience in designing, supervising, implementing farming as a business activity in Zimbabwe or southern Africa;
- 5 years' experience in the horticultural sector, ideally with substantial experience in sourcing or facilitating SHF commercial production of horticultural produce;
- Excellent understanding of agricultural extension, SHF training, adult education, and the latest developments in farmer business training;
- Self-starter, strong interpersonal skills.

### **Mode and Duration of Contract**

Initial contract for 3 years, with possibility of extension based on performance and project requirements.

## **159. Draft Terms of Reference: Senior Climate Smart Agriculture Advisor**

### **Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

### **Position: Senior CSA Specialist**

### **Duty Station: Harare**

### **Overall Scope of Work**

Reporting to the Project Coordinator, the CSA Specialist will lead the work on climate change adaptation related activities in the project and overall coordination of the CSA and Productivity Skills Enhancement under Sub-Component 1.2. The specialist will also support policy dialogue, institutional coordination and local level capacity building in CSA and productivity skills. S/he will work in close collaboration with the other members of the NPMU and supervise the PPIU CSA Specialists and the CSA Service Provider that will support the implementation of the relevant activities in HEEP.

### **Main tasks and Responsibilities**

The CSA Specialist will be responsible for providing technical expertise in the three objectives of CSA: (a) sustainably increasing agricultural productivity, (b) building climate change resilience and (c) reducing greenhouse gas emissions within the context of HEEP. More specifically, the CSA Specialist will perform the following tasks:

- Provide technical inputs and guidance in the implementation of the sustainable agriculture production and climate change adaptation activities under HEEP;
- Provide technical guidance to ensure the minimisation of greenhouse gas emissions resulting from HEEP activities;
- Provide inputs for measuring climate change resilience and improved agricultural productivity among the target men and women beneficiaries of HEEP within the

- project's disaggregated data on gender and social inclusion in the Monitoring and Evaluation system, in close consultation with the HEEP M&E staff;
- Ensure the inclusion of climate change resilience and environmental and natural resources management data collection in the baseline studies to be undertaken as part of HEEP;
  - Liaise with the Ministry of Lands, Agriculture and Rural Resettlement and Ministry of Environment, Water and Climate counterparts and with the Project Coordinator, and engage in ongoing national and regional level policy dialogue;
  - Undertake the technical review of CSA case studies, maps and technical papers being produced under HEEP;
  - Identify the appropriate dissemination channels for the case studies, vulnerability maps and other publications to be produced as part of the HEEP;
  - Participate in the screening of business plans produced by the APGs to ensure integration of feasible CSA practices;
  - Provide training to fill the knowledge and capacity gaps of the various project stakeholders including service providers and the project team in the understanding, planning and implementation of CSA measures;
  - Provide strategic orientation in planning, implementation and monitoring stages through periodic field visits to project intervention areas;
  - Liaise with Environmental Management Agency officials to coordinate the development and implementation of environmental and social management plans for the agricultural productivity activities as required by the Environmental Management Act;
  - Contribute to the preparation of the AWPB;
  - Contribute to reporting structures as laid out in the HEEP documentation;
  - In collaboration with the other NPMU members, ensure the recruitment for the CSA Service Provider, including the development of specific terms of reference, preparation of detailed work plans, as well as defining and agreeing on the exact nature and timing of the deliverables with the Service Provider; and
  - Undertake any other duties (related to HEEP activities) as may be assigned by the Project Coordinator.

### **Qualifications and Competences**

- A Master's degree in agronomy, climate change adaptation or natural resources management.
- Thorough knowledge of the institutional setting in Zimbabwe with a specific reference to CSA and climate change adaptation as well as familiarity with all the governmental and non-governmental actors and stakeholders involved in the policy dialogue on CSA and climate change adaptation at the national level.
- Thorough knowledge of the legislative and regulatory framework on agriculture and climate change as well as ongoing projects and initiatives focusing on CSA in Zimbabwe.
- Good knowledge of GIS systems with relevant spatial skills for mapping project areas.
- Excellent and proven presentation, facilitation and negotiation skills.

- Good knowledge of communication tools and technologies (internet, Microsoft office packages etc.).
- Fluency in oral and written English is essential.

**Required Work Experience**

At least six years of experience in the field of Climate Smart Agriculture or Agronomy with strong knowledge of climate change adaptation.

**Mode and Duration of Contract**

Renewable performance-based contract with an initial duration of one year.

## **160. Draft Terms of Reference: Environmental, Social and Climate Safeguards Specialists**

Background: The Project

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

Position: Environmental, Social and Climate Safeguards Specialists

Duty Station: Harare

### **Overall Scope of Work**

The Environmental Safeguards Specialist (ESS) will be represented at national level in the NPMU and at RPMU working hand-in-hand with ward- based extension staff. The ESS will be the technical custodians of the ESCMF, its implementation, monitoring and updating where necessary. In addition, the ESS will have responsibility to:

### **Main tasks and Responsibilities**

- Inform applicants (4Ps and PFIs) and other stakeholders, including local communities, of the ESCMF and related SECAP requirements.
- Assist applicants, and subsequently grantees, in the implementation of the ESCMF and policy requirements.
- Review and approve project proposals, ensuring that they adequately apply the IFAD's Safeguard Policies
- Screen for projects proposals against the exclusion list
- Assess the adequacy of the assessment of project impacts and the proposed measures to address the identified issues.

- Assess the adequacy of the consultation process and the affected communities' broad support to the project—and not provide funding until such broad support has been ascertained; and
- Monitor project implementation, and include constraints and lessons learned in its progress and monitoring reports
- Reviewing project related environmental and climate related instruments such as screening reports. They will also ensure that the project complies with SECAP standards 1, 2, 6 and 9 requirements.
- The ESS officer will collaborate with Senior Social Inclusion Specialist in reviewing and managing project related socio-political and economic related issues and will be the focal person for Grievance Redress Mechanism and Labor and social protection laws/policies in the project and ensure that the project complies with Standard 3, 4, 5, 6, 7 and 8 requirements.
- The Safeguards specialist will liaise closely with other relevant government agencies and stakeholders at national and district levels to ensure that the implementation of the sub-projects conform to IFAD and national environmental and social policies.

### **Qualifications and Competences**

- Advanced degree in interdisciplinary studies in environmental economics, environmental sciences, environmental management, environmental and social studies, climate studies and social impact, or natural resource management. .
- Certification or training in environment and social impact assessments/safeguards.

### **Mode and Duration of Contract**

Renewable performance-based consultancy contract with an initial duration of one year.

161.      **Draft Terms of Reference: Integrated Pest Management Officer**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position: Integrated Pest Management Officer**

**Duty Station: Harare**

**Overall Scope of Work**

According to FAO, 2002, Integrated Pest Management means the careful consideration of all available pest control techniques and subsequent integration of appropriate measures that discourage the development of pest populations and keep pesticides and other interventions to levels that are economically justified and reduce or minimise risks to human health and the environment.

It is anticipated that during the implementation of HEEP activities, the use of pesticides and agrochemicals will increase as a result of the need to improve productivity, therefore, a Pest Management Plan (PMP) that is centred on local farmer needs and is sustainable, appropriate, environmentally safe and economic to use is needed. The requirement for adoption of PMP in farming systems is emphasized in the IFAD Guidance Statement on Pesticides, which supports safe, effective, and environmentally sound pest management aspects, such as the use of biological and environmentally friendly control methods.

The IPM approach to pest and disease management within the first objective is key to achievement of the food safety agenda. In the past IPM has experienced low adoption due to lack of adequate awareness on the available alternative options for pest and disease management besides chemical pesticides. The objective of the assignment is to equip individual farmers, APGs, 4Ps, with the necessary knowledge about IPM and the various pest and disease management options available.

**Scope of Work**

The scope of work will include, but not necessarily be limited to, the following activities:

- Develop illustrative training materials & tools to guide in formulating IPM approaches including but not limited to biological controls for pest and disease management;
- Develop comprehensive IPM training program;
- Build the capacity on IPM theory and practical application on how to minimize risks from the use and handling of pesticides and understanding the prohibited chemicals,
- Promoting the use of the least toxic pesticides as economically and technically feasible;
- Guiding in implementation and improvements of Integrated Pest Management Systems
- Design simple tools to guide the development of pest and disease management plans/programs.

### **Assignment requirements**

- A Bachelor's degree in agriculture, Crop Protection, Agriculture Education and Extension or related and relevant field. A master's degree in similar fields will be an added advantage.
- Relevant professional training in IPM from a recognized institution is mandatory.
- At least 5 years' working experience in pest and disease management based on IPM approach especially in the small and medium scale farmers' context.
- Experience with biological pest/disease management options and other non-chemical pest/disease management methods.
- Awareness of the available IPM solutions in horticulture
- 
- Good knowledge in horticulture production and pest and disease management challenges in the target regions.
- Demonstrated experience in capacity development of diverse audiences on IPM.

## 162. **Draft Terms of Reference for Hydrologist Specialist**

### **Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

### **Position: Hydrologist Specialist**

#### **Duty Station: Harare**

#### **Overall Scope of Work**

The Objectives of the assignment is to support HEEP and Department of Water in improving data collection on groundwater exploration:

- A diagnostic study undertaken by the consultant.
- Under take hydro-geological study
- Carry out draw down tests
- Carry out recovery test
- GPS Mapping of the existing boreholes
- Establish zone of influence of one borehole to another
- Determine Environmental and social impacts

#### **Responsibilities and Tasks**

The Consultant is expected to use both secondary and primary data in the exercise. Secondary data will involve desk study of available information/data on existing boreholes, drill logs, reports and maps while primary data will be obtained by carrying out field reconnaissance and measurements of existing boreholes and geophysical prospecting within the studied area using a combination of geophysical methods. The outcome of the consultancy will be

a detailed hydrogeological survey report giving details of the findings and recommendations

The consultant shall report to the Project Management Unit (PMU, Department of water and other relevant stakeholders).

**Survey Approaches Required:**

The hydrogeological/geophysical investigations will be carried out in a multistep approach:

- Desk study: Review of existing data, topographical maps, satellite images, existing studies and borehole site investigations in the area, geological reports and maps (if available), borehole and surface water records, etc.
- Hydrogeological fieldwork: Detailed reconnaissance survey of project area. (GPS coordinates/P codes, water level measurements, condition of these boreholes, usage and performance, estimation of the hydraulic characteristics from existing well test and aquifer test), vertical geophysical prospecting at known boreholes for calibration purpose: measurement of the real resistivity's of geological formations based on the existing borehole logs.
- Geophysical measurements vertical and horizontal electric sounding, vertical electric 2D tomography, EM method and possibly seismic refraction method are recommended for this assignment.
- Analysis and interpretation of field data for selection of potential sites for drilling.
- Presentation of the results to the PMU for validation of the best possible sites.
- Field validation of the site to ensure there is no obstacle for drilling (risk of contamination).
- Confirm that the report is comprehensive and cover all hydrological data analysis.
- Geo-physical survey and local assessment of proposed site for borehole drilling for HEEP projects.
- Environmental and social impact of the drilling and required risks reduction measures.

**Reporting**

The final report will contain the items a) to k) and will be submitted to the PMU. The report shall include all raw field data in appendix, interpretations and justifications, hydrogeological evaluations, conclusions and recommendations related to the investigated areas. In addition, appropriate maps, diagrams and data plots shall be presented. Of considerable importance will be an objective assessment of the applicability and success of the methods to be applied.

The outline table of contents of the final report will be as follows:

- Executive summary (1 pages)
- Introduction, review of previous studies and hydrogeological information of the studied area, including history of groundwater depletion or known changes in

- quality: mineral content including unarmful -iron- and harmful -fluorides, nitrates; and toxic elements such as arsenic; bacteriological pathogens.
- Geology and hydrogeology (incl. Inventory of positive and negative boreholes, aquifer characteristics-storage and hydraulic- and well characteristics-sustainable discharge rate- based on available data., and water quality)
  - Calibration of the geophysical instrument at known boreholes (yield, log) for the geophysical characterization of the geological formations, including the aquifer(s).
  - Methods of investigations, including combination of geophysical methods.
  - Geophysical prospecting on different sites.
  - Interpretation and comparison of studied sites: aquifer and borehole potentials, most suitable drilling site and justification, target aquifer(s) for boreholes, mentioning assumptions, risks and risk management.
  - Proposed drilling method, with equipment characteristics (incl. estimation of the casing and screen positions)
  - Simplified Environmental and social impact of the drilling and required risks reduction measures

### **Minimum Qualifications**

- At least a Bachelor's degree in the relevant field such as, Hydrology and Water Engineering, engineering geology, physical, or earth science
- At least 5 years of professional experience in hydrological development;
- Ability to position siting, design borehole drilling, develop and capacity test boreholes
- Ability to work in multi-disciplinary teams;
- Proof of availability of all the equipment', personnel and ability to mobilize them on short notice (Include list of equipment, Brand/Manufacturer, CVs of the personnel) to perform the survey.

163. **Draft Terms of Reference: Access to Finance Advisor**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matabeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position: Access to Finance Advisor**

**Duty Station: Harare**

Overall Scope of Work: The Access to Finance Advisor will be based at the National PMU and will report to the National Project Coordinator. The responsibility of the Access to Finance Advisor is to help improve access to finance by strengthening the capacity of financial institutions to develop and deliver financing and insurance products to SHFs, APGs and MSMEs in commercial horticulture. This will involve initiating, organizing, leading the recruitment of expert advisors, supervising, and evaluating capacity building to Commercial Banks, Building Societies, MFIs, Community Banks, SACCOs and Insurance Companies, through workshops and coaching sessions.

**Main tasks and Responsibilities**

- Provide strategic and operational guidance on all matters relating to Access to Finance under HEEP.
- Liaise with PFIs and related entities to identify capacity constraints impacting the provision of finance to SHs, APGs, MSMEs and other parties in the value chain.
- Liaise with SHS, APGs and MSMEs to understand and appreciate their pressing/urgent financing needs.
- Work with financing entities to develop training and coaching curricula and programmes based on, or informed by, the observations made on the supply and demand sides.
- Champion and/or facilitate the development of appropriate financing products on the supply side (some of which would be gender sensitive), for the financing entities supporting Horticulture. This may include working with insurance companies, too, to develop responsive Horticultural insurance products.
- Conduct training and coaching workshops to help bridge capacity gaps in the financing entities.

- Facilitate group discussions aimed at identifying specific challenges on the supply side. This would include working with Banks, MFIs, and SACCOs.
- Participate in the launch and roll-out of new financing and insurance products by the respective entities.
- Assist in the documentation of “lessons learned”, success stories on Access to Finance and exchange of knowledge on an on-going basis.
- Foster and build relationships with PFIs, SHFs’ representative bodies, Insurance companies, the Zimbabwe Association of Micro-Finance Institutions (ZAMFI), among others.
- Liaise and work with the Project Management Unit during Supervision and Implementation Support Missions.
- Perform other related duties as may be requested by the Project Coordinator.

### **Qualifications and Competences**

- University degree in Banking, Finance, Business Administration, Agricultural Economics, or in a related field; advanced degree an added advantage
- Sound understanding of Zimbabwe’s regulatory framework concerning banking policies, regulations, and systems especially those that affect MSMEs, SHFs, APGs access to finance.
- Demonstrable knowledge of Agricultural Financing for SHFs, APGs, MSMEs, with a solid grasp of challenges and opportunities.
- Ability to successfully to bother organize and deliver training and coaching interventions at both senior and junior levels.
- Sensitivity to cultural, ethnic and gender differences.
- Proficiency in written and spoken English, conversant in one or more local languages an added advantage.

### **Required Work Experience**

- At least 5 years of professional experience in a commercial bank or MFI with responsibility for lending to agriculture, MSMEs, SHFs, APGs.
- Relevant professional experience in developing and delivering capacity building programmes and financing products for/ to Commercial Banks, MFIs, and SACCOs.

### **Mode and Duration of Contract**

The initial contract duration for this position will be three years, with potential for extension to HEEP’s duration (8 years), based on performance and requirements.

164. **Draft Terms of Reference: Chief Accountant**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Chief Accountant

**Duty Station:** Harare

**Overall Scope of Work**

Reporting directly to the National Project Coordinator with technical responsibility to Director of Finance MLAFWRD, the Chief Accountant is key personnel of HEEP responsible for the overall financial management aspects, implementing financial policies, strategies in line with IFAD and Government of Zimbabwe requirements and international standards.

**Main tasks and Responsibilities**

- Implementation and maintenance of the off-the shelf accounting system ensuring that the chart of accounts and reporting system thereof provides information to link between project activities by category, component and funding source.
- Timely input of budget data into the accounting system and production of monthly and quarterly reports regarding aspects of Project financial monitoring bringing out variances and advising technical specialist as to the limits of expenditure.
- Prepare half-yearly consolidated statements of project accounts as an integral part of the Management Information System to be submitted to the Project Steering Committee, and subsequently to IFAD.
- Prepare financial statements in accordance with International Public Sector Accounting Standards (IPSAS) - Accrual basis with the prerequisite disclosures for non-cash items

and liaise with external auditors to audit the HEEP accounts to meet the required submission dates by IFAD.

- Oversee tax matters of the Project, ensuring that tax exemptions and tax refunds for the procurement of goods and services for the Project are secured at the appropriate time.
- Provide training and guidance to project beneficiaries and implementing partners for AWPB activity preparation and submissions and participate in the development and implementation of plans, and procedures for budget request submission activities to ensure that project objectives are achieved in accordance with prevailing government practices which are acceptable to IFAD.
- Calculate the cost of services and associated analyses and propose actions to be taken to improve cost-efficiency of services, without affecting quality.
- Process documentation and follow up on disbursements from the government and IFAD to ensure that releases are not delayed. Ensure that funds for Project implementation are disbursed in a timely manner to enable project interventions to be carried out on time.
- Prepare and submit regular withdrawal applications to IFAD and follow up to ensure that the project does not run short of liquidity.
- Follow up on all project funds released to implementing entities and technical partners for timely retirement and proper utilization.
- Ensure that statements of expenditure (SOEs) are carefully checked for eligibility with relevant financial agreements.
- Maintain effective internal control environment for the project by ensuring that:
  - All HEEP funds are used in accordance with the conditions of the financing agreements, with due attention to economy and efficiency, and only for the purposes for which the funds were provided;
  - Counterpart funds have been provided and used in accordance with the conditions of the financing agreements, with due attention to economy and efficiency, and only for the purposes for which they were provided;
  - Goods and services financed have been procured in accordance with the financing agreement and in accordance with government and IFAD's rules and procedures;
  - All necessary supporting documents, records and accounts are kept in respect of all project activities, with clear linkages between the books of account and the financial statements presented to the financiers;
  - Designated accounts are maintained in accordance with the provisions of the financing agreement and in accordance with the financier's rules and procedures;
- Provide any support to the Procurement Unit to assist in procurement for the HEEP in accordance with procedures laid down by Financing Agreements of IFAD and OFID.

- Ensure that fixed assets are well accounted for and annual verification is undertaken of the condition of assets and their location.
- Ensure the effective and efficient operation of administrative aspects of the HEEP.
- Carry out any other activities that are assigned by the Project Coordinator

### **Qualifications and Competences**

- Bachelor's degree in business or finance, and a professionally qualified accountant with Membership of the Zimbabwe Institute of Chartered Accountants.
- Strong managerial skills and demonstrated capacity to manage people and interact with a wide range of private sector partners and government representatives.
- Strong organizational skills. Versatility, ability to multi task and meet deadlines.
- Excellent organisational and analytical skills.
- Excellent computer skills and well-versed in the use of Excel, Word and accounting software.
- Good communication skills and ability to interact with a wide range of private sector partners and government representatives.

### **Required Work Experience**

- At least eight years of relevant work experience, including at least four as a financial manager or accountant in government/donor projects or large institutions.
- Knowledge of work planning, budgeting and reporting.
- Preparing withdrawal applications for external funding agencies.
- Audit management experience in donor funded program.

### **Mode and Duration of Contract**

The total duration of the contract is three years and is subject to annual performance review.

165. **Draft Terms of Reference: Assistant Accountant**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focussed in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Assistant Accountant

**Duty Station:** Harare

**Overall Scope of Work**

Reporting to the Program accountant, the assistant accountant supports the Program Accountant to achieve result-oriented objectives of HEEP financial management. Under the supervision of the Program accountant, the assistant accountant will take responsibility for all accounts and finance transactions of the HEEP and for maintaining all accounting documentation in good order.

**Main tasks and Responsibilities**

- Support in the preparation of Annual Work Plan and Budget (AWPB)
- Analysing payment requests and reconciliation with approved documentation including purchase orders and contracts
- Posting payment invoices into financial management systems in line with approved work plans.
- Assist in preparation of half-yearly consolidated statements of project accounts as an integral part of the Management Information System to be submitted to the Project Oversight Committee, and subsequently to IFAD.
- Ensure that fixed assets are well accounted for, and regular verification is undertaken of the condition of assets and their location.
- Ensure that supporting documents, records and accounts are kept in respect of all project activities, with clear linkages between the books of account and the financial statements presented to the financiers;
- Preparing bank reconciliations for the project accounts.
- Assisting in review of invoices and supporting documents before any payments are processed.
- Following up on outstanding advances both to staff and service providers.

- Assisting in ensuring budgetary controls to ensure that no payment is done unless there is sufficient budgetary provision.
- Ensuring systematic and accurate recording/filing of accounting records.
- Prepare the SOE's and the WA Application to IFAD for timely replenishment.
- Participating in the Audit exercises providing auditors with all information and documentation they require
- Follows up accountabilities of funds advanced at the level PMU and with other implementing partners.
- Ensure systematic and accurate recording/filing of accounts records.
- Ensure that salary and tax deductions are remitted in timely way and that all acknowledgement of receipt is documented.
- Withholding Tax is recovered from payments, remitted and Tax Certificates are issued to suppliers.
- Any other duties as may be assigned by the Program Accountant.

### **Qualifications and Competences**

- Bachelor's degree in business or finance, and an affiliate professional accountant.
- Advanced quantitative and analytical skills.
- Excellent computer skills and well-versed in the use of Excel, Word and accounting software.
- Good communication skills; Fluency in written and spoken English.

### **Required Work Experience**

- At least four years of relevant work experience, including at least four as a financial manager or accountant in government/donor projects or large institutions.
- Knowledge of work planning, budgeting and reporting.
- Preparing withdrawal applications for external funding agencies.
- Working with colleagues in geographically separate locations.

### **Mode and Duration of Contract**

Seconded GoZ staff. The total duration of the contract is six years and is subject to satisfactory annual performance reviews.

166.      **Draft Terms of Reference: Senior Infrastructure Specialist**

**Background: The Project**

1. Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through the Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing **companies** in key agricultural value chain.

**Position: Senior Infrastructure Specialist**

**Duty Station: NPMU**

**Overall Scope of Work**

- Reporting to the National Project Coordinator, support Implementing Agencies in infrastructure project identification and development ranking.
- Support Implementing Agencies in preparing TORs for Feasibility Studies & Detailed Designs and other short-term consultancies.
- Conduct feasibility studies together with Implementing Agencies for selected projects, taking into account gender and social inclusion needs.
- Review feasibility studies and/detailed designs at every stage of the project cycle.
- Build the capacities of Implementing Agencies through Training of Trainers on planning, preparation of feasibility studies & detailed designs, contract management, supervision of services and works and operation and maintenance.
- Prepare training materials for use by beneficiaries and Implementing Agencies staff.
- Ensure, in collaboration with the respective technical experts, that national, IFAD and OFID environmental and social safeguards are adhered to during development of irrigation schemes.
- Follow up agreed action points of IFAD supervision mission.
- Support the NPMU in all technical matters.

## **Deliverables**

- Guidelines for project identification & development ranking.
- TORs for feasibility studies and detailed designs.
- Feasibility study reports for all infrastructure.
- Site management handbook.
- Contract management handbook.
- Operation and maintenance manuals for all infrastructure developed under the project.

## **Qualification and Experience**

2. The Senior Engineer should demonstrate the following qualifications and experience:
  - A Master's Degree in Engineering or equivalent.
  - At least fifteen years recent experience in rural infrastructure development and project implementation focusing on sustainability related aspects such as establishing/ strengthening user groups, social aspects and value-chain linkages;
  - Proficiency in spoken and written English.
  - Excellent interpersonal skills and team spirit.
  - Experience of projects involving multiple and diverse stakeholders including Government agencies, private sector, and end users.
  - Registered with a recognized engineering professional board or institution.
  - Computer literacy with proficient knowledge of Microsoft Office (Word, Excel, Power Point) and conversant with modern engineering design software like AUTOCAD, IRRICAD, GIS etc.

## **Contract**

The duration of the contract will initially be for a period of 60 months.

167. **Draft Terms of Reference: M&E and Planning Specialist**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in the all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** M&E and Planning Specialist at NPMU

**Duty Station:** Harare, with frequent travel to project area

**Overall Scope of Work:** Reporting to the Project Coordinator, the M&E and Planning Specialist will have overall responsibility for the coordination of the timely establishment, operation and maintenance of the project M&E system; for the generation of knowledge and evidence; and for the communication of project activities, achievements and lessons learned.

**Main Tasks and Responsibilities**

The specific tasks of the M&E and Planning Specialist will include:

- Set up the M&E system for HEEP:
- 
- Revise the project log frame matrix and include gender sensitive indicators.
- Assist in developing the results oriented-AWPB.
- Develop the overall framework for the project M&E.
- Guide the process of reporting against the project key indicators.
- Prepare and M&E matrix.
  
- Set up an MIS system that entails:
  
- Development of formats (for data collection, analysis and interpretation) to track project inputs and its results: production, consumption, sales and income of the producers and traders/buyers at household, group and value chain/cluster level.

- Coordinate with other project staff, especially planning and M&E staff, to ensure MIS system is appropriately designed and implemented such that they enable data-rich knowledge management, captures and analyses disaggregated data on gender and social inclusion.
- Define requirements for use of software for a web-based online MIS and off-line tablet-based devices.
- Provide technical assistance to recruit, guide and supervise organisations or individuals contracted to implement surveys and studies required for evaluating project effects and impacts. E.g. Rolling baseline survey, Annual Cluster Tracking Survey, etc.
- Develop a capacity-building plan on M&E for the project staff at NPMU and provincial level and for business skills and Gender Action Learning System (GALS) mentors from Agritex on the cascade training approach:
  - Development of training modules for different stakeholders and partners;
  - Development of operation manuals/guidelines on M&E processes;
  - Use of software for MIS and GIS required for the functioning of the MIS system;
  - Train M&E staff at national and local levels (Training of Trainers); and
- Set up a cascade training mechanism for Extension Officers seconded fulltime to the project, Social Mobilizers and Business Skills Mentors and GALS Social Mentors.
- Assist the Project Manager in consolidating gender sensitive project progress reports.
- Advise the Senior Management by identifying areas of concerns that might justify a review of the project M&E system and/or implementation arrangements, including adverse effects on target groups as a result of project implementation, and suggest remedial measures if necessary.
- Undertake regular field visits to follow-up recommendations made from previous supervision missions and support the project implementation in other ways as requested by the Project Coordinator.

**Qualifications and Competences:**

- Master's degree in Agriculture, Economics, Statistics, M&E, Development Studies, Rural Development, Planning or a related field
- Solid knowledge of participatory M&E approaches and techniques.
- Strong knowledge in the development of performance-based indicators.
- Demonstrated experience in the techniques of data collection, data entry, data analysis and design of management information systems to facilitate the planning and decision-making processes within the institution/s
- Working knowledge of written and spoken English
- Excellent analytical and report writing skills.
- Excellent spoken and written English.
- Strong knowledge of computer applications, particularly MS Excel, Word, Access and PowerPoint, STATA and other software packages for data analysis and technical reports.

**Required Work Experience:**

At least 8 years of work experience with (a) M&E Design, (b) planning and implementation of the M&E systems, (c) data management and analysis, (e) capacity building and training in M&E development and implementation, (f) use of Geographic Information Systems technologies, and (g) knowledge management strategy development.

Mode and Duration of Contract: The contract will be three years, renewable based on performance.

168. **Draft Terms of Reference: KM and Communications Specialist**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** KM and Communication Specialist

**Duty Station:** Harare

**Overall Scope of Work:** Reporting to the Project Coordinator, the KM and Communication Specialist will have overall responsibility for the knowledge management activities of HEEP, in particular for the generation of evidence -based knowledge products and for the communication of project activities, achievements and lessons learned to stakeholders and the wider public.

**Main tasks and Responsibilities**

- Specific tasks of the KM and Communication Specialist will include:
- Develop and coordinate project KM and Communication strategies and annual action plans to ensure systematic, continuous learning and knowledge sharing about the HEEP activities and achievements.
- Design, at the project start-up, a HEEP communication strategy, geared towards the target group and stakeholders, project implementers, and to a wider public, both within Zimbabwe and outside.
- Develop a functional approach for prioritising and implementing Knowledge Management activities and for developing and disseminating knowledge tools and products.
- Coordinate and coach the project staff at NPMU and regional hub level on KM and communications.
- Facilitate Knowledge Management and Communication Platform between the HEEP and with other projects in the same field.

- Develop and implement processes to ensure that lessons learned, and good practice, including information of gender issues, are captured systematically, shared, and used to improve project implementation, including in the development of the AWPBs.
- Support advocacy efforts through providing evidence of impact gathered through the M&E system, closely linked to knowledge management and communication activities.
- Provide technical backstopping and guidance to implementing partner staff on KM&L.
- Develop or adapt an internet based and other relevant tools and processes for implementing staff to collect, process/analyse, store and share information and knowledge, and ensure relevant staff have the capacity to use them.
- Advise the senior management of HEEP by identifying areas of concerns that might justify review of the KMC Strategy and/or implementation arrangements.
- Ensure that innovative experiences, learning and good practices are captured, synthesized, documented and shared continuously within the project and with in-country partners, IFAD and other regional and international partners, through a project website and other media.
- Coordinate the preparation of the work plans and budgets and progress reports for knowledge management and learning activities.
- Coordinate with graphic designers, subcontractors, researchers, other team members and partners and clients to establish workflows and timelines for production of KM and communications materials.
- Ensure timely implementation and monitor assigned activities against work plans.
- Assist the M&E and Planning Specialist in consolidating the project progress reports.
- Undertake regular field visits to follow-up recommendations made from previous missions and support the project implementation.

### **Qualifications and Competences**

- Bachelor's Degree Media in Media Studies, Rural Development, Planning or a related field, with preference to candidates with a Master's degree preferred
- Ability to solve technical, managerial or operational problems and evaluate options based on relevant information, resources, well-rounded experience, and knowledge.
- Demonstrated ability to communicate clearly and concisely, both orally and in writing, and lead presentations, training courses, and effective meetings.
- Experience/knowledge of website and social media technologies and applications.
- Strong knowledge of MS Office applications.
- Ability to work both independently and as part of a team.
- Excellent writing and presentational skills.

### **Required Work Experience:**

8 years working experience, with at least 3 years in KM in donor-assisted projects

**Mode and Duration of Contract:** The seconded contract for 3 years, renewable based on performance.

169. **Draft Terms of Reference: Senior Social Inclusion Specialist**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position: Senior Social Inclusion Specialist**

**Duty Station: Harare**

**Overall Scope of Work:** The Senior Social Inclusion Specialist will be based at the National PMU and will report to the National Project Coordinator. The responsibility of the Senior Social Inclusion officer is to support gender mainstreaming social inclusion activities for the HEEP. She/he is expected to provide strategic and analytical inputs intended to guide integration of socio-economic, targeting, youth and gender issues in any project activity focusing on targeting and social inclusion, participatory performance assessments and capacity building and mentoring.

**Main tasks and Responsibilities**

- Provide strategic and day-to-day guidance to projects to integrate gender issues, social inclusion and Participatory Performance Assessments cross-cutting themes throughout the project cycle.
- Develop and implement a capacity strengthening programme for IPs on gender, PPA and social inclusion, and gender transformative and integrated approaches.
- Provide training on GALs in order to promote gender transformation in HEEP
- Work in close coordination with and support technical staff in the NPMU and PPIUs to ensure that targeting strategy is implemented in line with project requirements and also responds to emerging needs.
- Ensure that all surveys, policy dialogues and studies include a focus on gender and youth across relevant socioeconomic strata.

- Conduct gender analysis studies and develop plans of action that identifies opportunities and entry points for mainstreaming gender into the project.
- Ensure that the plan of action for gender mainstreaming mirrors the project's log frame and include the development of gender specific project components, gender responsive targets, indicators and timelines.
- Lead the implementation of gender and social inclusion AWPB activities and ensure targets are met within stipulated time frames.
- Support monitoring and evaluation efforts to gather disaggregated data for beneficiaries of different socio-economic groups, gender and ensure that data summaries are used to inform project strategies.
- Ensure that project level AWPBs reflect the relevant Project 's targeting and social inclusion strategy.
- Review all MOUs/Contracts/TORs to ensure that issues related to gender, youth and targeting are adequately integrated, including indicators and information, informed by relevant project 's Log frame and project design document.
- Lead documentation of lessons learnt, success stories on social inclusion and gender mainstreaming and exchange of knowledge on an on-going basis.
- Foster and build relationships with partners and networks and other government entities that promote gender equality and empowerment and mainstream their work in project targeted beneficiaries.
- Support the Project Management Unit during Implementation Support Missions
- Perform other related duties as may be requested by the Project Coordinator.

### **Qualifications and Competences**

- Advanced degree in Rural Sociology, Gender Studies, Rural Development, Agricultural Economics or other Social Sciences with a focus on gender or social inclusion.
- Strong familiarity with agriculture, food systems, food security and rural development and their relationship with gender equality, women's empowerment and youth of different socioeconomic categories.
- Experience in organizing and facilitating community-based training and learning exchanges together with linking practical field learning and policy analysis/development.
- Sensitivity to cultural, ethnic and gender differences.
- Demonstrated experience in managing/effectively working with multidisciplinary teams, governments and international development partners.
- Proficiency in written and spoken English and conversant with local languages is an added advantage.

### **3. Required Work Experience**

- At least 10 years of relevant professional experience in gender mainstreaming and promotion of gender equality, women's empowerment and working with youth in rural development interventions.

- Experience in working with Gender Action Learning Systems (GALS)

**Mode and Duration of Contract:** The duration of the position is for the duration of the project, based on performance.

170. **Draft Terms of Reference: Senior Procurement Officer**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Senior Procurement Officer

**Duty Station:** Harare

**Overall Scope of Work**

Under the general supervision of the Project Coordinator, the NPMU Procurement Officer will support the day-to-day project procurement activities as agreed with IFAD for HEEP. Additionally, S/he will be responsible for supervision of the execution of work by the Junior Procurement Officers in the Provincial PIUs of the project.

**Main tasks and Responsibilities**

- S/he will take full responsibility on the procurement activities of the project, conducting, overseeing, and supporting the project procurement in accordance with IFAD procurement procedures and the Project Implementation Manual;
- S/he will be responsible for preparing and updating the project procurement plans in line with the Annual Work and Budget Plan (AWBP);
- S/he will prepare the solicitation documents for all HEEP purchases in line with the Procurement Plan and the AWBP for goods, service and works using standard documentation agreed with IFAD;
- S/he will assist and advise the evaluation committee members in matters related to evaluation of tenders and recommendation for the selection and award;
- S/he will liaise with the various project stakeholders' and provide input in preparing various Project Management Reports (PMR) to be submitted to IFAD;

- S/he will provide support and guidance to the Junior Procurement Officer(s) in the Provincial Districts to ensure compliance with IFAD procedures;
- S/he will review cases and all support documents received from Provincial District and advise accordingly;
- Monitor contractors' performance (goods, works and services) and ensures timely delivery and quality of services, expedites delivery as appropriate;
- S/he will ensure management of the contract recordkeeping in a systematic and organized way;
- S/he will ensure updating/introducing the actual and correct data in the IFAD contract monitoring tool CMT and in the Procurement End to End system once the latter is deployed;
- S/he will ensure management of the contract recordkeeping in a systematic and organized way;
- S/he will ensure updating/introducing the actual and correct data in the IFAD contract monitoring tool CMT and in the Procurement End to End system once the latter is deployed.
- Act as a point of reference for all HEEP procurement related matters.

### **Qualifications and Competences**

- Advanced university degree in procurement, financial management, supply chain management, business administration or related field.
- A professional qualification from a recognized institution such as CIPS Professional certification (minimum level 3) or equivalent in Procurement and or supply chain operations will be considered an asset.
- Excellent knowledge and understanding of public procurement and contract management. Excellent experience in the usage of computers and office software packages (MS Word, Excel, etc.). Good data analysis skills. Good organizational skills. Excellent interpersonal communication skills and relationship builder. Fluency in written and oral English is a requirement.

### **Required Work Experience**

5 years of experience in procurement or supply chain management. Familiarity with a donor-funded project, such as UN system, World Bank or AfDB will be considered an asset.

### **Mode and Duration of Contract**

Recruited for the total duration of the project, initial contract for 3 years (with possibility of extension based on performance)

171. **Draft Terms of Reference: Junior Procurement Assistant Clerk**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Procurement Assistant

**Duty Station:** Harare

**Overall Scope of Work**

Under the general supervision of the Procurement Officer at NPMU, the Procurement Assistant will assist in the day-to-day project procurement activities and support the Procurement Unit in conducting procurement-related operations of HEEP.

**Main tasks and Responsibilities**

- Assist the Procurement Officer in preparing solicitation documents for the various project procurement activities both at the NPMU and Provincial/District levels;
- Assist through coordination and support the procurement evaluation teams as necessary;
- Organize and maintain computerized records for procurement and contracts both online and paper-based;
- Provide operational support and capacity development to the various project staff;
- Maintain and update the project contract register;
- S/he will assist the Procurement Officer in updating/introducing the actual and correct data in the IFAD contract monitoring tool CMT and in the Procurement End to End system once the latter is deployed;
- S/he will assist the Procurement Officer in the contract recordkeeping in a systematic and organized way;
- S/he will assist the Procurement Officer in updating/introducing the actual and correct data in the IFAD contract monitoring tool CMT and in the Procurement End to End system once the latter is deployed;
- Carry out any other procurement-related duties as requested by the Procurement Officer.

### **Qualifications and Competences**

- Minimum Diploma degree in procurement, supply chain management, business administration or related field.
- A professional qualification from a recognized institution such as CIPS Professional certification or equivalent in Procurement and or supply chain will be considered an asset.
- Fluency in written and oral English.

### **Required Work Experience**

- 2 years of experience of relevant administrative positions
- Excellent experience in the usage of computers and office software packages (MS Word, Excel, etc.).

### **Mode and Duration of Contract**

A seconded contract for three years.

## **172. Draft Terms of Reference: Regional PMU: Agribusiness Advisor/Provincial Coordinator**

### **Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Regional Project Coordinator / Agribusiness Specialist

**Duty Station:** Three regional PMU offices: Mutare, Bulawayo and Masvingo

### **Overall Scope of Work**

The Regional Project Coordinator (PPC) will head the Provincial Project Management Unit (RPMU) and as such will have overall responsibility for coordination and implementation of HEEP with the objective to achieve an increased smallholder participation in market-oriented and climate-smart value chains in her/his respective province.

The PPC assures that the HEEP is implemented along the guidelines provided by the Financing Agreement, project design report, the PIM and following the guidance given by the National Project Coordinator, the lead ministry MLAFWRD, the HEEP Steering Committee and supervision missions.

As a Senior VC and Agribusiness Specialist, the PPC will directly manage the identification and development of enterprise-led smallholder-inclusive value chains in the province and its HEEP target districts. The HEEP target per province, over project life, is to provide TA and matching grants to 50 microenterprises and 200 Agriculture Producer Groups. The NPMU will furthermore engage 40 Lead Enterprises to the value chain investments and upgrading, which will be coordinated by the PPC at province level. Also access to financial services is promoted.

### **Main tasks and Responsibilities**

#### **As Province Project Coordinator**

- Direct the HEEP PPIU staff and provide oversight to all HEEP-hired service providers and consultants operating in the province, ensuring that all carry out their agreed duties professionally and efficiently ensuring the achievement of the HEEP objectives;

- Ensure efficient coordination within the PPIU and seek synergies with other agriculture and economic development projects implemented in the same province;
- Ensure strong sense of teamwork within the PPIU and provide technical backstopping and coordination of this team;
- Lead and support the district network of extensionists that are engaged to implement HEEP;
- Ensure an optimum use of HEEP provincial resources in achievement of the agreed objectives of the project;
- At provincial level, expedite and coordinate the timely Annual Work Plan and Budget (AWPB) process at all levels, and ensure that these are developed in a fully participatory manner involving men and women, learning from previous years;
- Lead the provincial inputs to annual AWPBs and to the Annual Progress Reports;
- At provincial level, direct project implementation in accordance to agreed plans and to report on progress and outcomes in a methodological manner, including technical reports and financial reporting;
- Oversee at province level that the project adheres to social, environmental and climate-related safeguards and contributes to gender equity, women's empowerment;
- Oversee at province level the full functioning of the project's Monitoring and Evaluation System and make use of the system as a management tool;
- Ensure proper financial management at province level, including proper planning and comprehensive reporting on expenditures and expenditure forecasts;
- Ensure efficient procurement in line with the Procurement Plans;
- Meet and liaise with relevant provincial authorities, district authorities, other agriculture/business development projects in the province, the private sector, and other donors working in agriculture to ensure synergies are created and resources are leveraged for a coherent provincial economic development;
- Attend relevant meetings, technical working groups, conferences, etc. to share knowledge, coordinate programs, and promote HEEPs work;

**As Senior Value Chain and Agribusiness Specialist:**

- Lead HEEP's Value Chain and Agribusiness development efforts in the province;
- Coordinate the provincial implementation of the BDS services to Microenterprises and Agricultural Producer Groups, following the detailed guidance in the Project Implementation Manual;
- Lead the provinces delivery of Matching Grants to Microenterprises and to Agricultural Producer Groups, following the detailed guidance in the Project Implementation Manual;
- Ensure all APG/ME/LE Technical Assistance and Financial Support are appropriately planned for, prepared and implemented, following the guidance in the PDR and the PIM;
- Support and coordinate the work by District level HEEP extensionists;
- Coordinate and supervise the activities by BDS service providers in the province;
- Facilitate market driven linkages between agribusiness producers, wholesalers, processors, and markets within the project areas;
- Provide capacity building and mentoring to HEEP staff in the province and its districts;

**Qualifications and Competences**

A Master's degree in Agribusiness, Agricultural Economics, Management, or other relevant discipline related to Agricultural Development.

### **Required Work Experience**

- 10-years' experience in rural development in Zimbabwe, including managerial experience;
- Experience in project administration, financial management and reporting, preferably using systems of international institutions;
- An existing network of relations pertaining to community planning, smallholder agriculture; value chains and financial inclusion;
- Experience in collaborating across government ministries and in public-private dialogue;
- Strong leaderships skills, including the ability to delegate responsibility within the team and to implementing partners.

### **Mode and Duration of Contract**

Recruited, 3 years (with possibility of extension)

173. **Draft Terms of Reference: Regional PMU: CSA Specialist**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** CSA Specialist

**Duty Station: Regional PMU:** Mutare, Masvingo and Bulawayo

**Overall Scope of Work**

The CSA Specialist will lead the work on climate change adaptation related activities at Provincial level to contribute to CSA and Productivity Skills Enhancement under Sub-component 1.2. The specialist will also support institutional coordination and local level capacity building in CSA and productivity skills at provincial level. S/he will work in close collaboration with the other members of the PPIU and supervise the CSA Service Provider that will support the implementation of the CSA and productivity enhancement activities in each Province of HEEP.

**Main tasks and Responsibilities**

- The CSA Specialist will be responsible for providing technical expertise in the three objectives of CSA: (a) sustainably increasing agricultural productivity, (b) building climate change resilience and (c) reducing greenhouse gas emissions within the context of HEEP in each Province. More specifically, the CSA Specialist will perform the following tasks:
- Provide technical inputs and guidance in the implementation of the sustainable agriculture production and climate change adaptation activities under HEEP;
- Provide technical guidance to ensure the minimisation of greenhouse gas emissions resulting from HEEP activities;
- Identify indicators for reporting on the CSA activities and ensure the inclusion of these indicators in the M&E system with disaggregated data on gender and social inclusion;
- Participate in the screening of Business Plans for the APGs and provide guidance on CSA options and technologies;
- Undertake the technical review of CSA case studies, maps and technical papers being produced under HEEP in the particular Province;

- Provide training to fill the knowledge and capacity gaps of the various project stakeholders including service providers and the PPIU in the understanding, planning and implementation of CSA measures;
- Provide strategic orientation in planning, implementation and monitoring stages through periodic field visits to project intervention areas;
- Liaise with Environmental Management Agency Provincial officials to coordinate the development and implementation of environmental and social management plans for the agricultural productivity activities as required by the Environmental Management Act;
- Contribute to the preparation of the AWPB;
- Contribute to reporting structures as laid out in the HEEP documentation; and
- Undertake any other duties (related to HEEP activities) as may be assigned by the Senior CSA Specialist or Project Coordinator.

### **Qualifications and Competences**

- A Master's degree in agronomy, climate change adaptation or environment and natural resources management.
- Thorough knowledge of the institutional setting in Zimbabwe with a specific reference to CSA and climate change adaptation as well as familiarity with all the governmental and non-governmental actors and stakeholders involved in the policy dialogue on CSA and climate change adaptation at the national level.
- Thorough knowledge of the legislative and regulatory framework on agriculture and climate change as well as ongoing projects and initiatives focusing on CSA in Zimbabwe.
- Good knowledge of GIS systems with relevant spatial skills for mapping project areas.
- Excellent and proven presentation, facilitation and negotiation skills.
- Good knowledge of communication tools and technologies (internet, Microsoft office packages etc.).
- Fluency in oral and written English is essential.

### **Required Work Experience**

At least four years of experience in the field of Climate Smart Agriculture or Agronomy with strong knowledge of climate change adaptation.

### **Mode and Duration of Contract**

Seconded, renewable performance-based contract with an initial duration of one year.

174. **Draft Terms of Reference: Regional PMU: Infrastructure Officer**

**Background: The Project**

**Horticulture** Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position: Provincial Infrastructure Officer**

**Duty Station: Regional PMUs (2)**

**Key tasks**

- Supporting Implementing Agencies in gender sensitive infrastructure project identification and development ranking at Province level.
- Conducting feasibility studies together with Implementing Agencies for selected projects, taking into account the needs of men and women.
- Reviewing feasibility studies and/detailed designs at every stage of the project cycle, before submission to the NPMU.
- Building the capacities of the Implementing Agencies through Training of Trainers on planning, preparation of feasibility studies and detailed designs, contract management, supervision of services and works, and operation and maintenance.
- Preparing training materials for use by beneficiaries and Implementing Agencies staff.
- Ensuring, in collaboration with the respective technical experts, that national, IFAD and OFID environmental and social safeguards are adhered to during development of irrigation schemes.
- Supporting the provincial PMU in all technical matters.

**Deliverables**

- Guidelines for project identification & development ranking.
- TORs for feasibility studies and detailed designs.
- Feasibility study reports for all infrastructure.

- Timely and effective construction supervision implemented.
- Timely and convenient contract management implemented.
- Operation and maintenance manuals for all infrastructure developed under the project, in the province.

### **Qualification and Experience**

The Provincial Project Engineer should demonstrate the following qualifications and experience:

- A Master's Degree in Engineering or equivalent.
- At least five years recent experience in rural infrastructure development and project implementation focusing on sustainability related aspects such as establishing/strengthening user groups, social aspects and value-chain linkages.
- Proficiency in spoken and written English.
- Excellent interpersonal skills and team spirit.
- Experience of projects involving multiple and diverse stakeholders including the Government agencies, private sector, and end users.
- Registration with a recognized engineering professional board or institution. and
- Computer literacy with proficient knowledge of Microsoft Office (Word, Excel, Power Point) and conversant with modern engineering design software like AUTOCAD, IRRICAD, GIS etc.

### **Duration**

The duration of the contract will initially be for a period of 60 months.

**175. Draft Terms of Reference: Regional PMU: M&E and Planning Officer**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** M&E and Planning Officer

**Duty Station:** Provincial Management Units in Mutare, Bulawayo and Masvingo

**Overall Scope of Work:** The M&E and Planning Officers will be based in HEEP Provincial Implementation Units and work under the supervision of the provincial PIU Agricultural Value Chain and Agribusiness Specialist, who in the head of the provincial implementation unit. The M&E officer will also work closely with the M&E and Planning Specialist in the National PMU. S/he will take responsibility for data collection, database management and assist with provincial data collection and entry into MIS. The M&E Officer will perform data and reporting support functions and will overall be in charge of ensuring the project databases in the province are regularly updated.

**Main tasks and Responsibilities**

The Monitoring & Evaluation Officer's duties and responsibilities include the following:

- Populate and maintain the project databases and MIS, ensuring disaggregation by sex and age
- Support Business Skills Mentors and GALS Mentors in data entry into MIS on tablets
- Carry out data collection activities in a sex and age desegregated manner
- Produce summaries of the data entered to inform management
- Produce project maps

- Support other Provincial staff and implementing partners in ensuring completeness of their routine reports
- Provide technical backstopping to in preparation of activity-based annual work plans and budgets to ensure compliance with the project's implementation approach.

### **Qualifications and Competences**

- Bachelor's degree in Economics, Statistics, Agricultural Economics, Development Economics, Business Administration, Social Sciences or a related field
- Post graduate Diploma/Training in M&E is an added advantage
- Post graduate training in Statistics is an added advantage
- Training and/ or demonstrated evidence in the use of Geo-spatial technologies (GIS)
- Good reporting and report writing skills
- Good knowledge of computer applications (particularly MS Excel, Word, Access and PowerPoint, STATA)
- Working knowledge of written and spoken English.

### **Required Work Experience**

At least 2 years' experience in data collection, data entry and data analysis, preferably at least partly in a development project.

**Mode and Duration of Contract:** The duration of the position is for the duration of the project, based on performance.

176. **Draft Terms of Reference: Regional PMU: Social Inclusion and Nutrition Officer**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Social Inclusion and Nutrition Officer

**Duty Station:** Regional Project Management Units

**Overall Scope of Work:** The Social Inclusion and Nutrition Officer will report to the NPMU Senior Social Inclusion Specialist and the Programme Coordinator and be responsible for the successful poverty, social, gender, youth and nutrition targeting in the project area covered by his/her province.

**Main tasks and Responsibilities:** The Social Inclusion and Nutrition Officer will be responsible for the following tasks:

- Develop and supervise the implementation of the multi-pronged gender targeting strategy to ensure effectiveness and foster social inclusion, gender equality and effective poverty targeting.
- Develop and supervise the implementation of a forward-looking and transformative gender strategy, detailing specific gender actions the project that will undertake to promote gender equality and women's empowerment, and engaging with men and local leaders.
- Contribute to the development of a nutrition mainstreaming strategy including information, education and communication (IEC) materials and coordinate effective roll-out and monitoring.
- Provide technical expertise and facilitate development of a plan to promote consumption of diverse foods.

- Ensure nutrition is adequately integrated in project activities and documents, including Annual Work Plan and Budget, progress reports and M&E system.
- Assess the effectiveness of the nutrition education activities by visiting households and interacting with households and farmer groups.
- Ensure that nutrition indicators (particularly KAP) are tracked, data adequately collected and reported on regular bases, in close liaison with the M&E officer.
- Establish and maintain working relationships with local government bodies (Provincial Food & Nutrition Committees) to support implementation of the activities and technical assistance and establish local partnerships on nutrition (SUN, UN agencies, etc.).
- Carry out community-wide gender and nutrition sensitisation using the Gender Action Learning Systems (GALS).
- Adapt the SIRP GALS manual and provide training to GALS mentors.
- Furnish the GALS Mentors with tablets to monitor gender equality, nutrition-sensitive interventions and women's empowerment.
- Design instruments for the collection of gender-disaggregated data; that would provide baseline and monitoring data on gender differences in the participation in, and benefits from, project activities, performance towards the project strategic objectives on women's economic empowerment, community empowerment and participatory processes.
- Coordinate the design of the pro-WEAI and nutrition baseline survey to be carried out by a hired consultant.
- Develop tailored nutrition education training materials and coordinate capacity building and training sessions aimed at project staff, implementers and extension workers (AGRITEX) on nutrition education.
- Develop a training roll-out strategy for use by AGRITEX extension staff for further provision of nutrition education to HEEP beneficiaries.
- Develop a practical field manual for facilitating (large) group discussions and participatory problem analysis/Participatory Rural Appraisal.
- Design gender, nutrition, youth and socio-economic specific studies to be conducted during the project cycle to gather in-depth qualitative and/or quantitative data, and disseminate lessons learnt/ stories/reports at project level, and in knowledge sharing events, on what works for targeting, gender mainstreaming, youth inclusion and nutrition mainstreaming in HEEP.

- Design and conduct a training project for AGRITEX in the procedures mentioned above.
- Systematically capture, document and disseminate lessons learnt, success stories and innovations for informing implementation, policy engagement and upscaling.
- Organise exposure/exchange visits and workshops for lesson learning and collaboration.

### **Qualifications and Competences**

- Master's or Bachelor's degree in Sociology, Gender Studies, Development Studies, Social Sciences or a related field.
- Proven experience in developing strategies for effective gender and nutrition mainstreaming (with the production of training manuals).
- Good knowledge of community health/nutrition education and knowledge of global nutrition frameworks, food and nutrition security stakeholder networks and multi-sectoral platforms at country, regional and global levels.
- Working knowledge of land and water management, nutrition-sensitive agriculture, FFS, Community development, agriculture and value chain development.
- Excellent oral & written presentation skills, with very good command of English.
- Creative, innovative system thinker, with ability to catalyse change.

### **Required Work Experience**

- Five or more years of relevant professional experience.
- At least 2 years' experience in working on nutrition, and GALS.

**Mode and Duration of Contract:** Three-year seconded contract, renewable based on performance.

**177. Draft Terms of Reference: Regional PMU: Junior Procurement Officer**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Junior Procurement Officer

**Duty Station:** Regional PMU

**Overall Scope of Work**

Junior Procurement Officer supports the Procurement Officer and Procurement Assistant in the conduct of any procurement activities under the Provincial PIU, in which she/he is stationed.

**Main tasks and Responsibilities**

- Provide administrative support to the National Procurement Officer in preparing various solicitation documents and in collecting and reviewing materials related to procurement operations in his/ her respective operational area in the PPIU.
- Assist in the development, publication and management of solicitation documents, clarification of bidder's enquiries, and receipt and evaluation of offers.
- Carry out administrative tasks related to maintaining the procurement documents and files launched for his/ her respective area.

**Qualifications and Competences**

- Bachelor's or other similar degree in procurement, supply chain management, business administration or related field.

- A professional qualification from a recognized institution such as CIPS Professional certification or equivalent in Procurement and or supply chain will be considered an asset.
- Fluency in written and oral English.

**Required Work Experience:** 2 to 4 years of work experience in procurement, or supply chain management.

**Mode and Duration of Contract:** A seconded contract is for the duration of the Project, based on performance.

## 178. **Draft Terms of Reference: Business Development Service (BDS) Provider**

### **Background**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

### **Purpose and Objectives of the Assignment**

The purpose of this consultancy is to develop and implement an action plan for the Business Development Services of HEEP, jointly with the project implementing teams at the provinces and districts covered by HEEP. This activity will support the smallholder agriculture transformation strategy of the project and help the Agricultural production Groups (APGs) and Microenterprises (ME) to successfully prepare business plans and implement them with HEEP's Matching Grant support. The BDS Provider will be an institution with experience and professional capacity in Agribusiness Development and Finance.

The HEEP target over project life is to provide TA and matching grants to 200 microenterprises and 800 Agriculture Producer Groups. The BDS Provider (or providers covering 1-2 provinces each) will transfer Business Planning Skills first to HEEP project implementation teams at province and district levels. Thereafter, jointly with the HEEP teams, the BDS provider will train and coach the HEEP's targeted value chain stakeholder APGs and MEs, following the HEEP Matching Grant (MG) criteria and templates. During this process the APGs and MEs will complete their own business plans, so they are able to apply for MGs and implement them efficiently. Also access to financial services is promoted by the HEEP, and the consultancy will ensure that Business Planning templates are in accordance with those of the Financial Institutions' requirements in the Rural Finance sector of Zimbabwe.

### **Specific Tasks**

Key tasks of the assignment include:

- Review the Project Design Report (PDR) and Project Implementation Manual (PIM) to understand the HEEP's overall approach and the role that the BDS plays in the project. Based on the information in the PDR and PIM, discuss and agree with the HEEP senior staff the appropriate approach and contents of the planned BDS

programme, the best delivery methods and the timing of this capacity building input, to ensure full harmony with the other activities of the project and the participation of men and women.

- Preparation. Design, based on the Service Provider's already developed service packages, the structure and contents of the BDS support programme targeting the APGs and their members as well as the MEs supported by HEEP. This programme would include both basic (for most APGs) and more advanced (for better performing APGs and for the Microenterprises) Business Planning modules, covering among other the subjects:
  - General introduction on the importance of production/business plan,
  - Project farmer grant opportunity through HEEP, and requirements
  - Business Plan suitability for access to bank finance
  - Business model selection and description
  - Production improvement and volume planning
  - Costs and benefits
  - Marketing and sales
  - Efficient purchase of input materials, investment items and their transport
  - Production Plan
  - Business Plan
  - Procurement Plan.
- TOTs. Based on the modules, conduct a Training of Trainers workshop(s) for the province and district HEEP teams.
- ME BDS. Based on the modules, implement the BDS workshops with all Microenterprises. The BDS service provider leads technically the implementation of these workshops, with assistance, facilitation and support by HEEP province and district teams.
- APG BDS. Based on the modules, co-implement with the HEEP province and district teams in the APG BDS workshops. The BDS service provider will lead minimum 2 days for each APG workshop, and provides backstopping for the overall process.
- As result of both ME and APG BDS workshops, as criteria for successful workshop closing, at least 80 per cent of participants will have appropriate business plans for matching grant application.

### **Consultant's qualifications and experience**

- The Service Provider will provide consultants to carry out the assignment mainly from its own its own staff specialised in smallholder and microenterprise business planning.
- The Service Provide is expected to have at least 15 years of experience in agribusiness, smallholder and commercial value chain development and finance.
- The service provider is expected to have already developed BDS training modules that will fit or can be modified to be used in HEEP BDS service.

### **Implementation Arrangements**

The consultancy will be carried out by the selected Service Provider with experience of operations with the smallholder community in the HEEP project area. The Service Provider will provide qualified staff for the operations, potentially using different implementation

teams in different provinces. The final operational approach and the delivery timeline will be developed following the selection of the value chains for the HEEP support.

**Duration of the Assignment**

The duration of the Service Provider's contract is planned for the first four years of the project implementation.

179. **Draft Terms of Reference: CSA Service Providers**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** CSA Service Provider

**Duty Station:** Mutare, Masvingo and Bulawayo

**Overall Scope of Work**

The CSA Service Provider will support the implementation of the activities for CSA and Productivity Skills Enhancement under Sub-component 1.2. The Service Provider will work under the supervision of the CSA Specialist and undertake the capacity building in CSA and productivity skills for the APGs and MSMEs in each Province of HEEP.

**Main tasks and Responsibilities**

The CSA Service Provider will be responsible for providing technical expertise and building APG capacity in the three objectives of CSA: (a) sustainably increasing agricultural productivity, (b) building climate change resilience and (c) reducing greenhouse gas emissions within the context of HEEP in each Province. More specifically, the CSA Service Provider will perform the following tasks:

- Provide technical inputs and guidance in the implementation of the sustainable agriculture production and climate change adaptation activities based on the APG and MSME business and investment plans;
- Provide technical guidance to ensure the minimisation of greenhouse gas emissions resulting from the APG business and investment plans;
- Collect the relevant data based on the identified gender sensitive indicators for reporting on the CSA activities and contributing to the HEEP M&E system;
- Develop CSA case studies and maps to capture the benefits of CSA and agricultural productivity in each HEEP Province;

- Provide training to fill the knowledge and capacity gaps of the APGs and MSMEs in the understanding, planning and implementation of CSA measures;
- Support the implementation of environmental and social management plans for the agricultural productivity activities as required by the Environmental Management Act; and
- Provide monthly and quarterly reports to feed into the HEEP reporting structures.

### **Qualifications and Competences**

- A team leader with a Master's degree in agronomy or climate change adaptation or natural resources management. Team members with relevant experience in agriculture, CSA technologies, and community mobilisation and capacity development.
- A team leader with thorough knowledge of the institutional setting in Zimbabwe with a specific reference to CSA and climate change adaptation as well as familiarity with all the governmental and non-governmental actors and stakeholders involved in the policy dialogue on CSA and climate change adaptation at the national level.
- A team leader with thorough knowledge of the legislative and regulatory framework on agriculture and climate change as well as ongoing projects and initiatives focusing on CSA in Zimbabwe.
- At least one team member with good knowledge of GIS systems with relevant spatial skills for mapping project areas.
- A team leader with excellent and proven presentation, facilitation and negotiation skills.
- A team leader with good knowledge of communication tools and technologies (internet, Microsoft office packages etc.).
- Fluency in oral and written English is essential.

### **Required Work Experience**

A team leader with at least six years of experience in the field of Climate Smart Agriculture or Agronomy with strong knowledge of climate change adaptation.

### **Mode and Duration of Contract**

Renewable performance-based contract with an initial duration of one year.

## 180. **Draft Terms of Reference: Financial Literacy Service Provider**

### **Background**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

### **Purpose and Objectives of the Assignment**

The purpose of this consultancy is to develop a strategy and action plan for the financial service literacy support of HEEP and implement the action plan with the key beneficiaries of the project in the districts covered by HEEP. This activity will support the smallholder agriculture transformation strategy of the project and help the Agricultural production Groups (APGs) and Micro, Small and Medium Enterprises (MSME) to successfully implement their HEEP-supported projects. The Financial Literacy Service Provider will be a financial institution that will carry out its HEEP-financed financial literacy operations as a part of its overall strategy for the provision of banking services in rural areas.

### **Specific Tasks**

Key tasks of the assignment include:

- Review the Project Design Report (PDR) and Project Implementation Manual (PIM) to understand the HEEP's overall approach and the role that the financial literacy support plays in the project strategy.
- Based on the information in the PDR and PIM, discuss with the SCP senior staff about the appropriate approach and contents of the planned financial literacy support, the best delivery methods and the timing of this capacity building input, to ensure full harmony with the other APG and MSME support actions of the project.
- Design, as much as possible based on the Service Provider's already developed service packages, the structure and contents of the financial literacy support project targeting the APGs and their members as well as the MSMEs supported by HEEP. This programme would include both basic and more advanced financial literacy modules, covering among other subjects:
  - the benefits of opening a bank account for a farmer, group and an MSME
  - benefits of business planning and record keeping in a household or an MSME

- the basics of the “Saving for a Purpose” approach
- available rural lending products for rural producers and MSMEs, including both working capital loans and investment loans and their terms and collateral requirements
- group saving and lending practices
- money transfer transactions and payment services
- modes and benefits of mobile and digital banking in rural areas.
- 
- Implement the agreed financial literacy support programme in the field with the APGs and MSMEs based on time schedules agreed with HEEP, following the overall timeline developed for the HEEP value chain support activities.
- Review continuously the progress and results achieved with the financial literacy support and develop the modules and their delivery methods accordingly.
- Through the contacts created with the APGs, their members and the MSMEs through the capacity building operations, aim at increasing their financial linkages and inclusion in a sustainable way as saving and borrowing clients either with the Service Provider itself or with other financial institutions operating in the HEEP area.

#### **Consultant’s qualifications and experience**

- The Service Provider, a financial institution, will provide consultants to carry out the assignment mainly from its own its own staff specialised in operations with smallholders and MSMEs.
- The Service Provide is expected to have years of relevant professional experience in working with the HEEP target group.
- The service provider is expected to have already developed rural finance training modules that will fit or can be modified to be used in HEEP financial literacy training.

#### **Implementation Arrangements**

The consultancy will be carried out by a Zimbabwean financial institution with operations with the smallholder community in the HEEP project area. The Service Provider will provide qualified staff for the operations, potentially using different implementation teams in different provinces. The final operational approach and the delivery timeline will be developed following the selection of the value chains for the HEEP support.

**Duration of the Assignment:** The duration of the Service Provider’s contract is planned for the first four years of the project implementation.

## **181. Draft Terms of Reference: Gender, Youth, Nutrition Service Provider**

### **Background**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

### **Purpose and Objectives of the Assignment**

The purpose of this consultancy (firm or local NGO) is to come up with targeting, gender, nutrition and social inclusion strategy and action plan that will guide gender, nutrition targeting and youth mainstreaming in the HEEP. In addition, the Service Provider will train Agritex and the Social Inclusion and Nutrition Officer of HEEP. The Service Provider will also be responsible to carry out independent targeting to ensure that the project interventions reach the HEEP target group.

### **Specific Tasks**

Key tasks of the assignment include:

- Review the Project Design Report (PDR) and Project Implementation Manual (PIM) to understand the content of targeting and gender, youth and inclusion strategies in terms of the profile of target group, targeting strategy and operational measures, analysis of gender issues thematic areas, and human and financial resources for supporting the implementation of analysis.
- Based on the information in the PDR and PIM, identify gaps for additional information required to develop full targeting, gender and youth inclusion strategies. Gather more information to gain a better understanding of the poverty, youth, nutrition and gender dimensions of the project, through reviewing additional documentation (PRAs, Feasibility, reports etc) and/or by conducting socioeconomic assessments in the field.
- Develop a draft targeting, gender, nutrition and strategy and action plan for HEEP. The strategy should define the target group, the objectives for reaching the target group, any lessons learned so far, principles for identifying and reaching the target group (such as poverty and food insecure and marginalised groups, women and women headed households, youth participation and partnerships etc) as well as

mechanisms for reaching the target group for the different activities. The strategy should be clear on how the project plans to support the different target groups within the framework of HEEP.

- Discuss the draft strategy with gender specialists, key implementing partners and service providers to strengthen the relevance of the strategies to overall implementation of the project and to ensure buy-in. This will help establish realistic action plans, identify any training needs and secure the allocation of necessary resources.
- Incorporate the comments from the discussions/workshop and finalise the strategy and action plan.
- Carry out community mobilisation workshops with Agritex and train community mentors who will be provided with tablets for monitoring gender, youth nutrition and targeting in the project.
- Document lessons learnt and success stories.

### **Methodology**

The consultant shall propose his/her methodology to achieve objectives of the assignment. This methodology should include the following

- Desk review of key project documents and other relevant documents
- Interviews with key government implementing agencies
- Questionnaire on socioeconomic analysis
- One day stakeholder workshop.

### **Deliverables and timeframes**

- i. Inception report: to be submitted to PIU within 7 working days after the signing of the contract. The Inception report should detail understanding/interpretation of the TORs, the methodology of carrying out the assignment and detailed work plan
- ii. Gap analysis report based on review of PDR and PIM
- iii. Socioeconomic analysis report
- iv. Draft Targeting, Nutrition, Gender and Youth Strategy and Action Plan within the framework of HEEP
- v. Stakeholder workshop report
- vi. Final Targeting, *Gender, Nutrition and Youth Strategy for HEEP* with the following content:
  - Context
  - Rationale
  - Targeting strategy
  - Rationale for gender, youth and nutrition mainstreaming

- Targeting, gender, nutrition, youth inclusion mainstreaming within project components
- Gender mainstreaming at the organizational level
- Implementation arrangements and time frame
- Costs and financing
- Action Plan
- Documentation of lessons learned
- Adapting the SIRP GALS manual for use in HEEP training of Agritex and GALS mentors
- Training of Agritex and HEEP field staff and GALS Mentors on GALS.
- Validating the lists of all targeted people at ward level to ensure that the project intervention is reaching the target group (twice a year)
- Together with Agritex, conducting community wide gender sensitisation ant community level using GALS.

#### **Consultant's qualifications and experience**

- The Service Provider will provide consultants with Master's degree in Sociology, Gender Studies, Nutrition social sciences or similar fields
- Ten or more years of relevant professional experience;
- Proven experience in developing strategies for effective gender-mainstreaming (with the production of training manuals and at least one Gender Strategy);
- Working knowledge of community development, agriculture and value chain development, and land and water management;
- Excellent oral & written presentation skills, with very good command of English;
- Creative, innovative system thinkers, with ability to catalyse change.

#### **Implementation Arrangements**

The consultancy will be carried out by a firm or a local NGO. The Service Provider will provide qualified staff in targeting and social mobilisation, and nutrition training, gender and youth development interventions. The Service Provider will implement the assignment with Agritex and will withdraw after two years after capacitating Agritex and the GALS mentors to carry out their training.

### **Duration of the Assignment**

The duration of the consultancy will initially be for a period of two years, renewable subject to performance.

## 182. **Terms of Reference for a Senior Horticulture Advisor**

### **Background**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Horticulture Advisor

**Duty Station:** Harare

### **Overall Scope of Work**

The Senior Horticulture Advisor will work in close collaboration with the Senior Horticultural Agribusiness Advisor, the Farming as a Business Specialist, the Nutrition Garden Advisor and the Monitoring, Evaluation and Planning Specialist to provide advice and support to HEEP implementation, to ensure that market-led interventions to enhance smallholder horticulture production, productivity and market linkages are implemented and monitored.

The Senior Horticulture Advisor will provide leadership and technical guidance to support the three regional Horticulture Advisors in the implementation of the Village Horticulture Garden (VHG) schemes under subcomponent 1.1.

S/he will coordinate and build strong working relationships between the Ministry of Lands, Agriculture, Water Climate and Rural Resettlement (MLAWCRR), the Department of Agriculture, Technical and Extension Services (AGRITEX), the Agriculture and Rural Development Agency (ARDA), value chain actors, 4P partners and financial institutions.

She/he will contribute to building the capacity of service providers to deliver better quality services to farmers more efficiently and effectively.

The Senior Horticulture Advisor will be based in Harare, with frequent travel to the field. They report directly to the Project Manager. Specific duties of the Senior Horticulture Advisor include, but are not limited to the following:

### **Project Implementation**

- Provide overall strategic guidance on all aspects of horticulture production and small-scale irrigation in the VHGs
- Support ARDA, AGRITEX and other partners in the daily implementation of the project
- Develop the ToR, recruit and supervise the three regionally based Horticulture Advisors
- Participate in the coordination workshops and meetings at PMU and Regional levels
- Assist in the preparation of the Annual Work Plan and Budget (AWPB)
- Work closely with relevant staff and promote nutrition, gender, youth and environment mainstreaming in VHGs

### **Capacity Strengthening**

- Support the development of the farming as a Business and market linkage activities to ensure it is relevant and appropriately written for commercial horticulture production for smallholder farmers.
- Supervise training of the Horticulture Advisors, ARDA and AGRITEX staff in required horticulture production, extension methodologies and technical innovations.
- Support university students with their fieldwork for their MSc and PhD thesis studies;

### **Monitoring, Evaluation and Learning:**

- In coordination with the PMU Monitoring, Evaluation and Planning specialist, provide guidance to HEEP and partners in the design and/or enhancement of participatory M&E tools and protocols to strengthen data collection, analysis and reporting.
- Assist in the design and implementation of baseline, mid-term and final evaluations and ensure follow-up of findings/recommendations to improve program quality
- Prepare contributions to quarterly and annual progress reports;

### **Qualifications and experience:**

She/he should hold at least a Master's degree in agricultural sciences with particular emphasis on horticulture or agronomy. Other attributes / experience should include:

- Innovative, energetic individual with demonstrated contributions to the field of agriculture and committed to seeing measurable impacts at farm level.
- 5 to 10 years of working experience in horticulture

- Demonstrated capacity to take on a leadership position with strong managerial skills and capacity to manage people and interact with a wide range of stakeholders
- Competency in field data collection, monitoring, analysis and reporting.
- Working experience in private sector engagement.
- Excellent communication skills - including fluency in English.

The position is based in Harare with frequent technical support and supervision visits to field sites.

**Contract:** Two-year contract, with six months' probation period, renewable based on agreed performance targets and deliverables

## 183. **Terms of Reference for a Regional Horticulture Specialist**

### **Background**

Horticulture Enterprise Enhancement Project (HEEP) is an eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through the Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position:** Horticulture Specialist

**Duty Station:** Regional offices in Mutare, Bulawayo and Masvingo

### **Overall Scope of Work**

The Horticulture Specialist(s) will be stationed at the Regional Project Management Unit (RPMU) and will report to the Senior Horticulture Specialist. The Horticultural Specialists will have the responsibility to support the implementation of horticulture intervention at field level, in collaboration with other value chain actors in the project area

### **Main tasks and Responsibilities**

- To promote efficient coordination between the Regional Horticultural Specialists, Agritex and horticulture value chain players
- to visit farmers in order to identify the problems, if any, suggest remedial measures to the same
- to Train farmers to assist them to develop their professional skills and experience, through FFS, demonstrations, and field days
- Review the situation of horticulture development and identify the gaps
- identify constraints in horticulture development and suggest remedial measures
- bring in the latest technology relevant to crop and agro-ecology of the same in all aspects of horticulture
- Develop extension material based on recent advancement in horticulture

- Orient farmers and extension staff on recent advancement of horticulture
- Suggest the appropriate marketing model for farmer produce.
- To ensure an optimum use of HEEP resources in achievement of the agreed objectives of the project;

### **Qualifications and Competences**

A Diploma in Horticulture and higher-level qualification in horticulture will be an added advantage.

### **Required Work Experience**

- 2-years' experience in managing horticulture Zimbabwe
- Experience in extension and reporting, preferably using systems of international institutions;

### **Mode and Duration of Contract**

The Senior Horticulture Advisor will be recruited for the total duration of the project.

184. **Draft Terms of Reference: Nutrition Garden Advisor**

**Background: The Project**

Horticulture Enterprise Enhancement Project (HEEP) is a eight-year development project financed jointly by the International Fund for Agricultural Development (IFAD), OPEC Fund and the Government of Zimbabwe. HEEP supports the transformation of smallholder horticulture in Zimbabwe through Village horticulture model and the 4P hub and spoke horticulture development. The Project operates in all provinces for the 4P interventions and is focused in four provinces for the VHGs: Matebeleland South, Masvingo, Manicaland and Midlands. It consists of three interlinked components: Component 1: Village Horticultural Garden and 4P Mobilization and Development, Component 2: Access to Finance, and Component 3: Institutional Support and Project Coordination. HEEP is in the process of recruiting officers and service providers for its National Project Management Unit (NPMU) in Harare and in the three Regional Project Management Units (RPMU) in the field, to manage and coordinate HEEP project activities. While the lead agency of the project is Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), the Village Horticulture Gardens will be implemented through ARDA and HEEP 4P activities include pro-active co-operations with the private sector, including the farming community, small and medium enterprises and larger processing and marketing companies in key agricultural value chain.

**Position: Nutrition Garden Advisor**

**Duty Station: Harare**

**Overall Scope of Work**

Reporting to the Project Coordinator, the Nutrition Garden Advisor will lead the work on Village Horticulture Gardens related activities in the project and overall coordination of the activities under Sub-Component 1.1. The specialist will also support policy dialogue, institutional coordination and local level capacity building in GAP and productivity skills. S/he will work in close collaboration with the other members of the NPMU and supervise the RPMU Nutrition Garden Specialists that will support the implementation of the relevant activities in VHG for HEEP in collaboration with the ARDA managers.

**Main tasks and Responsibilities**

The Nutrition Advisor will be responsible for providing technical expertise in the three objectives of VHGs: (a) sustainably increasing horticulture productivity, (b) training farmers in horticulture production and (c) reducing greenhouse gas emissions within the context of HEEP. More specifically, the CSA Specialist will perform the following tasks:

- Provide technical inputs and guidance in the implementation of increased production and productivity of nutrition sensitive crops in the VHGs;
- Provide technical guidance to ensure the minimisation post-harvest losses activities;
- Provide inputs for ensuring market access for the horticultural farmers
- Ensure improved horticultural productivity among the target men and women beneficiaries of HEEP within the project's disaggregated data on gender and social inclusion in the Monitoring and Evaluation system, in close consultation with the HEEP M&E staff;

- Ensure the inclusion of VHGs data collection in the baseline studies to be undertaken as part of HEEP;
- Liaise with the Ministry of Lands, Agriculture and Rural Resettlement and Ministry of Environment, Water and Climate counterparts and with the Project Coordinator, and engage in ongoing national and regional level policy dialogue;
- Undertake the technical review of VHGs case studies, and reporting being produced under HEEP;
- Identify the appropriate dissemination channels for the case studies, vulnerability maps and other publications to be produced as part of the HEEP;
- Participate in the screening of VHGs business plans produced by the APGs to ensure integration nutrition sensitive and high value crops.
- Provide training to fill the knowledge and capacity gaps of the various project stakeholders including service providers and the project team in the understanding, planning and implementation of VHGs;
- Provide strategic orientation in planning, implementation and monitoring stages through periodic field visits to project intervention areas;
- Liaise with ARDA managers on the management of VHGs to coordinate the development and implementation of horticultural productivity activities
- Contribute to the preparation of the AWPB;
- Contribute to reporting structures as laid out in the HEEP documentation;
- Undertake any other duties (related to HEEP activities) as may be assigned by the Project Coordinator.

### **Qualifications and Competences**

- A Master's degree in agronomy, or crop science.
- Thorough knowledge of the horticulture sector in Zimbabwe.
- Thorough knowledge of the legislative and regulatory framework on horticulture in Zimbabwe.
- Excellent and proven presentation, facilitation and negotiation skills.
- Good knowledge of communication tools and technologies (internet, Microsoft office packages etc.).
- Fluency in oral and written English is essential.

### **Required Work Experience**

At least three years of experience in the field of Agronomy with strong knowledge of horticulture.

### **Mode and Duration of Contract**

Renewable performance-based contract after one year for the duration of the project

## **Appendix 8: Detailed Implementation Guidance**

### **DETAILED IMPLEMENTATION GUIDANCE**

#### **COMPONENT 1: Village Horticultural Gardens (VHGs) and 4P Mobilization and Development.**

185. This component consists of three sub-components involving: Sub-component 1.1 VHGs Mobilization and Development; Sub-component 1.2: 4P Identification, Mobilization, and Capacity Building; and Sub component 1.3: 4P Matching Grants (MGs) and Public Infrastructure. Component 1.1 will be implemented through ARDA. Subcomponents 1.2 and 1.3 will involve anchor firms, which are mainly private sector-led working with the various stakeholders. Implementation of the three components will be sequenced to start with Subcomponent 1.1 and 1.2 concurrently followed by sub-component 1.3 activities. Implementation will also be informed by the detailed in-depth analysis of the 4Ps in other countries including LAC and APR regions. The knowledge management learning event will be organized during early start of the project implementation.

#### **Sub component 1.1 VHGs Mobilization and Development**

##### **Introduction and Background**

186. HEEP will support the creation and capacitation of Village Horticultural Gardens (VHGs), a concept introduced by in the Presidential Pillar of the GoZ Horticultural Recovery and Growth Plan. The expected results of this sub-component are 620 VHGs functioning and providing increased income and nutritional outcomes to 31,000 poor rural households.

187. *HEEP support for VHGs.* IFAD loan funds will support each VHG for surveying, land clearing, borehole siting and sinking, all necessary irrigation equipment (pumps, 10ML plastic tanks, drip irrigation system, solar panels), basic administration and storage facilities, as per the standard design for a VHG. In addition, infrastructure for household water harvesting will be provided as required to support supplementary water supply for fruit trees and household gardens located at beneficiary homesteads. These water harvesting items will include installation of a roof rain collection system with pipes and a plastic storage tank. Finally, IFAD loan funds will cover the costs of training current and prospective VHG managers.

188. The GoZ will be responsible for ensuring that all operating costs for the first two years will be covered by a combination of GoZ counterpart contributions, revenues from sales of produce from the commercial plot, and VHG borrowing. Operating costs will include but are not limited to the inputs (seed, planting materials, fertilizer, chemicals, etc), VHG management, and VHG labour.

189. By the end of the second year of VHG operations, all GoZ counterpart contributions to the VHGs are expected to cease. At this point, it is expected that the revenues from the sale of horticultural crops from the commercial plot and commercial borrowing will cover all operating and maintenance costs. Profits, if any, will be distributed as dividends to beneficiaries after funding the reserve for equipment replacement, etc.

190. *Management of VHG sub-component.* Management of the VHG sub-component activities will be undertaken by ARDA (who has been selected by the GoZ to act as project

manager for all Presidential Pillar village gardens). ARDA will be subject to oversight by the HEEP PMU and PSC. The VHGs will be sited, designed and initially managed by ARDA. ARDA, as overall project manager, may bring in other MFLAFWRD and GoZ departments as appropriate in the design and operation of the VHGs (e.g. the Department of Irrigation and ZINWA for irrigation infrastructure, AMA for marketing, Agritex for crop/variety selection, agronomic methods, etc).

191. *VHG size.* A standard VHG will cover 1.25 hectare, with one hectare a commercially plot dedicated to market-oriented production and sale of commercial horticultural crops and 0.25 Ha nutrition plot dedicated to nutritious crops for consumption by beneficiary households. The standard VHG will have 50 beneficiary households.

192. Should the size of VHG be increased to greater than 1.25 hectares, the same ratio of beneficiary household to commercial and plot hectareage should be preserved. That is, for each beneficiary, there should be 200 square meters of the commercial plot, and 50 square meters of the nutrition plot. These minimums will help ensure that there is minimum level of nutritional and economic benefits per beneficiary.

193. *VHG structure, governance, and management.* The VHG will be structured in a way (e.g. as a trust) to enable it to transact business, e.g., to enter into contracts, borrow funds, etc. The VHGs will be run as a single farm, with a professional VHG manager (initially an ARDA employee or contractor) engaging the VHG beneficiaries in making decisions on crop choice, and advising on agronomic methods, and marketing guided by Agritex and the input from a VHG committee selected by and from the VHG beneficiaries. Depending on circumstances, the professional VHG manager may initially be responsible for management of up to 3 VHGs, and may also serve as an ARDA irrigation scheme manager. Each VHG committee will be responsible for selecting a VHG manager after HEEP and GoZ financial support is withdrawn.

194. *Location of VHGs.* Where possible, up to three VHGs will be clustered close to a fully operational ARDA-managed irrigation schemes (e.g. rehabilitated by the GoZ through SIRP or other projects). Clustering the VHGs as 'spokes' around the 'hub' of an operational ARDA irrigation scheme will allow synergies in VHG management, with the existing ARDA irrigation scheme manager potentially able to support up to three VHGs. The clustering will also allow synergies/efficiencies in the provision of capacity building, and provide access to storage/processing infrastructure, and potentially market linkages through the irrigation schemes to markets, and where relevant, to 4P anchor firms. The clustering approach will also allow the irrigation schemes to be used as training/learning centres for the VHGs. If it is not possible to cluster a VHG near a fully operational ARDA irrigation scheme, then other considerations (access to roads and other infrastructure, proximity near market centres, etc) may be considered. However, the final location of VHGs will be done through a participatory approach with communities and their leaders, must take into consideration as well HEEP targeting requirements, geophysical potential, and community interest.

195. *VHG Commercial plot operations.* The VHG manager will manage VHG production and marketing operations on the commercial plot based on realistic business plans developed by the VHG manager and approved by the VHG committee. The VHG manager may be guided by Agritex, ARDA, and HEEP specialists from the NPMU and the relevant RPMU (e.g. CSA, horticultural, and agribusiness advisors). The goal of the commercial operations is to generate sufficient income through commercial sales to i) cover all VHG expenses including operations and maintenance and ii) fund a reserve to will cover any

required equipment and parts replacement/upgrading. Should there be a surplus after these two requirements, profits may be distributed as dividend paid in equal shares to each beneficiary household.

196. *VHG Nutrition plot operations* The VHG manager will be responsible for crop selection and agronomic decisions for the crops grown on the nutrition plot of the VHG. In these decisions, VHG manager will be guided by the desires of the VHG beneficiaries, Agritex, and the HEEP Nutrition Garden and other specialists and advisors. The produce from the 0.25-hectare nutrition garden will be distributed without charge to beneficiary households. The beneficiary households may consume the produce, or may gift, trade, or sell some or part of the produce at their own discretion.

197. *VHG labour* The VHG beneficiaries will form the labour pool for the VHG that will be drawn upon by the VHG manager. If special skills are required or there are labour shortages, the VHG manager may also hire from outside the beneficiary pool. All VHG labour will be paid at least the prevailing minimum farm labour wage.

198. *Anticipated adjustments the VHG concept during project life* Given the highly innovative nature of this sub-component, it is expected that the experiences of the first year or two of implementation will provide important lessons which can and should be incorporated in implementation in the later years. For this reason, implementation of the VHGs will be closely analysed by supervision missions. Based on the findings of these missions, concrete and specific recommendations on all aspects of VHG implementation should be provided to the PMU and GoZ to allow them to adjust the scope and nature of this activity to better achieve objectives.

### **Key Implementation Steps**

199. Meet with ARDA to agree on VHG implementation processes and procedures and development of an MOU. The PMU PC, Sr Horticultural/Agribusiness Advisor, and Nutrition Garden specialists with the relevant IFAD start-up team members will have an initial high-level meeting with ARDA senior management to discuss and agree in broad terms on implementation procedures for ARDA as sub-component manager. This will include *inter alia* site selection, beneficiary selection, procurement procedures, training of ARDA managers, timing of VHG rollout, production and submission of M&E data, relationship with the 4P and Access to Finance components. After that meeting, the PMU technical and ARDA project management will draft an MOU that works out the detailed processes and procedures that when complete will be signed by ARDA senior management and the PMU, and then submitted to IFAD for NO.

### **VHG Site selection**

200. The VHGs will be sited in 40 selected districts in Matabeleland South, Manicaland, Midlands, and Masvingo provinces. Where possible, clusters of up to 3 VHGs will be sited in close proximity to functioning ARDA irrigation schemes. In all cases, the VHG site selection will be based on a combination of bio-physical (availability, quantity, and quality of groundwater), technical, and socio-economic factor so that the VHGs achieve the desired economies of scale and scope, have the intended positive impacts on economic and nutrition status of beneficiaries, can be efficiently and effectively operated (taking into consideration market potential) so that they can meet the required financial goals.

201. After initial selection of VHG sites by ward and village has been completed, based on the above technical issues, the final selection will involve the participation of the

community driven, ensure especially the participation of women and youth. ARDA will conduct the community meetings to introduce the project, outline its objectives, indicate the household criteria for selection. ARDA may include as appropriate ZINWA, Agritex, and other relevant GoZ staff.

202. To ensure that the community participation process is transparent and fair, the community members will be provided with a realistic picture of: (i) expected benefits and obligations of the VHG, including VHG management; (ii) expected community contributions to construction, operations, and governance (iii) availability and nature of VHG employment/labour opportunities, (iv) expected size and timing of dividend flows from the commercial plot, (v) expected amount of nutritious vegetables from the nutrition plot, and (vi) the requirement for VHG transition to self-sustaining status within two years from the start of operations. Proper and complete community participation and acceptance of the VHGs are a requirement for VHG site selection. A summary of the community consultation process and feedback for each VHG site will be prepared by ARDA.

### **VHG Technical Feasibility and Environmental and Social Safeguards Assessment**

203. After initial VHG site selection has been determined with community participation, ARDA with ZINWA will undertake the VHG technical feasibility and environmental safeguards assessment, and will produce the following report:

- Site Design Report including cost estimates. The basic bill of materials for the construction of the VHG in Table A8.1 at the end of this sub-component section.
- Environment and social safeguards report. This will include a summary of the community participation process.

204. The Site Design and Environmental Safeguards report will be reviewed and approved by the relevant Rural District Council (at district level) and the relevant regional PMU Infrastructure Specialist and DoI official (at provincial level). Once approved at the district and regional level, the reports will be approved by the PMU and ARDA at national level.

### **VHG establishment**

205. Once the VHG location, site design, and safeguards report have been reviewed and approved as outlined above, ARDA will undertake the necessary procurement activities for establishing the VHG, in all cases following standard GoZ procedures. It is expected that VHG procurement will be done on a batch basis by district.

### **ARDA staff capacity building**

206. Sub-component 1.1 will be implemented through ARDA which is already receiving capacity building from SIRP. ARDA will be responsible for managing the VHGs and will receive technical back up from the PMU. The fact that Zimbabwe has been included by the World Bank amongst the countries with high levels of institutional and social fragility in 2022, calls for the need to conduct capacity assessment for organizations working with HEEP in order to address the capacity gaps. This is in line with the Fragility Assessment Annex in Zimbabwe COSOP 2021-2026.

207. ARDA has a fully-fledged Rural Development and Industrialization Directorate with Regional Managers resident in their regions, who report to the Director. Other positions within ARDA include Regional Agronomists who report into the Regional

Managers, resident village horticulture garden managers as well as Scheme Business Managers reporting to Regional Agronomist. ARDA also has a Procurement Management Unit, a Finance Department which falls under a Legal and Corporate Services Directorate, Monitoring and Evaluation, Internal Audit and Risk Departments. ARDA will employ 450 business managers for smallholder irrigation schemes and 300 of the managers are already in place nationwide. The managers will require capacity building in terms in technical business aspects as well as social inclusion.

208. ARDA staff will be capacitated in technical and social aspects of the project, as a government parastatal responsible for rural development. In this regard, ARDA managers are placed in smallholder irrigation schemes where they are responsible for assisting smallholder farmers in improving viability, governance, sustainability and profitability. ARDA is also responsible for managing the VHG as viable enterprise. Detailed in house capacity assessment of ARDA managers will be carried out during project start-up in order to ascertain capacity needs, building on SIRP experiences. The project will develop a capacity building plan and training manual. The plan could include training and mentorship in technical business and social aspects, provision of motorcycles, creation of platforms for sharing and information and best practices, M&E, field days exchange visits and competitions.

209. ARDA will be responsible for the identification and recruitment/secondment of VHG managers. All ARDA employees involved with VHG management or operations will be trained in a three- day residential workshop on group formation and management, farming as a business, development of business plans, horticulture production methods, pest and disease control and social and environmental safeguards etc. This training will be repeated with a two-day refresher course the following year. ARDA will be responsible for organizing and implementing these workshops, which will be delivered by ARDA, Agritex, ZINWA, etc and supplemented by HEEP recruited technical and business specialists.

### **VHG committee selection**

210. Each group of prospective VHG beneficiaries will select a committee of five people (Chair, Secretary, Accountant, Market Linkage Facilitator and Youth Representative). Each committee will be gender and age balanced and will be guided by a Committee Constitution, which outlines the roles and responsibilities and election process for replacement of Committee members every two years. The VHG, represented by the inclusive management committee, will be capacitated to build strong producer organization to avoid elite capture.

### **Development and implementation of VHG business plan**

211. The VHG manager will liaise with ARDA, AMA, private sector market actors (including 4P and other anchor firms and HDC) to identify the demand, seasonality, investment costs needed etc to engage in different horticulture value chains. The VHG manager will be assisted by the regional and national PMU technical staff. Based on this input, VHG manager will develop an annual VHG business plan. VHG managers will manage operations based on the developed and agreed VHG business plan, with the flexibility to make course corrections required based on weather, market conditions, etc.

212. The operational costs of the VHG business plan, including initial inputs (e.g. seeds, household fruit trees, fertilizer, chemicals, etc), scheme management, and labour) will be provided through a combination of GoZ counterpart funding, retained earnings, and

if appropriate commercial borrowing. ARDA will ensure that there are no funding gaps in the business plan for the first two years of operations. After the second year of VHG operations, all project and GoZ counterpart contributions to the VHGs will cease.

### **Nutrition Garden and Nutrition Training**

213. The nutrition plot crop selection by the VHG manager will be driven by community interests and expected benefits to household nutritional status. The VHG manager will benefit from guidance from the GoZ Food and Nutritional Council and PMU Social Inclusion and Nutrition Officer. The PMU will coordinate and deliver nutrition education and SBCC to help ensure that households consume diversified diets and that the nutritional needs of adolescent girls and boys, pregnant and lactating women, children under age of five, are well reflected and considered. Nutrition education will be channelled through agriculture extension and through GALs, capacity of project implementing partners will be enhanced on nutrition-sensitive agriculture, which will help in monitoring and supervising interventions at community and household levels.

### **Support for Rainwater harvesting**

214. The VHG committee will select up to 10 beneficiary households per VHG based on (i) poverty status and (ii) distance from an accessible water source. For each selected household, basic rainwater harvesting infrastructure will be supplied and installed. This will include: roof rainwater collection system, pipes, plastic storage tank. This will provide these households with supplementary water supply for the fruit trees and household gardens located at their homesteads.

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**Table A8.1 Standard VHG Bill of Materials**

VHG -- Bill of Materials					
Item	Description	Unit	Qty	Unit Rate	Total Cost (USD)
<b>A</b>	<b>Supply and installation of the following items for the Pumping station</b>				
1	Borehole siting and drilling upto 55m complete	No	1	1500	1500
2	Supply and install Solar powered Submersible multistage centrifugal Pump 2.1l/sec @ 60m head closely coupled to 5.5kW AC motor Complete with Solar panels- 270WX20 on stand	lump	1	2800	2800
	<b>subtotal</b>				<b>4300</b>
<b>C</b>	<b>Supply and installation of the following items for the Conveyance pipeline (Borehole to tanks)</b>				
1	50mm uPVC pipe complete with fittings (inlet&outlet)	300m	1	4215	4215
	<b>subtotal</b>				<b>4215</b>
<b>D</b>	<b>Supply and installation of the following items for the construction of Tank stands</b>				
1	10 tonne 4m high tank stands	No	3	750	2250
2	10000 litre water tank complete with connections in and out	No	3	900	2700
	<b>subtotal</b>				<b>4950</b>
<b>E</b>	<b>Supply and installation of the following items for the construction of 0.5ha drip system</b>				
1	Drip system complete with head filter, manifolds	per hectare	1	2500	2500
	<b>subtotal</b>				<b>2500</b>
<b>F</b>	<b>Supply and installation of the following items for the construction of perimeter fencing</b>				
2	Diamond mesh wire 75mmX2.50mmX1.8m high complete with single leaf gate, high strain wire, droppers and corner posts	m	400	12.5	5000
	<b>subtotal</b>				<b>5000</b>
<b>G</b>	<b>Supply and Construct basic Admin/Stores building</b>				
1	Farm brick on cement mortar covered by IBR roofing on 25m <sup>2</sup> concrete floor area	lump	1	3000	3000
	<b>subtotal</b>				<b>3000</b>
	<b>Total</b>				<b>23965</b>

## **Sub component 1.2: 4P Identification, Mobilization, and Capacity Building;**

### **Background**

215. The expected result from this sub-component is to identify and build capacity of 20 4Ps serving 20,000 SHF households, thereby providing increased incomes as a result of improvements in market linkages, productivity, and quality. Under HEEP, 4Ps will be cooperative agreements between a (i) *private* sector anchor farm or firm that provides a market to SHFs, (ii) the *public* sector entities helping co-finance and facilitate the 4Ps, e.g., the main funders of HEEP (IFAD and the GoZ) and (iii) the *producers*, the SHFs organized as APGs that will be supplying the anchor firm. In addition, the HEEP 4Ps may have one or more service provider partners, who are direct or supporting value chain actors that provide critical services to other 4P partners (inputs, mechanization, extension, capacity building, CSA, crop protection, logistics transport, etc.). Service providers may be private sector MSMEs, public sector government agencies, and non-profits.

216. The Zimbabwe horticultural sector has had a strong tradition of hub and spoke arrangements uniting anchor firms/farms (the "hubs") and SHFs (the "spokes"); these generally have most of the elements of a 4P. The 4P model advances the Zimbabwe tradition of hub and spoke arrangement by acknowledging the role of the public sector as: (i) a provider of catalytic start-up funds and technical assistance, (ii) taking steps to empower SHFs to be more equal and profitable members of the 4P, and (iii) making improvements in the enabling environment.

217. Overview Under HEEP, 4P business plans for potential support will be identified through calls for Expressions of Interest (EOI)s issued by the PMU. Based on the guidelines the 4P anchor firm will submit the outline of an inclusive business plan for the production and marketing of horticultural produce and products to be sold in local, regional, and overseas markets. Anchor firms will generally be commercial businesses or farms, but a relatively strong farmer trust or cooperative may also act as an anchor firm, or take a leading role in 4P development.

218. While the selection of value chains would be guided by the expression of interest by the anchor firm at project implementation phase, this will be combined with a participatory process involving the smallholders and national agencies in the selection of VC. This will be achieved through a sensitisation meeting with APGs at which the anchor firms will make their presentations. The sensitisation is conducted prior to the submission of expression of interest. Smallholder farmers will interact with the anchor firms and ask questions, express the type of crops they wish to grow, including nutritious foods and those interested in a particular VC will register. Once the call for expression of interest is done, the PMU will ensure that the interests of the farmers are taken into account in relation to the demand by the anchor firm.

219. The anchor firms/farms may utilize the services of the HDC Market Linkage Advisor (see C3.1) to prepare 4P EOIs. They may use local Agritex agents and horticultural officers, and ARDA irrigation scheme/VHG managers to assist in identifying and mobilizing APGs/SHFs. Mobilization of APGs provides an opportunity for them to influence the selection of VC they have interest in based on economic, social and environmental sustainability and resilience to ensure positive impact. Commercial viability is the starting point included in all value chain selection. However, for the selection of VC development with nutrition focus representation of nutrition organization and relevant ministries should be included in the selection process.

220. The incentives that will prompt the anchor firm to select nutritious crops include: the high probability that the proposal would be selected, the knowledge existing within farmers that would assure consistent volumes, the size of profit to be realised, ready market access, availability of organised groups for aggregation, and access to matching grants. Matching grants are provided to anchor firm as an incentive to partner with SHFs partly to offset costs and reduce risks.

221. To ensure that the selection of VCs that also meet nutritional needs, it calls for a participatory selection of process involving all stakeholders from both the private and public sector. The decision-making process for VC selection is supported by a combination of qualitative and quantitative data from secondary and primary sources. The selection criteria include a template scoring matrix adapted to the goal and value i.e. meeting nutritional needs and gender related criteria in selection of VC. The selection should include sustainability criteria of economic (reduction in poverty, job creation), social (women empowerment, improved nutrition) and environmental (reduced deforestation) dimension. The VC selection process will be based on a holistic understanding of sustainability and resilience to ensure positive impact. Commercial viability is the starting point for inclusion in all value chain selection. The participatory stakeholder engagement including the target group for potential VC development with a specific focus on nutrition should include representation from the relevant ministries and organisations working on nutrition.

222. If the 4P EOI is cleared by the PMU (this process is described in more detail in Key Implementation Steps), the 4P partners led by the anchor firm will be invited to submit a full 4P proposal for evaluation by the 4P Review Committee, and then if the review is positive, submission by the PMU to IFAD for No objection (NO).

223. If approved, the 4P APGs/SHF members may receive as required technical and business capacity building by HEEP-recruited advisors. This capacity building will complement capacity building that may be provided by: (i) anchor firms (ii) service provider partners in the 4P business plan, (iii) Agritex, ARDA, AMA, ZIMTRADE, and other government agencies and parastatals. HEEP-provided technical assistance and training may include farming as a business, group organization and dynamics, contract farming, crop selection, climate-resilient agronomic practices, value chain logistics, conflict resolution, certification (BRC, Global GAP, ISO, organic, etc), agriculture processing, quality control, etc.

224. There are three windows of MG support available to 4Ps:

- **Core.** The core window is limited to APG and SHF partners. Core window items include start-up inputs, services, equipment, machinery, and climate proofing infrastructure. Note that 4P anchor firms and service providers do not qualify for core support, but they are eligible to access credit through the EHRF facility.
- **Climate Resilience.** This window is open to all 4P partners, including anchor firms/farms, and is intended to cover the higher upfront costs of using climate resilient technologies. The Climate resilience MG window will include investments that fall into clearly defined categories of climate-smart agriculture or agro-processing and storage (e.g. drip irrigation, protected agriculture, solar powered boreholes or cold rooms, etc.).
- **Innovation.** This window is open to all 4P partners, including anchor firms/farms, and is intended to cover the higher risks or costs of adopting innovative technologies and processes. The innovation window items include investments that demonstrate institutional, product or process innovations with the potential to

enhance the 4Ps partners' competitive position in horticulture, and that if successful, have the potential adopted more broadly. Examples of innovations to be demonstrated include the introduction of new crops/varieties that are tolerant to heat, drought or flooding, and offer higher yield and better nutritional value, agronomic methods/equipment, efficient utilisation of water, climate resilient protected agriculture technologies and sustainable fertilizer options, the use of smart-phone based farmer registration and extension systems, and new innovative processing techniques and labour saving technologies.

**Table 1: 4P Matching Grant eligibility and conditions**

	<b>Category 1: APG Core Investments</b>	<b>Category 2: Climate Smart Investments</b>	<b>Category 3: Innovation Investments</b>
<b>IFAD Contribution</b>	USD 5.0 million	USD 2.0 million	USD 1.0 million
<b>Target group</b>	APGs and APG members in 4Ps	All 4P partners	All 4P partners
<b>Objectives</b>	Enhanced ability of APGs and APG members to produce and market horticultural produce and products	Enhanced climate resilience for all 4P partners primarily benefits flowing to APGs	Introduction of potentially scalable innovations by all 4P partners with primary benefits flowing to APGs.
<b>Scoring Criteria</b>	(i) technical feasibility, (ii) financial viability and sustainability, (iii) benefits to smallholders, (iv) poverty reduction impact, (v) nutrition outcomes, (vi) youth 30% and women 50% participation in APGs	(i) increased climate resilience (ii) reduction of carbon footprint	(i) degree of innovation introduced to Zimbabwe (ii) likelihood of upscaling if successful
<b>USD amounts</b>	Average USD 250,000 per approved 4P (including one or more APGs)	Average USD 100,000 per approved 4P	Average USD 50,000 per approved 4P
<b>Counterpart contribution</b>	Minimum 20 per cent in cash or kind by APG, may include commercial borrowing	APG/SHF investments: 10 percent Anchor Firm/Farm or Service Provider Investments 30 percent	APG/SHF investments: 10 percent Anchor Firm/Farm or Service Provider Investments: 30 per cent

## Management

225. Sub-Component 1.2 will be managed by the HEEP national PMU. The day to day operations will be the responsibility of the Senior 4P/Partnership Specialist. The potential risk of this arrangement and the mitigation measures are as follows:

226. There is risk that there will be procurement delays with the management of the matching grants by the PMU. This will result in late delivery of inputs for the farmers. As a mitigation measure, there will be monthly reviews of the AWPB and procurement plan to detect any delays. In addition, technical PMU staff will be involved in the procurement process. Programmatic matching grant approach in the Zimbabwe value chain projects HEEP and SACP enables coordinated capacity building support by IFAD to ensure effective matching grant implementation. The existing matching grant guideline developed under SACP will be utilized for HEEP including for the process of pipeline generation, prioritization, investment decisions, disbursements, accounting and reporting. In HEEP, additional procurement support by PMU staff will be provided to beneficiaries to ensure access to highest quality available input materials and equipment, and affordable pricing. At HEEP start-up phase, dedicated technical assistance will be provided by IFAD to SACP and HEEP in the implementation and accounting of the matching grant manual.

## Key Steps for Implementation

227. *Finalize the 4P Matching Grant Manual.* The 4P Matching Grant Manual will be developed based on the steps outlined below. To the extent that it is applicable and practical, the steps match those which are in the approved SACP MG Manual. An important

difference is that, unlike SACP, HEEP MG do not utilize cash transfers to grantees. The PMU will be responsible for procurement of all MG items for provision or transfer to the grantees.

228. The HEEP matching grant manual will make sure that program implementation (i) allows efficient and effective operations, (ii) meets the development objectives of HEEP, (iii) is structured to be compatible with the relevant national policies, laws, and regulations of Zimbabwe, (iv) is compatible with IFAD policies and (v) is compatible with commercial practices in Zimbabwe. 4P Matching Grant Manual development process should commence during the HEEP start up workshops.

229. *Form the 4P Technical Committee.* The 4P Technical Committee will be formed by the PMU and will consist of (i) representatives of key horticultural stakeholders including HDC, Agritex, and Farming Unions and (ii) key individuals within the PMU (i.e., the 4P/Partnership Specialist, the Senior Horticultural Agribusiness Advisor, EHRF Portfolio Administrator, CSA Advisor, and the Sr Social Inclusion Specialist). The Sr 4P/Partnership Specialist will act as the secretariat for the 4P Technical Committee, and will chair the meetings.

230. *Develop package of EOI materials to be submitted by offerors.* At project start-up, the PMU will draft the EOI offeror's materials including a copy of the EOI template. The EOI materials package should be submitted to IFAD for No Objection.

231. The EOI materials package will include the following information:

- a) Objective of the EoI;
- b) The categories of eligible candidates;
- c) Conditions of application and participation, including: (i) sub-project duration, (ii) total acceptable sub-project cost, (iii) maximum grant size, (v) requirement for time-bound milestones in implementation plan and (vi) likelihood of performance-based disbursement in tranches;
- d) Terms and conditions for the required beneficiary in-cash or in-kind contribution;
- e) Categories of goods and services that are eligible for support;
- f) Deadline and conditions for submission of the EoI;
- g) The criteria and procedures by which EOIs will be selected Including consultation with beneficiary APG on selection of VC;
- h) Selection nutrition sensitive VC
- i) Where interested applicants may obtain technical support for developing EOIs. This will include the HDC Market Linkage Advisor, Agritex, and ARDA amongst other possibilities.
- j) Where and how interested applicants may obtain further documentation and support.

232. *Publish Call for Expressions of Interest.* The PMU will undertake a Call for EOIs. This will be publicized through discussion events, mass media (including local and national newspaper advertisements), direct contacts, business associations and project implementing partners. The NPMU will be the point of contact for requests and queries, and for submission of proposals. The NPMU will also maintain a public posting at the office, which provides information on all 4P related events and results.

233. *4P Partnership consortia formed and submit 4P EOIs.* In response to the Call for 4P EOIs, prospective 4P players will form consortia for the purpose of developing and submitting an EOI. As mentioned earlier, prospective 4P partners may seek assistance

from HDC, government agencies such as Agritex and ARDA, and NGOs with experiencing in organizing SHFs and operating contract farming/hub & spoke schemes.

234. *Review and Selection of 4P EOIs by PMU.* This will be rapid screening of the EOIs submitted. The screening process is intended to reject EOIs that do not meet the minimum requirements. The reasons for rejection may include:

- a. Submission past the deadline date in the Call for EOIs
- b. If applicants do not meet the eligibility criteria as stated in the call for Applications;
- c. If the total grant request and beneficiary contribution are not within the minimum and maximum limits allowed;
- d. If the requested documentary evidence is not provided;
- e. If the proposal is not within the specified project area and priorities;
- f. If requested budget items are different from the stated objective;
- g. If the EOI Application is not completed and signed by anchor firms and representatives of APGs

235. If the EOI is rejected in the rapid screening, the PMU will inform the applicants accordingly, together with the reasons for rejection. In all cases, EOIs that are rejected may be amended and submitted for consideration in further rounds of Calls for EOIs.

236. If the EOI passes the rapid screening, the PMU may conduct an initial visit to the Anchor Firm and other partners to validate the facilities, capacities, and intentions as mentioned in the proposal. If validated, the EOI is accepted and the 4P partners are invited to prepare and submit a full proposal.

237. *Development of 4P Proposal Application Form:* The 4P Proposal Application Form will request the following information:

- a. 4P inclusive Business Plan with three year forecast of financial statements
- b. Financing Plan (e.g. own funds, commercial credit, EHRF credit, etc).
- c. Application form including:
  - title of the 4P names of Anchor Firm, APGs, and any other partners
  - applicant con4PTCt details;
  - proposed duration;
  - proposed total cost, requested grant amount and partner in-cash and in-kind contributions
  - 4P description including discussion of opportunities and how 4P consortium will take benefit from opportunities.
- d. Documentation of an account in a financial institution with available funds for beneficiary's in-cash contribution to matching grant;
- e. Business license/ Business or Cooperative registration;
- f. For Anchor Firms, latest annual tax returns, financial statements for the previous three years.

238. 4P consortia prepare and submit full proposals. Successful EOI applicants will be invited to prepare full proposals to be submitted not more than 12 weeks from the date of receiving approval of their EOIs. As with EOIs, applicants may be supported in development of proposals by PMU-recruited technical staff, as well as by the HDC MLA,

government agencies such as Agritex, and other stakeholders such as NGOs with relevant experience.

239. *4P Technical Committee reviews 4P proposals and selects successful proposals for IFAD NO and PSC information.* Upon receiving the full 4P Proposal, the 4P Technical Committee will immediately acknowledge the receipt of submission to the applicants, and assign a proposal registration number to the proposal that will be used throughout the life of the grant, should the proposal be successful. The 4P Partnership Advisor will undertake an initial review of the proposal, and then prepare a summary sheet for the 4P Technical Committee. The 4P Technical Committee will review the summary and proposal in detail, and prepare comments dealing with the financial viability, market viability, technical quality, sustainability, social impact (women empowerment, nutrition impact, youth employment) poverty reduction (employment creation)t, environmentally viability and applicability of the proposals. Proposals should include capacity building for 4P APGs to build strong and cohesive producer organizations with constitutions in order to reduce elite capture.

240. Within two weeks after the submission, 4P Technical Committee will score all received proposals, and make a recommendation to (i) award the grant as, (ii) award grant with certain specified modifications, or (ii) reject proposal.

241. A weighted criteria template will be used to score the proposals (see Table 2 below). The strategy will be to ensure that 70% or more of the poor smallholders constitute APG. This can be ensured by an analysis of composition of the APG group.

242. The following template should be used as the basis for further review and modification during project start-up, and may also be reviewed from time to time by the PMU and by IFAD supervision missions. For line items that fall under the Innovation and Climate Resilience 4P windows, special scoring criteria will need to be developed by the PMU. There should be an updated checklist to ensure all proposals meet IFAD Safeguard requirements. Proposals should include scoring criteria on holistic capacity building for youth, providing them with start-up kits, technical business, entrepreneurial (farming as a business), financial and life skills (social skills, communication, confidence building)

243. A formal 4P Technical Committee meeting will be convened to discuss the proposal. The 4P Partnership Advisor will present a summary of the committee member's recommendations, and the other 4P Technical Committee members will discuss the proposal and give individual scores to each Application, and a consensus average of scoring will be developed. All proposals with a minimum score of 70 may be approved. Those with scores less than 70 points are returned to Applicants together with the declaration of negative result and the main reasons for failure. Proposals that are rejected can be improved and re-submitted.

**Table 2: Draft 4P Proposal Weighting Criteria Template – Core Window MGs**

Criteria	Out of maximum Points
<b>Development impact (maximum 40 points)</b>	
1 Positive financial impact on APG/SHF participants	__ / 10

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2	Employment creation within and without the 4P consortium	__ / 10
3	Inclusion of 50% women and 30% youth and business and soft skills capacity building for youth	__ / 10
	Inclusion of nutrition	__ / 10

<b>Sub-project innovation and replication potential (maximum 30 points)</b>		
4	Climate Smart Agriculture and long-term environmental sustainability o	__ / 10
5	Long term economic/financial sustainability (profitability) of the investment	__ / 10
6	Potential for further expansion of the operation by the business entity	__ / 10

<b>Beneficiary contribution and technical capacity (maximum 20 points)</b>		
7	Technical capacity of Anchor Firm/Farms and service providers	__ / 10
8	Level of in-cash contribution above the minimum	__ / 5
9	Level of in-kind contribution	__ / 5

<b>Lead Enterprise on-site environmental impact (maximum 10 points)</b>		
10	Consideration for mitigation of pollution including respective treatment plans	__ / 10

<b>Total</b>	<b>__ / 100</b>
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244. **Submit for IFAD No Objection** The approved 4P proposals will be submitted for IFAD no objection, and to the PSC for information, with the transmittal memorandum prepared by the 4P Partnership Advisor.

245. **4P Grant Agreement Award:** Within 3 weeks after receiving IFAD no-objection, a grant award meeting will be organized with the successful applicants. A list of winning Applicants and titles of the proposals will be made publicly available and displayed at the PMU office.

246. The 4P MG award meeting will clarify the contract-signing procedures, grant management and implementation, disbursement and procurement regulations, monitoring and reporting requirements, and contractual obligations. In addition, the meeting will clarify the budget, the schedule of activities and any other outstanding issues necessary

before the finalization of the Agreement. The meeting would agree on: (i) responsibilities for monitoring; (iv) schedule of implementation; (v) reporting requirements; and (vi) other issues as required. After agreement on the above issues has been reached, the grant award agreement will be prepared.

247. The legal Grant Agreement documents will be issued by the PMU. The final Grant Agreement will be reviewed by the HEEP technical and financial officers, signed by the NPMU Director, and sent to HEEP PSC for information.

248. The Grant Agreement will be binding on signature by all parties. Key items of the Grant Agreement include:

- Copy of 4P Proposal
- Products, services and results to be delivered under the contract;
- Agreed measurable milestones, with technical description of implemented items by agreed ending dates of grant periods;
- Costs financed within the grant framework, including grant funds to be made available, applicants' in-cash contribution, and other contributions;
- Implementation plan by milestones and a schedule for the releasing tranches of grant funds;
- Procurement method and responsibilities;
- Equipment ownership rights (during and after the completion of the grant);
- Rules for reporting, monitoring, and supervision;
- Rules for publication/disclosure of results/information;
- Cancellation or other measures to be taken in the event of an unacceptable level of implementation or other causes of delay; and

249. The Grant Agreement will include as relevant a milestone-based schedule for the disbursement of grant items by the PCU, adherence to the agreed work plan and expenditure requirements by the grantee, and commitment to the monitoring and supervision process by all parties.

## **Sub component 1.3: 4P Matching Grants and Public Infrastructure**

### **Matching Grants**

#### **Background**

250. All goods and services in the approved 4P Matching Grant Agreement are to be procured by the PMU.

251. *Procurement Procedures* Grant implementation procurements will be carried out directly by the PMU in accordance with procedures satisfactory to the Government of Zimbabwe and consistent with IFAD Project Procurement Guidelines. All goods and services procured shall be used exclusively for the purposes of the project as stipulated in the Grant Agreements.

#### ***IFAD good practices of procurement include the following:***

252. *The Grant Applicants* identify the goods and services to be procured. A specific procurement plan (a sample of which should be prepared in 4P Grant Manual) details (1) the procurement items, (2) quality specification for each item, (3) the timing of procurement for each item, (4) estimated costs per item and total costs;

253. The PMU prepares for procurement of each item by (i) collection of three competitive quotations when possible, (ii) agreeing with the suppliers and service providers about purchase details including time and cost. When procuring the PMU shall pay attention to the need for economy, efficiency, transparency, timing and quality of the procured goods and services.

254. *Ownership of Items provided by the Grant Agreement.* The applicants will follow the stipulated use of goods as agreed in the Grant Agreement. All purchased goods and assets are the property of the Project during the implementation of the sub-project. The recipients will enjoy the property rights for the purchased goods only after a successful completion of the sub-project. The recipient is responsible for taking care of all property and providing for the proper maintenance of equipment. If stipulated in the Grant Agreement the Grant Recipient shall insure the assets procured with grant funding. In the case of NPMU's termination of the grant as a result of violation of the Grant Agreement, or the termination of the sub-project by the grant recipient, the NPMU may be instructed to repossess the equipment. Repossessed equipment would be sold and proceeds, less any sales costs, would be deducted from the grant beneficiary financial obligations under the agreement, and returned to the grant fund for reallocation.

255. *Reporting, Monitoring and Evaluation:* The NPMU is responsible for the overall monitoring and evaluation of the 4P grants, through a combination of reviews of progress reports and on-site visits. The Grant recipients are responsible for submission of milestone reports and the final report.

256. The monitoring and evaluation of the grant implementation includes five steps: (i) initial monitoring visit; (ii) baseline evaluation; (iii) milestone reports and subsequent monitoring visits; (iv) final monitoring review and (v) final evaluation. Each proposal will have clearly defined milestones, final targets and associated performance indicators, against which progress can be assessed. These indicators are agreed between the NPMU and the applicant, as part of the Grant Agreement.

257. **Baseline evaluation** is performed after start of the grant implementation, to document the baseline situation of the grant winning businesses including their economic impact among farmer households. The final impact evaluation will be conducted against results of the baseline evaluation.

258. **Milestone monitoring** is (i) initiated by Grant recipients' submission of milestone progress report, describing progress of implementation against Grant Agreement's listed milestone indicators. Subsequently, (ii) the NPMU will review the milestone progress report prepared and submitted by the Grant recipients, and (iii) perform a field visit to confirm the reported implementation. Within 30 days after the submission of milestone progress report, (iv) the NPMU will submit a milestone monitoring report for information of PSC and Grant Recipient, describing results of the desk review and field visit. The milestone monitoring report of the NPMU is a requirement for disbursement of the next tranche of the Grant. The NPMU may contract independent evaluators to support the NPMU with milestone reviews.

259. **Final monitoring** review is initiated by (i) Grant recipient's submission of final report, describing the final outcomes of the implementation against Grant Agreement's listed indicators. (ii) The NPMU will review the final report and (iii) perform a field-check of implementation, and (iv) submit a final monitoring report to NPMU and Grant Recipient.

260. **Final Evaluation** will be conducted by NPMU contracted independent evaluators, to assess whether the sub-project and Grant Scheme in general have achieved intended results in terms of poverty reduction, creation of farmer household market opportunities, increased incomes, employment, technology development and dissemination, productivity improvements, skills development and improved market access. The independent evaluators will compare the situation with baseline evaluation results, and will have full access to baseline data, milestone documents and all Grant Beneficiary production sites. The results of the 4P scheme will be documented by the evaluators, with the aim of showcasing good activities. The NPMU will disseminate the lessons learnt for replication/adoption by others.

## **Public Infrastructure**

### **Background**

261. **Justification** One of the main hurdles faced by small scale farmers is the difficulties transporting their produce to markets, or attracting off-takers to collect the produce at farm gate. Acknowledging this situation, and with a view to improve logistics and decrease marketing costs, HEEP will engage in the rehabilitation of public infrastructure such feeder roads connecting scheme clusters to the main road. These public infrastructure investments will increase the positive impact of 4P on direct beneficiaries and provide benefits to other rural households and MSMEs in the 4P catchment area. Other examples of public infrastructure investments include community storage, power and water provision, renewable energy etc. Potential public infrastructure investments will be identified by 4P partners in consultation with the appropriate local/district officials (e.g. Rural District Council). For each 4P investment, an average of USD 330,000 has been budgeted.

262. *Expected Outcomes of Public Infrastructure:* The exact composition of public infrastructure grants cannot be determined, as this will be demand driven. However, for the sake of developing a budget, the following is assumed: 110 km feeder roads will be

constructed or rehabilitated, 600 km of farm roads will be constructed or rehabilitated, fifteen communal community storage facilities will be constructed, and there will be a contingency for renewable energy.

263. *HEEP definition of Public Infrastructure.* For the purposes of HEEP, public infrastructure is not owned or controlled by 4P partners, and benefits all members of the surrounding communities as well as 4P beneficiaries. The public infrastructure would be owned and controlled by the local authorities. Public infrastructure provided by HEEP is not intended to be leased or rented to 4P partners or any other private entity during the project life. If such a transfer of ownership or control is deemed desirable by the local authority during the life of HEEP, then application must be made to the PMU, and written authorization provided, before this such a transfer occurs.

### **Management**

264. The Senior Infrastructure Specialist will be responsible for the day to day oversight of the Public Infrastructure sub-component, under the direction of the PMU PC.

### **Outline of Implementation Steps**

265. **Drafting of Public Infrastructure Proposal Template -- Annex to 4P Grant Proposal Package.** The Senior Infrastructure specialist will draft a short Public Infrastructure Proposal Template to be included in the 4P Proposal Package. This Proposal may also be submitted at any point during the life of the 4P, if not included in the 4P proposal package.

266. This Template will outline the following requirements:

- Infrastructure Required
- Estimated Costs of Construction and Operation
- How operational costs will be met
- Expected Benefits to Community (4P and non 4P members)

267. **Identification/Selection of Potential Public Infrastructure.** The identification of potential Public Infrastructure will be initiated by 4P partners in consultation with community and the relevant local authority (the Rural District Council and the District Development Fund in the case of roads or buildings). Through a consultative process with the local authorities targeted communities and PMU - this process should result in a transparent process of public infrastructure selected with community wide pro-poor benefits, in addition to also benefiting the 4P partners. The GRM will be used to track any unethical procedures in the selection process. The 4P partners in consultation with local authority will complete the 4P -- Public Infrastructure Grant Proposal Annex as part of the 4P MG Proposal package, using the template provided.

268. **Review and field verification of Public Infrastructure Proposal.** The PMU will form a Public Infrastructure technical committee to review each 4P proposal. This will be constituted of the relevant local RPMU infrastructure specialist, engineer(s) from the

local authorities (RDC/DDF/REA<sup>29</sup>), representatives from the relevant 4P partners, and community representatives. The Public Infrastructure technical committee will be chaired by the NPMU infrastructure specialist. It will review the proposal, and participate in field verification, and provide technical feedback and recommendations to the PMU for rejection/modification/approval of the proposal.

269. **Design, Implementation and Supervision of Public Infrastructure works.** The rural authorities (RDC/DDF/REA) as the custodians of the standards for rural public infrastructure in collaboration with the Senior Infrastructure Specialist will have oversight of designing and supervision of Public Infrastructure. The design of Public Infrastructure may also be tendered out to private engineering companies under the supervision of the rural authority engineers/Senior Infrastructure Specialist. In all cases the final approval of designs remains a function of the relevant rural body. For example, this would be the Rural Development Council for roads and buildings, and the Rural Electrification Agency (REA) for renewable energy installations.

270. **Environmental Safeguards.** The Senior Infrastructural Specialist will develop a prospectus for the investment to be verified by the Environmental Management Agency (EMA). In most if not all cases, a full EISA will not be required. The Environmental and Social Management Plan will be done by a HEEP-recruited service provider and approved by the relevant provincial EMA office.

271. **Link between 4Ps and VHGs.** The VHGs will firstly benefit from market linkages brokered through ARDA, as the VHGs will be managed initially by ARDA employees and will be clustered near ARDA irrigation schemes or estates. As the VHGs mature, some will be in a position to join a 4P initiative as partner APGs. Alternatively, VHGs may continue to work independently or through the ARDA system to link with local markets, or they may participate in 4Ps indirectly as suppliers to ARDA.

## **COMPONENT 2: ACCESS TO FINANCE**

### **Subcomponent 2.1 Export Horticulture Revolving Fund**

#### **Management**

272. The EHRF sub-component will be managed on behalf of the PMU by the HEEP-recruited finance/insurance portfolio administrator, with technical input from the international export finance advisor.

273. The EHRF itself will be managed by the Reserve Bank of Zimbabwe.

#### **Purpose and Objectives**

274. EHRF will provide working capital finance (up to 12 months) and medium-term finance (terms from 2 to 5 years) at commercially-benchmarked interest rates and terms

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<sup>29</sup> RDC -Rural District Council (feeder road and buildings authority); DDF -(District Development Fund- roads and infrastructure authority); REA- (Rural Electrification Agency - for renewable energy installations)

to 4P anchor firms and other 4P partners with access to export or other hard currency markets.

275. EHRF finance may be used by the 4P anchor firms and other partners for any operation of the approved 4P business plan. This may include value chain finance to provide inputs to SHFs (e.g. seeds and fertilisers), in the form of in-kind credit, to be repaid by the SHFs through deductions made from payments for their delivered produce. The EHRF may also be used for imported service, inputs, machinery, and equipment essential to the 4P partner for their and SHF produce to reach the 4P's export markets.

276. EHRF Working capital finance is aimed at the funding of inputs such as seeds and fertiliser that are directly related to the production of the next crop or harvest. It is therefore short term in nature with a lending term of up to 12 months. A 4P partner may use the working capital finance to buy inputs in bulk, and distribute part or all of such to SHFs. Following the harvest, the sales proceeds can be utilised to repay the working capital finance to the relevant PFI. In the case of the SHFs they will receive their share of net sales proceeds less the cost of inputs provided to them.

277. EHRF Medium Term finance. The USD liquidity position of Zimbabwean banks is very short term in nature at this time, with the result that the ultimate length of a loan denominated in USD is 2 years at the most. A fundamental principle in the purchase of assets of a capital or semi-capital nature, is that the term of finance required be linked to the economic lifespan of the product involved. This means that assets such as machinery and equipment can be financed over a period of 2-5 years. The IFAD EHRF will be instrumental to fill this market gap in the provision of medium-term finance.

278. Allocation between Short- and Medium-Term Finance. At appraisal, it was projected that 30% of the total of \$16 million of IFAD loan (\$4.8 million) for EHRF finance will be disbursed to PFIs for short term working capital finance, and the balance (\$11.2 million) for medium term finance. However, since working capital finance is repayable within 12 months, it will become available for re-lending every year. Therefore, total working capital reflows for re-lending over five years is projected to be approximately \$9.1 million. Under these assumptions, the total amount of credit extended through EHRF during the life of project will be approximately \$ 25 million.

### **EHRF Implementation Steps**

279. Drafting of MOFED instructions to RBZ. MOFED will draft a circular to the RBZ outlining the steps and procedures for operation of the EHRF, including what constitutes a qualified PFI, flow of funds, interest rates and terms, reporting requirements, etc. The minimum conditions for PFI selection will be i) deemed by the RBZ to be able to manage foreign exchange payments and receipts, and ii) institution is supervised by RBZ and iii) acceptance of the stipulated terms and conditions of utilising EHRF funds for intended purposes. During appraisal, the following terms and conditions were proposed. MOFED will advance funds to the RBZ without charge. The RBZ will charge participating PFIs a concessionary rate of ~3% on all EHRF advances, which is approximately 30% of the benchmark PFI interest rate to the 4P borrower, at present set to a maximum of 10% per annum. The difference between the PFI cost of funds (3%) and the rate which the borrower pays (10% maximum) will cover (i) PFI margin and (ii) the cost of insurance or a performance guarantee on the borrower to the benefit of the PFI. MOFED may be assisted in this by the IFAD recruited international finance specialist. The draft MOFED circular to the RBZ will be submitted to IFAD for comment, including IFAD FMD clearance, and the final version for IFAD No Objection. IFAD supervision missions will review these initial

terms and conditions agreed and may make recommendations through the PMU for MOFED to modify these based on prevailing market conditions

280. **RBZ Circular to Banks** The RBZ, as per instructions and guidance from MOFED, will draft a circular to the financial institutions that are potential PFIs that outlines the procedures for becoming a qualified PFI under HEEP. The RBZ may be assisted in this by the IFAD recruited international finance specialist. The draft RBZ circular to the Banks will be submitted to IFAD for comment, including IFAD FMD clearance, and the final version for IFAD No Objection. Upon completion, the RBZ circular will be distributed to all financial institutions supervised by RBZ.

281. **Financial Institution Registration as an EHRF PFI.** The RBZ may accept, review, and approve applications from financial institutions at any time as per the instructions in the circular.

282. **4P Anchor Firm Qualification.** Upon approval of the 4P business plan by HEEP (as per C1.2), the anchor firm/farm partners will be issued a 4P Credit Approval Letter from the PMU that approves credit for the 4P business plan. This will include the maximum amount of credit to be provided, and the amount of short term versus long term credit.

283. **EHRF Loan Initiation.** Qualified 4P anchor firms will be able to approach any registered PFI to access the EHRF to finance items in the approved 4P business plan. If the financial institution is not yet registered, then it may take immediate steps to do so.

284. **EHRF Loan Approval.** The 4P anchor firm will apply to the registered PFI for the relevant financing as for any commercial loan. The 4P anchor will provide the PFI with the PMU 4P Credit Approval Letter. The PFI will use normal commercial loan appraisal and approval procedures.

285. **RBZ Advance of Funds.** If approved, the PFI will request EHRF financing from the RBZ on back-to-back basis. That is, PFIs will draw down from the RBZ the necessary finance to fully fund the approved EHRF before extending finance to the eligible 4P partners. A loan agreement will be entered up between the RBZ and the PFI.

286. **Loan disbursed to 4P partner.** After funding received from RBZ, the PFI shall advance EHRF finance to 4P partner under the terms and conditions of their loan agreement with the 4P partner.

287. **Loan Monitoring.** EHRF loans will be separately identified in the PFIs MIS with a special code that facilitates easy and systematic follow up and reporting. The PFI will provide quarterly reports to the RBZ and the PMU on loan origination and status. The RBZ will provide reports on an annual basis to the PMU showing financial flows to and from PFIs. The HEEP finance/insurance portfolio administrator will monitor implementation, including the use of finance for the required purposes, the use of inputs, equipment, etc for the required purposes, and any arrangements for final post-harvest payments to SHFs for value chain credit provided in time.

288. **4P Partner Repayment/Reflows.** Repayments from EHRF working capital loans may be lent again by the PFI to same 4P partner by the PFI under the same terms and conditions. Other than relending working capital to existing 4P customers, the PFI will use all repayments by customers to pay down the PFI's loan to the RBZ.

289. **Post HEEP operations.** Although the EHRF will be financed initially by the IFAD loan, the RBZ is expected to continue its operation indefinitely after project completion. To this end, during implementation of HEEP, the EHRF may be modified during or after HEEP to accept other like-minded investors over time who accept the terms and conditions of the fund, e.g. other development finance partners, remittances from the diaspora, etc. The GoZ may choose to provide guarantees or other incentives to attract additional funding for the EHRF

## **Risk Management**

290. The PFI carries the full credit risk for all EHRF financed advances to 4P partners, and therefore must use its own criteria and systems, and own terms and practices for credit terms, collateral /security requirements, grace periods, etc.

291. *Export Finance Risks* The successful repayment of EHRF finance is dependent on the successful receipt of payment from buyers in foreign countries. In most countries, this kind of export finance is usually provided or facilitated by a dedicated export finance institution and/or national export credit agency such as the United States Export-Import Bank (EXIM) as it is unusual for banks to absorb the full repayment risk on export related finance. Export Credit Guarantee Corporation (ECGC) is the official export credit agency of Zimbabwe and is a subsidiary of the RBZ. The PMU may request the international export finance/insurance specialist to facilitate agreements between PFIs/ECGC/4Ps to agree case by case solutions to structure securities and risk mitigation, within the maximum cost of 10% to a 4P partner. The finance/insurance portfolio administrator shall monitor implementation and adherence to agreements, and make recommendations for programmatic change.

292. *Other Risks* A range of post-production risks, such as transport/shipping/handling/clearance/political intervention and payment default are outside the control of PFIs and 4Ps. To help ensure that PFIs will be incentivized to advance EHRF funds to 4P partners, HEEP will support risk mitigation measures such as insurance and credit guarantees for PFIs and for 4P partners. Qualified logistics company/companies with full liability cover, all risks insurance cover in Zimbabwe and through South Africa, and maritime insurance across the ocean as well as at destination all risk insurance will be required.

293. Political risk insurance and payment default cover are key risk mitigation instruments. To support the development of these instruments, the export finance/insurance expert will facilitate discussions and agreements between the role-players to find workable, cost effective solutions. A potential example of this tentatively explored during appraisal is a model whereby EHRF products be invoiced to an experienced international intermediary upon shipment to an international buyer pre-approved for credit cover by one of the leading international credit insurers within maximum liability limits obtained by the intermediary beforehand. With the intermediary company having access to pre-approved credit insurance cover for buyers in different countries across the world, shipment can be re-diverted in the case of political interference. The export finance/insurance expert may be requested to facilitate development of such risk mitigation structures. Potential service providers include ECGC, Zimnat, Credsurance, First Mutual, Euler-Hermes, Coface Alliance, Atradius, SASRIA, etc.

## **Financial reporting**

294. Financial reporting about the use of EHRF will be included in quarterly IFRs and in Financial Statements. It should allow the monitoring of the amounts advanced by EHRF to PFIs, the amounts actually lent out for purposes recognized as eligible by IFAD, and the resulting outstanding balance. An eligible expenditure is considered by IFAD when PFIs lend out to real sector borrowers, that are the actual beneficiaries of EHRF, and not only when EHRF advances funds to PFIs.

## **Subcomponent 2.2: Capacity Building for Enhanced Agricultural Lending**

### **Background**

295. Preliminary discussions with some of the financial institutions during the Programme Design stage revealed a limited presence of agricultural financing skills amongst lenders.

296. To further improve access to finance for SHFs and MSMEs, this sub-component will strengthen the capacity of financial institutions to develop and deliver inclusive financial services to SHFs and MSMEs in commercial horticultural and/or those participating in HEEP 4Ps. Commercial banks and building societies will be supported to develop value chain, group, or individual financing instruments. Microfinance Institutions (MFIs) and community banks/SACCOs will also be supported to develop and deliver direct financing instruments for SHFs and MSMEs. Insurance companies will be assisted with the development of suitable products for the horticultural sector.

### **Management**

297. This sub-component will be managed on behalf of the PMU by the HEEP-recruited Access to Finance Advisor. The incumbent will be based in Harare and will cover all the targeted provinces. Apart from conducting training and coaching activities, the referred to Access to Finance Advisor will build relationships with PFIs, SHFs' representative bodies, Insurance companies, and ZAMFI, among others.

298. At appraisal, it was estimated that for the duration of HEEP (8 years), a total of 48 training workshops and 48 coaching workshops will be held/ conducted on an alternating basis. In other words, there will be 6 training and 6 coaching workshops per year. In the case of interactive group coaching sessions, one session will be held per month, adding to 96 sessions in the 8 year-period.

### **Key Implementation Steps**

299. **Potential EHRF PFI Needs Assessment.** The Access to Finance Advisor will undertake a needs assessment of financial institutions that are potential PFIs offering EHRF short- and medium-term finance, guided and supported as required by the Export Finance Advisor. The needs assessment will focus on the agricultural or horticultural loan portfolio, with respect to size, loan products, tenors, interest rates, collateral requirements, and default rates. Feedback received will be analysed to determine the depth and breadth of agricultural / horticultural financing skills in PFIs. Such skills would include product development, loan appraisal, loan monitoring and loan recovery, in the context of the horticultural value chain. In addition, special focus will be placed on PFIs' capacity to leverage anchor firms for horticultural product development and risk mitigation purposes. The findings would be evaluated against best practices, resulting in the identification of specific capacity related gaps/ shortcomings

300. The needs assessment will also involve discussions with potential or current 4P anchor companies, structured as Key Informant Interviews. Key issues to be unpacked will include; (i) financing arrangements in place (if any) for SHFs, (ii) responsibilities and roles with financiers in risk sharing and mitigation, (iii) interest rates and default rates on input loans to SHFs, (iv) loan monitoring and recovery processes currently in place, and (v) possible principal-agent relationships between Commercial Banks and Anchor companies, where the former avail funds to the latter for onward lending to SHFs in the form of inputs finance.

301. EHRF PFI Capacity Building Program Development To address the gaps/ shortcomings, training and coaching curricula will be developed. This will then lead to the development of specific training and coaching programmes. Curricula will map out the issues and aspects to be addressed through capacity building, while training/ coaching programmes will provide a structured methodology and tools to address the gaps. Some of these will require an elaborate training programme to be rectified, while others will not. Therefore, capacity gaps which can be fixed quickly and with relative ease, will be addressed through group coaching sessions. However, those which require a more structured format, perhaps due to the degree of sophistication or complexity involved, will be addressed via elaborate training/ coaching workshops.

302. MFI, SACCO, Community Bank Capacity Needs Assessment. Interviews will be held with SHFs, Anchor companies, MFIs and SACCOs.

303. With SHFs, the interviews will be conducted via Focus Group Discussions, and will focus on the horticultural operating cycle, its financing constraints, and key risks. Specifically, it will zero-in on; (i) current sources of finance, (ii) ease of accessing finance, (iii) profitability in the operating cycles of the various horticultural crop(s) under cultivation, (iv) common production and marketing risks impacting access to finance, (v) access to, and utilisation of insurance products, (vi) current interest rates, collateral, and tenors dictated by informal and formal providers.

304. With regards to MFIs, interviews will be held with senior personnel at the MFIs' apex body, ZAMFI (Zimbabwe Association of Micro Finance Institutions). It will seek to understand or appreciate MFIs' sources and cost of funds, types of financial products, loan default rates, interest rates, tenors, and common conditions precedent. Responses to the interview will, as for PFIs, reveal capacity building gaps in MFIS.

305. For Community Banks/SACCOs, interviews will be conducted with SACCOs located close to the selected production points or irrigation schemes. Key issues relating to membership fees, loan amounts, interest rates, tenor, collateral, and default rate, will be covered. As in MFIs, the responses thereof will be analysed, leading to the identification of capacity building gaps.

306. Capacity Building Program Development. Following this Needs Assessment exercise, programmes will be developed. These will be delivered through training/ coaching workshops, which will either be Generic or Entity-Specific. The latter will be a customised version of the former, with case studies that are specific to the targeted institution. The maximum workshop duration period will be three (3) days, and the maximum number of participants per workshop will be fifteen (15), to allow for effective interaction. Coaching sessions will be one-day events aimed at dealing with or clarifying some of the less complicated issues. Such sessions will be held in a group format, with the Access to Finance Advisor facilitating the interactions

## **COMPONENT 3: INSTITUTIONAL SUPPORT AND PROJECT COORDINATION**

### **Sub-component 3.1 INSTITUTIONAL SUPPORT**

307. This sub-component aims to improve the production and marketing information and policy relevant knowledge products on the horticultural sector with linkages to mainstreaming themes: for example, case studies on women and youth in horticulture and access to land; smallholder horticulture and climate, nutrition nexus. The result of this subcomponent will benefit public sector policy makers and private sector investors, and to improve the governance of hub and spoke arrangements to ensure a fair distribution of risks and benefits to all parties. Institutional support will be provided to complement the capacity building support for ARDA and Agritex in Component 1.

#### **Agricultural Information Management System**

308. **Background.** HEEP will support MLAFWRD's Agricultural Information Management System (AIMS) project, which was revamped in 2020 as part of the Smart Agriculture programme. AIMS collects production, productivity and marketing data on the different value chains in the agricultural sector. It is meant to provide updated information to policy makers and extension officers, but also to the private sector and to donors. Data collection is conducted through national surveys, case studies covering the different agricultural sub-sectors and mainstreaming themes. Data on horticulture is not yet being collected in a systematized way.

309. Support HEEP will support MLAFWRD in setting up and carrying out a national scale horticultural assessment that will collect data on horticultural production, productivity, and marketing. The survey will be implemented by the Division of Strategic Planning, Monitoring and Evaluation at MLAFWRD. Data collection will be done in a sex and age disaggregated manner by extension officers and will follow the approach and methodology set by MLAFWRD. The horticultural assessments will be conducted in year one of the project. The findings and the raw data will be stored in MLAFWRD's MIS and will be accessible to the public. HEEP will make use of the findings for its own planning and M&E purposes as well as provide evidence-based information for policy making development. As part of its support to AIMS, HEEP will also conduct an M&E training to strengthen capacity of MLAFWRD staff responsible for M&E. A total of 24 staff will be trained: 16 at provincial level (2 per province), and 8 officers at national level. The training will include three modules: i) good M&E practices and approaches; ii) use of data for evidence-based decision making; iii) hand-on training on MLAFWRD MIS, to facilitate the shift from paper-based to digital tools for data collection and analysis.

#### **Horticultural Development Council (HDC)**

310. **Background.** The HDC represents export-oriented horticultural producers and has been designated by the GoZ to lead the "Conventional" pillar of the Horticultural Recovery and Growth Plan. The HDC is firmly committed to an SHF-inclusive model of growing the horticultural sector, using well-coordinated hub and spoke models of production.

311. Support to Horticultural Development Council (HDC): The HDC represents export-oriented horticultural producers, and has been designated by the GoZ to lead the "Conventional" pillar of the Horticultural Recovery and Growth Plan. The HDC is firmly

committed to an SHF-inclusive model of growing the horticultural sector, using well-coordinated hub and spoke models of production. To this end, HEEP will support HDC through provision of a market linkage advisor (MLA) at HDC that will (i) assist in the identification and mobilization of 4P arrangements (e.g. hub & spoke and contract farming arrangements), (ii) develop clear and fair industry guidelines for fair 4P arrangements, adapting as appropriate Global GAAP and other guidelines for Zimbabwe (iii) provide any other support to 4P partners to implement 4P inclusive business plan. HEEP support will cover 100% of the costs of hiring and supporting the MLA for three years, and 50% for another two years with HDC financing the other 50%. Eventually, it is envisioned that HDC will develop a business model so that the costs of providing the MLA services will be covered from a mix of fee for services, membership fees, etc.

### **Key Implementation Steps**

312. At project start-up, the PMU shall request from HDC an updated, costed proposal based on informal submissions received during project appraisal. After negotiations with the HDC, the PMU will draft a sub-project grant agreement with HDC for submission to IFAD for No Objection.

### **Subcomponent 3.2 PROJECT COORDINATION**

313. HEEP acknowledges the lack of in country capacity and will recruit the necessary expertise for the successful implementation of the project. The seconded PMU staff will be trained in order to increase implementation capacity. The detailed project management and TOR for project staff is presented in Appendix 5. The MLAWFRD Human Resources will conduct competitive recruitment for staff through a head-hunting firm. All government seconded staff will be seconded through a competitive process and will be engaged full time for the project duration. The NMPU offices will be established in Harare at shared office space with SIRP and SACP. Regional office for RPMU will be established within Government provincial offices in Mutare, Bulawayo and Masvingo. In addition, the low in-country capacity, could be addressed through close supervision, monitoring, leveraging on implementation partnerships, recruitment of technical assistance and utilization of community-based champions/facilitators (e.g. GALS, nutrition, extension) to reach target beneficiaries where possible.

## **14. Appendix 9: Knowledge Management Plan**

### **KNOWLEDGE MANAGEMENT PLAN**

#### **Knowledge management: Definition**

314. For the purposes of this strategy, Knowledge Management (KM) is defined as “a set of processes, tools and behaviours that connect and motivate people to generate, use and share good practice, learning and expertise to improve projects’ efficiency and development effectiveness”.

315. The present document is a draft plan developed to this end. After start-up, this draft should be completed and refined with support from IFAD. The KM strategy and plan will be validated by project stakeholders through a national workshop. The workshop will be an opportunity to refine the thematic focus and dissemination strategy of policy relevant studies, but also to better understand the key information needs for HEEP to be successful.

#### **Knowledge management: Goal, objective and activities**

316. The overall goal of this KM plan is to support learning and adaptation for improved project performance. It will also enable HEEP to develop and disseminate knowledge products that can promote wider changes at national level, as well as the sustainability of project results.

317. HEEP’s KM strategy is closely linked to the policy engagement agenda, which in turn will reinforce the project’s exit strategy. In this sense, KM activities will focus in particular on shedding more light on the following two key questions:

- How can 4P in the horticultural sector be structured in a way that benefits smallholder farmers while also increasing revenues for anchor firms?
- How can the policy and regulatory frameworks be modified to increase the efficiency, inclusiveness and transparency of the horticultural sector?

318. KM products will be developed to capture and disseminate lessons learned on these two questions. Further envisaged KM products are the following:

- Briefs highlighting the innovations piloted through the innovation grants. These briefs may be collected in an Innovation Catalogue towards project completion.
- A study on access to land for women and youth, which should be carried out in the first or second year of the project and should help refining the targeting strategy.
- A study to support the development of a water pricing policy, which will be key to support the policy engagement efforts laid out in the ongoing Zimbabwe COSOP

319. The specific objectives of this plan are:

- To support learning, adaptation and improved project performance during implementation;
- To raise awareness among people in Zimbabwe on the importance of changing behaviour around nutritious diets, climate change, and gender equity

- To capture, use and share lessons learned;
- To improve the design of future projects in Zimbabwe and elsewhere based on the lessons learned from HEEP;
- To influence policy processes and scale up successes;
- To raise awareness of project activities and results, and publicize successful experiences;
- To boost the project profile among decision makers;
- To engage with and inform rural people about project activities;
- To build a community of stakeholders.

320. The activities will be implemented in three broad action areas: a) producing policy-relevant material and sharing lessons learned on what works and what does in terms of 4Ps in the horticultural sector (and beyond); b) promoting behavioural change and raising awareness on the importance of nutrition, sustainable practices and gender equality, and; c) promoting HEEP's visibility.

#### **Knowledge management structure**

321. The implementation of the knowledge management strategy requires strong and visible leadership from the management team, and all JMU staff. It will also require strong partnerships with institutions, partners and the private sector. Each member of the Unit has the responsibility to engage in developing knowledge products, facilitate connections between the field and headquarter, offer technical support to knowledge-sharing and learning.

322. At the same time, KM will be the primary responsibility of the HEEP KM and M&E officers at JMU level. The KM and M&E functions will be carried out in synergy to ensure that:

- M&E findings on project results are widely disseminated in a clear, synthesized, and interesting way;
- Knowledge products are backed up by solid M&E evidence (and therefore, the M&E system collects all data necessary for the envisaged knowledge products to be developed);
- Field visits to collect stories by the KM officer are also used for triangulating M&E data, and the way around;
- Case studies, stakeholder interviews and surveys, will be used to deepen the understanding of factors contributing to successes and failures, and to enable full documentation of impact. Collaboration will be sought with the University of Zimbabwe, from which an intern will be hired every year to work with the HEEP project and support KM activities.

#### **SWOT analysis in the KM context**

323. A SWOT analysis is a simple but useful framework for analysing the Strengths, Weaknesses, Opportunities, and Threats that the JMU may encounter, especially when about to start a new project or undergo a midterm evaluation, etc. It can also be used in project planning and eventually evaluation of its activities at various intervals.

324. This SWOT analysis helps in focusing on the main strengths and leverage them to pursue key opportunities and to avoid threats. The team can also become aware of its weaknesses which might need to be overcome in order to take the greatest possible advantage of potential opportunities available.

325. The table below is an example of SWOT analysis, to be completed/adjusted/completely modified at start-up and updated during implementation.

Table 1: HEEP KM SWOT analysis

STRENGTHS	OPPORTUNITIES
Qualified JMU human capital;  A good culture of sharing knowledge inside the JMU;  Use of different dissemination tools, both traditional (website/Facebook) and new (Instagram/YouTube)  Accessible information through different tools e.g., HEEP website, Facebook, Instagram, YouTube, Odnklassniki, partners website: agrobiznes.md, madrm.gov.md  Good M&E system  Adequate human and economic resources for KM;  Presence of partners that support Project implementation.	Networking with other projects;  Exchange of good practices with partners;  Attract more young beneficiaries via social media;  Attract more smallholders to HEEP, broadening their knowledge of HEEP services
WEAKNESSES	THREATS
Limited HEEP execution;  Low acceptance rate of the beneficiaries to share their story affect communication activities.	Relatively low level of commitment from the local public authority;  Lack of successful stakeholder engagement (here stakeholders are beneficiaries)

### **Stakeholders and audiences**

326. HEEP KM activities will be differentiated depending on the different audiences they aim to reach. The tables 2 and 3 below are examples of KM stakeholders/audiences

and KM products that could be used to reach these. Both these tables are to be completed/adjusted/completely modified at start-up and updated during implementation.

**Table 2: HEEP KM Stakeholders**

Stakeholders	What do they want/need to know? What do we want to communicate to them?
<b>Local</b> <ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Local communities</li> <li>• Project staff</li> <li>• Local offices of government agencies and project partners</li> </ul>	<ul style="list-style-type: none"> <li>• Purpose and activities of the project</li> <li>• Opportunities to partner, participate, or benefit</li> <li>• Notifications about project events and meetings</li> <li>• Project results and impacts</li> <li>• Experiences of beneficiaries</li> <li>• Relevant lessons learned</li> <li>• Results of successful pilots and trials of new technologies, crops etc.</li> <li>• Guidelines and methodologies</li> <li>• Results of studies, surveys and assessments undertaken</li> <li>• Policy relevant lessons</li> </ul>
<b>National</b> <ul style="list-style-type: none"> <li>• Project partners</li> <li>• Other similar projects</li> <li>• Government agencies</li> <li>• General public</li> </ul>	
<b>International</b> <ul style="list-style-type: none"> <li>• Donors/financiers</li> <li>• Development agencies</li> <li>• Communities of practice/interest groups</li> <li>• Other projects</li> <li>• General public</li> <li>• Policy makers</li> </ul>	

**Table 3. HEEP KM products**

Products	What knowledge can they share and with who?
<ul style="list-style-type: none"> <li>Videos in local languages</li> </ul>	<ul style="list-style-type: none"> <li>Directed mainly to the project's beneficiaries and to school children, these products not only contribute to maintaining the feedback loop of the project's activities but also to contribute to the objective of raising awareness and promoting behavioural change.</li> <li>Their participatory component allows to better portray the beneficiaries point of view. They also allow participants and facilitators to produce powerful stories.</li> </ul>
<ul style="list-style-type: none"> <li>Stories from the field</li> <li>Lessons learned</li> <li>Project briefs</li> <li>Policy briefs</li> </ul>	<ul style="list-style-type: none"> <li>Good for sharing information on project activities, results and lessons learned with a wide variety of audiences from beneficiaries to high- level decision makers.</li> <li>Typically, short (a few pages) and not too technical, but with enough detail to be useful or to encourage audience to seek out more information.</li> </ul>
<ul style="list-style-type: none"> <li>Reports and studies</li> <li>Technical guidelines</li> <li>Working papers</li> <li>How-to-do-note</li> <li>Research publications</li> <li>Inputs to partners publications</li> <li>Inputs to government policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Addressing particular issues in significant detail, normally longer and more analytical and targeted towards audiences with specialist knowledge or interest in the topic.</li> <li>Require considerable investment of time and resources to produce</li> <li>Useful opportunities to put project knowledge into action and to use partners and government resources to leverage its impact and raise awareness of the project.</li> </ul>
<ul style="list-style-type: none"> <li>Articles (newspaper/magazine)</li> <li>Blog posts</li> <li>Newsletters</li> <li>Press releases</li> </ul>	<ul style="list-style-type: none"> <li>Useful for communicating information about project activities and results achieved and reaching a wide general audience.</li> <li>Newspapers, websites and blogs are normally eager for content and are normally keen to publish interesting stories from projects.</li> </ul>
<ul style="list-style-type: none"> <li>Videos</li> <li>Photos</li> <li>Interviews</li> <li>Infographics</li> <li>Podcasts</li> </ul>	<ul style="list-style-type: none"> <li>These make great content for the project to disseminate through social media – publishing videos and photos of project activities, beneficiaries, field visits etc. online is a good way to attract interest (but make sure you get permission where necessary). Interviews often provide good soundbites for sharing through social media, perhaps together with links to longer articles or publications.</li> </ul>
<ul style="list-style-type: none"> <li>TV spots</li> <li>Radio sessions</li> </ul>	<ul style="list-style-type: none"> <li>As part of the yearly TV and radio national awareness campaigns, these public communication materials directed to the national scale Zimbabwe population will not only raise awareness and promote behavioural change but also promote the use of fuel-efficient cooking stoves.</li> </ul>

**Table 4: Template for Knowledge Management action plan**

Activities	Expected outcomes	Target audience	Output (knowledge product)	Dissemination channel	Potential partnership	Timeframe	Budget
Ex. Awareness campaign	Behavioral change on climate change	General public	TV show	National TV channel	SACP	Year 3	5.000 USD

- 5.
- 6.

## **15. Appendix 10: SECAP Compliance for HEEP Financed Infrastructure Development**

327. Rehabilitation of irrigation schemes requires an Environmental Management Plan (EMP)<sup>30</sup> to be developed. An Environmental Impact Assessment (EIA) is required based on the scope of works particularly where expansion is envisaged. Rural roads do not have specific EIA requirements though they can be included in the assessments for irrigation scheme development and agro-industries. The following steps will be followed.

- a) screening of infrastructure sub-projects, as a result a prospectus will be produced;
- b) submission of prospectus for Environment Management Agency (EMA) review;
- c) desk review by EMA with feedback provided within 30 days;
- d) ground truthing by EMA;
- e) development of Environmental Management Plan if required.

### **Sample Terms of Reference (ToR) for EIA Preparation**

328. Based on the screening and scoping results the ToR will have the following contents.

- Objective of the ToR: This section should state the scope of the EIA in relation to the screening category and the proposed program activities. It needs to stipulate the process and the timing of the EMP preparation and implementation stages in order to adequately address the safeguards requirements of the GoZ and IFAD.
- Introduction and Context: The ToR needs to provide information on project activity objective, the name of the project activity proponent, the rationale for the EIA, specific components of the project activity, project activity area with location map, short briefing of social and environment of settings and applicable safeguard policies.
- Location of the study area and likely major impacts: State the area involved and the boundaries of the study area for the assessment. Identify adjacent or remote areas which should be considered with to impacts of particular aspects of the program activity.
- Tasks: The EIA study team/consultant should effectively execute the following tasks.
  - a. Task A: Description of the proposed program activity: Describe the location, size and nature of the project activity, environmental assessment category, brief description of project activity alternatives, time schedule for phasing of development and resources required for the program activity, among others.
  - b. Task B: Baseline information/Biophysical and social-economic description: Describe the baseline/biophysical and socio-economic characteristics of the

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<sup>30</sup> To ensure compliance with the SECAP, the social risk analysis and mitigation measures will be included and thus an Environment and Social Management Plan developed as detailed in the ToR.

environment where the project activity will be implemented; and area of influence. Include information on any changes anticipated before the project activity commences.

- c. **Task C: Administrative and legal Policy framework:** In addition to the required administrative and institutional setup for the implementation of the program activity, this part needs to identify pertinent policies, regulations and guidelines pertinent to the study.
  - d. **Task D: Identification of potential impacts of the program activity:** Identify all potential significant impacts that the project activity is likely to generate. Assess the impacts from changes brought about by the project activity on baseline environmental conditions as described under Task B. The analysis should address both the positive and negative impacts of the activity. Wherever possible, describe impacts quantitatively, in terms of environmental and social costs and benefits.
  - e. **Task E: Propose project activity alternatives:** Alternatives extend to site, design, technology selection, construction techniques and phasing, and operating and maintenance procedures. Compare alternatives in terms of potential environmental and social impacts; capital and operating costs; suitability under local conditions; and institutional, training, and monitoring requirements.
  - f. **Task F: Preparation of an Environmental and Social Management Plan (ESMP):** Describe the mitigation measures for adverse environmental and social impacts, capacity building requirements, schedules, and other necessary support services to implement the mitigating measures. Provide environmental and social protection clauses for application by contractors and consultants, if any. The ToR should state that the concerned and affected parties should agree on the proposed mitigating measures before they are included in the ESMP.
  - g. **Task G: Monitoring Plan:** This organizes a comprehensive plan to monitor the implementation of mitigating measures and the impacts of the program activities. It should also address an estimate of capital and operating costs and a description of other inputs (such as training and institutional strengthening) needed to implement the plan.
- **Qualification of the EIA study team/Consultant:** The ToR should provide clear guidance on the qualification of the EIA study team.
  - **Duration of the EIA Study:** This should be determined according to the type of the program activity.

## **16. Appendix 11: Screening Checklists and Procedures**

329. Below is the list of the IFC exclusion list applicable to HEEP:

- Production or trade in any product or activity deemed illegal under host country laws or regulations or international conventions and agreements.
- Production or trade in alcoholic beverages (excluding beer and wine).
- Production or trade in tobacco<sup>31</sup>.
- Trade in wildlife or wildlife products regulated under CITES<sup>32</sup>.
- Purchase of logging equipment for use in primary tropical moist forest.
- Production or trade in pesticides/herbicides subject to international phase outs or bans.
- Production or activities involving harmful or exploitative forms of forced labour /harmful child labour<sup>33</sup>

330. This section outlines the selection criteria and associated Environmental and Social risk assessment to be applied when screening infrastructure activities financed by HEEP.

### **Information for screening potential environmental and social impacts**

#### **Basic Data:**

**Name of the Project:**

**Name of the proposed project activity:**

**Name of the Beneficiary:**

**Address:**

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31 This does not apply to project sponsors who are not substantially involved in these activities. "Not substantially involved" means that the activity concerned is ancillary to a project sponsor's primary operations.

32 CITES: Convention on International Trade in Endangered Species of Wild Fauna and Flora. A list of CITES listed species is available from the Environment Division.

33 Forced labour means all work or service, not voluntarily performed, that is extracted from an individual under threat of force or penalty. Harmful child labour means the employment of children that is economically exploitive, or is likely to be hazardous to, or to interfere with, the child's education, or to be harmful to the child's health, or physical, mental, spiritual, moral, or social development.

**Civil Works to be constructed:**

**Proposed Date for Commencement of Work:**

**Site Selection:**

## II. Site Description

Site Features	Description
Size of infrastructure to be developed	
Physical description of the site	
Proximity to existing water points, wells and other water resources	
Presence and type of vegetation	
What is the current land use?	
Who identified the site?	
Who is the owner or user of the land?	
Who occupies the land?	

### Completeness of the Application:

7. Does the application document contain, as appropriate, the following information?

Issues to be considered	Yes	No	N/A
Description of the proposed project activity and where it is located			
Reasons for proposing the project activity			
The estimated cost of implementation			
Information about how the site was chosen, and what alternatives were considered			
A map or drawing showing the location and boundary of the proposed project activity including any land required temporarily during construction			
Any new access arrangements or changes to existing road layouts			
Any land that needs to be acquired, as well as who owns it, lives on it or has rights to use it			
A work program for construction, operation and decommissioning the physical works, as well as any site restoration needed afterwards			
Construction methods			
Resources to be used in construction and operation (e.g. materials, water, energy)			
Information about measures included in the proposed project activity plan to avoid or minimize adverse environmental and social impacts			
Details of any permits required for the proposed project activity			

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331. Checklist for environmental and social impact rating for Proposed project activities of environmental and social concerns.

332. Impact rating will be considered both in terms of consequence of impacts and probability of impacts so as to avoid subjective impact analysis.

No. A	Will the proposed project activity?	If Yes, Rate of Impacts				
		None	Low	Medium	High	Unknown
1	Build or rehabilitate any rural roads (HEEP can only finance Category B roads i.e. max. 10 kilometres continuous stretch)?					
2	Build or rehabilitate any irrigation schemes (HEEP can only finance Category B schemes i.e. max 100 ha)?					
3	Build or rehabilitate any structures or buildings?					
4	Be located in or near an area where there is an important historical, archaeological or cultural heritage site?					
5	Be located within or adjacent to any areas that are or may be protected by government (e.g. national park, national reserve, world heritage site) or local tradition, or that might be a natural habitat?					
6	Depend on water supply from existing reservoirs, weir, or other water diversion structure?					
7	Have risk of causing the contamination of drinking water?					
8	Cause poor water drainage and increase the risk of water-related diseases such as malaria or bilharzias?					
9	Be located within or near environmentally sensitive areas (e.g. intact natural forests, mangroves, wetlands) or threatened species?					
10	Create a risk of increased soil degradation or erosion?					
11	Produce, or increase the production of, solid or liquid wastes (e.g. water, medical, and domestic or construction wastes)?					
12	Affect the quantity or quality of surface waters (e.g. rivers, streams, wetlands), or groundwater (e.g. wells)?					
13	Result in the production of solid or liquid waste, or result in an increase in waste production, during construction or operation?					
14	Require that land (public or private) be acquired (temporarily or permanently) for its development?					
15	Use land that is currently occupied or regularly used for productive purposes (e.g. gardening, farming, pasture, fishing locations, forests)					
16	Displace individuals, families or businesses?					
17	Result in the temporary or permanent loss of crops, fruit trees or household infrastructure such as granaries, outside toilets and kitchens?					
18	Result in the involuntary restriction of access by people to legally designated parks and protected areas?					

333. When considering the location of a proposed project activity, rate the sensitivity of the proposed site as shown in the table according to the given criteria. Higher ratings do not necessarily mean that a site is unsuitable. They do indicate a real risk of causing undesirable adverse environmental and social effects, and that more substantial environmental and/or social planning may be required to adequately avoid, mitigate or manage potential effects. The following table should be used as a reference.

<b>Summary of assessment (based on screening criteria):</b>	
<b>Environmental Category (B or C) of the proposed project activities (with justification):</b>	
<b><u>Recommendation</u></b>	
<p><b>The Proposed project activity can be considered for approval.</b> The application is complete, all significant environmental and social issues are resolved, and no further planning of proposed project activity is required: <input type="checkbox"/></p>	
<p><b>Approved without condition</b> (<i>Project activity is not of environmental and social concern and is ready for approved</i>): <input type="checkbox"/></p>	
<b>Safeguards instrument(s) required: ESMP or others (please specify)</b>	
<b>ESMP required:</b>	<input type="checkbox"/>
<b>Rejected; reasons for rejection:</b>	<input type="checkbox"/>
<b>Others (specify):</b>	<input type="checkbox"/>
<b>A field appraisal is required.</b>	<input type="checkbox"/>

### **Free, Prior and Informed Consent**

334. Free, prior and informed consent (FPIC) is an operational principle empowering local communities to give or withhold their consent to proposed investment and development programmes that may affect their rights, access to lands, territories and resources, and livelihoods (IFAD, 2015). FPIC is solicited through consultations in good faith with the representative institutions endorsed by communities. In the context of the HEEP, it will ensure that community members, particularly the indigenous and marginalised groups participate in decision-making processes for the agricultural productivity and infrastructure development activities.

335. Consent being sought in a way that is “free, prior and informed”<sup>34</sup> requires the following:

- no coercion, intimidation or manipulation
- consent sought sufficiently in advance of any decision point or commencement of activities
- information provided covers all relevant issues to make decision maker fully enlightened.
- an outcome of the consultation, participation and collective decision-making process by the local communities

336. General guiding principles

a) Responsibility and institutional capacity for seeking FPIC

337. The IFAD general policies and procedures, stipulate that the borrower or grant recipient is responsible for seeking FPIC. In this case the GoZ through the MLARR, as the lead Ministry, will be responsible for seeking FPIC. FPIC will be based on laws that regulate the rights to land and resources in Zimbabwe.

b) Identifying representative institutions

338. In order to ensure legitimacy, it is crucial that FPIC be obtained from the representative institutions of local communities, which for the HEEP includes both the APGs and the WaDCos. However, the important criteria is that representation should be determined by the concerned peoples and communities themselves to avoid misrepresentation or manipulation. Therefore, additional community representation can be included in the start-up phases of the project.

c) Consultation, participation and consent

339. HEEP will follow a participatory approach for implementation of both Components 1 and 2 as articulated in the detailed descriptions above, to ensure that local communities are included in business plan development and infrastructure prioritisation. HEEP processes will give appropriate attention to women and young people in these consultations.

340. As a result of the participatory approach and processes outlined under each component, each specific activity will be an outcome of the collective decision-making process by the local communities. The Project Management Unit will seek recorded consent agreements with the concerned communities through their freely chosen representative bodies to engage in the FPIC process.

341. The consent agreement and record will document the outcome(s) of the process and terms and conditions agreed upon. It will also document any dissent to the overall

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34 United Nations Development Group (UNDG), Guidelines on Indigenous Peoples’ Issues, 2009:30

project or project activities. The agreement must be independently verified as fair and true by the communities and follow the process agreed by them.

d) Documenting consultation, participation and FPIC

342. MLARR, through the PMU, will undertake to document all consultations, participations and consent in the following manner:

- Keep record of consultations undertaken how participants were selected and invited; what documentation/information they received beforehand and in which language; who participated; what was discussed; and what was agreed.
- Keep record of participation: when did representatives of indigenous and marginalised peoples and local communities participate; how they were selected; what institutional roles or accountability links to constituents do they have; what commitments do they assume; and what agreements were made.

343. Document specific instances that express FPIC such as agreements between the MLARR and the concerned local communities. These agreements should clearly articulate what has been agreed (issues, commitments, time frames, budgets, roles, responsibilities, etc.); who entered into the agreement (clearly identifying the individuals involved as well as their title and role (or the duly designated implementing agency or entity such as the PMU); and what mechanisms have been set up to maintain dialogue and address disagreements.

344. Since investments in specific communities and areas were not identifiable during the HEEP design stage, FPIC will further be solicited during the implementation phase. The outline for the FPIC plan includes the following steps in the process and include timeline:

- Sociocultural and land tenure assessment, which will be part of the standard poverty analysis and beneficiary identification process. This will also be part of the targeting strategy for the HEEP and thus conducted within the first year of project implementation.
- Identification of decision-making institutions and representatives to ensure full, effective and equal participation of stakeholders. This will be done during the start-up phase of the project as part of the stakeholder identification and engagement planning.
- Consultation process leading to FPIC. This will be part of the implementation process detailed for both component 1 and 2. The consent will be obtained for the APG participation and infrastructure prioritisation work flow.
- Formalized consent agreement. These will be obtained prior to any investment activities through the business plans, matching grant proposals and infrastructure prioritisation list and feasibility assessments.

## **17. Appendix 12: Key Project Procedures**

### **PLANNING AND M&E PROCESS AND HEEP SURVEY**

#### **Monitoring and evaluation system**

345. Key elements of the M&E system: HEEP will develop a robust M&E system in compliance with IFAD and the GoZ requirements. The HEEP M&E system will generate timely and accurate information to support decision-making and adaptive management. In particular, it will: (i) collect, analyse and update information on project outputs, outcomes and impact; (ii) support NPMU and the Steering Committee in planning and making informed decisions on HEEP strategies and actions; (iii) maintain and strengthen strategic partnerships with stakeholders; and (iv) create opportunities for learning and sharing results. The system will be guided by three main documents:

- i) The Theory of change (ToC), which provides a comprehensive description and illustration of how and why the desired changes are expected to happen in the context of rural Zimbabwe
- ii) The log-frame, which offers an overview of the project's goal, outcomes and outputs, and enables to track progress against expected results.
- iii) The AWPB, which sets management priorities for the financial year. It is a tool to control costs, review performance and assess the achievement of targets each year.

346. **These three documents are closely linked to each other:** The activities planned in the AWPBs should lead to the achievement of project outputs listed in the log-frame. To ensure alignment between the log-frame and the yearly AWPBs, the NPMU will set annual targets for output indicators in the logframe, and these annual output targets will guide the development of the AWPB. The achievement of log-frame results will show whether the project's ToC is correct. If for example the achievement of the expected outputs does not lead to the desired outcomes, then the ToC underlying the project design may be mistaken.

347. Annual and semi-annual reporting will be focused on assessing the achievement of physical and financial AWPB targets each year. IFAD supervision reports will focus both on the execution of AWPBs and on the achievement of log-frame outputs and outcomes. Based on logframe results, the Mid-Term Review and the Completion report will also assess the correctness of the Theory of Change.

348. **The system will be participatory and gender sensitive:** It will include beneficiary feedback and grievance redress mechanisms. Data will be disaggregated by gender, by age, and – where possible – by Persons with Disability (PwD). Targets for outreach to PwDs have been included in the HEEP log-frame. About 2000 beneficiaries consists of PWD. PWD is a new target group for IFAD in Zimbabwe. The project will work with traditional leaders, PWD organisations and religious organisations to identify the target group and opportunities to engage them. Lessons learned will be captured to sharpen the strategy. HEEP will collect the views and opinions of the target group through regular focus groups carried out during field visits, as well as through quantitative and qualitative information coming from the COI surveys and from complementary studies. The Core Indicator measuring Empowerment will be collected at baseline, at mid-line and

at completion, and will give an indication on whether the project is succeeding in addressing the barriers faced by the target group, in particular by women and by youth.

349. **Reporting on activities and outputs:** Activities and output monitoring will concentrate on the financial and physical outputs of project activities. Data on activities and outputs will be collected on a regular basis either directly by the NPMU (for activities directly implemented by the NPMU) or by implementing partners (ARDA, partnering financial institutions, service provider) who will share data with the NPMU. All contracts and MoUs signed by the NPMU will include details on implementing partners' data collection responsibilities. Data on all people-centred indicators will be disaggregated by age and gender.

350. **Outcome and impact monitoring assessment:** Outcome monitoring will assess the use of outputs and measure their benefits at beneficiary level. Impact assessment will strive to measure the long-term effects of HEEP interventions on beneficiaries' livelihoods and on the environment. Data on outcomes and impact will be collected through a set of three surveys (baseline, mid- line, completion) conducted in the first, fourth, and last year of project implementation, respectively. The baseline, mid-line and completion surveys will be conducted in alignment with the IFAD guidelines for the measurement of Core Indicators at Outcome level (the so-called COI guidelines). The guidelines will be provided by IFAD, which will also offer support in ensuring that the surveys are carried out respecting the quality standards set out in the guidelines. Draft ToRs for the baseline survey are provided in appendix X of this report. Qualitative studies will deepen the understanding of quantitative data and will be conducted jointly by the M&E and KM functions.

351. The baseline survey will provide a benchmark against which to measure future progress, as well as important information on target communities to refine the targeting strategy. The mid-line survey will precede the Mid-Term Review (MTR), and provide key information on what is working and what is not. The end-line survey will precede the Project Completion mission and provide key data on results that will feed into the Project Completion Report (PCR). The PCR will be prepared in the six months between project completion and project closure. The M&E data collected over the project implementation period, and in particular the three outcome surveys, will be used to assess the changes in the livelihoods of the target groups, and for sharing of lessons learned and good practices. The project completion process will include reflection workshops where stakeholders have the opportunity to evaluate the performance of the project, identify success factors and areas of further interventions and discuss the way forward for sustainability.

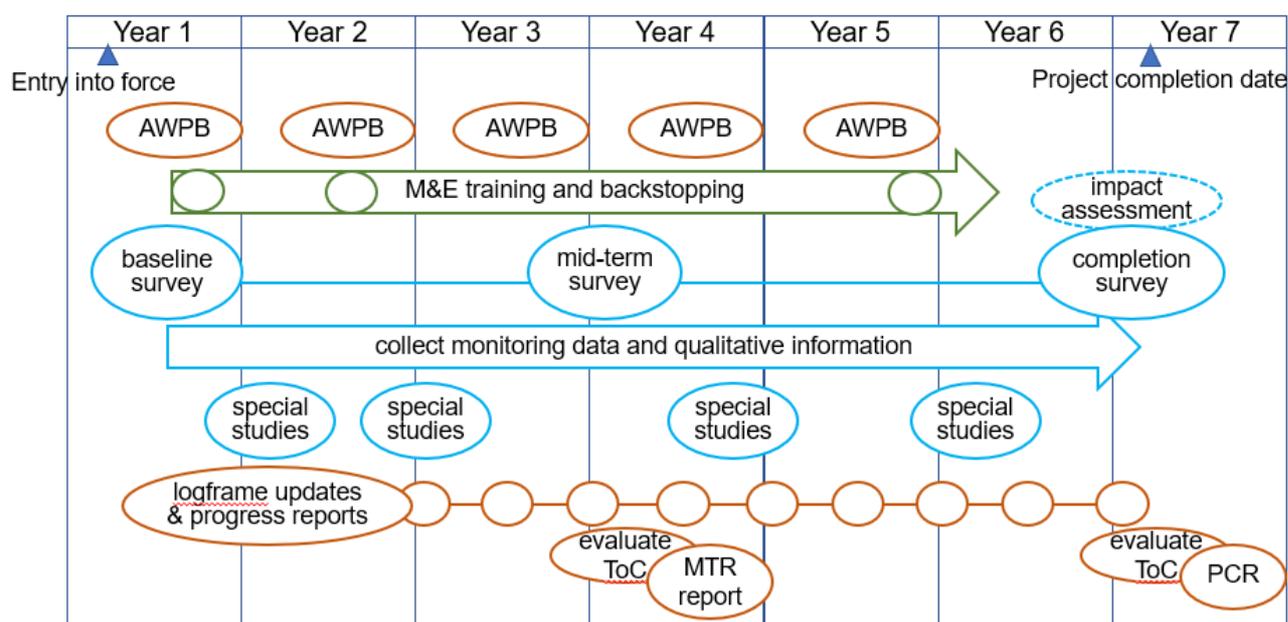
352. **Management Information System:** The Programme will set up a user-friendly, web-based Management Information System (MIS) to facilitate the storage, analysis, and presentation of data. Geo-referenced data will be systematically collected on all the indicators related to relevant locations and/or areas. Data collection will be done digitally through portable electronic devices so as to speed up data entry, cleaning, and reporting as well as making management decisions and disseminating the results rapidly at different levels. Standard reporting formats will be developed in digital format, ready to be downloaded on tablets. These tablet-based data entry forms will be geo-referenced and will include tools for the detection of data entry errors. Data entry will be done either off-line or online, and automatically shared with the MIS database at NPMU level, where it will be reviewed and verified. In order to promote transparency and coordination, relevant staff at MLAFWRD (in particular the Division of Strategic Planning, Monitoring and Evaluation) will be granted access rights to HEEP's MIS. However, only NPMU staff with

M&E responsibilities will have entry and validation rights. The MIS will include a registry of all beneficiaries with a unique identification number, which will be their national ID. This will facilitate comparability and transfer of data between the project’s MIS and the ministry’s database.

353. **M&E responsibilities:** Data collection, verification and use will be a joint task by all project stakeholders. The primary responsibility will lie with the M&E unit within the JMU, which will be staffed with a dedicated M&E officer and a KM officer. HEEP will inherit and build on data collected by the SIRP project on the HEEP-targeted areas adjacent to the irrigation schemes rehabilitated by SIRP. M&E activities will be agreed on with the Director Strategic Planning, Monitoring and Evaluation and the Chief Director SP&BD at MLAFWRD, who have the responsibility for overseeing the M&E of the National Horticulture Recovery and Growth Plan (NHRGP) that HEEP will be supporting.

354. **Strengthening country systems:** As detailed under subcomponent 3.1, HEEP will promote the enrichment of MLAFWRD database and M&E system by supporting the carrying out of horticultural surveys and by providing M&E and digital capacity building to the Ministry’s M&E staff. Thanks to the recent digitalization efforts carried out at MLAFWRD and supported by SIRP, the large majority of extension officers in Zimbabwe have been provided with tablets for digital data collection. HEEP will promote digitalization also in the private sector and for smallholder farmers through the 4P MG innovation window. It will promote the adoption by anchor firms of software solutions (e.g. Farmforce, Sourcetrace, etc) built to facilitate contract farming with smallholders. These solutions provide an overview of the production needs and outputs by different farmers/farmer groups, and help providing the full traceability demanded by export markets and supermarket chains.

355. **Key deliverables:** Key deliverables of the M&E systems and draft timelines are presented in the table below, but will need to be adjusted and validated at project start up during the preparation of the detailed HEEP M&E plan (see section below on the key steps to set up the M&E system).



356. Deliverables which will be the primary responsibility of the M&E Unit are the following:

- i) AWPB preparation and monitoring
- ii) COI survey reports (baseline, mid-line, end-line)
- iii) Logframe with updated results
- iv) Semiannual and annual reports

357. Deliverables to which the M&E unit will provide its contribution include:

- i) Management reports
- ii) Supervision reports
- iii) MTR report
- iv) Project Completion Review

358. Throughout the project lifetime, the M&E Officer will be able to access technical advice and backstopping services from IFAD. Support may be needed at certain times during the project period, for example when a draft mid-term survey report must be reviewed. Provisions are made in the cost tables for on-demand support on M&E.

359. **Project indicators.** The project will collect data on three main types of indicators:

- i) Logframe Core Indicators: these are standardized indicators that appear in all IFAD-supported projects and can be aggregated across projects. Core Indicators are integrated in the HEEP logframe and can be recognized by the fact that they are preceded by numbers (e.g. *CI 2.2.1 Beneficiaries with new jobs/employment opportunities*). These indicators can be at output and at outcome level.
- ii) Logframe Project specific indicators: these are key indicators that appear in the logframe and are specific to HEEP and thus not aggregated at IFAD level across different projects (e.g. *MSME and Lead Enterprise matching grants disbursed*). These indicators can be at output and at outcome level.
- iii) Operational indicators: These are indicators that do not appear in the logframe but which the project will still collect and store in the MIS because they are useful for monitoring and managing the project (e.g. *Number of Village Horticultural Gardens set up in Manicaland*). Operational indicators are generally only at activity and output level.

360. HEEP will also support the M&E of the Rural Horticulture Component of the National Horticulture Recovery and Growth Plan (NHRGP), which is guided by the list of indicators in the table here below. The indicators to be collected by HEEP are those highlighted in bold.

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Baseline			
Impact	Improved incomes	<b>Farmer Income Levels (ZWL) (Assumption is each tree will give an output of ZWL 4 050)</b>	-
	Ag GDP growth rates	% growth	-0.2
	Improved nutrition status	Number HHS score	tba
Outcomes	Increased Macadamia/pecan/cashew production	Quantity of macadamia/pecan/cashew nuts produced (MT)	43,064
	Increased Citrus production	Quantity of citrus produced (MT)	195,000
	Increased Mango production	Quantity of Mangoes produced (MT)	1,200,000
	Increased Apple production	Quantity of apples produced (MT)	6,000
	Increased Peaches/Nectarines production	Quantity of Peaches/Nectarines produced (MT)	1,000
	Increased Banana production	Quantity of Bananas produced (MT)	105,000
OUTPUT	Nurseries established	Plant seedlings supplied	
	18 million trees planted	Number of trees planted	-
	25,000 nutrition gardens established	Number of nutrition gardens established per village	-
	9600 nutrition gardens in schools	Number of nutrition gardens in school	-
	Youth ward projects established	Number of youth ward projects established	-
	9600 fruit tree plantations in school	Number of plantations established in school	-
	4,000 boreholes around dip tanks constructed	Number of boreholes constructed	-
	Development of improved horticulture varieties	Number of improved varieties developed	-
	Establishment of rural aggregation centres	Number of rural aggregation centres established	-
	Indigenous vegetable improved	Number of indigenous vegetable varieties improved	-
	indigenous vegetables conserved	Number of indigenous vegetable varieties conserved	-
	exotic fruit trees improved	Number of fruit trees improved	-
	exotic fruit trees conserved	Number of fruit trees conserved	-
	Orchards for youths established	Number of orchards for youth established	-
Gardens for youths established	Number of gardens for youths established	-	

<b>Baseline</b>	fruit trees planted on the national fruit tree planting day (1 tree per learner)	Number of fruit trees planted on the national fruit tree planting day	-
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361. First steps for setting up the HEEP M&E system after start-up. The HEEP M&E unit, with the support of international TA, will undergo 5 key steps to set up a solid M&E system.

**Step 1: Prepare the M&E manual**

On the basis of this section of the PIM, prepare an M&E manual which will define – indicator by indicator - when, where, how and who will be responsible for data collection. In particular, the M&E manual will provide further details on:

- i) The objectives of M&E
- ii) Roles and responsibilities of different actors
- iii) Data collection methods
- iv) Data flow and how the data will be stored
- v) Frequency of reports

The M&E manual will also include a list of all operational indicators to be collected by HEEP.

**Step 2: Prepare an M&E plan:**

Based on the M&E manual, prepare an M&E plan that covers the whole lifetime of the project, listing all M&E activities with timelines and budgets

**Step 3: Prepare data collection tools**

- Develop standard reporting formats for all project activities and outputs
- Include requirements on data collection in the contracts of service providers and use it as a measure of performance. Ex. Training: disaggregated data by sex, age

**Step 4: set up the MIS**

- Set up the MIS with the full list of log-frame and operational indicators
- Use of the geo-referencing methodology for relevant activities (support from IFAD will be provided on this activity)
- Purchase tablets (if needed) and set up standard reporting formats in the tablets that will be used for data collection

**Step 5: Validation and Training**

- Share and validate the M&E manual, plan, and reporting formats with all relevant project stakeholders
- Agree on key timelines for reporting

- Train all implementing partners with data collection responsibilities on standard reporting formats and the use of tablets

- Train all NPMU staff and other relevant actors on the use of the MIS

362. Throughout these steps, and starting immediately after project start-up the M&E Unit will also be responsible for:

- Ensuring that monitoring of the first AWPB gets underway
- Preparing the ToRs for the baseline survey (a draft is provided in appendix X)
- Preparing the ToRs for the development of the MIS

### **Knowledge management and strategic communication**

363. Capturing and documenting lessons and innovations through field data collection, reports and thematic studies will be an integral part of the learning and knowledge management function of HEEP. KM activities will have two main focuses: supporting policy engagement and supporting the project's mainstreaming themes.

364. **Knowledge management and policy engagement:** KM will aim at supporting the policy engagement activities carried out under subcomponent 3.1. to develop clear and fair industry guidelines for fair hub & spoke/contract farming arrangements. KM will support this effort by:

- i) Producing a study on the different contract farming models, with advantages and disadvantages of different approaches for smallholder farmers and anchor firms.
- ii) Organise exchange visits among farmer organisations engaged in 4P models.
- iii) Regularly documenting and spreading through a newsletter positive and negative lessons from HEEP implementation experience, supported by reliable evidence and analysis.
- iv) Preparing one-pagers and short videos on success stories on transformation of smallholders' activities towards deeper integration into the market economy.
- v) Showcasing innovations implemented in the 4Ps.

365. **KM support to mainstreaming themes:** In line with HEEP mainstreaming themes, KM and Communications will place a particular focus on nutrition, gender, and climate. In particular, KM will:

- i) Develop and disseminate flyers and posters aimed at improving knowledge around good nutritional practices
- ii) In collaboration with SACP, carry out annual TV and radio campaigns aimed at raising awareness on the risk of climate change and on the importance to adopt climate smart agricultural practices and technologies
- iii) Carry out TV and radio campaigns aimed at promoting gender equity.

366. **Staffing and responsibilities:** KM will be a shared effort by all actors involved in the project but will be the primary responsibility of the M&E Unit, which will be staffed by an M&E and KM senior officer. The two staff will be involved in both M&E and KM, thereby ensuring that the KM and the M&E functions are conducted in synergy with each other. The expected results of such synergy are: i) M&E findings on project results are widely disseminated through KM products in a clear, synthesized, and interesting way; ii) knowledge products are backed up by solid M&E evidence (and therefore, the M&E system collects all data necessary for the envisaged knowledge products to be developed); iii) field visits to collect stories for KM products are also used for triangulating M&E data, and the way around; iv) case studies, stakeholder interviews and surveys, will be used to deepen the understanding of factors contributing to successes and failures, and to enable full documentation of impact. The JMU will facilitate strong collaboration between the HEEP KM officer and the SACP KM officer, who will jointly ensure the visibility of the IFAD portfolio in Zimbabwe, as well as cross-learning between the two projects.

367. **Communication:** HEEP's visibility will be enhanced through a project website, as well as through social media accounts such as Twitter, Facebook, and Instagram. To promote transparency and coordination, all relevant MLAFWRD officers will be granted access rights to HEEP MIS. Project results will also be accessible to the general public and be visible on the HEEP website. The JMU M&E and KM unit will ensure that information on project services and eligibility criteria reaches all farmers in a timely manner.

368. **Knowledge Management plan:** The programme's KM activities will be guided by a robust KM strategy and plan. Lessons learnt in implementation will be actively shared between provinces, clusters and districts. Semi-annual review meetings with national and provincial staff and implementing partners will be organised by NPMU to discuss progress towards results in relation to each semi-annual progress report, the format of which will explicitly include a focus on lessons learnt in terms of challenges, good practices, etc.

369. A draft KM plan has been provided as appendix. After start-up, the KM plan will be completed and refined with support from IFAD. The KM strategy and plan will be validated by project stakeholders through a national workshop. The workshop will be an opportunity to refine the thematic focus and dissemination strategy of policy relevant studies, but also to better understand the key information needs for HEEP to be successful. Useful KM tools and templates can be accessed on the IFAD KM Resource Centre, accessible through this link: <https://ifadkmcentre.weebly.com/integrating-km-in-projects.html>

370. **Sub-component 3.1: Institutional Support:** This sub-component will provide modest institutional support to complement the capacity building support for ARDA and Agritex in Component 1. HEEP will support MLAFWRD's Agricultural Information Management System (AIMS) project, which was revamped in 2020 as part of the Smart Agriculture programme. AIMS collects production, productivity and marketing data on the different value chains in the agricultural sector. It is meant to provide updated information to policy makers and extension officers, but also to the private sector and to donors. Data collection is conducted through national surveys covering the different agricultural sub-sectors. Data on horticulture is not yet being collected in a systematized way.

371. HEEP will support MLAFWRD in setting up and carrying out a national scale horticultural assessment that will collect data on horticultural production, productivity, and marketing. The survey will be implemented by the Division of Strategic Planning, Monitoring and Evaluation at MLAFWRD. Data collection will be done by extension officers

and will follow the approach and methodology set by MLAFWRD. The horticultural assessments will be conducted in year one of the project. The findings and the raw data will be stored in MLAFWRD's MIS and will be accessible to the public. HEEP will make use of the findings for its own planning and M&E purposes.

372. As part of its support to AIMS, HEEP will also conduct an M&E training to strengthen capacity of MLAFWRD staff responsible for M&E. A total of 24 staff will be trained: 16 at provincial level (2 per province), and 8 officers at national level. The training will include three modules: i) good M&E practices and approaches; ii) use of data for evidence-based decision making; iii) hand-on training on MLAFWRD MIS, to facilitate the shift from paper-based to digital reporting.

## **18. Appendix 13: Procurement Guidance**

### **General Provisions**

373. This section of the PIM defines the operational basis for undertaking HEEP procurement activities. The total project financing is USD 66.9 million, the main financiers IFAD loan and the OPEC Fund with a goal of achieving higher and more sustainable incomes for smallholder farmers in Zimbabwe.

### **PRM Assessment**

374. At its design phase, the project scores an INHERENT procurement risk of 2.22 which is considered as moderate risk. The weaknesses of the Zimbabwe procurement system lie mainly at accountability and transparency stages and contract monitoring stage. The PRM assessment highlighted the weaknesses in the mentioned area as follows:

**1) The Accountability and Transparency:** (a) non adherence of the procurement complaints management system in place; (b) the corruption perception index scores 23 (ranked at the 157 position out of 180); (c) the existence of local authority responsible for investigating corruption allegations which is the Zimbabwe Anti-Corruption Commission (ZACC) and has the constitutional mandate to investigate corruption. However, ZACC is administered under the Office of the President and Cabinet.

**2) Contract Administration and Management:** (a) absence of a contract monitoring system in place; (b) some shortcomings in the process of monitoring and approval of deliverables and related services and works. The above can be mitigated through strengthened efforts in lowering the corruption through more tightened regulatory framework and in setting contract monitoring system also more targeted corrective measures stipulated in the PRM. Score and assessment revisions are susceptible to improve the risks from the current rating and make it lower. Specific and targeted corrective measures stipulated in the PRM and PIM. The revisions are susceptible to improve the risk from a high-end medium to a low-end medium risk.

### **Procurement Regulations**

375. Driven by the urgency to improve procurement regulatory framework, and to align with International Best practices, the Government of Zimbabwe in collaboration with the World Bank, bring into light in 2018 the new procurement regulations to enhance the Zimbabwe regulatory framework to answer the international procurement requirements and mitigate future risks which might occur due to the shortcoming in the previous regulations.

376. The procurement assessment has determined that the Zimbabwe Public Procurement Law is deemed to be consistent with the IFAD's procurement guidelines, and with the International donor community requirements. Hence, HEEP will follow the National procurement regulations to the extent such are consistent with IFAD's Project Procurement Guidelines, the national regulations will be used to undertake the project-funded procurement activities subject to the implementation of the risk mitigation plan that will be detailed in the Project Design Report.

377. HEEP procurement activities for commodities (goods, works and services) will be carried out in accordance with the provisions of the country's procurement regulations governed by the Public Procurement and Disposal of Public Assets Act no 5/2017 [Chapter 22:23]. Published in the Government Gazette on 4 AUG 2017, complemented by the Statutory Instrument 5 of year 2018 (CAP. 22:23 Public Procurement and Disposal of Public Assets (General) Regulations), and by the Procurement Manual issued by the Procurement Regulatory Authority of Zimbabwe (PRAZ) on May 29th, 2019. The Act applies to the procurement of goods, construction works and services by procuring entities and to all stages of procurement. The national regulations shall apply to the extent such provisions are consistent with IFAD's Procurement Guidelines and other provisions stipulated in the Financing Agreement. Where divergences appear, IFAD procedures prevail. All procurement of goods (including non-intellectual services), works and consulting services financed by IFAD loan, OFID loan and grants will be carried out in accordance with IFAD Procurement Handbook, December 2010 edition, as updated from time to time, and in accordance with the provisions mentioned in the Financing Agreements or as subsequent officially approved version.

378. Some discrepancies between IFAD Procedures and the key statutory procurement instruments no. 5 of 2018 are identified under several aspects (a) bidding stage (bidding period and bid validity); (b) Financial thresholds and relevant procurement methods. Guidance on how to deal with such discrepancies are presented below under SBD and proposed applicable thresholds sections below.

379. It is to note that procurement manual "Guidelines issued by the Procurement Regulatory Authority of Zimbabwe (the Authority or PRAZ) in accordance with Sections 6 and 7 of the Act" clearly highlight that The Act contains certain exemptions, limitations and special provisions clarifying that when the Act conflicts with an obligation arising from an international convention, treaty or agreement to which the Government of Zimbabwe is party, that agreement prevails, but the Act and Regulations still apply to the extent that they do not conflict.

### **Governance Aspects and Anti-corruption Measures.**

380. The Transparency Corruption Perception Index for Zimbabwe scores 23 for year 2021 (ranked at the 157 position out of 180). Therefore, strengthened efforts by the Government of Zimbabwe are required to ensure that IFAD's procurement principles are observed throughout the project lifetime. Therefore, strict compliance with IFAD's Policy on Preventing Fraud and Corruption will be required. Similarly, the project will ensure strict adherence IFAD's policy related to preventing Harassment, Sexual Harassment and Discrimination.

### **Procurement Plan**

381. An initial Eighteen (18) Months procurement plan, reflecting agreements reached on the procurement activities, methods of procurement, prior review thresholds,

quantities, estimated costs and definition of a practical implementation schedule is attached to the PDR in Annex 07.

382. The initial Procurement Plan will be developed into a detailed procurement plan covering the first Eighteen (18) Months and any subsequent version of it shall be prepared, in line with the Annual Budget and Work Plan activities; and submitted by the PMU for IFAD's No Objection at least 1 months prior to the commencement of each fiscal year (1<sup>st</sup> of January of each year). Similarly, all ad hoc amendments to the plan will be prepared and submitted for IFAD's endorsement.

383. For the purpose of this project, the financial thresholds will be those defined by IFAD and as agreed with the borrower in the Procurement Arrangement Letter (PAL) and as proposed below. For each commodity, the procurement plan will set forth IFAD's thresholds for prior review as well the threshold for the use of the procurement method. All activities with an estimated budget falling above the specified threshold are subject to IFAD's explicit No Objection which must be requested and granted through NOTUS. All other contracts shall be subject to post review by IFAD.

384. When preparing the PP, the reported estimated amounts will be revised and updated by the PMU in consultation with the relevant stakeholders to reflect the prevailing market prices. The estimated amounts contained in the plans approved by IFAD will be used as a basis for assessing the reasonableness of the price.

385. A copy of the procurement plan shall be communicated to the Special Procurement Oversight Committee by the NPMU for information and acknowledgement.

386. Prior to undertaking any project procurement activity, the PMU will publish the General Procurement Notice (GPN) on the following communication channels:

- At least one national newspaper with wide audience for at least one day;
- MLAWRR official website for 30 calendar days;
- IFAD website for 30 calendar days; and
- UNDB for 30 calendar days.

### **Organizational Framework, Roles and Responsibilities**

387. The implementation period of HEEP is 8 years. All procurement activities will be conducted by MLAFWRD through a HEEP Project Management Unit (PMU) and the Joint Management Unit (JMU). The JMU has already been initiated under SACP. The JMU will be responsible for oversight of the IFAD portfolio utilizing a programme approach. The JMU will assure efficiency of certain key functions such as procurement, M&E and knowledge management, and will make use of systems which are constantly updated in line with international best practices and tools offered by IFAD. The JMU is critical to ensure early start-up of HEEP as well as to ensure that capacity building investments in SIRP and SACP staff are not lost as projects near completion. The PMU of HEEP will consist of recruited and seconded specialists who will be responsible for management and implementation project activities. Also, some shared staff members are foreseen to strengthen the JMU.

388. Efficient and transparent procurement of services and goods will be important for HEEP's successful implementation. IFAD will provide senior procurement experts from

the earliest stages of implementation to support the development of appropriate and transparent bidding, contracting and contract monitoring procedures for the HEEP operations, following the Borrower/Recipient's procurement regulations, to the extent such are consistent with IFAD's Project Procurement Guidelines. Additionally, procurement under HEEP will make use of lessons learnt from procurement operations of SIRP and SACP as it comes on-stream.

389. Guidance to the PMU will be provided by the HEEP Project Steering Committee (PSC), whose members will be drawn from government departments, parastatals, and the horticultural sector, including HDC.

390. The responsibilities of the procurement officials within the PMU at the MLAFWRD will include the following:

- Prepare the annual project procurement plan including any subsequent revision of it, in line with the AWBP, and submit it in time for IFAD's review;
- Supervise the execution of the procurement activities at the NPMU and District level and report directly to the Project Coordinator;
- Liaise with the various stakeholders and beneficiaries in Harare and at the district level for the execution of the procurement activities;
- Manage the implementation of all the procurement activities up to the conclusion of the contract;
- Prepare and request IFAD's No Objection for cases requiring its prior review;
- Ensure the contract management register is updated and maintained regularly; and
- Maintain adequate records and filing for each project procurement case.

### **Standard Bidding Document**

391. The Government of Zimbabwe developed standard bidding documents for different procurement process which are available on PRAZ website, nevertheless the said bidding documents do not cover all types of procurement methods, in addition the bidding documents need more elaboration and enhancement to answer the International Best Practices in different procurement aspects. Hence, and building on previous experience in project implementation with IFAD funded projects, HEEP will be using IFAD standard bidding documents which are constantly updated on IFAD website, more specifically HEEP will ensure abiding by IFAD rules and regulations when it comes to the advertising/submission deadline for International and National competitive biddings.

392. As per IFAD handbook "Bidding documents can either be sold or provided free of charge. Whether to sell or simply provide the documents is a matter that should be determined by the procuring entity and IFAD. The reason for selling bidding documents is to recoup the costs of printing and sending large documents by courier to bidders – it is not a "profit-making" exercise or a means of raising revenue for the procuring entity".

393. Therefore, HEEP will ensure publication of all competitive bidding documents which will be issued electronically. If the documents are to be issued electronically with no charging a fee.

394. As far as applicable and to ensure smooth implementation throughout the project's lifetime, similar activities will be packaged together following IFAD's guidance on the subject. Similarly, the project will seek framework agreements for routine and iterative purchases (works and services). Thresholds for the selection of the procurement modality under each commodity shall be those set out by in the procurement plan which shall obtain a No Objection from IFAD and in line of the proposed table thresholds below.

395. Below are the proposed bidding period and bid validity period which to apply during competitive bidding:

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<i>Bidding periods</i>	<i>National regulations</i> <i>Statutory Instrument 5/2018 Public Procurement and Disposal of Public Assets (General) Regulations, 2018</i>		IFAD Applicable rules Module F1: Procurement Methods for Goods, Works and Non-consulting Services
	Article 19	20 days in the case of procurement by the competitive bidding method where bids are solicited from national bidders;	NCB opportunities are advertised for a period of no less than 30 days.
		40 days in the case of procurement by the competitive bidding method where bids are solicited from national and international bidders	ICB opportunities are advertised for a period of no less than 45 days
Bid validity	20 (1) g	The period for which bids are required to remain valid at least 60 days, in the case of bids from domestic bidding, and ninety days in the case of bids from international bidding	Under NCB, all bids shall be valid for a period of no less than 90 days
		the period for which bids are required to remain valid at least 90 days in the case of bids from international bidding;	Under ICB shall be valid for a period of no less than 120 days

**Procurement and Prior Review Thresholds vis-à-vis the PRM risk scoring**

396. The determination of procurement selection method thresholds and of prior review thresholds is a key project procurement risk mitigation strategy in itself. It will be used as a ground for elaborating the initial 18-month procurement plan, and as a guidance for the Procurement Arrangement Letter.

397. The inherent risk is 2.22 and the Net risk is 2.42, below are the thresholds drawing on the PRM score:

Risk Score	Procurement Thresholds Currency: US\$			Prior Review Thresholds
	Goods/NCS			
≥2.00 to 2.49	Shopping	NCB	ICB	
	≤50,000	>50,000 to <150,000	≥ 150,000	≤ 50,000
	WORKS/NCS			
	Shopping	NCB	ICB	
	≤145,000	>145,000 <500,000	to ≥ 500,000	≤ 100,000
	CONSULTING SERVICES/NCS			
	CQS	QBS, LCS, FBS,	QCBS	
	≤50,000	< 80,000	≥ 80,000	≤ 30,000

398. Other Thresholds will be identified in the Procurement Arrangement Letter (PAL) such as Shortlisting, Single Source Selection and Direct Contracting.

399. The thresholds contained in the Zimbabwe Procurement Act and regulations shall not prevail. Procurement oversight review will be established in accordance with the score

obtained in the Procurement Risk Matrix. Revisions related to the PP, including any new procurement arrangements, are subject to IFAD's prior approval.

400. The thresholds for prior review and use of the procurement method, respectively, shall be reviewed (either by increase or decrease) throughout the project lifetime at IFAD's discretion and based on the results of the Procurement Risk Matrix.

### **Contract Management**

401. The mission noticed some weaknesses in terms of contract management, more specifically in the approval of deliverables and in the follow up on delivered works, goods and services. In the absence of contract monitoring system/tools in place, there will be high risk of mis procurement, this can be mitigated through various measures: (a) recruitment of qualified procurement officer with adequate expertise in international donors funded projects; (b) the procurement officer to coordinate with the beneficiaries and closely monitor the implementation of contract and of the acceptance process of deliverables; (c) coordination with contract management unit at the Ministry to set a clear process for acceptance of deliverables related to Goods, Works and Services to ensure proper implementation of the procurement activities and accurate payment process during contract management phase. All the aforementioned to be conducted in view of IFAD rules and guidelines due to the unclear rules within the national regulations with regards to contract management process and procedures.

### **Procurement Capacities**

402. Procurement capacities are considered as a major element in the project procurement implementation. The procurement activities can be very challenging if executed by incompetent personnel who lack the appropriate knowledge and expertise to apply procurement rules and procedures. Hence and in order to guarantee proper procurement management and successful implementation of procurement activities, the PMU needs to be properly equipped with the necessary procurement expertise in terms of knowledge of the national rules and regulations and in terms of experience with donor funded projects.

403. The PRM shows weak capacity in contract management which can be mitigated through (a) recruiting the adequate Procurement Expertise with international donors funded projects; (b) ensure constant training on procurement related aspects from the start-up of the project until closure, the topics shall include planning, tendering management, contract management, and other related topics from planning to project closure; (c) ensure participation of procurement personnel in the BUILDPROC which is a procurement certification programme managed by the OPR at IFAD, the BUILDPROC focuses on the integration of safeguards into procurement and on challenges faced by borrowers in your local markets; (d) setting an effective performance evaluation and monitoring methodology to ensure proper follow up on the performance of the procurement personnel and to properly assess training needs in order to ensure enhancement of the procurement capacities during the full project cycle.

### **Exceptional measures related to COVID 19 or proven emergency situation**

404. IFAD has developed a guidance document "Fast-Track Project Procurement for COVID-19" containing exceptional measures to enable Projects/Programmes to adopt the most flexible and timely procurement approaches in the procurement of IFAD projects in order to minimize the impact of COVID-19 on project implementation.

405. HEEP may, in the event of a reappearance of COVID 19 or a proven emergency situation, use Fast-Track Project Procurement for COVID-19 guideline and lightened modalities in the management of processes for recovery and resilience in the regions covered.

#### **Procurement with community participation**

406. When the Project calls for the Community participation and other associations or financial institutions, it may simplify and adapt the procurement procedures, the specifications and the contractual clauses provided that the principles of economy, efficiency and social justice. The role of the Project Management Unit (PMU) is to supervise and oversee the award of contracts, disbursements and the execution of transferred activities, so as to guarantee transparency, integrity and compliance with contractual obligations taking into consideration Module Q of IFAD handbook "Procurement with Community Participation".

#### **Procurement with International Institutions (UNICEF, FAO, etc.)**

407. As part of the implementation of HEEP activities, it is strongly recommended to use the expertise of United Nations agencies specializing in the areas of procurement of goods, services and/or works in order to optimize the achievement objectives.

#### **SECAP Assessment Risks relevant to Procurement**

408. The SECAP assessment flagged some risks that the mission considered relevant for procurement, those risks are addressed in the *bidding documents* (e.g. choice of bidding document, requirements for bidder qualifications, technical specifications, specific contract conditions etc. The SECAP risks relevant to procurement are highlighted under the following categories:

- SECAP Standard 1: Biodiversity conservation
- SECAP Standard 2: Resource efficiency and pollution prevention
- SECAP Standard 5: Labour and working conditions
- SECAP Standard 6: Community health and safety
- SECAP Standard 7: Physical and economic resettlement
- SECAP Standard 8: Financial intermediaries and direct investments

409. The detailed risks are listed in Annex 11 below along with the proposed mitigation measures to be considered during project procurement implementation.

#### **Lessons Learned and challenges from SIRP**

410. The OSC (operational Strategy and Policy Guidance committee) raised some concerns and recommendations related to procurement to ensure that Efficient and Transparent procurement process and procedures are implemented in line of the National rules and IFAD's procurement guidelines, one of the recommendations is to make use of lessons learnt from procurement operations of previous projects. The mission conducted several interviews with the PMU in charge of SIRP implementation and noticed the following concerns to be taken into consideration during the implementation of HEEP:

**Economic situation:**

411. The Hyperinflation in the country due to the large national debt is causing the instability in the market leads to significant rise in the prices (sometimes on a daily basis). In addition around 30% of procurement activities are influenced by the fact that the budget estimation is not being accurate, the received offers from the market are often different and do not fit within the estimated budget, noting that the project is not able to revise the AWPB due to constraints in budget availability, this challenge caused a lot of bids cancellation and sometimes the only solution was to negotiate with the contractor(s) for scope reduction.

412. Mitigation Measures: Building on SIRP experience where the project is receiving requests for price variation frequently (by the time the request for variation is under process another request is being submitted), it will be beneficial that the PMU during the stage of developing the detailed procurement Plan can reach out to the market to understand the factors and elements leading to such situation in order to agree on some measures to mitigate the risk of keeping the procurement activities dependent on price changes during project implementation.

**Resistance to change:**

413. Resistance to change is one of the biggest challenges that the project can encounter. People engaged in procurement activities are used to certain practices and working methods which are now considered very old and useless after the modernization of the procurement rules and regulations in Zimbabwe, therefore their resistance to change from the legal application perspective will delay the process and the flow of work will be delayed.

414. Mitigation Measures: Capacity Building and knowledge sharing can help in transferring the opponents to proponents, also engaging them in the process and decisions related to procurement would help in reducing the reluctance.

**Improper design of the bill of quantities in works contract:**

415. In very sensitive bidding documents, the BoQ on paper was not applicable on the ground due to the lack of sufficient studies, this fact often resulted in amending the BoQ and extending the contract implementation period. It is to note that the technical department of irrigation is the department responsible for BoQ preparation.

416. Mitigation Measures: it will be beneficial to ensure that appropriate studies are performed prior to launching bids or procurement activities for works contracts, consulting/engaging knowledgeable consultant(s) with the relevant experience in the subject matter is advisable and would be very efficient in designing more accurate BoQ.

**Receiving non responsive bids**

417. A lot of non-responsive bids are received under SIRP, the PMU conducted an information session to understand from the market representative the reason behind receiving non responsive bids, the market representatives complained from the large volume of bidding which are difficult to fill and comprehend.

**Mitigation Measures:**

418. PMU can take the initiative to invite potential bidders for a general information session in which they can explain the modality of filling the bidding documents and how to answer the requirements and criteria set in the said bidding documents. Even more, the PMU can organize an information session prior to launching high volume and complicated contracts prior to the submission deadline and can dedicate in the session a specific time to explain the requirements and evaluation criteria and the needed templates to be filled by the suppliers/contractors/consultants.

**Procurement staff are competitively recruited:**

419. The shortage of procurement expertise is very obvious and to avoid any delays in the process of procurement planning and implementing procurement activities, HEEP shall recruit dedicated procurement staff (within the PMU) to closely monitor, review and approve the procurement processes to ensure conformity and consistency with IFAD's/GoZ's procurement procedures.

**Office space:**

420. To ensure that HEEP will be provided with the adequate office space to properly organize and maintain record of all contract management related files and to make sure that all dossiers are kept in good conditions, also to ensure that all contract management files are available IFAD supervision and audit purposes

**Procurement Activities under the Projects' Components**

421. The project has three (3) components, all of which include procurement activities and will be implemented through the PMU with the support of the Provincial PIUs.

- Component 1: Village Horticultural Garden and 4P Mobilization and Development
- Component 2: Access to Finance
- Component 3: Institutional Support and Project Management

422. Procurement activities (Works, Supplies, Services) under each component will be included in the initial Procurement Plan for the first 18 Months of the project reflecting agreements reached on the procurement activities, methods of procurement, prior review thresholds, quantities, estimated costs and definition of a practical implementation schedule.

423. The Borrower will ensure the PP budgets under each respective activity are updated accordingly and reflect the prevailing market situation. The estimated budgets, as approved by IFAD, will constitute a basis for determining the commercial reasonableness of the actual cost.

424. Initial procurement activities (works, goods and services) are included in the initial 18-Months Procurement Plan attached to the PDR in Annex 07 based on the below project components and their relevant Key procurement requirements:

**Component 1: Village Horticultural Garden and 4P Mobilization and Development**

- Procurement under this component will involve Goods, works, and recruitment of individual consultants.

**Component 2: Access to Finance**

- Procurement under this component will involve mainly capacity building activities and recruitment of individual consultants.

### **Component 3: Institutional Support and Project Management**

- Procurement under this component will involve purchase of goods, services, non-consultancy services and recruitment of individual consultants.
- The procurement of goods will include mainly purchase of vehicles, office furniture and IT furniture for the PMU and the districts offices. To the extent feasible, the PMU will group each activity per lot according to their respective nature and complexity. The PMU, through the Project Coordinator, will liaise with the Central Mechanical and Equipment Office on the technical aspects pertaining to preparing and evaluating tenders. The reception of the goods is expected during the first 12 months of the project life cycle.
- Services under Component 3 involves the recruitment of individual consultants who will perform the daily and routine project activities and include a mix of individuals recruited externally and internally through secondment. All the recruitment of these consultants, whether externally or on secondment, will be carried in accordance with IFAD's rules and procedures for the selection of individual consultants. The threshold for IFAD's review will be considered by reference to estimated budget of the total contract duration and not annually.

### **Annex 11: Integration of SECAP risks into Procurement**

425. This section provides indication to the SPO on the SECAP risks to be incorporated into procurement. While the general integration of SECAP requirements into procurement documents is described into ANNEX 4, Volume 1 of the SECAP, the project specific risks are as identified by the SECAP online tool. The ES specialist has identified, through the SECAP environmental and social screening checklist, the issues in the table below that need to be mitigated through procurement. In case the SPO has ambiguity as to the guidance provided by the ES specialist in the rightmost column of the below Results Table, then the SPO will need to collaborate with the ES specialist and relevant members of the PDT in order to reach an agreement as to how these ES issues can be dealt with best through procurement mitigation measures that the Borrower must be required to put in place with respect to procurement parameters like:

1. Technical Specifications
2. Bidder Qualification
3. Bid Evaluation Criteria
4. Contract Clauses

426. For Example, if use of harmful types of pesticide is an issue in the project area, then it can be dealt with through the specifications of the pesticide and both the ES specialist and the SPO will agree that the project will use a "WHO-FAO approved pesticide and that WHO-FAO codes for safe labelling, packaging, handling, storage, application and disposals of pesticide are respected". If the project involves work in a sensitive cultural heritage area or an area where biodiversity is to be protected, then the successful past experience of the contractor in working in such zones is critical and the ES specialist will select "Bidder qualification" and "Bid Evaluation Criteria". If labour conditions or indigenous

peoples' rights are often compromised in the project's area, then the ES specialist may select "Contract Clauses" and give whatever further guidance is possible for SPO. If deforestation or extensive use of natural resources in the project area is an issue identified by the ES specialist, then the ES specialist will chose "specifications" and "Bid Evaluation Criteria" and agree with the SPO to specify legally-harvested timber (or timber certified with the relevant label) and agree as to the evaluation criteria to be used to promote resource efficiency (e.g. evaluation criteria to favour energy efficient pumps, efficient transformer sub-stations, fuel saving equipment etc.).

427. The ES specialist, relevant members of the PDT and the SPO will need to consult together and pool their collective expertise in the various disciplines in order to arrive at the right mitigation measures to be reflected in the PRM. In this manner downstream work by the SPO in prescribing the project requirements for the Procurement Plan (PP) and PDR are facilitated and can be readily reflected in the PIM and the choice of bidding documents and contract provisions. The table below gives SECAP Guidance to the SPO:

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<b>SECAP Guidance for SPO</b>			
<b>Environmental and Social Safeguards</b>			
Biodiversity conservation	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for SPOs</b>
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	Substantial	<b>Moderate</b> Project requires procurement of natural resources through primary suppliers, and resource extraction is tightly regulated	The project will procure locally made bricks however, procurement will be done by ARDA. The MoU will stipulate that no bricks will be procured made from unsustainable practices that lead to environmental degradation.
Resource Efficiency and Pollution Prevention	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for SPOs</b>
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Moderate	<b>Minor</b> Pollutants may possibly be released, either routinely or by accident, but treatment systems are proven and verified. Receiving environment has absorptive capacity.	The use of fertilisers and pesticides could lead to pollution of groundwater and surface water. The suppliers of fertilisers and pesticides contracted by the PMU will be required to operate in line with the specifications in SECAP VOL 1 Annex 4 which specifies a need for environmentally friendly safeguard standards, e.g. use of eco-labelled products that minimizes hazardous substances/emissions.
2.3 Could the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	Moderate	<b>Minor</b> Only a small component of the project is focused on forestry, and this aspect is well regulated.	The project will procure fruit trees from government institutions, research institutes and NGOs companies that grow the tree nurseries. Instructions will need to be included in the related bidding documents that tree nurseries will need to be grown in a sustainable manner including safe use of fertilisers, chemicals, safe disposal of plastics.
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Substantial	<b>Moderate</b> The project will require consumption of raw materials, energy, and/or water. This will be a significant component of the project, but impacts can be appropriately managed.	Procurement of raw materials will be carried out in an ethical manner and the instructions to be included in the related bidding documents. Procurements of goods and equipment related to water and energy provision should focus on water and energy efficient equipment for Agriculture Producer Groups.
2.6 Could the project involve inputs of fertilizers and other modifying agents?	Substantial	<b>Moderate</b> The project requires use of fertilizers, but options are available to replace polluting fertilizers with alternatives.	The project will procure fertilisers for the Agriculture Village Gardens. Suppliers of fertilisers will be required to supply fertilisers that are eco-friendly, which are not harmful

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			to the environment in line with SECAP standard 2.
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Substantial	<b>Moderate</b> The project requires use of pesticides, but options are available to replace potentially polluting pesticides with alternatives.	The project will not supply or procure pesticides that contain active ingredients that are banned or restricted under applicable international treaties and agreements, or meet the criteria of carcinogenicity, mutagenicity or reproductive toxicity as set forth by relevant international agencies.
Labour and Working Conditions	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for SPOs</b>
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	Moderate	<b>Minor</b> The project operates in a sector, area, or value chain where workers are occasionally exposed to significant OSH risks, and where regulation is known to be effective.	Measures relating to OSH, aimed at protecting project workers from injury, illness or impacts associated with exposure to hazards encountered in the workplace or while working will be included in the technical specifications of bidding documents and contractors will be required to abide by them.
Community Health, Safety and Security	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for SPOs</b>
6.5 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Moderate	<b>Minor</b> The project has only minor involvement with the transport, storage, and use and/or disposal of hazardous or dangerous materials, and regulation of hazardous materials is effective.	There is a possibility of transport and storage of pesticides/herbicides which might have safety issues to the farm workers. There is need to improve procurement (taking note of expiry dates), transportation, storage, handling and disposal of chemicals.
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Low	<b>Negligible</b> The project will not result in labour influx, land redistribution, or other actions that alter community dynamics.	Suppliers, contractors and service providers will be required to respect the IFAD Policy to preventing and responding to sexual harassment, sexual exploitation and abuse and mandatory references to safe policies will

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			be included in the bidding documents and contracts entered into.
6.8 Could the project lead to increases in traffic or alteration in traffic flow?	Low	<b>Negligible</b> The project will not lead to an increase in traffic, or alteration of traffic flow.	No risks are foreseen. The increase in traffic flow is minimal with no procurement.
6.9 Could the project lead to an influx of project workers?	Low	<b>Negligible</b> The project does not require an influx of project workers	Moderate risks are associated which can be managed There is no influx of project workers envisaged most workers will be local with no procurement.
6.10 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	Moderate	<b>Moderate</b> The project requires the introduction of a moderately-sized security force. The force is well trained, and protocols are in place.	The risk is moderate and recruitment will be according to local employment rules.  Community members are responsible for the security of their enterprises so there will be no procurement .
Physical and economic resettlement	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for SPOs</b>
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Moderate	<b>Minor</b> The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	No risk is foreseen and no procurement envisaged
Financial intermediaries and direct investments	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidance for SPOs</b>
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	Moderate	<b>Moderate</b> The institution does not employ an ES Officer, but has sufficiently trained field staff available to monitor the impact of the operations of the institution.	There is a potential that investment could be granted to institutions with inadequate capacity to implement ESMS. The training on how to implement ESMS will be mandatory to all institutions after capacity assessment. The institutions will be capacitated to implement ESMS implementation.

## 19. Appendix 14: Financial Management

### DRAFT HEEP FINANCIAL MANAGEMENT MANUAL

#### INTRODUCTION

428. The Financial Management Manual outlines the financial procedures to be followed by the Programme Coordination Unit (PMU) during implementation of the HEEP project. The manual is a living document to be reviewed and updated as need arises during project implementation. The Manual is part of the Programme Implementation Manual, and should be read together with the Procurement Manual. This manual makes references to the following key documents: (i) HEEP Financing Agreement, (ii) IFAD General Conditions, (iii) Financial Management and Financial Control Letter (FMFCL), (iv) IFAD Guidelines on Project Audits, (v) FMFC Handbook, (vi) GoZ Public Finance Management Act (vii) Treasury Instructions, (viii) Audit Act, (ix) HEEP design report, and (x) Accounting Officers Instructions. It is therefore fundamental that the project staff, especially the National Programme Coordinator (NPC) and the Program Accountant understand these documents in the early stages of programme implementation. Below are links for the generic documents listed above:

- Financial Management and Financial Control Handbook
- General Conditions for Agricultural Development Financing
- Conceptual Framework on Financial Reporting and External Audit of IFAD-Financed Projects
- IFAD Handbook for Financial Reporting and Auditing of IFAD-financed Projects

429. **Financing package:** The Horticulture Enterprise Enhancement Project (HEEP) is a US\$ 66.9 million with a goal of achieving higher and more sustainable incomes for smallholder farmers in Zimbabwe. The Programme Development Objective is to “*Enhance participation in horticulture value chains for smallholder farmers.*” HEEP will promote smallholder village aggregation centres whereby the smallholders will produce for a farmer owned and managed central point that will be responsible for collection, quality control, aggregation, processing and marketing of produce. Smallholder farmers will be provided with extension services, tillage, and inputs on credit. HEEP will introduce innovations such as greenhouse production, water efficient technologies, value addition through creation of micro processing plants, aquaponics, and hydroponics to mitigate severe drought. These technologies will allow the landless women and youth to participate meaningfully in the horticulture value chain.

430. **Fiduciary responsibility:** The key implementers in HEEP financial management have fiduciary responsibility to ensure that project funds are used exclusively for intended purposes. Poor financial management in the implementation of the project could result in failure to achieve its intended impacts. IFAD will undertake supervision missions that will include a review of all fiduciary aspects, will undertake review of audit reports, and may commission own audits/ reviews. The GOZ as well has systems and structures to ensure that public funds are used for intended purposes.

431. **Transparency, governance, anti-corruption:** The HEEP Governance and Anti-Corruption Framework are in line with IFAD’s *Revised IFAD Policy on Preventing Fraud*

*and Corruption in its Activities and Operations*<sup>35</sup>,, with the aim to mitigate the risk of corruption and promote effective utilisation of resources, including the following aspects:

- The provisions of this financial management manual articulating the type of internal controls and administrative systems to be established towards transparency and accountability;
- the accounting system that will substantially reduce the scope for human error;
- the risk-based implementation reviews of programme financial management and staff;
- the back-up procedures kept on the PMU's computers to avoid the loss or damage of financial data;
- HEEP will also include a systems audit in the TORs of the auditors and in the supervision plan; and
- Internal audit department of MLAWRR will include the programme in its yearly internal audit oversight plans. The implementation status of the internal audit recommendations will be addressed and made available to the fund.

432. IFAD zero tolerance policy for corruption and fraud urges persons observing concerns of irregular practices in IFAD funded projects to report to the IFAD Office of Audit and Oversight through any of the following means:

By telephone: +39 0654592888

By confidential email: [anticorruption@ifad.org](mailto:anticorruption@ifad.org)

433. Roles and responsibilities of IFAD and the recipient are included in Section D of the *Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations*.

434. Supervision. HEEP will be jointly supervised by GOZ and IFAD every six months. The IFAD Finance Officer will review the performance of the project and provide guidance in areas of improvement to support the project to adhere to IFAD financial management guidelines. The aim will be to resolve all issues related to the financial management of the project during or shortly after each supervision mission. Terms of reference for the supervision missions will be prepared by the IFAD Country Director.

435. Users of the Manual. Within the PMU, the finance team will include the following: Programme Coordinator; Program Accountant and Assistant Accountant. Non-finance staff will be involved, in their capacities as users, providing technical inputs in expenditure justifications. The Procurement Unit (PU) will play a special role in contractual certification of payments before these are passed to the Program Accountant for payment processing.

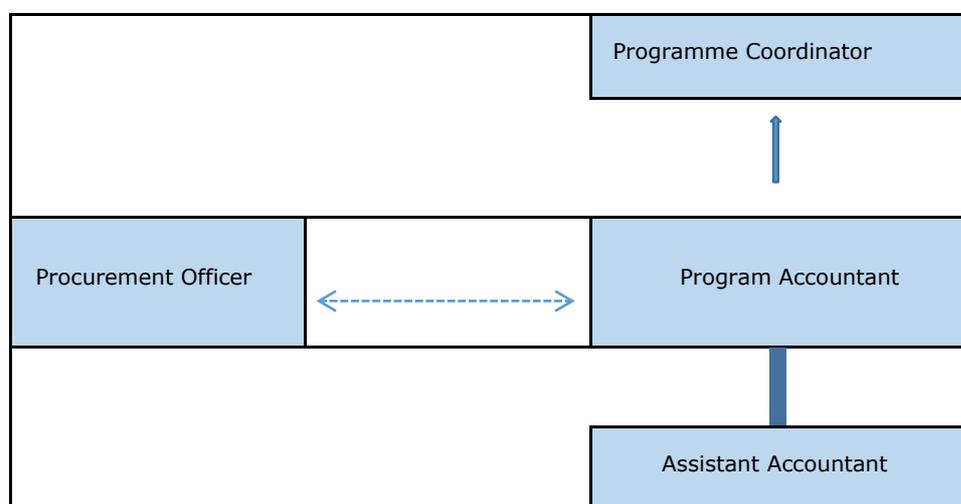
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35 [https://www.ifad.org/en/-/document/policy-on-preventing-fraud-and-corruption-in-its-activities-and-operations?p\\_l\\_back\\_url=%2Fen%2Fcorporate-documents%3Fmode%3Dsearch%26keywords%3Dcorruption](https://www.ifad.org/en/-/document/policy-on-preventing-fraud-and-corruption-in-its-activities-and-operations?p_l_back_url=%2Fen%2Fcorporate-documents%3Fmode%3Dsearch%26keywords%3Dcorruption)

As such, even non-finance staff should familiarise themselves with the contents of the financial management section of the PIM because they also have a fiduciary responsibility to ensure HEEP funds are used only for intended purposes.

436. Organisation and Staffing: HEEP PMU finance team will comprise of a Program Accountant and Assistant Accountant who will be competitively recruited and tasked to set up the financial management systems of the project. The PMU finance team will be responsible for the accounting function of the Programme, such as funds flow (including following up justifications), preparation of annual financial statements, periodic financial reporting and overseeing the arrangements for audits in accordance with GoZ procedures and IFAD’s audit guidelines. Roles and responsibilities of the program finance staff will be clearly documented in their respective job descriptions.

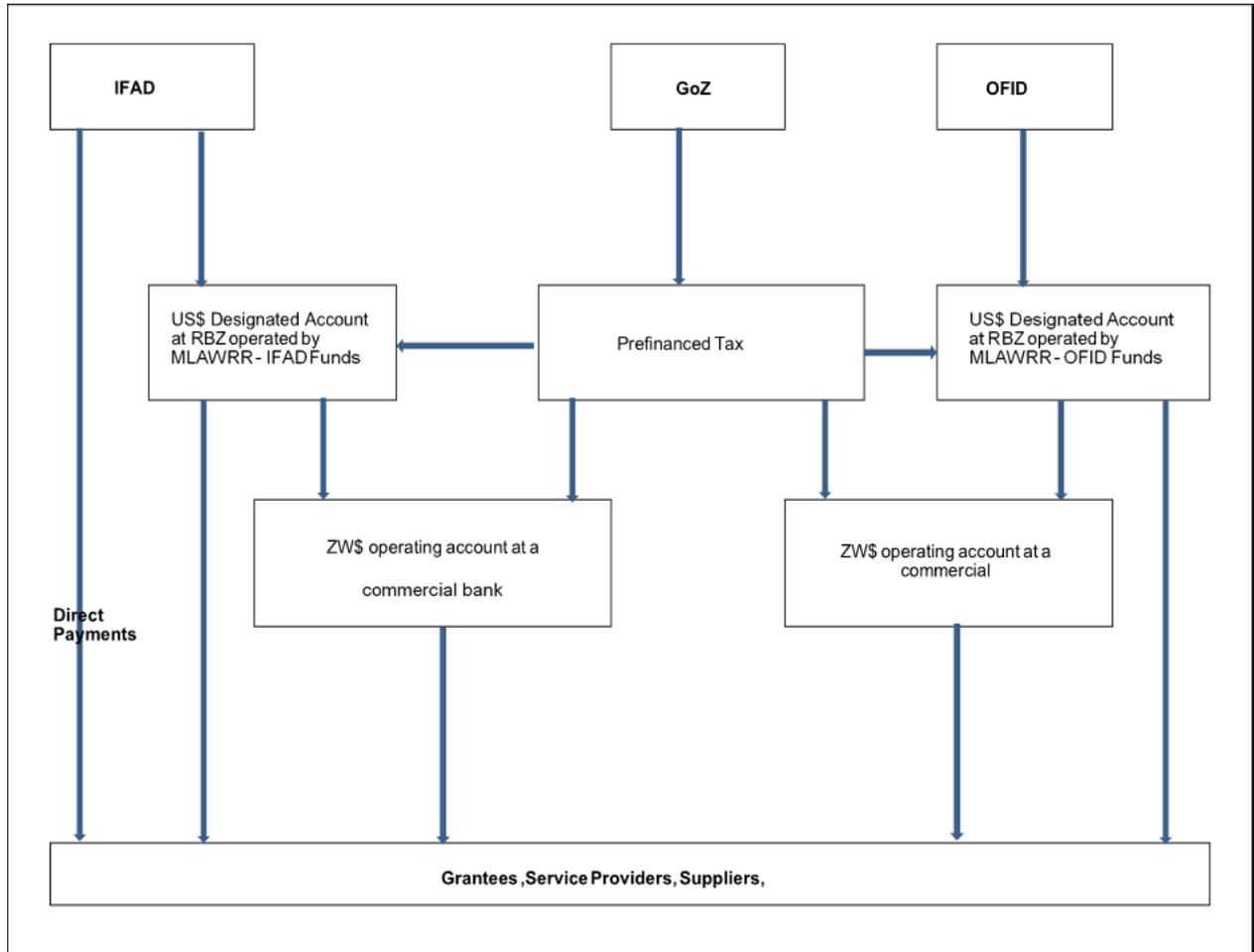
**Figure 1: Finance team reporting structure within PMU**



**FUNDS FLOW ARRANGEMENTS**

437. Designated and Operating account: MLAWRR will open a US\$-denominated designated account at the Reserve Bank of Zimbabwe to receive loan funds from IFAD. Upon approval and signing of a separate Financing Agreement in respect of the OFID loan, MLAWRR will open a separate US\$ designated account at Reserve Bank of Zimbabwe to receive loan funds from OFID. The designated accounts will be managed by the PMU which will be charged with the preparation of all disbursement requests and justifications. HEEP financial obligations in foreign currency will be paid from the US\$ designated accounts. MLAWRR will also open operating bank accounts at a commercial bank to receive and hold the financing transferred from the designated accounts for the IFAD funds and OFID funds respectively from which HEEP financial obligations in local currency shall be met.

438. GOZ will fund taxes and duties on programme expenditures through tax waivers on imported goods and services. The government will maintain separate dollar account to provide for funds to cover for taxes. Transfers of these funds to the project operating account to meet the taxes will be done on a quarterly basis in the foreign currency to mitigate potential currency mismatch risks. Other GoZ contributions shall be in form of salaries to seconded staff and provision of office space.



**Figure 2: HEEP Funds flow arrangements**

439. Report-based disbursement will be the mechanism used for withdrawing funds from IFAD financings. Interim Financial Reports (IFRs) package will be used as a basis of submission of withdrawal applications to IFAD. The IFRs package will be included in the Financial Management and Financial Control Arrangements Letter (FMFCL) and the PIM. Project will be using the Revolving Fund modality under the report-based disbursements during the implementation period. The first advance should be equal to or less than the forecast amount of IFAD financed expenditures approved in the Annual Work Plan and Budget (AWPB) for the period of six months. Further advances to the Designated Account will follow IFR report-based disbursement procedure.

440. The PMU will have the responsibility of coordinating and ensuring the smooth flow of funds so that funds are available as and when necessary to meet programme financial obligations towards suppliers, service providers and contractors. This will involve: (i) establishing the liquidity requirements of each implementing agency based on the approved AWPB; (ii) preparing and dispatching bank transfer instructions to MLAWRR to ensure that there is sufficient liquidity in the operational accounts at all times; (iii) following up on any funds advanced to implementing agencies and ensuring the timely justification thereof; (iv) maintaining the supporting documentation underlying expenditures incurred by the programme in order to prepare Withdrawal Applications for submission to IFAD; and (v) ensuring that the Authorized Allocation is fully accounted for

at all times through regular preparation of periodic reconciliation statements for the designated account.

441. The day-to-day expenditures incurred by each of the programme’s implementing agencies at the national, provincial and district levels will be settled from these accounts. The operational accounts will be managed by PMU and MLAWRR with the Director of Finance as a Principal Signatory. For a payment to go through at the programme accounts it must have two signatures; one from category A and another from Category B. The signatories to the bank accounts will be as follows:

<b>Category A Signatories</b>	<b>Category B Signatories</b>
<ul style="list-style-type: none"> <li>✓ Director of Finance/MLAWRR.</li> <li>✓ Programme Accountant</li> </ul>	<ul style="list-style-type: none"> <li>✓ Three officers from MLAWRR appointed by the Accounting Officer of MLAWRR and approved by MOFED.</li> <li>✓ Programme Coordinator</li> </ul>

442. **HEEP financial management cycle**

443. Financial management in HEEP will be established as a routine and highly standardised process and will follow an annual cycle of inter-dependent steps. These steps are:

- 1) Budgeting and budget control. Any expenditure incurred outside the approved budget will be declared ineligible for IFAD financing.
- 2) Commitment of funds – including procurement process. Finance department will be responsible for guiding procurement department on fund availability.
- 3) Treasury functions – including the accounting system. Payments to eligible contractors, service providers, and suppliers.
- 4) Preparation of quarterly Interim Financial Reports and subsequent withdrawal applications. The finance team will have to exercise efficiency in the forecasting exercise to ensure that WAS submitted to IFAD are consistent and that no liquidity challenges hamper project implementation.
- 5) Financial reporting and auditing.

444. This manual has been arranged as to cover each of these aspects of the above annual financial management routine.

**STEP 1: ANNUAL WORK PLAN AND BUDGETING**

445. Annual Work Plan and Budget (AWPB) is the key instrument for HEEP implementation and operational control. During day-to-day financial management, an approved AWPB is the most important document, and the principal guide on what to do and how to use resources. The AWPB represents:

- Commitment of PMU and implementing agencies to carry out a set of activities, produce specific outputs and achieve certain targets; and

446. Agreement by GoZ and IFAD that the planned activities are appropriate in light of the HEEP objectives and approval to spend the necessary money as specified in the annual budget.

447. The AWPB is a means by which Government of Zimbabwe and IFAD will have provided "prior approval" to PMU to spend resources on the activities included in the AWPB. It should be taken very seriously, as any expenditure incurred outside the AWPB will be queried by auditors, supervision missions and will be declared ineligible for IFAD financing.

448. The detailed steps to be followed in the preparation of the AWPB are included in the IFAD guidelines for preparation of AWPBs and progress reporting. The Procurement planning aspects are covered under the Procurement Manual.

449. **Timing:** The draft AWPB should reach IFAD 60 days before commencement of the year in question, that is, by 31 October of each year. It is equally important that AWPB preparation schedule be in tandem with Government budgetary process since HEEP budget should pass through Government budgetary approval process and HEEP must be included in the GoZ printed budget estimates.

450. The following AWPB preparation schedule is provided for guidance. It should be reviewed and modified as may be necessary in consultation with the MLAFWRD and other key stakeholders.

**Table 1: Proposed annual work plan and budgeting planning schedule**

<b>Activity/ steps</b>	<b>Schedule</b>	<b>Responsibility</b>
(i) Briefing on preparation of AWPB, provision of guidelines and format to key implementing agencies.	End April	PMU, PC, M&E Specialist supported by Program Accountant and Director, Agricultural Economics and Markets
(ii) Call letter from PMU for the preparation of AWPB to participating institutions.	Early May	Letter drafted by PM&E Specialist and sent under the signature of Programme Coordinator.
(iii) Preparation of AWPB by participating institutions. Submission of AWPB proposals to PMU.	May/June.	Focal point identified by the respective institutions. Head of participating Institutions
(iv) Preparation of consolidated Annual Work Plan and Budget.	Mid-July	M/E Specialist and Program Accountant with support from PMU members
(v) Review/Agreement on draft AWPB by participating institutions.	End July	Meeting called by Programme Coordinator
(vi) Review by PSC	Early August	PSC
(vii) Finalization by PMU	Mid-August	PM&E Specialist or PC
(viii) Submission to MLAWRR for incorporation into MLAWRR budget	Last week August	Programme Coordinator
(ix) Submission to Parliament	Mid-September	MLAWRR

<b>Activity/ steps</b>	<b>Schedule</b>	<b>Responsibility</b>
(x) Submission of draft AWPB to IFAD	October	Programme Coordinator
(xi) Comments from IFAD	Mid November	IFAD CPD
(xii) Approval by Parliament/information	November/December	Parliament
(xiii) Finalization of AWPB/Distribution to implementing institutions	End December	Programme Office Coordinator

451. **Role of finance offices in AWPB preparation:** In the planning and budgeting stage, the HEEP finance officers perform the four functions below:



452. **Role 1: Avail HEEP Budgeting teams the status of available balances.** Technical coordinators will play an important role in facilitating budget preparation for activities in their respective fields. This does not however imply that they can solely dispose of the component budget as the respective sub-components are interrelated with others. HEEP will adopt an integrated team work programme management approach.

453. Prior to the start of the planning and budgeting exercise, the Program Accountant will provide the budget holders the respective sub-component status of available balances and overall category-wise implications. The Program Accountant does this by preparing extracts from the accounting system and obtaining from IFAD a status of funds balances available category-wise. From the accounting system, the Program Accountant will also obtain balances component-wise, including up to the major activities as described in this manual. The status of funds available should be adjusted by deducting commitments, WAs in the pipe line and projected expenditure for the remaining part of the current year. The adjusted information about the status of funds is provided to the budget holders so that they are aware of budget ceilings.

454. The net available balance should also be broken down according to components, sub-components and major activity headings so that planners are able to determine the relative weights for each component/ sub-component in the AWPB. It is important to keep a relative balance between components so that some components do not lag behind.

455. **Role 2: Other disbursement restricting factors.** Whereas available balances may set the ceiling of what to include in the AWPB, there are other restricting factors. The program accountant will quantify these and communicate to the budget holders/ sub-component heads at the start of the planning season; examples will include:

- a. The realistic amount that can be replenished from IFAD.
- b. Time lag between commitment and disbursement.
- c. Existing obligations to complete on-going works.

456. **Role 3: Consolidating the HEEP AWPB:** In the AWPB there is a number of finance tables that have to be consolidated by the program accountant and his or her team, working closely with the M&E Specialist. While the consolidation of the AWPB into one document will be led by the M&E Specialist, the finance tables will be a responsibility of the program accountant. These tables will include:

- a) Past year financial performance and cumulatively
- b) Consolidated Annual Budget Summary
- c) Component of expenditure/receipts summary
- d) Category of expenditure/receipts summary
- e) Category of expenditure/receipts summary by financier
- f) Component of expenditure/receipts summary by financier
- g) Detailed activity based annual Work Plans and Budgets for each budget responsibility centre.

457. The formats for each of the above summary are available in the IFAD guideline for AWPB preparation and progress reports.

458. **Role 4: Treasury planning.** This will be part of the AWPB preparation. The program accountant, as part of AWPB processing, will earmark the bigger items that can be paid for through direct payments and those that have to be paid for from the operational bank accounts. This will be translated into a quarterly cash flow forecast to ensure there is sufficient liquidity even in peak periods. Sample AWPB templates are included at Appendix 1.

## **STEP 2: COMMITTING FUNDS**

459. Commitment of funds is largely a procurement function covered under a separate procurement manual. The finance team will have a role to play in the procurement cycle including:

- a. Providing the status of available balances ahead of each procurement launch to avoid over-committing the project/GoZ. This will require the program accountant to maintain a detailed analysis of commitments.
- b. This means contracts cannot be signed off without the program accountant entering them into the accounting system.
- c. The authentication, custody and execution of any financial instruments such as performance bonds, advance guarantees will be a responsibility of the Programme Accountant.
- d. The financial progress elements of the contract monitoring forms will be a responsibility of the Programme Accountant.

## **STEP 3: TREASURY FUNCTION INCLUDING THE ACCOUNTING SYSTEM**

460. The PMU will operate a fully functional accounting software in form and substance satisfactory to IFAD for maintaining its accounts. *In order to maximise value for money, priority should be given to use the existing accounting software currently being used by SIRP, and which has been customised for IFAD financial reporting purposes.* IFAD will continuously review the Grants Module of the Public Financial Management System (PFMS) during implementation to determine its readiness for IFAD projects in the country.

461. The project will adopt the IPSAS accrual basis accounting standards in accordance with GoZ accounting requirements for externally financed projects. HEEP will maintain a multi-currency general ledger to facilitate automatic generation of financial reports in US\$ and ZW\$.

462. Setting the chart of accounts. HEEP will sufficiently code the off-the-shelf accounting package to optimise its use. In setting the chart of accounts:

- a. The customisation will be in such a way as to disclose use of HEEP funds by component, sub-component, activity, cost category and each of the funding sources to be collated through the software.
- b. Customization will also include reference to the GoZ's Chart of Account (COA). Budgetary control at activity level to be incorporated.
- c. The system shall be set to produce sufficient data for preparation of interim financial reports (IFRs).
- d. It should be set to print at a click of a button, the designated account reconciliation at any one time; and
- e. The key activities and codes allocated should be agreed with M&E Specialist as the key ones that the latter will be monitoring from physical progress side. This will ensure that there is a convergence between the Program Accountant's monitoring (financial progress) and the M&E Specialist (physical progress). This coding approach will be applied consistently across the entire PMU from the coding of the AWPB, procurement requisitions and other documents, payment vouchers, the accounting system and PM&E physical input level monitoring.

463. Expenditure attribution. Use of the accounting software will ensure the traceability of the funding. In this, activities will be traced – right from planning to be followed through by the accounting system up to withdrawal application – to either OFID, or to the IFAD loan. Activity level expenditure codes in the accounting system shall be aligned to activities codes contained in the AWPB.

464. Accounting for Beneficiary Contribution. all project financing sources (IFAD financing, counterpart contributions, beneficiary cash contributions and co-financier funds, whether in cash or in the form of tax exemption) and all in-kind contributions must be duly valued and accounted for in the project financial statements. Such contributions shall be subject to external audit.

465. a. **Recognition.** The contribution by an individual, unit or organisation of a service or product to HEEP free of charge shall be classified as in-kind contribution. All in-kind costs must be eligible, actual, evidenced and essential to the delivery of the project. For HEEP beneficiary contribution may in the form of cash deposited by participating communities to match grant funds of the share of the sub-project costs, labour, construction materials, agricultural products, plots of land etc. The GoZ contribution will be in form of tax exemptions, salaries for GoZ staff seconded to HEEP and provision of office space.

466. **Measurement.** In-kind contributions should be recognised at fair market value. "Fair market value" is defined as the agreed-upon price in an open and unrestricted market between knowledgeable and willing parties who are dealing at arm's length and who are fully informed.

467. **Disclosure.** It is the ultimate responsibility of HEEP Program Accountant to ensure that the reported fair-market value for all items involving an in-kind contribution is reasonable and correctly and fully disclosed in its financial statements.



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2. Availability of supporting documentation		d) Bank guarantee for advances	
a) Boarding passes reconciled DSA days taken		5. Fund availability in budget: ensure accounting software is been updated at all times to reflect the outstanding balances	
b) Back to Office Reports			
3. Fund availability in		6. Ensure banking instructions are appropriate.	
a) Budget – ensure accounting software is been updated at all times to reflect the outstanding balances			
b) Category(ies)			
4. Accuracy of computations			

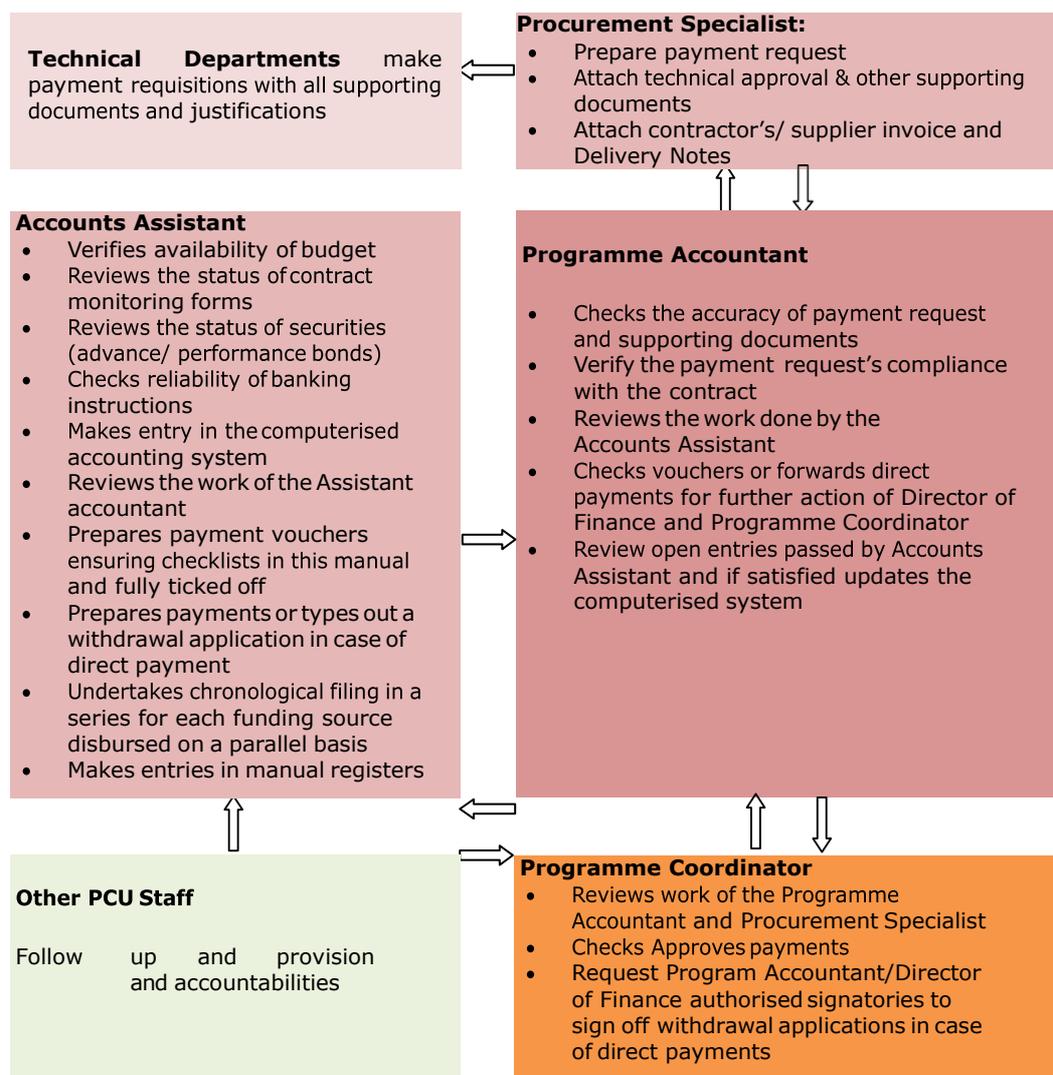
**INTERNAL CONTROL SYSTEM**

470. Internal controls. Being a GoZ program, HEEP will comply with GoZ allowances applicable to externally financed projects for travel and accommodation unless otherwise specifically agreed formally between IFAD and GoZ. Payments should follow the following procedures:

- a) A payment request voucher should be prepared for each payment.
- b) Validation of invoice. The following validation checks should be performed by the Finance Team on invoice:
  - Invoice arithmetically correct; and
  - Quantity and price recorded on invoice should be checked back to contract, order, and certification of completion/delivery. If there is any discrepancy identified, it should be raised with the vendor prior to proceeding with invoice processing,
- c) Supporting documentation: the following documents should be attached to the payment voucher to support validation:
  - invoice;
  - Required approvals;
  - Purchase order, goods received note and contract if applicable; and
  - Copy of required guarantees

471. Adequate segregation of duties: HEEP financial management system shall be designed to assure adequate segregation of duties. No single officer shall be allowed to originate, process, approve or sign off payments or to certify the receipt of any related goods and services all by themselves. The payment cycle for works and goods will follow the following pattern:

**Figure 5: HEEP segregation of duties in the Payment Cycle**



## RECORDS MANAGEMENT

472. **Records management.** Financial records must be created and preserved for every financial transaction performed under the programme. Financial records are defined as any financial information including written, computer data, internal forms, e-mails, or any other form of storage information originated from the PMU such as internal forms, journal vouchers, financial reports (Monthly & quarterly) copies of cheques and withdrawal applications etc. or received by the PMU such as supplier invoices and receipts, bank statements, IFAD documents etc. within the framework of the project's official activities. The objective of this procedure is to preserve the financial records and files for further official use by the PMU, for financial audit and for review by IFAD during the supervision missions. The programme's financial records are the property of the MLAWRR and cannot be removed or destroyed.

473. **Filing of the financial records.** The Finance team will maintain chronological files in which the financial documents have to be filed for future reference. Filing should be performed daily to prevent the accumulation of papers and to ensure that the financial records are maintained in an up-to-date manner at all times. Each financial record should be filed under its code in a chronological order, with a sequential number assigned to every document. Any kind of additions or amendments to the financial document should be filed in a chronological order immediately following the principal document. A separate series of vouchers will be filed for each operational account opened.

474. **Storage of financial records.** The financial records of the project should be stored in the PMU/and/ or MLAWRR for a minimum of 10 years after the project completion. The data should be stored within the accounting software, as paper copies, as scanned copies and as computer disc copies. The Program Accountant should allocate an appropriate storage area for the financial records in paper format and maintain them in locked cabinets, safe from water and fire, to which access is controlled and limited.

475. **Archiving of financial records.** In order to prevent an unnecessary pile-up of files in a limited office space, the Program Accountant should make sure that the financial records are archived on a regular basis. Once a year, the Program Accountant should make sure that the completed or inactive files are archived in a manner that will allow for easy retrieval of the files in case they are required at some future date.

476. **Back-up procedures.** To avoid the loss or damage of financial data, the information should be kept in two copies: i) at the computer server and ii) in the locked cabinets of the PMU. Only authorised personnel should be allowed to access the financial records. The access of external persons is prohibited except for authorised persons such as investigators, auditors and IFAD staff/ consultants with prior arrangement.

## **FIXED ASSETS CONTROL**

477. Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the project.

478. **Asset Register.** The Program Accountant must maintain a register of all (material) HEEP equipment. The asset register should record the following information for each individual piece of equipment: 1) Asset description, 2) Asset number, 3) Serial number of the item, 4) Officer responsible for asset, 5) Funding of asset (IFAD, Government etc.), 6) Location; Date of purchase; and 7) Estimated life. Sample forms for asset records are included at Appendix 4.

479. **Asset Verification Review.** The Program Accountant must ensure that a verification count of all equipment recorded in the fixed asset register is performed at least once a year. This should include the following checks:

- a. Verify that all equipment is still held in the location recorded on the register; and
- b. Check that equipment is still in a reasonable state of repair.
- c. Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged,

they should be removed from the asset register. The removal should be formally documented and approved by the Programme Coordinator and notified to PSC.

- d. The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty.

480. **Vehicle Maintenance and Fuel.** The drivers are required to record all trips and fuel refills in a logbook and collect all the supporting documentation (different if fuel cards/vouchers are used). The vehicle logbook provides control over the use of the vehicles as well as fuel consumption. For official field trips, a special cash provision is given to drivers to allow them to purchase fuel during the trip and payment of tollgate fees.

481. The safety of cars is the responsibility of the recipient staff members and drivers assigned to the vehicles. Consequently, they must ensure that the cars are parked in a secure area when not in use or outside working hours. The drivers are required to monitor the maintenance of their assigned vehicles under the supervision of the Administrative Assistant. The drivers must notify the Administrative Assistant of maintenance needs (including periodic servicing) so that the cars can be serviced on a timely basis. Sample documents for vehicle and fuel management are included in Appendix 6 and 7.

482. The Program Accountant should on a monthly basis review the mileage and fuel usage as well as any undertaken service as reported in the log book of each car and compare these with the official invoices and travel authorizations etc. to make sure the numbers are accurate. These should be signed off by the Programme Coordinator.

483. An insurance policy must be taken by the PMU to cover all cars and passengers against all risks, including damage, theft, and fire, as well as injury and property damage to third parties.

#### **STEP 4: REPORT-BASED DISBURSEMENTS – INTERIM FINANCIAL REPORTING**

484. The program accountant should endeavour to know the project's treasury position at all times in order to better manage the liquidity position in a timely and efficient manner. The key goals are to ensure that:

- a. There are sufficient funds in treasury to meet the project's field activities for implementation.
- b. the disbursement rate of the project closely follows the physical activity progress;
- c. Increase in the performance level of HEEP and meeting its objectives as in the PDR.

485. The program accountant should prepare regular cash and expenditures rolling quarterly cash flow forecasts in line with the revised interim financial reporting (IFR) guidelines (*discussed further in Step 5 below*). This will help to detect periods of liquidity gaps so that appropriate adjustments in work scheduling or any other remedial actions can be taken proactively. The purpose of the IFR is twofold: (i) to report on past performance (immediate past quarter, cumulative for the financial year, and cumulative since inception); and (ii) mandatory projection of cash flow requirements for the subsequent two quarters.

486. The authorised allocations for HEEP will be based on projected disbursements per semester which will be determined during the final stage of the design.

487. The programme will make use of the standard disbursement methods including: i) Advance withdrawal/replenishment; ii) direct payment; and iii) reimbursement if the GOZ has pre-financed any transactions. Detailed instructions for disbursements will be included in the Letter to The Borrower (LTB) issued by IFAD for HEEP the contents of which will be discussed and agreed with the GOZ.

488. The Interim Financial Reports Package shall include:

- a. Brief narrative summary;
- b. Cash forecast for the next two quarters;
- c. Sources and uses of funds statement;
- d. Designated Account activity statement;
- e. Variance analysis of use of funds by quarter;
- f. Variance analysis of use of funds for the financial year;
- g. Variance analysis of use of funds for the cumulative period;
- h. The bank statements of the Designated Account for the reporting period, showing the account's opening and closing balance and a summary of the account's movements;
- i. Extracts from the contracts register, as generated by the project from the IFAD
- j. Client Portal, Contract Monitoring Tool Module.

**The interim financial reporting guidelines are provided in Appendix 3.**

### **IN-KIND CONTRIBUTIONS**

489. Beneficiary and Government contribution is seen as a viable mechanism to ensure sustainability of programme interventions and promote mindset changes in order to attract additional investments for similar interventions. On the other hand, in-kind domestic contribution could minimize the amount of external resources needed for Programme implementation. As such, the following paragraphs provide the HEEP guidelines for valuation of in-kind domestic contribution.

490. In-kind contributions are the expenditures incurred by Government, beneficiaries or other implementing partners (value chain actors, service providers and others) for the implementation of HEEP operations. They include (i) goods, (ii) works, (iii) use of services and facilities (e.g. office space), (iv) professional services or expertise in the form of staff time, (v) provision of or access to equipment and special materials; and (vi) office running costs, which otherwise would need to be paid for by the project in order to carry out activities. They are only considered eligible if:

- they are fully included in the approved AWPB;
- the amount of expenditure is duly justified by supporting documents having equivalent probative value to invoices, without prejudice to provisions set out in specific national regulations;

- their value can be independently assessed and/or audited; and
- the co-financing from the contributor does not significantly exceed the total eligible expenditure planned for the project excluding the value of such contributions.

491. To easily produce data on in-kind contribution, HEEP will develop data collection instruments to be used at different levels of the Programme. These shall be captured through the HEEP M&E system. Technical staff and other stakeholders shall be trained on application of these instruments. These instruments shall be developed by the HEEP M&E staff and distributed to all technicians and stakeholders involved in Programme interventions with potential in-kind contribution.

492. To ensure that they are auditable, beneficiary contributions shall be inserted in payment request form and duly authorized by relevant expense authorization authorities. Beneficiary contribution shall be treated as a normal revenue and shall be recorded in accounting systems.

#### **STEP 5: FINANCIAL REPORTING AND AUDITING**

493. Financial reporting is necessary to enable timely and informed decision making by management and IFAD. It includes internal financial reports (refer to Appendix 10 for sample internal financial reports) and external reports. Periodic financial progress reports are a requirement of the IFAD Financing Agreement. Sufficient information must be made available about what the money is spent on, how much is spent and what the results are. The major financial reports include the following: interim financial reports (as addressed in Step 4), supervision reports, annual financial statements and audit reports.

494. **Audit arrangements.** The project audit is an ex-post review of financial statements, records of transactions and financial systems. It examines the adequacy of accounting systems and procedures, capacity to maintain appropriate accounts and documentation of the project expenditures. The objective of the project audit is to provide credibility and assurance of accountability. Refer to Appendix 9 for sample audit terms of reference.

495. **External audits.** External audits for the project will be performed by independent private firms during the initial years of implementation in line with guidelines spelt out in the IFAD Handbook on Financial Reporting and Auditing for IFAD funded projects. IFAD will continuously perform reviews together with the Office of Comptroller and Auditor General of Zimbabwe to assess its readiness in staffing capacities to conduct audits for IFAD funded projects. The audit will provide an opinion on the financial statements as well as ensure a review of the internal control framework of the project for which a management letter will always be issued together with the audited financial statements. IFAD Guidelines for Project Audit provide a comprehensive guide for both PCU and the auditor and include audit Terms of Reference. The audited financial statements need to be sent to IFAD no later than 6 months after the end of the fiscal year.

496. **Internal audits.** Internal audit will be covered by the lead agency/MLAWRR internal auditors. However, there is also the option of outsourcing to an internal audit firm should the Lead Agency fail to provide the services.

#### **PROJECT COMPLETION AND CLOSING**

497. The closing of the project is due six months after the project completion date. Both the completion and the closing date of the project have financial implications on the project management such as: development and submission of a recovery plan, ensuring eligibility of expenditures and submission of the necessary documents outlined below. Please also refer to section 1.3 of the Disbursement Handbook.

498. **Recovery plan of the Authorised Allocation.** To ensure that the designated account is completely and timely justified, the Program Accountant /PMU has to develop and submit to the Fund a recovery plan outlining the percentages per withdrawal application that will be recovered and paid respectively. The recovery plan should be submitted to the fund around 6 months before the completion date or when the outstanding balance (amount still undisbursed by IFAD) is less than the double of the authorised allocation. Refer to Appendix 8 for a sample recovery plan.

499. **Project Completion.** The project completion date will be defined in the Financing Agreement. By the completion date all the project activities must have been finalised. The payments can be done also after the completion date, as long as the commitments/ contracts are signed prior to the completion date. Activities that have continued after the completion date are considered as ineligible expenditures and can therefore not be financed by the IFAD funds.

500. After the completion date but no later than the closing date (six months after the completion date) the PMU can still incur expenditures related to winding up expenditures e.g. Final Audit, Project completion report, Project staff salaries involved in the winding up activities, PMU maintenance cost, project completion workshop.

501. The final audit report has to cover, the final project year up to the project closing date and it can be paid from the loan available balance by using, for example, direct payment or reimbursement of pre-financed expenditures.



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**20. Appendix 15: Sample Annual Work Plan and Budget Templates**

**Table 1: Detailed AWBP Template**

Sub -Component/ Activity	Unit	Planned Quantities				Unit (US\$)	Budget (US\$ '000)					Expenditures by Financiers (US\$ '000)					
		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Total	IFAD Loan	OFID Loan	Smallholders	Agribusiness	GoZ	Total
Cluster Identification and VC Mobilization Activity X																	
Technical Services for APGs and Agribusinesses Activity X																	
Matching Grants for Inclusive VC Investment Activity X																	
Policy and Institutional Support Activity X																	
Project Coordination Activity X																	

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Total																			
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Table 2: AWBP Summary Table by category and financier**

Category	IFAD Loan		OFID		Smallholders		Agribusiness		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. Works	-	-										
2. Grants & Subsidies												
3. Goods, Services & Inputs												
4. Equipment and Materials												
5. Consultancies												
6. Training and Workshops												
7. Recurrent Costs												
<b>Total</b>												

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**Table 3: AWPB Summary Table by component and by category**

	<b>Sub Component 1.1</b>	<b>Sub Component 1.2</b>	<b>Sub Component 1.3</b>	<b>Component 2.0</b>	<b>Sub Component 3.1</b>	<b>Sub Component 3.2</b>	<b>Total</b>
I. Category 1							
II. Category 2							
III. Category 3							
III. Category 4							
III. Category 5							
<b>Total</b>							

## 21. Appendix 16: Guidance on Financial Management Quality Assessment

Area	Considerations
Organisation and staffing	<ul style="list-style-type: none"> <li>a) Adequacy of organizational structure to meet functional needs of the programme. Therefore, the structure above should not be changed without IFAD concurrence;</li> <li>b) Availability of clear job description for key programme positions, including fiduciary positions;</li> <li>c) Adequacy of project financial management staff (numbers and skill) matching functional needs of programme;</li> <li>d) Availability and adequacy of operating manuals and guidelines for staff;</li> <li>e) Existence of a performance-based evaluation system in place and timely completion of performance evaluation for all staff;</li> <li>f) Adequacy of health insurance coverage for all staff;</li> <li>g) Timely payment of social security fees; and</li> <li>h) Staff adequately informed about IFAD's anti-corruption policy and relevant contact details.</li> </ul>
Funds flow	<ul style="list-style-type: none"> <li>a) Timeliness of funds disbursed by different sources (and co-financiers funding if applicable).</li> <li>b) Timeliness of counterpart funds disbursed.</li> <li>c) Efficiency of the funding channels. Timeliness and traceability of funds flows.</li> <li>d) Designated Account(s) and Operating Account Management, Disbursements. <ul style="list-style-type: none"> <li>- Adequacy of the authorized allocation to ensure a smooth flow of funds;</li> <li>- Appropriateness of disbursement methods used;</li> <li>- Adequacy of documentary support for SOE disbursements, reimbursements, directs payments and Special Commitments;</li> <li>- Timely preparation and accuracy of Withdrawal Applications;</li> <li>- Authorization of WA preparation;</li> <li>- Status on expenditures withdrawn from Designated Account but not yet claimed (old cases will be queried);</li> <li>- Regularity of Designated Account(s) monitoring and monthly reconciliations signed by the project Coordinator. Mission will always review and assess the reconciliations; and</li> <li>- Disbursement rate compared to the AWPB and whether satisfactory given the remaining implementation time.</li> </ul> </li> </ul>
Work plan and budgeting	<ul style="list-style-type: none"> <li>a) Timely preparation and approval of AWPB.</li> <li>b) Alignment of AWPB with expenditure categories in Financing Agreement Schedule 2.</li> <li>c) Financing sources and implementing agencies for each category in the AWPB are identified.</li> <li>d) Linkage between AWPB and Procurement plan.</li> </ul>
Accounting system	<ul style="list-style-type: none"> <li>a) Basis of accounting – HEEP should comply with the cash basis of accounting with the required disclosures;</li> <li>b) Adequacy and reliability of accounting system – the project should ensure to comply with the internal controls around the accounting system;</li> <li>c) Recordkeeping (including documentation and filing/archiving);</li> <li>d) Fixed assets register maintained and reconciled;</li> <li>e) Adequate documentation and controls for Information Systems, including documented accounting procedures, backup of financial records, integration of all sub-systems;</li> </ul>

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<b>Area</b>	<b>Considerations</b>
	<ul style="list-style-type: none"> <li>f) Adequacy of chart of accounts for project accounting purposes;</li> <li>g) Timeliness of recording transactions, regularity of performance and approval of reconciliations, controls on erroneous recordings; and</li> <li>h) Appropriate/ adequate accounting and reporting of counterpart funds contributions (including tax and tax exemptions) as well as beneficiary contributions.</li> </ul>
Internal controls	<ul style="list-style-type: none"> <li>a) Segregation of duties- are the following functional responsibilities performed by different units or persons: <ul style="list-style-type: none"> <li>i. authorization of a transaction;</li> <li>ii. execution of a transaction;</li> <li>iii. recording of the transaction; and</li> <li>iv. Custody of assets involved in the transaction.</li> </ul> </li> <li>b) Clarity and adequacy of decision processes and sequence of events for control functions in project implementation reflected in the Financial Manual (or equivalent there-of).</li> <li>c) Adherence to Project Management manuals.</li> <li>d) Effectiveness and efficiency of internal controls over inflows of funding sources other than IFAD.</li> <li>e) Adequacy of contract management (use of contracts registers and monitoring form) and filing there-of.</li> <li>f) Effectiveness and efficiency of internal controls over expenditures (full cycle from commitment, payment, receipt of goods and services, approval of payments, classification, etc.)</li> <li>g) Documentary evidence to confirm delivery and acceptance of contracted goods, works or services.</li> <li>h) Physical controls over cash, documents and records. Adequacy of filing systems. Missions will review the petty cash subject to monthly reconciliation as well as surprise checks; custody of cash box and control of keys.</li> <li>i) Adequacy of physical management of cash.</li> <li>j) Timely payment to suppliers and consultants.</li> <li>k) Eligibility of expenditures with respect to Financing Agreements.</li> <li>l) Legality/eligibility of advances from project funds and timely justification for use thereof.</li> <li>m) Compliance with financial management covenants in the Financing Agreement and Letter to the Recipient (LTR).</li> <li>n) Adequacy of up-to-date record keeping for fixed assets and inventories.</li> <li>o) Adequacy of controls concerning project assets including: <ul style="list-style-type: none"> <li>i. Vehicle and other assets management (assets should be property tagged and a physical inventory count done on a regular basis)</li> <li>ii. Fuel management (Drivers should maintain a vehicle log book)</li> <li>iii. Travel authorisations (including Daily Subsistence Allowance (DSA) paid to staff)</li> <li>iv. Adequacy of vehicles and assets insurance.</li> </ul> </li> <li>p) Workshops: <ul style="list-style-type: none"> <li>i. Availability of list of participants</li> <li>ii. DSA paid to participants</li> <li>iii. Receipts for workshop expenditure</li> </ul> </li> <li>q) Adequacy of controls and authorisation process for use of funds (payments, transfers, Cash/Bank balance management) / and other operational accounts.</li> <li>r) Banking arrangement and controls (reconciliation of bank statements with financial accounts).</li> <li>s) Existence of a proper IT support unit in place.</li> </ul>
Financial reporting	<ul style="list-style-type: none"> <li>a) Completeness, accuracy, usefulness, and timeliness of financial reports;</li> </ul>

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<b>Area</b>	<b>Considerations</b>
	<ul style="list-style-type: none"> <li>b) Interim FM reports and linkage to progress reports - timely preparation, submission to IFAD;</li> <li>c) Preparation of reports showing actual vs budget income/expenditure and AWPB execution rate;</li> <li>d) Follow up of previous aide-memoirs fiduciary recommendations; and</li> <li>e) Reasonable alignment between disbursement rate of recurrent versus investment cost categories.</li> </ul>
External audit	<ul style="list-style-type: none"> <li>a) Adequacy of scope and ToR</li> <li>b) Adherence to ToR</li> <li>c) Timeliness of audit report</li> <li>d) Quality of audit</li> </ul>
Internal audit	<ul style="list-style-type: none"> <li>a) Existence of internal audit arrangements.</li> <li>b) Adequacy of internal audit arrangements (organization - staff capacity).</li> <li>c) Adequacy of internal audit scope of work and quality of reports.</li> <li>d) Assessment of matters raised in audit reports.</li> </ul>
Loan closure	<ul style="list-style-type: none"> <li>a) Confirmation of last withdrawal application;</li> <li>b) Submission of final audit report;</li> <li>c) Submission of project completion report</li> </ul>

## **22.APPENDIX 17: Quarterly Interim Financial Report**

### **Guidance on IFRs**

502. Principles **of IFRs**. The guiding principles can be summarized as follows:

(a) *The first objective is to provide regular, timely financial information, offering fiduciary assurance to IFAD that the funds are being used for the purposes intended and in the most efficient way. IFRs should also provide comparative figures with respect to the approved AWP/B.*

(b) *A second objective of IFRs is to support disbursements / justifications of eligible expenditures incurred at projects.*

(c) *At the minimum, IFRs should include only sources and uses of funds from IFAD Financing and other Project financing sources administered by IFAD. Any additional financing sources (such as counterpart financing or beneficiary contribution) may be included as supplementary information, if considered necessary by the Finance Officer to monitor financial progress. Annual financial statements, on the other hand, include all project financial sources and uses.*

(d) *IFRs should be read together with related documents such as the AWP/B, the Project Design Report, WAs, annual project financial statements and audit reports – as well as implementation, supervision aide memoires, mid-term reviews and completion reports – to get a complete picture of the financial progress of a project. As far as possible, the B/R should not be required to provide IFAD with information already available to the Fund.*

(e) *The format of IFRs should provide the minimum information indicated in the reporting template provided. However, some customisation may be necessary based on specific project features. During the design phase, the FO/FMS consultants should consider other-donor reporting requirements to harmonize reporting formats and reduce project workload. Common reporting and monitoring arrangements should be agreed with other donors where feasible.*

(f) *Projects should prepare IFRs using the same accounting basis/standard and currency that they use for annual financial statements. Otherwise, the financial data of the IFR will not reconcile with the data of the audited annual financial statements.*

(g) *The reporting currency of IFRs can be either the functional currency (the currency in which transactions are recorded in the accounting system – usually the local currency) or the currency of the DA (e.g., US\$). Selection of a presentation currency other than the functional currency should be agreed with IFAD/FMD during preparation and should be consistently followed throughout the project period.*

(h) *The DA Activity Statement (Report III in the template) will always be in the currency of the Designated Account. When the report on Sources and Uses of Funds (Report II) is prepared in the functional currency, the equivalent amounts for the DA Activity statement (Report III) should be calculated using the forex rates on a FIFO basis. The FIFO method will also apply to determine the amounts to be justified. Projects may need some guidance on the exchange rates to be used for conversion of transactions and balances in the PIM/FM manual.*

(i) *Cash forecasts (Report I) should be backed up by working papers that link expenditure forecasts to procurement plans and progress reports, updated every quarter.*

*Forecast figures should be converted to DA currency based on period-ending forex rates. Forex rates used for conversion should be disclosed in the IFR.*

(j) The financial information presented in IFRs should ideally be generated using an accounting software. Excel spreadsheet should only be used to edit and combine data derived from accounting software to fit the agreed format.

(k) We should not request B/R to repeat information that is already available at IFAD in other reports or systems. Although IFRs focus mainly on financial data, some additional management information reports (fixed asset register, signed contract listing) and physical progress indicators may also be requested as an option.

(l) To support fiduciary assurance, Finance Officers may obtain certification on reliability of IFRs from project auditors (or internal auditors where these are available), after considering project financial management risks. This could be specified in auditor TORs.

#### 503. Content of the IFR and report template

(a) The aim of IFRs is to answer the following questions regarding a reporting period: what expenditures were incurred, paid for by which financing source, at what time and purpose. The financing sources will normally include IFAD Financing / instrument and other sources that are administered by IFAD.

(b) These reports should be accompanied with a set of brief explanatory notes on the financial variances and some supplementary information to facilitate monitoring.

(c) Mandatory reports:

- (i) Cash flow forecast (this should cover next 2 quarters on a rolling basis);
- (ii) Sources and uses of funds (IFAD financing and financing administered by IFAD)
- (iii) Summary of expenditures by loan/grant categories and by component
- (iv) DA activity statement.

(d) Supplementary reports are to be customized to fit a project's activity and risk profiles, and may include the following:

- (i) Procurement progress report
- (ii) Rural finance/credit line report
- (iii) Project management cost report
- (iv) Fixed asset register
- (v) Progress report on resolving audit findings / recommendations
- (vi) List of Withdrawal Applications (WAs) submitted to IFAD to date, to help reconcile with IFAD's Loan Account.

(e) The need and capacity for such reports should be based on FM risk ratings and capacity assessments and should be jointly discussed by FOs and CDs during the project design process.

(f) Some documents will normally not be required for disbursement purposes, but may be requested prior to or during supervision missions, especially for High / Substantial Risk projects. These include:

- i. Transaction lists/Statements of Expenditures (SOEs) for specific expenditure categories
- ii. Copies of bank statements (of DA and project bank statements) or a summary of closing balances in each bank account

#### 504. Submission & Recording IFRs in FMDB

(a) IFRs should be submitted on a quarterly basis no later than 45 days of the quarter-end. When Report based disbursements are introduced, IFRs should be submitted along with the WAs. Only in exceptional circumstances will WAs for disbursements be accepted without an IFR being attached.

(b) Submission of IFRs is due by projects even though no cash disbursement to the DA is being sought from IFAD, so four are mandatory each year, except of Year 1 or the final year, where the reporting period can be shorter than one full year. In cases when project becomes effective in the middle of the calendar quarter, the first quarterly submission should be for a period less than a quarter.

(c) Non-submission or irregular submission of IFRs should be seen as a red flag and should be followed up by the FMS/FO to understand reasons and provide required support.

(d) The FO will need to upload IFRs for insertion into FMDB however the future systems plan is that these will be uploaded directly into FMDB from ICP. In view of the above a date insertion and inclusion of authorized signatories on IFRs form would be needed, however this may change later when these are uploaded into ICP by relevant approver in project.

**Always obtain most updated version of Interim Financial Reporting template from your IFAD Finance Officer**



**23. Appendix 18: Fixed Asset Register**

ASSET REF. NO.	ASSET DESCRIPTION	COMPONENT	FINANCING SOURCE	BENEFICIARY AGENCY	LOCATION	ASSIGNED TO	TAG NO.	SUPPLIER NAME	PMT/INV. REFERENCE	DATE OF PURCHASE	DATE OF RECEIPT	PURCHASE VALUE	REMARKS
<b>Total</b>													

## 24.APPENDIX 19: Community Contribution Form and Acceptance Statement

### COMMUNITY CONTRIBUTION FORM

N.	Type	Units	Quantity	Unit Price	Total Sum	Contribution		Comments
						Community	Other organizations	
1								
2								
3								

Designation	Name	Date	Signature
Project District Manager	_____	_____	_____
Technical supervisor	_____	_____	_____

### ACCEPTANCE STATEMENT

\_\_\_\_\_ / \_\_\_\_\_ 20

#### Community Acceptance Statement

The parties, \_\_\_\_\_, on behalf of the community, and (name, surname) \_\_\_\_\_ on behalf of the contractor, hereby sign this (name, surname), Acceptance Statement acknowledging that the community has delivered and the contractor has accepted the following materials/labour/premises for sub-project implementation:

	Materials/Labour/Premises	Unit	Quantity	Unit cost	Total
1					
2					

Signed

Designation	Name	Date	Signature
Community representative	_____	_____	_____
Contractor representative	_____	_____	_____

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**25. Appendix 20: Vehicle Log**

Vehicle registration number \_\_\_\_\_

Assigned driver \_\_\_\_\_

Date	Time		Mileage		Trip		Fuel purchase		Driver signature	Responsible staff
	Departing	Arrival	Departing	Arrival	Destination	Purpose	Mileage	Quantity		

## 26. Appendix 21: Vehicle History Record

Vehicle registration number \_\_\_\_\_

Assigned driver \_\_\_\_\_

Date	Repairs			Service & maintenance			Insurance			Fitness tests	
	Description of repair	Garage	Cost	Description of service	Garage	Cost	Type	Period covered	Cost	Checked by	Cost

**Report accidents in the space below, providing all relevant details for each occurrence:**

Date:

Place:

Name of driver:

Circumstances:

Damage to PCU vehicle:

Damage to other vehicles:

Injuries (indicate name of victims and describe injuries): Insurance settlement:

## 27. Appendix 22: Sample Recovery Plan

Recovery Plan Designated Account									
			IFAD Loan No.:				IFAD Loan Amount (SDR)	20 000.00	000
Project Date:		Completion		31-Dec-12		Loan Closing Date:		30-Jun-13	
Particulars Reporting Period	WA No.	Date	US \$	EUR	SDR	Unjustified balance US\$ SD		R	
Authorized Allocation	1	18/01/2006	\$ 250 000.00	€ -	172 648.51	0.00		(77 351.49)	
				€ -	172 648.51				
				0.00	#VALUE!				
			Exchange Rate:						
Justification:									
Ref. No.	WA No.	Date	Estimated WA value (SP)	Estimated WA value (US\$)	Proposed Recovery %	Recovery Amount (US\$)	Cumulative Recovery Amount (US\$)	Cumulative Unjustified balance (US\$)	
1	40	21-Feb-23		111 832.56	45%	50 324.65	50 324.65	(50 324.65)	
2	41	3-Mar-23		72 685.11	35%	25 439.79	75 764.44	(75 764.44)	
3	42	5-May-23		74 685.11	35%	26 139.79	101 904.23	(101 904.23)	
4	43	7-Jul-23		70 885.11	42%	29 771.75	131 675.98	(131 675.98)	
5	44	5-Sep-23		64 885.11	40%	25 954.04	157 630.02	(157 630.02)	
6	45	31-Dec-23		82 627.66	80%	66 102.13	223 732.15	(223 732.15)	
7	46	10-Jun-23		26 065.11	100%	26 267.85	250 000.00	(250 000.00)	
8									
<b>TOTAL</b>						<b>503 665.77 US\$</b>	<b>250 000.00 US\$</b>		
In accordance with IFAD procedures, any amount unjustified at the time of loan closing date will be promptly refunded to IFAD.									
Prepared by:									
							Date		
Confirmed by:									
							Date		

## **28. Appendix 23: Sample Audit Terms of Reference<sup>36</sup>**

505. The following are the terms of reference ('ToR') on which the LPA agrees to engage audit firm 'the Auditor' to perform an Audit and to report in connection with the Agreement with the International Fund for Agricultural Development (IFAD) concerning Horticulture Enterprise Enhancement Project (HEEP) where in these ToRs the 'Contracting Authority' is mentioned this refers to IFAD which has signed the Agreement with the Borrower and finances the services. The Contracting Authority is not a party to this engagement.

### **1. Background**

- The International Fund for Agricultural Development (IFAD) is aiding the borrower/recipient in the form of loan(s) [and/or grant(s)].
- A financing [and /or grant] agreement or agreements has/have been signed between IFAD and the [borrower/recipient]; refer to appendix 1.
- [Insert for private auditor]: IFAD requires the borrower/recipient to appoint an independent auditor to audit the accounts related to the project, in accordance with the IFAD Handbook on Financial Reporting and Auditing.
- The reporting entity is [xxx].
- The entity prepares its financial statements in accordance with [applicable accounting standard].
- The auditor conducts its audit in terms of [applicable auditing standard].
- [Insert any other information that may be relevant to the auditor].

### **2. Objective**

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36 Available in Appendix 5 of IFAD Handbook for Financial Reporting and Auditing of IFAD-financed Projects on the IFAD website: [https://www.ifad.org/documents/38711624/39421009/IFAD+Handbook+for+Financial+Reporting+and+Auditing+of+IFAD-Financed+Projects\\_e.pdf/133b165d-15c7-4f79-8217-aef95b79dd67?t=1651150952856](https://www.ifad.org/documents/38711624/39421009/IFAD+Handbook+for+Financial+Reporting+and+Auditing+of+IFAD-Financed+Projects_e.pdf/133b165d-15c7-4f79-8217-aef95b79dd67?t=1651150952856)

506. 573. The objective of this audit is to enable the auditor to express an opinion on whether the financial statements (including additional disclosures as outlined in section 5) present fairly, in all material respects, the financial position of the reporting entity as at [insert year-end date], and/or the results of its operations and its cash flows for the years then ended, in conformity with the [applicable accounting standards].

### **3. Responsibilities of the [borrower/recipient]**

#### **I. General**

- Provide financial statements for the activities financed by the loan/[grant] that are reconcilable to its records and accounts.
- Provide the auditor with access to all legal documents and correspondence with consultants, contractors and other persons or firms engaged by the project, and any other information associated with the project and deemed necessary by the auditor. Ensure that the accounting policies are consistently applied and disclosed.
- Ensure that appropriate internal controls are implemented to prevent misstatements and susceptibility to fraud.
- Ensure compliance with all relevant laws and regulations that pertain to the entity, as well as with the financing agreement between the [borrower/recipient] and IFAD.
- Provide the financial statements to the auditor within a reasonable time and be available for any queries that the auditor may have.

#### **II. Financial Statements**

The [borrower/recipient] shall:

- Prepare financial statements covering the reporting period [date] to [date], in accordance with [IPSAS/IPSAS "Financial Reporting under the Cash Basis of Accounting" standards]. In addition, the following specific disclosures will be included in the financial statements:
- Withdrawal application statement– appendix 1 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects;
- Sources and uses of funds statement – appendix 2 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects;
- Designated Account statement and reconciliation – appendix 3(a) and 3(b) to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects;
- [Statement of Expenditure – appendix 4 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects] – applicable to grants;
- [Expenditure transaction list – online template provided in IFAD Grant Forms repository see document C.2 'Transaction List'] – applicable to grants.

### **4. Responsibilities of the auditor**

#### **I. Auditing standards**

- The auditor is responsible for the formulation of an opinion on the financial statements in accordance with [ISA/ISSAI/national auditing standards];

#### **II. General Principles**

By agreeing to these terms, the auditor confirms that:

- The firm is independent from the project, its staff and activities, in accordance with international best practices.
- The firm is not providing consultancy services to the project or preparing its project financial statements (nor has it done so in the previous two years).

- The auditor is suitably qualified and a member of a professional body affiliated with the International Federation of Accountants.
- [The office of [public auditor] is a member of the International Organization of Supreme Audit Institutions (INTOSAI).]
- The auditor is able to conduct the audit in line with auditing standards acceptable to IFAD, pursuant to paragraph 4.1.
- The firm can assign an audit team to the audit that has the necessary competence and skills.
- The firm has a proven track record in conducting audits of a similar nature and complexity.

### **III. Management letter**

The management letter is an integral part of the audit package that documents accounting and internal control issues identified by the auditors. The management letter should:

- Outline the auditor's recommendations to improve identified accounting and internal control issues;
- Include the responses of project management to the identified control issues, and its proposal to address the issues identified within a specific time period.
- Where applicable, follow up on the issues identified in the previous year's management letter.

### **IV. Reporting**

The Auditor is required to deliver an audit package that includes:

- The audited financial statements, including additional disclosures as outlined in paragraph 3.2;
- An audit opinion on the financial statements, within the scope as outlined in paragraph 5;
- A report on factual findings, within the scope of agreed-upon procedures as outlined in paragraph 6. Any ineligible expenditure identified should be clearly mentioned.
- A management letter, including the information outlined in paragraph 4.3;
- The audit report should provide sufficient detail as to the nature and extent of the procedures performed by the auditor. The auditor is required to provide the audit package by no later than [insert date]. Reports are to be delivered in English.

### **5. Scope of the financial audit**

In performing the audit, at a minimum the auditor shall:

- Obtain an understanding of the internal controls related to the financial reporting process, to identify and assess any weakness in internal control that might result in misstatements, whether due to fraud or to error;
- Design and conduct audit procedures in response to any weaknesses identified in the internal controls relating to the financial reporting process, to obtain audit evidence that the financial statements are fairly presented and free from material misstatements, in accordance with the applicable accounting framework;
- Verify whether expenditure that was incurred in the name of the project is in line with the terms of the financing agreement(s) (appendix xx) and incurred for the purposes intended in this agreement. Both IFAD and third-party funding should be taken into consideration;

- Verify that the amount of the in-kind contribution is reported according to the agreed accounting principles and the reported fair-market value for all in-kind contribution items is reasonable and correctly and fully disclosed in the financial statements;
- Verify that the inventory and fixed assets held by the entity exist, are complete, are properly accounted and are used for the project purposes;
- Note any weaknesses in the internal control environment and in the financial reporting process, and communicate those in the management letter.

## **6. Scope of the agreed upon procedures**

The auditor is required to perform the following specific procedures and report on factual findings as required in paragraph 4.4.

### **I. Withdrawal application statement**

The auditor is requested to obtain the individual withdrawal applications (WAs) submitted to IFAD, as summarized in the withdrawal application statement, and develop test procedures to:

- Determine whether the Designated Account currency equivalent was determined using the historical exchange rate of transfers to the operating account;
- Determine whether goods and services have been purchased through the SOE mechanism in line with the stipulated SOE threshold;
- Determine whether the expenditures claimed through SOE procedures were properly and appropriately authorized, classified<sup>48</sup> and supported by audit documentation;
- Identify any ineligible expenditure;
- [List additional procedures, if applicable].<sup>49</sup>

### **II. Designated account statement**

The auditor is requested to review the activities of the designated account(s) associated with the project, including the initial advance, replenishments, interest that may accrue on the outstanding balances, and the year-end balances. The auditor is requested to develop test procedures to:

- Check the accuracy of the Designated Account reconciliation(s);
- Confirm that the Designated Account(s) have been maintained in accordance with the provisions of the financing agreement;
- [List additional procedures if applicable].

### **III. Certified Statement of Expenditure**

- The auditor is requested to obtain the certified Statement of Expenditure as submitted to IFAD, and develop test procedures to:
- Determine if expenditures incurred are related to the project description in according with the grant agreement;
- Determine whether goods and services have been purchased through the SOE mechanism in line with the stipulated SOE threshold;
- Determine whether the expenditures claimed through SOE procedures were properly and appropriately authorized, classified<sup>50</sup> and supported by audit documentation;

- Identify any ineligible expenditure;
- [List additional procedures if applicable].

#### **IV. Expenditure transaction list**

[Applicable to grants]

The auditor is requested to obtain the expenditure transaction list submitted to IFAD and develop test procedures to:

- Determine if the expenditure incurred is related to the project description in accordance with the grant agreement;
- [List additional procedures if applicable].

#### **V. Other**

- EU-specific requirements: [to be advised by IFAD]
- Confirm that the Statement of Expenditure (SoE) for the reporting period as submitted to IFAD comprises the project information (name of the recipient, grant number, currency of the grant agreement, name of the project and reporting period) as well as whether the presentation of the expenditures is per expenditure category and/or project component as set out in the Schedule 2 of the grant agreement;
- Confirm that the total of the expenditure transaction lists for the reporting period agrees with the total cumulative expenditures for the same period as described in the SoE submitted to IFAD;
- Confirm that the reported expenditure meet with the project eligibility criteria as described in the Schedule 4 of the grant agreement and other eligibility requirements including but not limited to the correct exchange rates are used where applicable; duties, taxes and charges included in the financial report cannot be recovered by the Recipient, and expenditure specifically considered ineligible by the Schedule 4 of the grant agreement is not included in the SoE;
- Confirm that the expenditure is recorded in the accounting system of the Recipient or of the Sub-Recipients (Third Parties with Subsidiary Agreements such as Implementing Partners, sub-recipients, service providers, etc.) in accordance with the applicable accounting standards and the Recipient's usual cost accounting practices.
- Confirm that the expenditure is backed up by sufficient and effective supporting documentation listed at [www.ifad.org/grantforms](http://www.ifad.org/grantforms), which shall be constantly available and stored in accordance with paragraph 3.11 of the Schedule 3 of the Grant Agreement.
- Select a sample of a maximum of 40 transactions from the Recipient's expenditure transaction listing. This sample shall represent up to 20% of reported expenditure (Sampled transactions will be sorted by amounts and added up starting with the lowest amount. The transaction that brings the total above 20% shall be accepted). Where the transaction listing includes transactions with Sub-Recipients (liquidations of advance payments, direct payments, reimbursements), the auditor can select a maximum of 5 expenditure items per implementing partner with an overall maximum of 20 expenditure items across all Sub-Recipients.
- [List additional procedures if applicable].

#### **7. Public disclosure**

IFAD promotes public disclosure of project financial information to enhance the level of transparency and accountability. IFAD will disclose project audit reports, as appropriate, in line with the Fund's disclosure policy. Management Letters issued by auditors are not subject to public disclosure by IFAD. In agreeing to the terms of reference, the auditor explicitly acknowledges IFAD's right to publicly disclose audit reports (audited financial statements and audit opinion) and will issue reports without a limitation of use clause.

To facilitate the public disclosure process, the auditor is requested to submit two separate files as follows:

- Audited financial statements , audit opinion and report on factual findings (the latter where applicable); and
- Management Letter.

### **8. Appendices**

[list as applicable]

Appendix: Financing/grant agreement(s)

Appendix: Letter to the Borrower

Appendix: IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects

Signed

by:

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Date:

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**Table 2: Petty Cash Reconciliation Form**

*Project* \_\_\_\_\_

*Date of reconciliation* \_\_\_\_\_

**Part I. Petty cash reconciliation**

- Petty cash balance brought forward (a)
- Replenishments during the current month (b)
- Total petty cash balance (c = a + b)
- Disbursements during the current month (d)
- Petty cash book balance (e = c - d)
- Cash count balance (f) – see part ii. Below
- Difference (G = E - F)
- Explanation Of Difference*

**Part II - Cash Count**

Description	Quantity	Total amount
Bank notes		
100		
50		
10		
Coins		
<b>Total in local currency</b>		

Counted/reconciled by (Assistant Accountant) \_\_\_\_\_

Reviewed by (Program Accountant) \_\_\_\_\_

Date \_\_\_\_\_

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**Table 3: Monthly fuel consumption report**

**Project Name:**

**Lead Project Agency: MLAWRR Reporting period:**

Monthly fuel Consumption report as at DD/MM/YYYY						
Vehicle	Location	Quantity (litres)	Cost (reporting period in US\$)	Annual Planned (US\$)	Cumulative Cost (annual in US\$)	Variance (%)
Total						

### 30. Appendix 25: List of Smallholder Irrigation Scheme in Zimbabwe

#### 1. MASVINGO PROVINCE

Scheme Name	Location	Irrigation system	Water Source	Area (HA)	Beneficiaries	Ward
Chinyamatu mwa	20°09'40''S 31°42'17.8''E	Pumped surface	Dam	37	139	6
Kufandada	20°29'40''S 31°46'05.8''E	Gravity fed Drag hose	River	28	93	10
Mashoko	20°03'40''S 31°28'25.8''E	Gravity fed surface	Dam	30	158	2
Nharira	20° 3' 25.99''S 030° 28' 39.99''E	Gravity fed Piped surface	River with weir	20	43	10
Rozva	20°00'40''S 31°03'5'45.8''E	Pumped Piped surface	Dam	81	117	10 & 32
Shereni	20°05'11''S 31°32'00.8''E	Gravity fed Surface	River	20	43	10
Banga	20°50'40''S 30°59'17.8''E	Gravity Surface	Dam	61	289	26
Bindamombe	20°25'40''S 30°37'20.8''E	Pumped Drag Hose sprinkler	Dam	30	30	18
Dombo	20° 20' 26.35''S 030° 34' 23.54''E	Sprinkler	Dam	16	73	16
Gondo	20°10'40''S 30°27'37.8''E	Pumped-Surface	River	20	61	8
Musvuugwa	20°22'40''S 30°19'17.8''E	Pumped-Surface	River with weir	72.2	590	14
Makonese	20°14'40''S 30°17'17.8''E	Surface	Dam	63	383	9
Nyamakwe	20°21'40''S 30°42'17.8''E	Pumped-Surface	Dam	45	53	16
Chambuta	21°13'40''S 31°47'07.8''E	Pumped surface	Runde River	30	120	7
Chilonga	21°13'40''S 31°38'17.8''E	Pumped surface	Runde River	512	315	6

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>	<b>Ward</b>
Dendere	20°56'15''S 32°07'17.8''E	Pumped surface	Save River	40	30	2
Fungayi	21°29'40''S 32°10'17.8''E	Pumped surface	Open shaft mine	10	100	4
Labhamba	20°41'40''S 31°42'14.8''E	Gravity surface	Manjirenji Dam	100	150	20
Magogogwe	22°09'40''S 31°22'57.8''E	Pumped surface	Boreholes	50	111	14
Malikango	21°40'40''S 31°14'17.8''E	Gravity surface	Mwenezi River	65	113	11
Manjinji	22°05'40''S 31°24'17.8''E	Pumped surface	Boreholes	60	51	15
Manyeredzi	20°38'40''S 31°37'17.8''E	Pumped surface	Manjirenji Dam	35	106	20
Mokambe	21°9'12.40''S 31°35'37.8''E	Pumped surface	Runde River	42	28	13
Nyangambe	20°43'40''S 31°44'07.8''E	Gravity surface	Manjirenji Dam	260	200	23
Rupangwana	21°00'40''S 32°10'17.8''E	Pumped surface	Save River	10	62	4
St Joseph	20°49'40''S 32°11'17.0''E	Pumped surface	Save River	73	703	2
Syphone 1	20°38'40''S 31°38'47.8''E	Gravity surface	Manjirenji Dam	11	20	20
Tshovani	20°57'40''S 32°09'17.8''E	Pumped surface	Save River	360	120	3
Matezva	19°54'40''S 31°25'17.8''E	Gravity Surface	Dam	10	46	23
Ranga	19°43'40''S 31°22'07.8''E	Gravity Surface	Dam	51	171	22
Ruti	19°39'40''S 31°43'07.8''E	Gravity Surface	Dam	49	270	13
Zvavahera	19°34'40''S 31°23'17.8''E	Pressurised-Semiportable sprinkler	Dam	40	40	9

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>	<b>Ward</b>
Chomugwaku	20°05'40''S 30°27'0.8''E	Pumped-Surface	Dam	6.5	54	9
Hwendedzo	20°03'40''S 30°59'07.8''E	Pumped-Surface	River	16	79	32
Longdale b	20°12'40''S 30°52'20.8''E	Pumped-Drag Hose Sprinkler	Borehole	16	30	7
Magudu	20°48'40''S 31°11'57.8''E	Gravity Surface	Dam	57.7	175	30
Mapanzure	20°26'40''S 30°51'17.8''E	Gravity Surface	Dam	45.3	54	18
Marova	20°00'40''S 31°13'57.8''E	Gravity Surface	Dam	38	19	8
oatlands	20°15 '48''S 30°57'17.8''E	Pumped-Drag Hose Sprinkler	Dam	12	12	13
Rufaro	20°02'40''S 30°56'07.8''E	Pumped-Surface	Borehole	27	5	6
Rupike	20°33'10''S 31°06'57.8''E	Gravity Surface	Dam	100	200	23
Stanmore B	20°01'40''S 31°03'07.8''E	Pressurised- Semiportable sprinkler	River with weir	32	32	32
Tokwane- Ngundu	20° 50'40''S 31°07'19.8''E	Gravity Surface	Dam	250	98	29
Dombo	20° 20' 26.35''S 30° 34' 23.54''E	Sprinkler	Dam	16	73	16
Chizumba	21°10'40''S 30°33'17.8''E	Pumped Surface	Mwenezi River	40	200	7
Dinhe	21°11'40''S 30°33'37.8''E	Pumped Surface	Mwenezi River	55	143	8
Lapache	21°23'40''S 30°41 '27.8''E	Pumped Surface	Menezi River	90	85	16
Murove	21°06'40''S 30°30'17.8''E	Pumped Surface	Manyuchi Dam	40	141	6

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>	<b>Ward</b>
Musaverema	20°46'40''S 30°32'17.8''E	Pumped Surface	Musavarema Dam	34	144	3
Fuve Panganai A	20°17'31''S 31°36'17.8''E	Gravity fed surface	Dam	8	52	15
Fuve Panganai B	20°19'40''S 31°39'17.8''E	Gravity fed Piped Surface	Dam	80	82	15
Fuve Panganai C	20°21'40''S 31°39'17.8''E	Gravity fed Piped Surface	Dam	54	53	15
Fuve Panganai D	20°21'40''S 31°39'17.8''E	Gravity fed Piped Surface	Dam	150	130	15
Mabvute	20°35'40''S 31°27'17.8''E	Pumped Surface	Dam	75	180	28
Machena	20°35'40''S 31°28'17.8''E	Pumped Surface	Dam	22	110	31
Njovo	20°38'40''S 31°24'17.8''E	Pumped Piped Surface	Borehole	6	33	30
Nyatare A	20°20'40''S 31°28'17.8''E	Pumped Drag hose sprinkler	Dam	10	20	13
Nyatare B	20°29'40''S 31°28'17.8''E	Pumped Drag hose sprinkler	Dam	12.5	20	13
Shashe	22°05'02.04''S 29°16'29.02''E	Surface and center pivot	river	92	60	1

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**2. MIDLANDS PROVINCE**

<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Donsa	S180 47' 55.2" , E28° 59' 42.7"	Flood	Gweru River	70	73
Exchange	S18° 50' 51.5", E 029° 04' 36.1"	Flood	Exchange Dam	169	982
Hozoli	S18°59 16.3", E 029° 17' 29.6"	Flood	Gweru River	16	36
Mayorca	S180 46' 43.2" , E 029° 35' 49.4"	Drag hose sprinkler	Maliyami dam	76	76
Ngondoma	S18° 25' 19.0" , E 029° 25' 03.6"	Flood	Ngondoma Dam	54.8	209
Senkwazi	S18° 34' 25.5", E 029° 26' 08.7"	Flood	Senkwazi Dam	46	123
Somalala	S18° 43' 34.7", E 029° 27' 02.4"	Flood	Somalala Dam	7	78
Biri	20°50'47.83"S; 30°10'10.73"E	Flood	Biri Dam	38.4 Ha	71
Biri-Extension	20°50'48.42"S 30°10'16.02"E	Flood	Mundimataga Dam	117.5 Ha	273
Chimwe-Chegato	20°49'27.7"S; 29°55'28.3"E	Drag-Hose	Chimwe Dam	64 Ha	128
Chonge-Gaha	20°59'03.7"S; 29°49'20.4"E	Flood	Dam	2.3 Ha	15
Makuva	20° 54' 2.8"S; 30° 04' 07.2"E	Flood	Dam	5.2 Ha	25
Mpwapwezi	20°40'7.75"S 30°19'42.04"E	Flood	Dam	50 Ha	58
Vurasha	20°56'39.87"S 30°23'47.75"E	Flood	Vurasha Dam	30 Ha	260
Zvavachari	20° 55'17.87"S; 30° 12' 26.83"E	Flood	Zvavachari Dam	20 Ha	60
Charandura	19°42'38.91"S 30°37'27.21"E	Surface	Charandura dam	8	78

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
HamaMavhaire	19°49'56.24"S 30°37'11.67"E	Draghose,Drip	Hamamavhai re dam	103	103
Mhende	19°46'21.77"S 30°30'2.53"E	Surface	Mhende dam	80	256
Siyaso	19°32'10.77"S 30°42'32.79"E	Surface	Shashe River	13	28
Tagarika	19°24'44.64"S 30°31'0.08"E	Surface	dam	12	24
Chuni	S19° 47' 16.29" E 30° 05' 9.48"	Flood	Borehole	4	51
Gonye	S19° 43' 4.34" , E 30° 10' 42.34"	Flood	Dam	3	28
Gutsaruzhinji	S190 39' 1.7" , E 30° 02' 35.65"	Flood	Dam	80	106
Mugumba	S19 47' 18.89" , E 30° 15' 50.48"	Flood	Dam	10	85
Ruchanyu	S19 50' 36.77" , E 29° 58' 44.53"	Sprinkler	River	44	85
Senamwe	S19° 33' 08.24" , E 30° 16' 47.22"	Flood	Dam	8	32
Shungudzevhu	S19° 37' 23.11" , E 30° 06' 23.07"	Sprinkler	Dam	21	42
Taguta	S19° 40' 45.12" , E 30° 18' 33.28"	Flood	River	10	40
Zananda	S19° 49' 13.50" , E 30° 17' 42.63"	Flood	Dam	20	28
Bannockburn	S20° 15' 54.8" E 029° 50' 25.8"	Flood	Ngezi River	53	88
Budirirai namabasa	S18°59 16.3" , E 029° 17' 29.6"	Sprinkler	Runde River	3.5	14
Bwedzedze	S20° 04' 28.8" , E 30° 06' 20.0"	Drag Hose	Dam	9	40
Chomuyaka	S20°003' 24.1" , E 029° 27' 02.4	Flood	Chomunyaka Dam	4	20

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Danga	S20° 07' 31.8", E 30° 08' 19.2"	Flood	Dam	3	20
Homme	S20° 09' 24.5", E 30° 06' 26.8"	Bucket System	River	6	24
Kwayedza	S20° 04' 10.7", E 30° 01' 17.0s"	Bucket system	River	2	12
Mabwematema	S18° 25' 19.0" , E 029° 25' 03.6"	Flood	Mabwe- matema Dam	94	110
Mukaufunge	S20° 10' 58.0", E 30° 07' 14.7"	Bucket system	River	5	20
Mupani	S20° 23' 29.4", E 031° 18' 58.3"	Flood	River	5	12
Mupape	S20° 33' 10.1", E 30° 25' 08.4"	Flood	Dam	2.5	14
Mutambi	S20° 27' 45.8", E 030° 17' 03.6"	Flood	Dam	10	40
Ngatibatsiranei	S20°07' 56.4", E 30° 05' 15.3"	Flood	Dam	6	59
Shauke	S20° 01' 25.3", E 029° 59' 10.5"	Flood	Dam	2	20
Vhukuzenzele	S20° 16' 17.7" , E29° 52' 23.0"	Flood/Sprinkler	Ngezi River	10	38
Insukamini farm	19° 22' 24.4,S 29° 35' 25.7"E	Sprinkler	Insukamini Dam	41	126
Insukamini lot youth farm	S19° 23' 06.9" , E29° 39' 21.8"	Flood	Two Boreholes	13	50
London farm	19°23'34.97"S 29°41'26.64"E	Sprinkler	Two Boreholes	10	36
Mambanjeni	S19° 18' 56.5", E 029° 31' 20.4".	sprinkler	Gweru River	77.7	168
Maodza irrigation	S19°10' 34.3", E 030° 00' 46.9"	Gravity fed surface	Maodza Dam	15	98
Mkoba irrigation	S19° 22' 53.6", E 029° 32' 10.7"	Gravity fed flood surface	Mkoba dam	10.2	75

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Mutorahuku	S19°13' 47.7", E 029° 55' 32.1"	Gravity fed	Mutorahuku Dam	14.6	143
Shagari	S19° 13' 07.6", E 029° 27' 21.4"	Gravity fed flood surface	Shagari Dam	20	40

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**3. MATABELELAND SOUTH PROVINCE**

<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Homola	20°12'17.9"S 27°22' 20.8"E	Gravity fed	dam	5	350
Ingwenya	20°14'3.04"S 27°31'8.02"E	Gravity fed	dam	5	61
Moza	20° 2'53.41"S 27°38'56.93"E	Surface + Drip	Dam	96	450
Somnene	20°10'3.04"S 27°59'36."E	surface	dam	20	185
Tshankwa	20°20'35.04"S 27°52'8.02"E	Surface + drag hose	dam	40	43
Bambanani	21°0'46.04"S 27°55'30.02"E	Surface	dam	100	162
Ingwezi Outgrowers	21°07'26.04"S 27°52'36.09"E	surface	dam	100	130
Shashe Nkologwe	21°35'46.04"S 28°17'5.02"E	surface	river	22	50
Thornville	21°06'11.04"S 28°09'41.02"E	surface	dam	40	80
Duncal	20° 10'38.04"S 28°47'39.02"E	surface	Dam and boreholes	14	53
portbury	20° 26'38.04"S 29°7'15.02"E	sprinkler	river	32	20
umzinyatini	20° 24'10.04"S 29°0'55.02"E	surface	dam	32	81
zimbili	20° 04'20.04"S 28°58'33.02"E	sprinkler	dam	46	26
Bili	21° 58'37.04"S 29°13'38.02"E	Surface	dam	21	42

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Ipaye	21°57'08.04"S 29°23'40.02"E	Surface + Drip	Dam & Boreholes	10	71
Lilombe	21°52'42.04"S 29°28'27.02"E	Drip and surface	Dam & Boreholes	11	64
Tongwe	21°56'38.04"S 29°58'29.02"E	surface	dam	27	75
River Range	22°08'38.04"S 29°55'57.02"E	sprinkler	river	71.5	83
Shashe	22°05'02.04"S 29°16'29.02"E	Surface and center pivot	river	200	187
Jalukange	22°00'37.04"S 29°14'34.02"E	surface	river	57	140
Domboldenje	21°37'53.06"S 26°26'26.06"E	Surface and center pivot	dam	16	110
Kwalu	21°44'29.04"S 29°37'14.02"E	Surface and center pivot	River	95	120
Ndambe 1	21°52'10.04"S 29°42'29.02"E	drip	river	5	26
Ndambe 2	21°51'20.04"S 29°42'36.02"E	surface	dam	18	39
Silalabuhwa	20°47'14.04"S 29°17'59.02"E	surface	dam	437	883
Makoshe	20°56'41.04"S 30°10'29.02"E	Drip	Dam	10	41
Siwaze	20°50'38.04"S 28°40'29.02"E	surface	Dam	20	80
Malole	20°40'14.04"S 29°37'33.02"E	surface	dam	25	170
Zhulube	20°37'15.04"S 29°13'57.02"E	surface	dam	15	40

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Sifinini	20° 49'35.04''S 29°33'56.02''E	flood	dam	5.4	29
Sidzibe	20° 49'08.04''S 29°24'04.06''E	flood	dam	20	N/A
Guyu Chelesa	20° 22'35.04''S 30°19'42.08''E	sprinkler	river	85	160
Mankonkoni	21° 45'35.04''S 29°03'09.08''E	surface	river	40	44
Matsholomotshe	20° 51'57.04''S 29°06'09.08''E	surface	dam	38.8	131
Ntsimbane	21° 25'57.04''S 28°58'47.08''E	surface + drip	Dam & boreholes	6	40
Rustlers Gorge	21° 46'00.07''S 28°58'36.08''E	surface	river	31	41
Silikwe	20° 46'41.00''S 29° 08'27.08''E	Surface + drip	dam	20	40
Sukwe	21° 28'42.07''S 29°17'53.08''E	Surface + drip	Dam & boreholes	22	48
Tuli Lishongwe	20° 58'50.07''S 28°46'33.08''E	Drip + sprinkler	boreholes	25	58
Tuli Makwe	20° 38'12.07''S 28°45'59.08''E	surface	dam	202	445
Thuthukani	20° 46'50.07''S 29°09'01.08''E	overhead	dam	5	51
Antilope Outgrowers	21° 03'49.07''S 28°28'40.08''E	surface	dam	150	100
Mbembeswanwa	21° 01'51.07''S 28°15'19.08''E	sprinkler	dam	10	34
Tshatshani-Bhothela	20° 44'23.07''S 28°14'15.08''E	surface	dam	61	104

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<b>Scheme Name</b>	<b>Location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Valley irrigation	20°53'50.07"S 28°24'08.08"E	Center pivot	dam	200	400
Amazon	20°27'36.49"S 29°13'40.18"E	surface	dam	15	50
Mosenthals	20°25'45.54"S 29°13'21.85"E	surface	dam	20	100
Kumbudzi	20°37'38.48"S 28°53'52.52"E	drip	dam	10	34
Chikwarakwara	22°19'50.10"S 31°4'24.67"E	surface	river	65	120
Sebasa	21°47'4.83"S 29°3'34.04"E	surface	river	65	120
Mambale		surface	river	65	120
Rinetsi	21°27'47.49"S 29°11'58.02"E	Surface + drip	boreholes	6	30
Bhopoma	20°35'39.03"S 29°10'47.12"E	sprinkler	boreholes	5	30
Zidlaebusuku	20°36'49.86"S 28°51'23.15"E	surface	dam	8	40
Patana	21°44'27.89"S 29°7'48.64"E	Surface	dam	8	40

**4. MASHONALAND WEST PROVINCE**

<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Binge	Makonde	Pivot 40ha and hose reel	Dam	60ha	18
greenvalley	makonde	Pivot 60ha and hose reel	dam	80ha	20
emily park	makonde	Pivot 60ha and hose reel	boreholes	80ha	13
Chifundi	makonde	Pivot 80ha and hose reel	boreholes	100ha	33
Nyamangara	Zvimba	Sprinkler	Hunyani river	50ha	100
Machilori	Zvimba	Sprinkler	Hunyani river	25ha	50
Musarurwa	Zvimba	Sprinkler	Hunyani river	25ha	50
Seke Sanyati	Sanyati	Flood	Seke Dam	40ha	40
Magunje	Hurungwe	Drag hose	Dam	31ha	62

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**5. MASHONALAND CENTRAL PROVINCE**

<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Tsakare	Mt Darwin	16 50 04.67s 31 27 34.31e	Tsakare Dam	20ha	48
Chibuli	Mt Darwin	16 44 13.04s 31 20 22.68e	Dam	5ha	20
Chesa Mutondwe	Mt Darwin	16 43 07.47s 31 43 37.81e	Chesa Dam	21ha	42
Chimhanda	Rushinga	16 39 55.63s 32 07 29.55e	Chimhanda Dam	72ha	138
Dotito Muchenje	Mt Darwin	16 33 39.42s 31 35 20.06e	Dam	10ha	20
Pfunyanguwo	Mt Darwin	16 28 11.77s 31 54 1866e	Dam	5ha	40
Tsakare B	Mt Darwin	16 50 04.67s 31 27 34.31e	Tsakare Dam	20ha	48
mutondwe	Mt Darwin	16 46 06.9s 31 39 34.9e	River	1oha	20
chipa	Mt Darwin	16 49 30.1s 31 16 53.65e	River	96ha	19
Eben	Shamva	17 04 29.79s 31 30 49.1e	Eben Dam	21ha	42
Princepe B	Shamva	17 06 53.93s 31 40 00.78e	Mupfurudzi River	30ha	30
Mazivandagara	Shamva	16 59 56.74s 31 25 31.6e	Mazivandagara Dam	8.5ha	17
Banana	Shamva	17 06 25.47s 31 39 15.33e	Mazivandagara Dam	21ha	42

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<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Siyalima	Guruve	02 68 868 81 57 434	Dam	50ha	96
Nyamuseve	Guruve		Dam	50ha	70
Princepe A	Shamva	17 06 55.75s 31 40 34.67e	Mazivandagara Dam	30ha	30
Chipoli 1	Shamva	17 15 24.1s 31 40 02.09e	Mazowe River	53ha	103
Bruton	Bindura	16 53 56.47s 31 14 06,1e			

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**6. MASHONALAND EAST PROVINCE**

<b>Scheme Name</b>	<b>District</b>	<b>Ward</b>	<b>Location</b>	<b>system</b>	<b>Water Source</b>	<b>Area (HA)</b>
Balahai	Marondera	23	18.256325 31.677018	Sprikler	Dam	70
Bonchance	Marondera	7	18.375964 31.574779	Sprikler/pivots	River	240
Gresham	Marondera	7	18.427890 31.666972	Surface/sprinkler	Dam/river	50
Irene	Marondera	6	18.381219 31.646910	Hose reel	Dam	16
Igudu 1&2	Marondera	5	18.452861 31.582755	Sprinkler	Dam	102
liliport	Marondera	4	17.9980 31.471373	Sprinkler	Dam	50
Kesera	Marondera	6	18.389309 31.66503	Surface	Safari Dam	120
Machiki	Marondera	21	18.366623 31.831788	Pivot/Sprinkler/Hose reel	Dam	246
Ndemera	Marondera	6	18.317171 31.581890	Sprinkler	Dam	30
Nyagambe	Marondera	3	17.953806 31.608846	Sprinkler/pivot	Dam	320
Nyamakaira	Marondera	21	18.233460 18.857754	Drag Hose	Dam	35.2
Nyandoro	Marondera	11	18.361444 31.132551	Drag Hose	Dam	18
Rapture	Marondera	3	17.949660 31.700073	Sprinkler	Dam	90
Ruwari	Marondera	23	18.259571 31.724273	Sprikler/pivots	Dam	360
Shayanhohwe	Marondera	23	18.111535 31.763436	Flooded Drag Hose	Boreholes	24
Sufolk	Marondera	3	17.945166 31.643583	Sprinkler	Boreholes	60
Sussex	Marondera	3	17.939147 31.680935	Sprinkler	River	50
Taomba	Marondera	7	18.403662 31.662283	Sprinkler	Dam	54
utikik	Marondera	6	18.328476 31.584858	Sprnkler	Dam	40
Vred	Marondera	23	18.220633 31.657778	Sprinkler	Dam	70
Waddlove	Marondera	18	18.238563 31.315305	Drip	Boreholes	10
Wenimbi	Marondera	6	18.287595 31.645168	Drag Hose	Dam	70
Buenavista	Goromonzi	22	18.006931 31.206340	Hose reel/Sprinkler	Dam	288
Belmont	Goromonzi	17	17.807597 31.420777	Sprinkler	Dam	30

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<b>Scheme Name</b>	<b>District</b>	<b>Ward</b>	<b>Location</b>	<b>system</b>	<b>Water Source</b>	<b>Area (HA)</b>
Chabwino A	Goromonzi	7	17.681450 31.279029	Pivot/Sprinkler	Dam	72
Chabwino B	Goromonzi	7	17.686153 31.260034	Pivot/Sprinkler	Dam	60
Chibvuti A	Goromonzi	7	17.661367 31.236315	Hose reel/Sprinkler	Dam	100
Chibvuti B	Goromonzi	7	17.670665 31.244803	Hose reel/Sprinkler	Dam	140
Chinyika	Goromonzi	16	17.826327 31.366214	Drag Hose	Dam	18.5
Dunstan	Goromonzi	22	18.007486 31.229548	Sprinkler/Pivot	River	100
Dzvete	Goromonzi	10	17.533290 31.500117	Drag Hose	River	26
Dudzo	Goromonzi	18	17.827795 31.500441	Sprinkler	Weir	8.5
Lot 2A Buenavista	Goromonzi	22	17.993018 31.190672	Sprinkler	Dam	60
Harveydales	Goromonzi	22	17.980448 31.129045	Sprinkler	Weir	220
Mapfeni	Goromonzi	13	17.797085 31.325571	Sprinkler	Dam	54
Mukwene	Goromonzi	7	17.677693 31.224245	Sprinkler	Dam	40
Masala	Goromonzi	9	17.618511 31.432940	Sprinkler	Dam	140
Rochester	Goromonzi	17	17.826723 31.472883	Hose reel/Sprinkler	Dam	80
Svisva	Goromonzi	8	17.681659 31.297400	Sprinkler	Dam	120
Xanadu	Goromonzi	23	18.007486 31.229548	Sprinkler	River	100
Northfield	Goromonzi	17	17.800818 31.504944	Sprinkler	Weir	80
Belvedo	Goromonzi	17	17.815694 31.459450	Sprinkler	Dam	120
Gurnesey	Goromonzi	13	17.781826 31.353830	Sprinkler	Dam	80
Almasfield	Goromonzi	13	17.750376 31.393858	Sprinkler	Boreholes	52
Ingwenya	Goromonzi	21	17.922844 31.450210	Sprinkler	Nora river	60
Glenavon	Goromonzi	23	18.08168 31.254733	Sprinkler	Dam	160
Mana farm	Goromonzi	20	18.047901 31.392386	Sprinkler	Boreholes	52
Secuter	Goromonzi	22	18.029133 31.309869	Pivot	Dam	180
Athlone	Murewa	24	17.853889 31.910252	Sprinkler	Dam	210
Doune Rungano	Murewa	24	17.949539 31.697422	Sprinkler	Dam	320

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Scheme Name	District	Ward	Location	system	Water Source	Area (HA)
Castledine Pine1	Murewa	24	17.983175 31.772071	Sprinkler/surface	Dam	70
Castledine Pine2	Murewa	24	17.983175 31.772071	Sprinkler	Dam	30
Howgate	Murewa	23	18.039142 31.871494	Pivot	Dam	114
Jekwa	Murewa	20	17.727078 32.071917	Drag hose	Dam	6
Maryland/Shungu	Murewa	24	17.965712 31.850557	Sprinkler	Dam	54
Mug 1&2	Murewa	24	17.930713 31.810149	Sprinkler	Dam	120
Mug Hapaore	Murewa	24	17.965712 31.850557	Sprinkler	Dam	38
Musami	Murewa	13	17.746956 31.620817	Sprinkler	Weir	6
River valley	Murewa	22	17.886995 32.039160	Sprinkler	Dam	102
Saushambi	Murewa	24	17.952836 31.827418	Sprinkler	Weir	38
Bita	Hwedza	4	18.603651 31.368326	Sprinkler	<b>Dam</b>	<b>60</b>
Chigondo	Hwedza	10	18.856081 31.719585	Surface	Dam	10
Madhanha	Hwedza	10	18.9393343 31.719987	Sprinkler	Weir	6.5
Mvurachena	Hwedza	4	18.591621 31.490967	Sprinkler	Dam	20
Mhakwe	Hwedza	2	18.461695 31.481878	Pivot	River	60
Nyanhemba	Hwedza	8	18.752435 31.724674	Drag hose	Dam	18
Nhekairo	Hwedza	7	18.665422 31.682340	Flooded drag hose	Spring	10
Sheffield	Hwedza	2	18.462327 31.469327	Sprinkler	Dam	36
Chipo	Mutoko	25	17.455874 32.045152	Drag hose	Weir	9
Chitora	Mutoko	25	17.521370 32.961135	Drag hose	Dam	36.5
Chimukopa	Mutoko	7	17.521370 32.961135	Sprinkler	Dam	20
Gwiranzara	Mutoko	26	17.553604 32.961135	Drag hose	Dam	12
Jembere	Mutoko	20	17.387204 32.318603	Drip	Dam	2.4
Kubatana	Mutoko	29	17.753438 32.271101	Drag hose	Mutoko River	10
Murara	Mutoko	14	17.228173 32.451190	Surface	Dam	12.5
Nyamutsahuni	Mutoko	10	17.411332 32.060595	Sprinkler	Nyadire Dam	30

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Scheme Name	District	Ward	Location	system	Water Source	Area (HA)
Nyaitenga	Mutoko	25	17.437980 32.957994	Drip	Nyaitenga Dam	14
Nyazvikatsi	Mutoko	26	17.675662 32.010494	Sprinkler	Dam	60
Tabudirira	Mutoko	25	17.507068 32.052251	Sprinkler	Nyadire River	100
Chibvi	UMP	14	17.42713 31.733037	Sprinkler	Chibvi Dam	40
Chiore	UMP	7	17.17070 31.814020	Sprinkler	Mazowe River	12
Muda	UMP	14/15	18.073331 31.29016	Flooded Drag hose	Dam	4
Mutata	UMP	2	16.881302 32.190499	Flooded Drag hose	Dam	2.5
Nyakasoro	UMP	3	16.916723 32.192073	Surface	Dam	10
Nyaitenga	UMP	12	17.42907 31.93892	Drip	Nyaitenga Dam	60
Sapuranyambuya	UMP	6	17.12184 32.009183	Sprinkler	Dam	100
Porepore	UMP	15	17.21372 31.41055	Drag hose	Mazowe River	3
Kudzwe	Mudzi	2	17.913056 32.555170	Surface	Dam	2.4
Mavhurazi	Mudzi	18	17.217262 32.560582	Surface	Dam	9.6
Mutsinga	Mudzi	12	17.155777 32.859254	Surface	Dam	2.5
Mutondo	Mudzi	14	17.291578 32.579285	Drag Hose	Mine Shaft	9.5
Nyamatanda	Mudzi	7	17.142445 32.373346	Surface	Dam	24
Aucksnest	Seke	9	18.164734 30.957365	Sprinkler	Weir	80
Dangarendove	Seke	21	18.642297 30.750592	Drag hose	Mamina Dam	70
Hanaral	Seke	20	18.624702 30.769240	Sprinkler	River	20
Eladale	Seke	10	18.624702 30.769240	Sprinkler	Dam	40
Masasa	Seke	17	18.375464 31.128845	Drag hose	Dam	15
Kildonan	Seke	9	18.168224 31.061155	Sprinkler	Dam(3)	246
Nhuku	Seke	9	18.088602 31.009654	Pivot	Dam	60
Nyambiri	Seke	9	18.152079 31.042571	Pivot/Sprinkler	Chinungu Dam	120
BBH Chigara	Chikomba	8	19.116330 30.852290	Centre pivot/sprinkler	Dam	55

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<b>Scheme Name</b>	<b>District</b>	<b>Ward</b>	<b>Location</b>		<b>system</b>	<b>Water Source</b>	<b>Area (HA)</b>
Chikwezvero	Chikomba	23	18.736280	31.442370	Drag hose	Save River	80
Damba	Chikomba	23	18.732488	31.398110	Sprinkler	Mbove River	80
Nyahoni	Chikomba	18	19.070838	31.323178	Surface	Nyahoni River	28.5
Sachipiri	Chikomba	14	19.055332	31.248876	Surface	Dam	80
Kurumani	Chikomba	7	18.618857	30.837370	Sprinkler	Weir	80
Mutekedza	Chikomba	23	18.4754	31.2219	Drag hose	Borehore(8)	18
Sadza	Chikomba	25	18.891944	31.463743	Surface	Dam	6
Utyzit	Chikomba	8	19.019848	30.719451	Sprinkler	Dam	60

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**7. MATABELELAND NORTH PROVINCE**

<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Bulawayo Kraal	17° 45' 01.07'' S 27° 20' 12.08'' E	sprinkler	River	410	
Lungwalala	17° 56' 09.07'' S 27° 34' 00.08'' E	Surface	Dam	110	219
Mlibizi	17° 57' 51.07'' S 27° 05' 30.08'' E	Sprinkler	River	19	38
Nabusenga	17° 27' 31.07'' S 28° 03' 56.08'' E	surface	Dam	19	68
Tyaba	17° 12' 26'' S 28° 04' 41'' E	Surface	Dam	8	54
Diglis Park	19° 47' 45.07'' S 28° 49' 12.08'' E	Sprinkler & Hose reel	Disused mine shaft	40	8
Hauke	19° 24' 56.07'' S 28° 36' 34.08'' E	surface	Dam	40	79
Pollards	19° 39' 32.07'' S 28° 48' 01.08'' E	Surface	Dam	45	105
Horse Shoe	19° 53' 55.07'' S 28° 48' 14.08'' E	Drip	Borehole	12	13
Bona	18° 45' S 29° 15' E	Centre pivot	Borehole	60	54
Glen more	19° 18' 36.07'' S 28° 44' 55.08'' E	Hose reel	Dam	15	23
Inkosikazi	19° 26' 56.07'' S 28° 28' 45.08'' E	surface	Dam	20	34
Chentali	18° 24' 06.07'' S 26° 47' 28.7'' E	Surface	Dam	40	47
Cheziya	18° 03' 33.07'' S 26° 37' 22.08'' E	surface	River	5	24
Lambo	18° 23' 53.07'' S 26° 49' 02.08'' E	surface	Dam	2	20

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<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Lukosi	18° 21' 21.07'' S 26° 38' 10.08'' E	surface	Dam	27	73
Makwa	18° 04' 44.07'' S 26° 41' 03.08'' E	surface	River	15	43
Simangani	17° 16' 09.07'' S 27° 14' 00.08'' E	Drip	Dam	5	72
Makhovula	18° 56' 03.07'' S 27° 54' 30.08'' E	surface	Dam	15	60
Tshongokwe	18° 40' 06.07'' S 27° 34' 58.08'' E	surface	Dam & borehole	24	64
Zinaphi	18° 44' 08.07'' S 27° 46' 19.08'' E	surface	Wetland	15	57
Fanisoni	19° 00' 28.07'' S 28° 53' 54.08'' E	surface	Dam	15	54
Eluhlaza	19° 49' 34.07'' S 27° 43' 18.08'' E			5	
Alicedale	19° 55' 11,2'' S 028° 13' 0,92'' E	Hose reel	Borehole	22	13
Phaphamani	19° 51' 22.07'' S 28° 13' 7.54'' E	Hose reel	Borehole	50	13
Redwood	19° 44' 25.07'' S 28° 24' 53.08'' E	Hose reel	Borehole	79	24
Thembanani	19° 49' 38.07'' S 28° 22' 10.08'' E	Sprinkler	Borehole	50	26
Vusanani	19° 49' 38.07'' S 28° 22' 10.22'' E	sprinkler	borehole	20	15

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**8. MANICALAND PROVINCE**

<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Buhera	Bonde	19°53'38.3" S 32°17'43.7" E	30	Pumped Semi-portable Sprinkler	River
Buhera	Deure	-19.882°S 32.323°E	33	Gravity-fed Surface	River
Chipinge	Chibuwe	20°30'37.31S 32°17'43.08 E	20	surface	borehole
Chipinge	Chisavanye	20°39'31.04S 32°15'35.59" E	18	surface	dam
Buhera	Murambinda	19°16'38.4 S 31°39'40.1" E	14	Gravity-fed Surface	River/weir
Buhera	Mutunha	19 °20'32.1" S 31°47'29.3E	15	Gravity-fed Surface	Dam
Chipinge	Kushinga	20°26'49.6" S 35° 35'18.9" E	18	surface	river
Chipinge	Masocha	20°29.5'51.1" S 32°32'48.6" E	18	surface	river
Chipinge	Miekles /Bwerudze	20°16'17,7" S 29°52'23.0" E	5	surface	boreholes
Chipinge	Maunganidze	29°57'12.4" S 32°21'10.6" E	1	surface	borehole
Chipinge	Musani	20°05'21.4" S 32°42'42.6E	3	Surface	boreholes
Chipinge	Musikavanhu	20°30'37.31" S 32°17'43,08" E	16,20,22	surface	boreholes
Chipinge	Musirizwi	20°04'51.1" S 32°32'48.6" E	18	Drag hose	river
Chipinge	Mutandwe/ Vimbanayi	21°01'37.4" S 32°11'52.9" E	29	surface	river
Chipinge	Mutema	- 20.14945833° S 32.36251389° E	3	sprinkler	boreholes
Chipinge	Taona	20°06'56.87" S 32°21'02.74" E	3	surface	river
Chipinge	Zuvarabuda	21°04'35.1" S 32°15'58.4" E	30	surface	river

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<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Makoni	Bhiri	18°39'29.9"S 31°59'35E	15	surface	river
Makoni	Chiduku Tikwiri	18°39'17.9"S 32°04'23.4"E	16	sprinkler	river
Makoni	Chiduku Ngowe	18°30'57.4"S 31°53'29.3"E	44	sprinkler	river
Makoni	Chikunzvi	18°39'59.4"S 31°50'02.3"E	24	surface	river
Makoni	Chimuriwo	18°33'59.8"S 32°02'09,4"E	12	surface	dam
Makoni	Madondo	18°37'11.3"S 31°57'18.8"E	15	surface	dam
Makoni	Mukonomvi	18°38'46"S 31°47'57.6"E	24	surface	dam
Makoni	Nyadhimba	17°54'31.7"S 32°29'33.7"E	3	surface	Dam
Makoni	Romsly	18°55'44.8"S 31°57'28,9"E	31	Surface	river
Makoni	Upper Lesape	18°25'42.2"S 32°17'10.6"E	20	surface	river
Mutare	Chipendeke	19°19'14.2"S 32°43'05.6"E	22	Drag hose sprinkler	river
Mutare	Hamamaoko	19°06'05.9"S 32°25'54.1	34	sprinkler	river
Mutare	Himalaya 1	19°19'41.4"S 32°45'22.4"E	22	Semi portable sprinkler	river
Mutare	Himalaya 2	19°22'08.2S 32°45'08.1E	22	sprinkler	river
Mutare	Marange	19°11'45.2"S 32°29'55.4"E	12	surface	river
Mutare	Masvaure	19°22'37.39"S 32°22'31.87"E	25	gravity	river
Mutare	Nyachowa	19°08'09.2"S 32°41'25.9"E	15	surface	river
Mutare	Nyamajura	18°47'06.8"S 32°28'16.4"E	1	Drag hose	river
Mutasa	Butsi	18°36'34.06"S 32°43'46.08"E	10	surface	rivers

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<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Mutasa	Buwu	18°26'44.09''S 32°49'58.02''E	5	Drag hose	river
Mutasa	Chidzinzwa	18°38'42.07''S 32°41'10.08''E	19	Drag hose	river
Mutasa	Honde 1	18°35'17.05''S 32°47'25.06''E	8	Drag hose	river
Mutasa	Musara Heights	18°25'03.05''S 32°56'08,04''E	30	Drag hose	river
Mutasa	Manunure	18°34'51.02''S 32°42'18.07''E	7	Drag hose	river
Mutasa	Mutarazi	18°31'04.03''S 32°48'06,04''E	7	Drag hose	river
Mutasa	Mupangwa	18°31'52.06''S 32°45'41.04''E	7	Drag hose	river
Mutasa	Rujeko	18°30'25.01''S 32°48'52.07''E	6	Drag hose	river
Nyanga	Kapata	17°29'48.3''S 32°51'40.0''E	3	surface	river
Nyanga	Nyatsanzaa		4	surface	dam
Nyanga	Nyajezi	17°57'18.8''S 32°42'35''E	19	surface	river
Nyanga	Nyakomba	17°48'03.2''S 32°58'16.7''E	11	surface	river
Nyanga	Nyamaropa	17°01'00.9''S 32°55'32.5''E	12	surface	river
Nyanga	Nyarubvurwe	17°33'38.8''S 32°49'30.6''E	23	surface	river
Nyanga	Nyabobwe	17°49'21.5''S 32°38'33''E	8	surface	spring
Nyanga	Shiri		30	surface	sprinkler
Nyanga	Matize	17°40'40''S 32°50'45.8''E	6	surface	river
Buhera	Bonde	19°53'38.3'' S 32°17'43.7''E	30	Pumped Semi-portable Sprinkler	River

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<b>Scheme Name</b>	<b>location</b>	<b>Irrigation system</b>	<b>Water Source</b>	<b>Area (HA)</b>	<b>Beneficiaries</b>
Chipinge	Chibuwe	20°30'37.31S 32°17'43.08 E	20	surface	borehole
Chipinge	Chisavanye	20°39'31.04S 32°15'35.59"E	18	surface	dam
Buhera	Murambinda	19°16'38.4 S 31°39'40.1" E	14	Gravity-fed Surface	River/ weir
Buhera	Mutunha	19 °20'32.1"S 31°47'29.3E	15	Gravity-fed Surface	Dam
Chipinge	Kushinga	20°26'49.6" S 35° 35'18.9"E	18	surface	river
Chipinge	Masocha	20°29.5'51.1" S 32°32'48.6"E	18	surface	river

## Zimbabwe

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### **Horticulture Enterprise Enhancement Project Project Design Report**

### **Annex 9: Integrated Project Risk Matrix (IPRM)**

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department



## Overall Summary

<b>Risk Category / Subcategory</b>	<b>Inherent risk</b>	<b>Residual risk</b>
<b>Country Context</b>	<b>High</b>	<b>High</b>
<i>Political Commitment</i>	<i>High</i>	<i>Substantial</i>
<i>Governance</i>	<i>High</i>	<i>Substantial</i>
<i>Macroeconomic</i>	<i>High</i>	<i>Substantial</i>
<i>Fragility and Security</i>	<i>High</i>	<i>High</i>
<b>Sector Strategies and Policies</b>	<b>Moderate</b>	<b>Low</b>
<i>Policy alignment</i>	<i>Low</i>	<i>Low</i>
<i>Policy Development and Implementation</i>	<i>Moderate</i>	<i>Low</i>
<b>Environment and Climate Context</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Project vulnerability to environmental conditions</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>Substantial</i>	<i>Moderate</i>
<b>Project Scope</b>	<b>Moderate</b>	<b>Moderate</b>
<i>Project Relevance</i>	<i>Low</i>	<i>Low</i>
<i>Technical Soundness</i>	<i>Substantial</i>	<i>Moderate</i>
<b>Institutional Capacity for Implementation and Sustainability</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Implementation Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Moderate</i>	<i>Low</i>
<b>Project Financial Management</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Project Organization and Staffing</i>	<i>Moderate</i>	<i>Low</i>
<i>Project Budgeting</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project Internal Controls</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project Accounting and Financial Reporting</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project External Audit</i>	<i>Substantial</i>	<i>Moderate</i>
<b>Project Procurement</b>	<b>Moderate</b>	<b>Low</b>
<i>Legal and Regulatory Framework</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Accountability and Transparency</i>	<i>Moderate</i>	<i>Low</i>
<i>Capability in Public Procurement</i>	<i>Moderate</i>	<i>Low</i>
<i>Public Procurement Processes</i>	<i>Moderate</i>	<i>Low</i>
<b>Environment, Social and Climate Impact</b>	<b>Moderate</b>	<b>Low</b>
<i>Biodiversity Conservation</i>	<i>Substantial</i>	<i>Low</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Substantial</i>	<i>Low</i>
<i>Cultural Heritage</i>	<i>Low</i>	<i>Low</i>
<i>Indigenous People</i>	<i>Low</i>	<i>Low</i>
<i>Labour and Working Conditions</i>	<i>Moderate</i>	<i>Low</i>
<i>Community Health and Safety</i>	<i>Moderate</i>	<i>Low</i>
<i>Physical and Economic Resettlement</i>	<i>Moderate</i>	<i>Low</i>
<i>Greenhouse Gas Emissions</i>	<i>Moderate</i>	<i>Low</i>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Substantial</i>	<i>Moderate</i>

<b>Risk Category / Subcategory</b>	<b>Inherent risk</b>	<b>Residual risk</b>
<b>Stakeholders</b>	<b>Moderate</b>	<b>Low</b>
<i>Stakeholder Engagement/Coordination</i>	<i>Low</i>	<i>Low</i>
<i>Stakeholder Grievances</i>	<i>Moderate</i>	<i>Low</i>
<b>Overall</b>	<b>Substantial</b>	<b>Moderate</b>

<b>Country Context</b>	<b>High</b>	<b>High</b>
<b>Political Commitment</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>The deepening economic crisis exacerbated by COVID-19, shortages of goods in particular food, the declining purchasing power due to high inflation has led to considerable public discontent in the context of preparation for 2023 elections. This could lead to instability which may affect commitment</p>	High	Substantial
<p><b>Mitigations:</b></p> <p>HEEP will encourage dialogue and stakeholder involvement to help build confidence on market- based solutions that were proposed by the GOZ in the Ministry's Horticultural Framework. HEEP is based on the GOZ initiative and counts on full ownership and commitment for smooth implementation of the project. IFAD is an important partner for Zimbabwe, even more so now that debt arrears hinder GOZ from accessing several other sources of external funding. Strong KM and sharing of results and good practices throughout the implementation period will be an additional element to create ownership.</p>		
<b>Governance</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>Zimbabwe ranks poorly in governance indicators, as evidenced by a declining freedom of press, government effectiveness, rampant corruption and low prosecution of cases, lack of investment in infrastructure, declining public service system, and declining health system. The poor economic and financial governance spans for decades, which increases risk for investments in agriculture.</p>	High	Substantial
<p><b>Mitigations:</b></p> <p>HEEP safeguard mechanisms will mitigate risks and perceptions of risk with project associated investments. These include ensuring adherence to IFAD procurement and anti-corruption rules, and competitive recruitment of a HEEP procurement officer, National Project Coordinator and Chief Accountant, is mandatory to ensure good project governance.</p>		
<b>Macroeconomic</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>Macroeconomic instability, including risks related to high international and domestic debt overhang, hyperinflation, unstable currency and currency convertibility, negative trade balance, limited access to credit, declining GDP and inconsistent economic policies have contributed to contraction of the economy, which affects efforts to commercialise smallholder agriculture. Investment inflows remain weak and due to debt arrears, several sources of external credit are not accessible yet. Additional economic stress is caused by the effects of the COVID-19 outbreak and related lockdown and in 2022 by the Ukraine crisis with substantive increases in fuel, fertilizer and commodity prices. Severe drought in 2022 is also affecting the economic situation, particularly that of the poorest.</p>	High	Substantial

<p><b>Mitigations:</b></p> <p>As has been demonstrated in the cases of Vietnam and Bangladesh, for example, global value chains (GVC) trade is more influential than traditional trade in supporting growth and poverty reduction. HEEP's focus on horticulture for export – combined with support to nutrition and home consumption – aims at reducing the vulnerability of the poor to macroeconomic shocks. In its policies, GOZ promises to undertake economic reforms, restoration of fiscal balance, stimulation of production and exports, tackle external debt, and attract foreign direct investment among others. The diaspora remittances have increased. HEEP will contribute to increased production and foreign currency earning through exports. The project will also promote access to productive finance for 4Ps through the Export Horticulture Revolving Fund in Component 2. HEEP disbursements will be made in the currency of the contract which is USD.</p>		
<b>Fragility and Security</b>	<b>High</b>	<b>High</b>
<p><b>Risk:</b></p> <p>Zimbabwe continues to rank amongst the top 10 most fragile countries in the world in 2021. This in line with indicators on governance, political situation, economy, security, human development and environment. Fragility in Zimbabwe is driven by policy volatility, corruption, and a low institutional capacity to deliver basic services. Zimbabwe is included in the 2022 list of fragile countries by the World Bank.</p>	High	High
<p><b>Mitigations:</b></p> <p>Fragility is a crosscutting issue in IFAD's country programme and in the HEEP design. HEEP will help address fragility by assigning the private sector a greater role in promoting inclusive agricultural development. CLPE and Government engagement are promoted. IFAD's participation in UN coordination offers a platform for dialogue in priority topics.</p>		
<b>Sector Strategies and Policies</b>	<b>Moderate</b>	<b>Low</b>
<b>Policy alignment</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>HEEP is in line with the Strategic Objectives of COSOP and it directly supports key GoZ agricultural policies and in particular the Horticultural Recovery Growth Plan.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>Regular country-level policy engagement (CLPE) and support, notably through HEEP but also ongoing projects (SIRP and SACP).</p>		
<b>Policy Development and Implementation</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>GoZ policy development capabilities are weak and the implementation of well thought and relevant policies can be lacking behind.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>HEEP through its work with horticultural value chain actors will provide high quality and timely input into the policy development process. The GoZ is keeping involved in the HEEP implementation and best practices and implementation challenges are discussed frequently. Policy-oriented KM products will be developed by the project.</p>		
<b>Environment and Climate Context</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Project vulnerability to environmental conditions</b>	<b>Substantial</b>	<b>Moderate</b>

<p><b>Risk:</b></p> <p>River pollution, excessive water abstraction, soil erosion, and land degradation may have significant adverse impacts on food and nutrition security, agricultural productivity, access to markets, value chains, infrastructure, and the incidence of pests and diseases, resulting in increased vulnerability or deterioration of target populations' livelihoods and ecosystems.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Climate-resilient agriculture techniques will ensure environmental sustainability, such as integrated soil fertility management and diversified cropping systems. In addition, water use efficiency will be promoted in the irrigation schemes. No infrastructure investments will be made before the local authorities confirm the beneficiaries' land and water user rights for investments in small-scale irrigation. The site-specific ESMPs will include mitigation measures, including the ability of downstream users to use water and any environmental flows required to maintain the integrity of the freshwater ecosystem.</p>		
<p><b>Project vulnerability to climate change impacts</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The country is highly vulnerable to climate change (droughts, intermittent floods, prolonged dry spells). Projections estimate an increase between 1 to 1.5 degrees by 2040. This will have negative consequences on yield, food security, and nutrition—incidences will increase due to climate change.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>HEEP will support climate-resilient agronomic methods, equipment, and infrastructure in the targeted areas to reduce climate vulnerability to natural hazards, food insecurity and nutrition, and exposure to climate change. Sustainable land use, including the use of renewable energy, will contribute to reducing GHG emissions. Climate-resilient infrastructure (small-scale irrigation, protected agriculture etc.) will secure production and reduce the risk of low yields. The promotion of good climate-resilient agricultural practices will address drought, flooding, pests, diseases incidences, and land degradation</p>		
<p><b>Project Scope</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Project Relevance</b></p>	<b>Low</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>HEEP is fully aligned with Government's key development policies and strategic priorities related to poverty reduction, food security and nutrition, it is also in line with IFAD's 2020-2025 COSOP for Zimbabwe and IFAD's core corporate priorities. The design mission met prospective smallholder beneficiaries and confirmed the relevance of the proposed interventions.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>Through close and active engagement with relevant government authorities, different stakeholders and partners, IFAD will assure that new ideas and priorities are streamlined to HEEP approaches and implementation arrangements. The project's M&amp;E system will ensure that regular beneficiary feedback will be collected to ensure the continued relevance of HEEP interventions.</p>		
<p><b>Technical Soundness</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>There is limited experience and technical capacity in the Ministry implementing large scale export oriented commercial horticulture programme. The 4P approach of HEEP is new to Zimbabwe. On the other hand, the RBZ has experience managing foreign currency funds such as the proposed Horticultural Export Revolving Fund.</p>	Substantial	Moderate

<p><b>Mitigations:</b></p> <p>HEEP will provide capacity building to PMU and relevant institutions engaged in the implementation of the HEEP, on the job training, hands on experience, and learning by doing are part of the programme execution. Once approved and operational, the 4Ps will be implemented largely through 4P partners, as well as private service providers and PFIs.</p>		
<p><b>Risk:</b></p> <p>The village horticultural gardens (VHG) that HEEP will support under Component 1 may involve too many beneficiaries for having an impact on their livelihoods and/or food security. This was the case in a VHG visited by the design team during its field visits.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>HEEP will limit the number of farmers involved in one VHGs to a maximum of 50. It will also ensure a minimum of 200 square meters of commercial plot per beneficiary household.</p>		
<p><b>Risk:</b></p> <p>The establishment of 4P requires a substantive amount of trust between famers and anchor firms. Building this trust for new partnerships may be difficult and lengthy, which may lead to side-selling by smallholders and reluctance by anchor firms to engage with newly established Agricultural Producer Groups (APGs).</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Subcomponent 1.2 will be fully dedicated to the identification and the capacity building of 4Ps. 4Ps following the anchor firm hub and spoke model will be selected based on competitive calls for Expressions of Interest (EOI)s issued by the PMU. If the 4P EOI shows promise, the PMU will work with the 4P partners to strengthen the partnership by jointly developing a full 4P business plan. Technical assistance and training will be provided and will include farming as a business, group organization and dynamics.</p>		
<p><b>Risk:</b></p> <p>Under subcomponent 1.4, the project will involve a rural infrastructure element, including construction of farm and feeder roads, local storage, power and water provision, renewable energy etc. The need for these public infrastructure investments will be identified by 4P partners in consultation with the appropriate local/district officials, who will be responsible for operation and maintenance. There are often delays in the implementation of infrastructure interventions, carrying the risk that the 4P business plan will not take off while the infrastructure is delayed.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Close monitoring of the project's activities will ensure smooth delivery of the complex activities involving infrastructure. Continuous evaluation of expenditure, and careful economic analysis of the benefits at project mid-term and closure will adequately evaluate the project's viability.</p>		
<p><b>Institutional Capacity for Implementation and Sustainability</b></p>	Substantial	Moderate
<p><b>Implementation Arrangements</b></p>	Substantial	Moderate

<p><b>Risk:</b></p> <p>Risk 1: There is limited experience and technical capacity in the Ministry to implement large scale export oriented commercial horticultural programmes. Low implementation capacity in some government structures has in various cases led to low disbursements and weak implementation performance in development projects in Zimbabwe. The 4P approach of HEEP is new to Zimbabwe. On the other hand, the RBZ has experience managing foreign currency funds such as the proposed Horticultural Export Revolving Fund.</p> <p>Risk 2: Limited capacity of the PMU and the Ministry to manage matching grant investment pipeline generation, prioritization, investment decisions, and disbursements, procurements, accounting and reporting on the funds utilization and counterpart contributions. This may lead to delays in the expected implementation schedule of the project and/or missing information in the project financial and progress reports.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Mitigation 1: The market and private sector focus in HEEP implementation approaches aims to mitigate this threat. The joint PMU being developed by the lead agency will bring economies of scale that should support implementation. Constant identification of lessons learned and analysis of bottlenecks and best practices, will enhance the implementation capacities. HEEP will provide capacity building to PMU and relevant institutions engaged in the implementation of HEEP. On the job training, hands on experience, and learning by doing are part of the programme execution. Once approved and operational, the 4Ps will be implemented largely through 4P partners, as well as private service providers and PFIs. Constant identification of lessons learned and analysis of bottlenecks and best practices, will enhance the implementation capacities.</p> <p>Mitigation 2: Programmatic matching grant approach in IFAD-financed value chain projects in Zimbabwe (i.e. HEEP, and ongoing SACP) enables coordinated capacity building support, by IFAD to ensure effective matching grant implementation. The existing matching grant guideline, already developed under SACP, will be utilized for HEEP, including for the process of pipeline generation, prioritization, investment decisions, disbursements, accounting and reporting. In HEEP, additional procurement support by PMU staff will be provided to beneficiaries to ensure access to highest quality available input materials and equipment, and affordable pricing. At HEEP, start-up phase, dedicated technical assistance will be provided by IFAD to HEEP as well as SACP in the implementation and accounting of the matching grant manual.</p>		
<p><b>Monitoring and Evaluation Arrangements</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>In SIRP, insufficient human and financial M&amp;E resources in the PMU make it difficult to set up a solid results-management system. The flow of data from the field to the project Management Information System (MIS) has been patchy and untimely. In HEEP, anchor firms may fail to provide data to the project without clear structures and incentives to do so.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The PMU will include HEEP-dedicated senior M&amp;E officer, assistant, and KM officer. The budget for M&amp;E (excluding KM) will be at least 2% of total cost or 17% of Coordination and management cost. . HEEP will provide agricultural extension officers with data bundles to enable digital data collection in the field and reduce labour intensive manual data input by PMU staff. Through the innovation grants, HEEP will promote the adoption by anchor firms of software solutions which make it easier to run contract farming with smallholders, and provide the full traceability demanded by export markets and supermarket chains. The data collected through these platforms will be made available to HEEP's M&amp;E system.</p>		
<p><b>Project Financial Management</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Project Organization and Staffing</b></p>	<b>Moderate</b>	<b>Low</b>

<p><b>Risk:</b></p> <p>Whilst there are no proposed accounting staff at the design stage of the project, recruitment will be conducted for the program accountant and an assistant accountant once the project is approved.</p> <p>There are no anticipated challenges with regard to recruitment of finance staff. However, there will be need to orient the finance team to be recruited on IFAD financial management procedures.</p> <p>Given the economic instability in the country, there is potential risk of high staff turnover affecting continuity and creating a lengthy learning curve/slowing down implementation of the project.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Ensure recruited FM staff are trained in IFAD procedures. FM staff in existing projects can support the onboarding process of the new staff.</p> <p>Continuous capacity building, covering among others, IFAD financial management procedures/requirements will be provided during the start-up workshop as well as during supervision/ implementation support missions.</p>		
<p><b>Project Budgeting</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>There has been consistently low budget execution in the past years (30-40% annual average absorption) mainly due to (i) unrealistic budget preparation, (ii) delays in budget approval, and (iii) delays in no-objection due to budget revisions. HEEP will be implemented by the same Lead Implementing Agency. Based on experience with SIRP, there is a risk of budgets not being executed in an orderly and predictable manner resulting in funds not being available when needed.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>In order to support the project to prepare timely and realistic annual work plans and budgets (AWPB), training on budgeting procedures and guidelines will be provided during the start-up workshop.</p>		
<p><b>Project Funds Flow/Disbursement Arrangements</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Due to the historical problems with the Zimbabwe dollar, most of the payments are done in USD. Use of the local currency is limited to few transactions and therefore exposure to foreign exchange risk is minimal.</p> <p>Even though exposure to foreign exchange risk is minimal, shortage of USD could lead to project funds held in the DA being inaccessible which could impact implementation of project activities</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Quarterly cash flow forecasts should be done to ensure sufficient liquidity for the project.</p> <p>Training on interim financial reporting will be provided to the accounting staff who will be recruited for the project.</p>		
<p><b>Project Internal Controls</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that internal audit arrangements are insufficient to provide assurance on the effectiveness of internal control systems and processes leading to unreliable internal control systems and non-compliance with the financing agreement, LtR, PIM and GoZ requirements.</p>	Substantial	Moderate

<p><b>Mitigations:</b></p> <p>As part of start-up, internal audit staff assigned to the programme will be trained in IFAD procedures.</p> <p>Supervision missions will report on the activity of the internal audit with respect to HEEP by reviewing their reports and assessing management's responsiveness to any recommendations formulated as a complementary measure.</p>		
<p><b>Project Accounting and Financial Reporting</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>The software has been customised to produce IFAD-specific financial reports that include reports by categories, components and sub-components, and by financiers. The software is not web-based but there may not be need for such functionality since processing of all accounting transactions is centralised at the PMU. However, there are no back-ups for the accounting software.</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>The software service provider should be engaged to propose a technical solution to mitigate this risk and allocation made in the relevant AWPB to cover the cost of the solution (if any).</p>		
<p><b>Project External Audit</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Office of the Auditor General does not have sufficient capacity. For SIRP, the audit is conducted by a private sector auditor, and the same is expected for the HEEP project. However, this does not strengthen the country systems.</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>The potential of the Comptroller and Auditor General office is expected to be progressively achieved. This should be assessed during implementation to determine suitability to conduct project audits.</p>		
<p><b>Project Procurement</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>
<p><b>Legal and Regulatory Framework</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Lack of national standard bidding documents for shopping; insufficient procurement monitoring at national level and low public access to procurement information.</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>The Project will develop its own templates for shopping and will submit them to IFAD for review &amp; approval. The Procurement Regulatory Authority of Zimbabwe (PRAZ) should be encouraged to fast-track the creation of databases on procurement, so as to increase procurement monitoring and increase public access to public information. To that end, PRAZ's website is already structured to accommodate said databases. The project will achieve its procurement monitoring obligations through the use of IFAD's Contract Monitoring Tool (CMT) and the project team will be training on the use of the CMT since the start-up phase. Additionally, the quality of data inserted on the CMT will be assessed at each IFAD supervision mission. Finally, the project will enhance public access to its procurement information by widely advertising bidding opportunities and contract awards (also by publishing ICB opportunities on UNDB online).</p>		
<p><b>Accountability and Transparency</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>

<p><b>Risk:</b></p> <p>Transparency International scored Zimbabwe 23/100 on the Corruption Perception Index for calendar year 2021. The Zimbabwe Anti-Corruption Commission (ZACC) has the constitutional mandate to investigate corruption. However, the ZACC is not independent, being administered under the Office of the President and Cabinet.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>All procurement entities, as well as bidders, suppliers, contractors, consultants and service providers, shall observe the highest standard of ethics during the procurement and execution of contracts financed under IFAD funded projects, in accordance with paragraph 69 of the IFAD Project Procurement Guidelines. The Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, vendors and third parties, in addition to the relevant national anticorruption and fraud laws. Recommend that IFAD strongly encourage government through policy dialogue to make the ZACC an independent Anti-Corruption agency, through the COSOP consultations with the government.</p>		
<p><b>Capability in Public Procurement</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>a) The Procurement Officer at SIRP is suspended in March 2021. Despite the upcoming departure of the Procurement Officer a.i., SIRP and the Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement (the "Ministry") lack a clear way forward on the recruitment of a Procurement Officer to take over the work; b) The level of Procurement document produced by the procurement is considered Mediocre and need more elaboration and enhancement to answer the International Best Practices in different procurement aspects.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>a) HEEP to recruit competitively Procurement Specialist, and Procurement assistant with adequate experience in donor-funded public procurement without delays and to provide them with the adequate training; b) HEEP to use IFAD SBD.</p>		
<p><b>Public Procurement Processes</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>a) Procurement staff do not participate in the preparation of the annual work plan process. They are involved downstream after the finalisation of the AWPB; b) Minimum number of days for advertised procurement under competitive bidding processes (40 dys ICB and 20 dys NCB) are less than the IFAD recommendation; c) Minutes of bid openings taken sent only to bidders who requested them; d) The evaluation committees are not appointed ad hoc, rather a fixed list of officers participating to evaluations is approved directly by the Permanent Secretary of the Ministry who are chosen based on their experience; e) Weak contract administration and management at different level.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>a) To ensure participation of procurement in the preparation of the AWPB, as it has implication on the Procurement Plan, and to ensure the use the IFAD PP Template; b) To include in the PIM at least 45 days for ICB and no less than 30 days for NCB (included in the PIM); c) Minutes of the bid opening to be dispatched to all bidders, even those who do not request them; d) To ensure with the PMU that Evaluation committee are composed on ad-hoc basis for every single bid process under HEEP project; e) To ensure that HEEP will: follow IFAD process and procedures for contract management, use the IFAD contract template, the Procurement Officer is involved in the follow up with suppliers/contractors/consultants to monitor contract implementation and delays, actively use the CMT to follow up on the contract progress.</p>		
<p><b>Environment, Social and Climate Impact</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Biodiversity Conservation</b></p>	<b>Substantial</b>	<b>Low</b>

<p><b>Risk:</b></p> <p>There is a risk that clearing land for agriculture, deforestation for household energy, setting up irrigation schemes will result in loss of biodiversity, ecosystems and ecosystem services, or the unsustainable use of living natural resources.</p>	Substantial	Low
<p><b>Mitigations:</b></p> <p>HEEP infrastructure will be small-scale in non-sensitive locations. Agricultural intensification will be promoted as opposed to expansion. Capacity building will focus on the promotion of agro-ecological principles, enhancing ecosystem services, and sustainably using natural resources and soil conservation. HEEP will promote the planting of fruit trees which are instrumental in biodiversity conservation.</p>		
<p><b>Resource Efficiency and Pollution Prevention</b></p>	<b>Substantial</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>Land and water resources may be polluted through increased use of agro-chemicals as smallholders invest in improved agricultural productivity and become integrated into value chains. Discharge from the drainage in the irrigation schemes may also result in pollution.</p>	Substantial	Low
<p><b>Mitigations:</b></p> <p>Use of appropriate disposal facilities, use of appropriate drainage structures, use of organic soil fertility enhancement, proper storage of materials, capacity building in safe use and handling of agro-chemical. Farmers will be trained on water pollution management.</p>		
<p><b>Cultural Heritage</b></p>	<b>Low</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>There is a very low risk that HEEP will be implemented in areas of cultural heritage sites where it could cause loss of resources of historical, religious or cultural significance.</p> <p>The risk that women may be prevented from participating due to patriarchal norms is also low, as shown by the experience of ongoing project in Zimbabwe (SIRP and SACP both successfully target women).</p>	Low	Low
<p><b>Mitigations:</b></p> <p>The targeting strategy will ensure that HEEP will not target cultural heritage sites for its interventions. The strategy will also ensure that women are directly involved in project activities and reap the benefits from participation. The M&amp;E system will collect gender and age dis-aggregated data to monitor the performance of the targeting strategy.</p>		
<p><b>Indigenous People</b></p>	<b>Low</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The potential risk that HEEP may cause physical, social, or economic impacts on indigenous peoples, or in threats to or the loss of resources of historical or cultural significance to them.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>There is very low risk that HEEP will affect indigenous populations; self-identified indigenous peoples are 0.03% of total population.</p>		
<p><b>Labour and Working Conditions</b></p>	<b>Moderate</b>	<b>Low</b>

<p><b>Risk:</b></p> <p>There is low risk that HEEPP may cause an increase in gender-based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project, including third parties and primary suppliers</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>HEEP will promote viable enterprises that generate enough income for decent labour practices. The project will raise awareness against gender-based violence, and unsafe working conditions. Required clauses will be included in contacts with APGs, MSMEs, and anchor firms. HEEP will engage targeted households on the benefits of equitable sharing of labour through GALS. The contracts for infrastructure development will also include clauses to ensure decent working conditions. Labour saving technologies will be introduced. The PMU will carry out regular field visits to ensure that decent labour practices are adopted by all implementing partners and project stakeholders.</p>		
<p><b>Community Health and Safety</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>Potential community health and safety risks could arise from exposure to agro-chemicals, zoonotic diseases, COVID-19, pollution from project interventions and from gender-based violence.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The Environmental and Social management Plans for each site will include measures to minimise the risks. Capacity building for smallholders will also include safe use and handling of agro-chemicals. HEEP will develop road infrastructure to improve transport safety. Communities will access training on gender-based violence, reproductive health rights, child feeding and nutrition education. Labour saving technologies will improve the health and well being of women. For COVID-19, HEEP's efforts will be towards increased awareness on social distancing, wearing masks, washing hands and increasing the use of digital platforms.</p>		
<p><b>Physical and Economic Resettlement</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The potential risk is that the HEEP may cause physical, social, cultural or economic impacts, especially for marginalized groups, from involuntary loss of land, assets, access to assets, income sources, or means of livelihoods. Some of these risks may result from infrastructure development activities.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Infrastructure development proposals will be screened to ensure no physical or economic resettlement will result from these activities.</p>		
<p><b>Greenhouse Gas Emissions</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>There is a moderate risk that HEEP may result in green-house gas emissions as a result of land clearing and a change in the land use and thereby contribute to anthropogenic climate change.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Screening of investments will ensure no forests are cleared for agricultural production and intensification. The CSA activities such as integrated soil fertility management and agroforestry will increase carbon sequestration. The mitigation potential of the project will be calculated every year. GEF funding will help to better address climate change adaptation by facilitating climate-resilient technology such as the use of solar renewable energy from production to storage and processing, and the promotion of sustainable natural resource management techniques</p>		

<b><i>Vulnerability of target populations and ecosystems to climate variability and hazards</i></b>	<b><i>Substantial</i></b>	<b><i>Moderate</i></b>
<p><b>Risk:</b></p> <p>Most of the HEEP target beneficiaries depend on rain-fed agriculture for their livelihoods. This dependency increases their vulnerability to variable climate. Some of the HEEP locations are also water stressed, which increases the vulnerability of the ecosystems.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Climate resilient investments will reduce the vulnerability to climate variability and change. The capacity building will also increase the knowledge base of the smallholders to manage the climate change related risks. Irrigation and water supply schemes will contribute to addressing water stress and incidents of drought and prolonged dry spells.</p>		
<b>Stakeholders</b>	<b>Moderate</b>	<b>Low</b>
<b><i>Stakeholder Engagement/Coordination</i></b>	<b><i>Low</i></b>	<b><i>Low</i></b>
<p><b>Risk:</b></p> <p>The likelihood of adverse reaction by stakeholders including smallholders, anchor firms, PFIs, and NGOS towards HEEP implementation is ranked low.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>Comprehensive consultation process with the stakeholders during the Concept Note mission, covering both the smallholder producers and agro-businesses, demonstrated great interest by all parties to develop the value chains to the mutual benefit of all stakeholder groups. The M&amp;E/KM unit will ensure regular consultations with stakeholders, who will be involved in the development of AWPBs as well as in project evaluations.</p>		
<b><i>Stakeholder Grievances</i></b>	<b><i>Moderate</i></b>	<b><i>Low</i></b>
<p><b>Risk:</b></p> <p>4Ps involve SHFs and MSMEs with far less sophistication in articulating grievances with more sophisticated anchor firms. This could lead to unaddressed stakeholder complaints that may undermine project implementation and the achievement of project development objectives.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>HEEP will put in place a strong stakeholder grievance and a beneficiary feedback mechanism through which beneficiaries can lodge grievances first to the 4P anchor firms and NGOs, and then if not resolved to be taken by HEEP. This will be backed by community validation mechanisms at each stage in project implementation. HEEP will raise awareness on an anti-corruption policy and establish contact telephone numbers for grievances.</p>		

## Zimbabwe

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### Horticulture Enterprise Enhancement Project

### Project Design Report

### Annex 10: Exit Strategy

Mission Dates: 15/06/2022 to 24/06/2022

Document Date: 02/11/2022

Project No. 2000003944

Report No. 6232ZW

East and Southern Africa Division  
Programme Management Department



## Annex 10: HEEP Exit Strategy

HEEP has several approaches for ensuring the sustainability of the project investments for smallholders, farmer groups/cooperatives, private sector value chain actors and national government. These include (i) undertaking all investments with a public (GoZ) or private sector (e.g. 4Ps) counterpart ; (ii) building capacity of institutions and individuals; (iii) linking smallholder farmers to established private sector horticulture firms ; (iv) introduction of climate smart horticulture production technologies; (v) use of participatory approaches to ensure beneficiary ownership; (v) development of a clear plan for operation and maintenance of all infrastructure, assets and equipment provided under the project; (vi) establishment of a commercially run revolving fund to ensure continued access to finance along the value chain, and (vii) including HEEP in the JMU already established for overall programmatic coordination of investments in the Country. The Table below presents the approach to HEEP sustainability and exit strategy from the point of view of the key activities in the project.

Component/Activity	Sustainability and Exit Strategy
<p><b>Component 1: Village Horticultural Garden and 4P Mobilization and Development.</b></p>	<p>The overall sustainability of Component 1 is based on a market demand assessment to identify appropriate and profitable horticulture value chains that smallholders and the private sector can jointly invest in to upgrade production, processing, marketing and infrastructure needs.</p> <p>Component 1 comprises of subcomponent 1.1, Village Horticulture Garden Mobilization and Development, 1.2 4P Identification, Mobilization, and Capacity Building, 1.3 4P Matching Grants and 1.4 Public Infrastructure in the 4P catchment area.</p> <p>C1.1: An ARDA managed process will identify horticulture crop market demand from private sector companies, processors and traders, followed by a feasibility and profitability analysis with smallholders to identify which horticulture crops they want to invest in. Technical production and extension support will be provided by AGRITEX. Technical support services will ensure that beneficiaries have the required capacities to plan, invest and sustainably operate their farms as businesses, as part of larger commercial value chains. The services will also ensure that all investments are socially and environmentally sustainable, in view of local economic and social structures, natural resource management, as well as changing climatic conditions. As part of a larger hub and spoke model, the VHG will benefit from the existing linkages between the irrigation scheme and the market. Investment in climate resilient irrigation and water harvesting structures will provide long term stability of horticulture production. All VHGs should graduate to being fully independent, financially robust and self-managing within two years of project engagement, as they will have the skills and confidence to grow their farm enterprise, manage climate risks and face fewer social barriers to their development.</p> <p>C1.2: Development of funded 4Ps is the key aspect for sustainability and exit from HEEP activities. All HEEP activities are based on this 4P sustainable private sector-based approach, which includes a clear plan to continue after the project support expires. Interested anchor firms/farms who</p>

	<p>are willing to increase their linkages with, and include VHG smallholders in in their business activities will be invited to submit proposals for funding of their inclusive business plan. Following PMU approval a full business plan that outlines the technical and financial viability and sustainability, as well as the social and environmental safeguards of their proposed activities will be developed. Through a competitive selection process the most viable proposals will be approved by the PSC to receive HEEP technical and financial assistance.</p> <p>C1.3: To provide co-financing to the approved 4P proposals a Matching Grant mechanism will be developed with three windows – Window 1 for core financing of start-up costs (e.g. inputs, services, equipment, machinery etc), Window 2 for climate-resilient agriculture (e.g. drip irrigation, protected agriculture, solar power) and Window 3 for innovations (e.g. introduction of new crops/varieties, agronomic methods/equipment, new crop protection and fertilizer options, the use of smart-phone based farmer registration and extension systems, and new processing techniques).</p> <p>C1.4 The public infrastructure built under the project will have three pathways to sustainability, leading towards a successful project exit. First, the infrastructure is demand driven, prioritising the infrastructure that serves the needs of the community and the 4P partners best; second, the owners and beneficiaries of the infrastructure will contribute at least 10% of the required financing in cash; and third, the management arrangements for the infrastructure will be competence-driven, with users paying for services. Maintenance agreements will be signed with the Rural District Councils and the District Development Fund for all roads developed under the project.</p>
<p><b>Component 2: Access to Finance</b></p>	<p>The overall sustainability of Component 2 is based on developing a revolving fund with a commercial interest rate and full repayment requirements, and strengthening of the capacity of established and experienced financial institutions to develop and deliver financial services to SHFs and MSMEs in commercial horticultural and/or those participating in HEEP 4Ps.</p> <p>Component 2 comprises of subcomponent 2.1: Export Horticultural Revolving Fund and subcomponent 2.2: Capacity Building for Enhanced Agricultural Lending.</p> <p>C2.1 A key financing sustainability issue and exit strategy is the development and access to long term commercial finance that is taken as a commercial loan, with an interest rate and that is repayable in full the lender. This fund will actually increase in size with time and therefore provide increase financing to the horticulture sector beyond the life of the project.</p> <p>C2.2 To improve and sustain access to finance for SHFs, APGs, and MSMEs, capacity building will be conducted to increase the capacity of existing and experienced financial</p>

	<p>institutions to develop and deliver financial services to SHFs and MSMEs in commercial horticultural and/or those participating in 4Ps. Commercial banks and building societies will be supported to develop value chain, group, or individual financing instruments. Microfinance Institutions and community banks/SACCOs will develop and deliver financing instruments for SHFs and MSMEs. Insurance companies will be assisted to develop suitable products for the horticultural sector.</p>
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## Zimbabwe

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### Horticulture Enterprise Enhancement Project

### Project Design Report

### Annex 11: Mainstreaming themes – Eligibility criteria checklist

Mission Dates: 15/06/2022 to 24/06/2022

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East and Southern Africa Division  
Programme Management Department



Mainstreaming themes – Eligibility criteria checklist						
	<input checked="" type="checkbox"/> Gender Transformative	<input type="checkbox"/> Youth Sensitive	<input checked="" type="checkbox"/> Nutrition Sensitive	<input type="checkbox"/> Persons with Disabilities	<input type="checkbox"/> Indigenous Peoples	<input checked="" type="checkbox"/> Climate Finance <input checked="" type="checkbox"/> Adaptive Capacity
<b>Situation analysis</b>	<input type="checkbox"/> National gender policies, strategies and actors <input type="checkbox"/> Gender roles and exclusion/discrimination <input type="checkbox"/> Key livelihood problems and opportunities, by gender	<input type="checkbox"/> National youth policies, strategies and actors <input type="checkbox"/> Main youth groups <input type="checkbox"/> Challenges and opportunities by youth group	<input type="checkbox"/> National nutrition policies, strategies and actors <input type="checkbox"/> Key nutrition problems and underlying causes, by group <input type="checkbox"/> Nutritionally vulnerable beneficiaries, by group	<input type="checkbox"/> National policies, strategies and actors <input type="checkbox"/> Main groupings among PwDs <input type="checkbox"/> Context-based barriers and opportunities for PwDs	<input type="checkbox"/> International standards, national policies, strategies and key IPs' organizations <input type="checkbox"/> Main IPs communities, demographic, social, cultural and political characteristics <input type="checkbox"/> Important livelihoods constraints and opportunities for IPs and their cultural heritage	
<b>Theory of change</b>	<input type="checkbox"/> Gender policy objectives (empowerment, voice, workload) <input type="checkbox"/> Gender transformative pathways <input type="checkbox"/> Policy engagement on GEWE	<input type="checkbox"/> Pathways to youth socioeconomic empowerment <input type="checkbox"/> Youth employment included in project objectives/activities	<input type="checkbox"/> Nutrition pathways <input type="checkbox"/> Causal linkage between problems, outcomes and impacts	<input type="checkbox"/> Pathways to PwDs' socioeconomic empowerment using a twin-track approach	<input type="checkbox"/> Pathways to IPs' socioeconomic empowerment	
<b>Logframe indicators</b>	<input type="checkbox"/> Outreach disaggregated by sex, youth and IPs (if appropriate) <input type="checkbox"/> Women are > 40% of outreach beneficiaries <input type="checkbox"/> IFAD empowerment index (IE.2.1)	<input type="checkbox"/> Outreach disaggregated by sex, youth and IPs (if appropriate) <input type="checkbox"/> Persons with new jobs/employment opportunities (CI 2.2.1)	<input type="checkbox"/> Outreach disaggregated by sex, youth and IPs (if appropriate) <input type="checkbox"/> Targeted support to improve nutrition (CI 1.1.8)  <b>Outcome level CIs</b> <input type="checkbox"/> CI 1.2.8 MDDW <input type="checkbox"/> CI 1.2.9 KAP	<input type="checkbox"/> Outreach disaggregated by sex, youth, disability and IPs (if appropriate)	<input type="checkbox"/> Outreach indicator disaggregated by sex, youth and IPs <input type="checkbox"/> IPs are > 30% of target beneficiaries	
<b>Human and financial resources</b>	<input type="checkbox"/> Staff with gender TORs <input type="checkbox"/> Funds for gender activities <input type="checkbox"/> Funds for IFAD empowerment index in M&E budget	<input type="checkbox"/> Staff with youth TORs <input type="checkbox"/> Funds for youth activities	<input type="checkbox"/> Staff or partner with nutrition TORs <input type="checkbox"/> Funds for nutrition activities	<input type="checkbox"/> Staff with disability inclusion-specific TORs <input type="checkbox"/> Funds for disability inclusion-related activities (including accessibility)	<input type="checkbox"/> Staff with IPs-specific TORs <input type="checkbox"/> Funds for IPs related activities, including FPIC	IFAD Adaptation Finance      \$9,233,000  IFAD Mitigation Finance      \$0  Total IFAD Climate-focused Finance      \$9,233,000

<b>ECG Remarks</b>	<b>Gender</b> <b>Nutrition</b> <b>Youth</b> <b>Persons with Disabilities</b> <b>Indigenous Peoples</b> <input type="checkbox"/> No social inclusion themes
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