

SAVING  
LIVES  
CHANGING  
LIVES



**United Nations World Food Programme Zimbabwe**  
Building resilience of smallholder farmers in Mangwe and  
Chiredzi by increasing small grains production and productivity,  
and improving market access

Project Document  
October 2020

**UNDAF Outcome(s):** Food and Nutrition Security:

*Outcome 1.2:* Communities are equipped to cope with climate change and build resilience for household food and nutrition security.

**Expected CP Outcome(s):** (Those linked to the project and extracted from the CPAP)

*Strategic outcome 3:* Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030

**Expected Output(s):** (Those that will result from the project and extracted from the CPAP) Increased productivity of small grains

Improved access to markets for farmers

**Implementing Partner:** WFP

**Responsible Parties:** FAO, Agritex



**Brief Description**

WFP Zimbabwe Country Office, together with FAO, the Ministry of Agriculture Mechanization and Irrigation Development's extension service (Agritex) and other partners will bolster the resilience capacity of targeted smallholder farmer households through promoting the cultivation of drought tolerant small grains and legume. The project aims to reduce the potential negative effects of frequent droughts and build longer-term resilience by improving food production and marketing opportunities. WFP, FAO, the Government of Zimbabwe with other partners, will procure small grain seeds and fertilizers from in-country producers, and deliver these inputs to selected smallholder farmers in identified districts. Technical support in good crop husbandry will be provided to maximise yields and training will be organized for Agritex ward-based extension workers and lead farmers on the production, processing, use and marketing of small grains and legumes. Once the produce has been harvested, WFP will use its own demand and link private sector entities to procure the surplus. Farmers will also receive training in organizational management, contract management, record keeping, post-harvest handling and collective marketing. Activities will also include the use of conservation agriculture to maximise the production of small grain and legume. Through "field days", the project will invite communities, private sector, sellers and buyers, to showcase both inputs for the project and allow buyers to express their interest in the smallholder farmers' outputs.

The proposed SG project provides an opportunity to develop a market-based approach to resilience building, and a potential for the farmers to move from being food insecure to producing marketable surplus in the drought prone areas in Zimbabwe.

Programme Period:	<u>  1 year  </u>	YYYY AWP budget:	<u>                    </u>
Key Result Area (Strategic Plan):	<u>                                    </u>	Total resources required	<u>\$998,523,23_</u>
Atlas Award ID:	<u>                                    </u>	Total allocated resources:	<u>                                    </u>
Start date:	<u>  Oct 2020  </u>	• Regular	<u>                                    </u>
End Date	<u>  Sept 2021  </u>	• Other:	<u>                                    </u>
PAC Meeting Date	<u>                                    </u>	o Donor	<u>                                    </u>
Management Arrangements	<u>                                    </u>	o Donor	<u>                                    </u>
		o Donor	<u>                                    </u>
		o Government	<u>                                    </u>
		Unfunded budget:	<u>\$998,523.23_</u>
		In-kind Contributions	<u>                                    </u>

Agreed by (Implementing Partner):



18.2.2021

Signed: Francesca ERDELMANN, Country Director and Representative  
On behalf of the WORLD FOOD PROGRAMME, Zimbabwe



18-Feb-2021

Signed: Maria Ribeiro, United Nations Resident Coordinator in Zimbabwe  
On behalf of the UNITED NATIONS RESIDENT COORDINATOR

Signed: Joseph Gondo, Chief Director Agricultural Research and Extension Services

On behalf of the MINISTRY OF LANDS, AGRICULTURE, WATER, CLIMATE AND RURAL SETTLEMENTS

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## I. BACKGROUND

Agriculture is one of the key sectors in Zimbabwe's economy. It is the primary livelihood of approximately 70% of the population, contributes approximately 20% of the GDP, 23% of the total formal employment and 40% of the exports, while supplying an estimated 63% of agro-industrial raw materials<sup>1</sup>. Smallholder farmers in Zimbabwe, who account for over 90% of those working in the agrarian sector and the majority of whom are women, are working on about 70% of agricultural land<sup>2</sup>. They produce the majority of the staple food in the country, especially maize. The majority of the smallholder farmers are dependent on rain-fed agriculture and are highly susceptible to the slightest shocks. The country is divided into five agroecological Natural Regions (NR), based on the rainfall patterns, soil conditions and vegetation, among other factors, with the quality of the soils declining from Region I through to Region V. The majority of smallholder farmers are active on communal farms which are mainly in NR IV and V, where the soil conditions are poor and rainfall patterns are low. Smallholder farming in Zimbabwe is characterized by low productivity as a result of a broad range of issues, such as lack of finances, inaccessibility to inputs - including especially fertilizers improved seeds and machinery - limited access to markets and generally limited competitiveness<sup>3</sup> because of high production costs relative to the region.

In Zimbabwe, all these factors are aggravated by frequent adverse weather conditions. Livelihoods can be gravely impacted in case of serious shocks like drought, floods and long mid-season dry spells with significant consequences on livelihoods, incomes and food security of farmers. The frequency, intensity and extended impact of droughts is increasing, due to climate variability: the findings from recent vulnerability assessments seem to confirm that droughts and dry periods have become more intense, quite frequent and require a combination of relief and more sustainable solutions in order to increase the absorptive capacities of communities.

In recognition of these challenges, the Government of Zimbabwe has embarked on a set of ambitious policy frameworks and programmes to strengthen the resilience of the agricultural sector, building the capacities of farmers and promoting agricultural productivity, as stipulated in the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET) and the Transitional Stabilisation Program (TSP). In alignment with government priorities, WFP has carried out a unique project in Zimbabwe its Country Strategic Plan 2017-2021 (CSP) the Small Grains project (SG) which focuses on increasing smallholder farmer income through increased capacity for the cultivation of drought-resistant grains and providing an incentive to reinvest in agriculture, increase production and, in the long run, contribute to food security.

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## II. RATIONALE

Smallholder agriculture in Zimbabwe would be significantly enhanced through growing appropriate crops, improvement of post-harvest handling management practices and markets for the surplus produce. The proposed complementary activity focusses on provision of small grains (sorghum and cow peas), which are drought resistant crops. In this way, the project is promoting climate smart agriculture, and thereby contributing to improved smallholders' resilience to climate shocks.

Apart from improving the food security of targetted households the project provides an opportunity to develop a market-based approach to resilience building, and a linear transition of farmers from being food insecure to producing marketable surplus. Integrating the supported smallholder farmers to markets where they can sell their produce profitably will not only increase farm incomes but it also, in the long run, provides an incentive for the farmers to reinvest in production, through purchasing of appropriate inputs and technology. WFP will provide the initial structural demand for some of the surplus produced by the targeted smallholder farmers and will work with other

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<sup>1</sup> Government of Zimbabwe, Zimbabwe Agriculture Investment Plan (ZAIP, 2017-2021) and Zimbabwe National Agriculture Policy Framework 2018-2030, Harare

<sup>2</sup> Government of Zimbabwe, Zimbabwe National Agriculture Policy Framework 2018-2030, Harare.

<sup>3</sup> Government of Zimbabwe and FAO. 2012. *Country Programme Framework, 2012–2015*. Harare.

partners to build the marketing capacities of the farmers. With increased capacities the farmers will be linked with other institutional buyers and the private sector.

In addition to providing a market opportunity the private sector could also provide the services which are much needed by farmers, such as credit and insurance. Hence, the proposed project provides an opportunity to have an integrated approach to supporting vulnerable smallholder farmers to improve their food production, increase income and thereby enhance their food security and resilience amidst climate shocks.

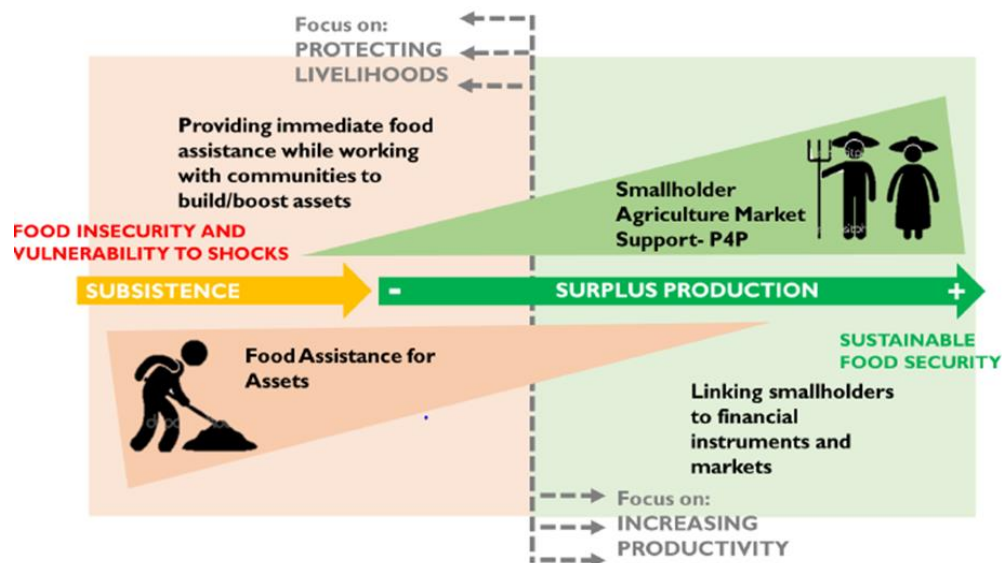
The project is aligned with two Strategic Outcomes of the Zimbabwe's CSP. These are SO 3- Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030 and SO 4-Food Insecure Households achieve food security and resilience to repeated shocks.

The vision for success of this project is increased competitiveness of Zimbabwean agriculture through building the capacity of the farmers and their institutions. The project will focus on increasing resilience, ensuring sustainable structures and measures are in place for promotion of Climate Smart agriculture for increased production and productivity in the context of reduced and erratic rainfall.

Specifically, the project aims to:

1. Increase the production and productivity of small grains among the selected smallholder farmers
2. Build the marketing capacities of the selected smallholder farmers
3. Increase sales of small grains among the target group
4. Improved food consumption score among the targeted smallholder farmers

In the selected locations WFP is also targeting food insecure vulnerable households through the Lean Season Assistance (LSA) and the Food Assistance For Assets (FFA) project which assists communities to build productive assets. It is proposed that the two projects (SG and FFA) are integrated to enhance the resilience of the targeted communities. Farmers supported by FFA will be integrated into the SG program through group formation and trainings on organisational management followed by the provision of appropriate small grain varieties (namely sorghum and cowpea seeds, considering their drought-tolerance ability and nutritious component), as well as fertilizers. The process flow diagram on the below demonstrates how FFA and SG can transform vulnerable populations from subsistence to surplus, contributing to protecting livelihoods, increasing agricultural production and achieving sustainable food security.



Through trainings covering key areas, the overarching goal of the project is to build capacity of farmers, farmer unions, and local and national institutions to set-up the system for farmers to increase production and productivity, and sell their produce to WFP and other local and regional

buyers in the long-term. As such, the project builds resilience across the entire value chain in the long-term.

The vision for success of this project is increased competitiveness of Zimbabwean agriculture through building the capacity of the farmers and institutions. The project will focus on increasing resilience, ensuring sustainable structures and measures are in place for promotion of Climate Smart agriculture for increased production and productivity in the context of drought and reduced and erratic rainfall

FAO and Agritex will provide support to WFP on extension support to the selected farmers on the production, processing and use of small grains and legumes. The training is organised around the concept of training of trainers, so that trained lead farmers can extend the training to more farmers within their group. The lead farmers will be selected in close consultation with the FFA project and Government agricultural extension officers (Agritex) at ward and district level, based on their agricultural expertise. Activities will also include the use of conservation agriculture to maximise the possibility of stabilised production of small grains and legumes.

### III. RESULTS AND RESOURCES FRAMEWORK

INTENDED OUTPUTS	ACTIVITY RESULTS & INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b> - Productivity of small grains among the selected smallholder farmers increased</p> <p><b>Baseline:</b> 2019/20 Second Round Crop assessment</p> <p><b>Indicators:</b> Increased productivity (from the current 0.4 MT/hectare)</p> <p><b>Targets:</b> Increased productivity to up to 2 MT of grain per hectare</p> <p><b>Related CP outcome:</b> CSP SO3 and SDG 2.3</p>	<p><b>1 Activity Result - Increased area planted with small grains</b></p> <ul style="list-style-type: none"> <li>▪ Provision of input packages of seeds and fertilisers to selected farmers</li> <li>▪ Trainings on small grain production</li> <li>▪ Trainings on post-harvest handling</li> </ul> <p><b>2 Activity Result - Application of conservation agricultural techniques</b></p> <ul style="list-style-type: none"> <li>▪ Classroom and field trainings to community-based extension officers and lead farmers on small grain production using conservation agriculture methods</li> </ul>	<p>WFP, FAO and AGRITEX</p>	<p>Input packages, Partner grants, Transportation, Training Manuals,</p> <p>Partner grants, Training Costs, Crop M&amp;E</p>

INTENDED OUTPUTS	ACTIVITY RESULTS & INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 2</b> – Improved marketing capacities of the selected smallholder farmers</p> <p><b>Baseline:</b> WFP 2020 Direct Procurement figures</p> <p><b>Indicators:</b> Quantities of commodity procured by WFP</p> <p><b>Targets:</b> Up to 10% of the available market surplus</p> <p><b>Related CP outcome:</b> CSP SO3 and SDG 2.3</p>	<p><b>1 Activity Result - Collective Marketing by farmers groups</b></p> <ul style="list-style-type: none"> <li>▪ Formation of farmers' groups and clusters/</li> <li>▪ Capacity strengthening to farmers on commodity quality, market price negotiation organizational management and collective marketing</li> <li>▪ Provision of post-harvest handling equipment</li> </ul> <p><b>2 Activity Result - Improved Storage/Warehouse Management</b></p> <ul style="list-style-type: none"> <li>▪ Rehabilitation of storage facilities and aggregation points</li> <li>▪ Capacity strengthening to farmers on warehouse management</li> </ul>	<p>WFP, AGRITEX</p>	<p><i>Training Costs, Group formation costs, Travel (Household PHH equipment</i></p> <p><i>Rehabilitation of community storage structures, Provision of warehousing equipment Travel, Training materials</i></p>



#### IV. ANNUAL WORK PLAN AND PROPOSED BUDGET

ACTIVITY RESULTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q4 (2020)	Q1 (2021)	Q2 (2021)	Q3 (2021)		Funding Source	UNDG Cost Category <sup>4</sup>	2020	2021	Total
<b>Activity Result 1.1</b> - Increased area planted with small grains	▪ Sensitization on small grains production	✓				FAO/AgriTeX	India-UN Dev Fund	E	5,170.70	0.00	5,170.70
					F			21,375.00	0.00	21,375.00	
	▪ Provision of input packages of seeds and fertilisers to selected farmers	✓						B	376,804.75	0.00	376,804.75
								A	0.00	440.00	440.00
								B	0.00	5,200.00	5,200.00
								E	0.00	4,826.70	4,826.70
	▪ Trainings on post-harvest handling		✓					F	0.00	17,366.86	17,366.86
<b>Activity Result 1.2</b> - Application of conservation agricultural techniques Action	▪ Classroom and field trainings to extension officers and farmers on small grain production using conservation agriculture methods	✓				FAO/AgriTeX	India-UN Dev Fund	A	440.00	0.00	440.00
								B	5,200.00	0.00	5,200.00
								E	8,057.54	0.00	8,057.54
								F	54,521.61	0.00	54,521.61
<b>Activity Result 2.1</b> - Collective Marketing by farmers groups	▪ Formation of selected farmers into clusters/groups	✓	✓	✓		WFP	India-UN Dev Fund	A	145.20	294.80	440.00
								E	1,116.72	2,267.28	3,384.00
	▪ Trainings on commodity quality,	✓	✓	✓				F	4,051.03	8,224.82	12,275.85
								A	290.40	589.60	880.00

<sup>4</sup> Please see summary table of the budget after this table for detail of the codes.

ACTIVITY RESULTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q4 (2020)	Q1 (2021)	Q2 (2021)	Q3 (2021)		Funding Source	UNDG Cost Category <sup>4</sup>	2020	2021	Total
	market price negotiation organizational management and collective marketing							B	2,640.00	5,360.00	8,000.00
								E	2,233.44	4,534.56	6,768.00
								F	26,684.74	54,178.11	80,862.85
	<ul style="list-style-type: none"> <li>Provision of post-harvest handling equipment</li> </ul>		✓	✓				A	0.00	440.00	440.00
								C	0.00	92,000.00	92,000.00
								E	0.00	3,384.00	3,384.00
								F	0.00	807.71	807.71
<b>Activity Result 2.2 - Improved Storage/Warehouse Management</b>	<ul style="list-style-type: none"> <li>Rehabilitation of storage facilities and aggregation points</li> </ul>	✓	✓	✓	WFP	India-UN Dev Fund	A	294.80	145.20	440.00	
							B	77,819.68	38,329.09	116,148.77	
							E	2,267.28	1,116.72	3,384.00	
	<ul style="list-style-type: none"> <li>Training on warehouse management</li> </ul>			✓			F	21,105.00	10,395.00	31,500.00	
							A	0.00	440.00	440.00	
							E	0.00	3,384.00	3,384.00	
Direct Support Costs (DSC)	Costs that directly support multiple activities and implementation of programmes at Country Office level.	✓	✓	✓		India-UN Dev Fund	A	4,284.00	8,568.00	12,852.00	
							G	6,419.58	12,839.15	19,258.73	
<b>Total Direct Expenditure</b>								<b>620,921.47</b>	<b>288,531.60</b>	<b>909,453.07</b>	
Indirect Support Costs (ISC)	6.5% of total of activity cost, IC and DSC	✓	✓	✓				40,359.90	18,754.55	59,114.45	
TOTAL for WFP								<b>663,354.44</b>	<b>305,213.08</b>	<b>968,567.52</b>	
GMS for UNDP/UNOSSC	3.0% of grand total							20,516.12	9,439.58	29,955.70	
<b>GRAND TOTAL</b>								<b>683,870.56</b>	<b>314,652.66</b>	<b>998,523.22</b>	



## Summary of Proposed Budget by UNDG Cost Category

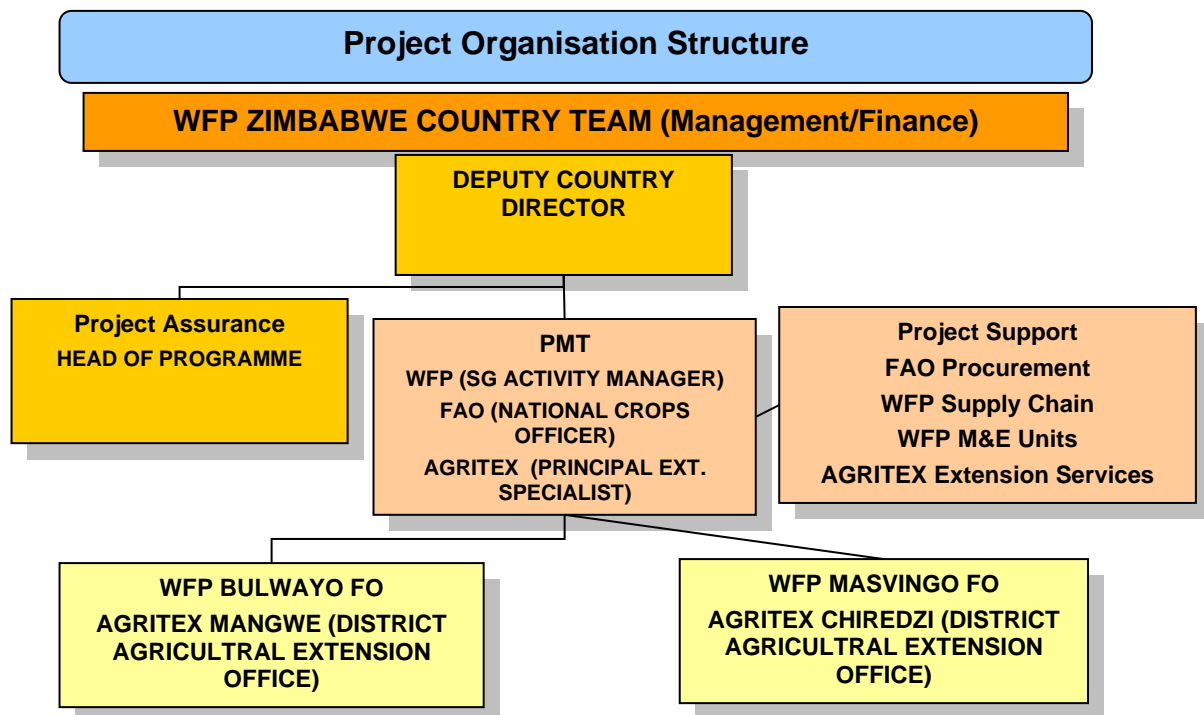
(USD)

<b>Cost Component</b>	<b>2020</b>	<b>2021</b>	<b>Total</b>
A. Staff and Other Personnel Costs	5,454.40	10,917.60	16,372.00
B. Supplies, Commodities, Materials	462,464.43	48,889.09	511,353.52
C. Equipment	0.00	92,000.00	92,000.00
D. Contractual Services	0.00	0.00	0.00
E. Travel	18,845.68	19,513.26	38,358.94
F. Transfers and Grants to Counterparts	127,737.38	104,372.50	232,109.88
G. General Operating and Other Direct Costs	6,419.58	12,839.15	19,258.73
<b>Total Direct Expenditure (Total of A to G)</b>	<b>620,921.47</b>	<b>288,531.60</b>	<b>909,453.07</b>
ISC (6.5% of Total Direct Expenditure)	40,486.42	18,628.03	59,114.45
<b>Total Budget for WFP</b>	<b>663,354.44</b>	<b>305,213.08</b>	<b>968,567.52</b>
3% GMS for UNDP/UNOSSC	20,516.12	9,439.58	29,955.70
<b>Grand Total</b>	<b>683,870.56</b>	<b>314,652.66</b>	<b>998,523.22</b>

## V. MANAGEMENT ARRANGEMENTS

The project will be executed by the World Food Programme Zimbabwe in partnership with the Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement (Agritex Dept) of the Government of Zimbabwe and FAO Zimbabwe.

Main oversight will rest with the WFP Deputy Country Director with project assurance provided by the WFP Head of Programme. A Project Management Team (PMT) consisting of WFP Activity 6 Manager, FAO (National Crops Officer) and AGRITEX (Principal Agricultural Extension Specialist) will be responsible for programme implementation and receive the support from WFP Field Offices and District Agricultural Extension Officers from Agritex who will work and undertake their tasks under the auspices of the PMT, with other relevant government departments and the private sector.



### Implementation structure

The composition of the team and respective roles is as follows:

Zimbabwe Country Team:

- WFP country team comprising management and finance will support in financial oversight
- Deputy Country Director: Overall oversight of WFP programmes
- Head of Programme: Implementation quality assurance, technical oversight and advice to the PMT
- SG Activity Manager: Overall implementation coordination, team management, partnership manager, resource mobilization, in country communication;
- FAO Crops Officer will oversee and advise on technical aspects of the project, from establishment of the household package of seeds and fertilizer as well as also monitor the post-distribution planting and application of fertilizer.
- The Field Offices and District Agritex Offices will provide project support monitoring project implementation and advising on actions to correct any challenges. They will also assess the crops, crop condition planted and projected harvests.
- M&E units will work with the PMT to develop a post-distribution monitoring tool.

- WFP Supply Chain will oversee the delivery of inputs to people assisted in accordance with WFP Supply Chain regulations relating to insurance, transportation, and proof of delivery. Supply Chain will contract all transporters at time of input distribution and procurement of surpluses after harvest and ensure that deliveries are completed as per the purchase orders.
- Field monitors: Based in WFP Field Offices, will provide field level monitoring of the activities and point of contact for partners at district level.

The project will be implemented in partnership with FAO, Agritex and WFP, whereby FAO will procure small grains seeds and fertilizers from main in-country producers and ensure the timely transport and delivery of the procured inputs to distribution points, where smallholder farmers will access them at subsidized prices. FAO will provide technical support in good crop husbandry to maximise yields. Agritex will provide on-site extension and training during the project implementation.

Once the produce has been harvested and a surplus realized, WFP will provide a structured demand for the surplus which will then be used for the on-going feeding programmes in the country, and where possible regionally. This latter activity is an integral component of WFP's long-term strategy to establish a local procurement platform for WFP and the private sector to channel predictable demand to smallholder farmers.

The project will seek synergies with other partners and on-going projects such as the FCDO funded Livelihood and Food Security Programme and USAID funded ENSURE projects. The aim is to ensure complementarities and concentrated support towards the smallholder farmers.

## 5.2 Production and Productivity

FAO is the lead agency for this component. It involves identification and the provision of appropriate sorghum and cowpea seeds, considering their drought-tolerance ability and nutritious component, as well as fertilizers. Furthermore, FAO will support training for Agritex ward-based extension workers and lead farmers on the production, processing and use of small grains and legumes. The training is organised around the concept of training of trainers, so that trained lead farmers can extend the training to more farmers. Activities will also include the use of climate smart agriculture such as conservation agriculture to maximise the possibility of stabilised production of small grain and legume.

The lead farmers will be selected in close consultation with ward-based Agricultural Extension Workers and district level officers, based on their agricultural expertise. The trained lead farmers will then initiate trainings for other (trainee) farmers who would be willing to participate. These 'trainee' farmers will be reached through approximately 6 visits to lead farmers' demonstration plots, where both the lead farmers, with the support of Agritex, will train them how to handle the agricultural input during all stages of the process – from planting to harvest.

The identification of wards and lead farmers in which the activity is implemented will be conducted in consultation with district stakeholders and LSA partners in the LSA complementary consultative workshops conducted in October 2020. Each of the lead farmer will train other ten farmers. The lead farmers will be supported by three Agritex Officers-two from each ward and a supervisor.

## 5.3 Improved Storage / Warehouse Management

The project aims to address post-harvest losses through the rehabilitation of storage facilities at household and community level and provision of trainings on post-harvest loss technologies. Effective technologies for storage at household level are the traditional granaries, hermetic grain bags and metal silos. FAO will support the training on the various technologies to Agritex extension workers and the lead farmers, who will cascade the trainings to the targeted farmers. The project will enhance the capacity of those assisted to build improved homestead storage granaries. These are ideal given most communal households are familiar with the technology and the materials for construction are available at village level.

Hermetic bags are another technology option which have proven to have positive results in reducing Post Harvest Losses. These are readily available in the local market in Zimbabwe and thereby provides an immediate option. The intervention would provide 2 bags per household to be incorporated into the procurement of seed and fertiliser inputs done by FAO and training on how

these are used and stored by the beneficiaries. The project would also engage market actors to ensure the technologies are available through market actors who are accessible to farmers.

The project will also promote the use of silos at household level and community storage facilities to reduce post-harvest losses. Metal silos are effective and sustainable option, and the project proposes to train the artisans at targeted wards who would in turn produce the metal silos at points that are convenient to farmers for their purchase. However, given the current context in the country, the availability of the materials required to make silos has become challenging, and as such it may require a longer-term engagement. The Community storage facilities would serve a dual purpose of reducing PHL as well as serving as serving as aggregation points at time of marketing the surplus produce.

#### **5.4 Market Integration**

This component will be led by WFP through market linkages to private sector buyers whereby a portion of the WFP country office operational food requirements will be set aside to provide an initial demand for the surplus commodities produced by the targeted smallholder farmers. WFP's demand for small grains will also encourage the production of these crops, which are becoming increasingly important in Zimbabwe not only because they are drought resistant, but also because of their nutrition value. These crops have limited demand as compared to maize which is the staple.

When the farmers realize a surplus, WFP will endeavour to purchase a maximum of 50% of the available market surplus, subject to availability of resources and according to WFP procurement regulations. WFP will only purchase a maximum of 50% to allow other market players to engage with the farmers, and to reduce dependence to WFP's market, which is, in the long run, unsustainable.

WFP's procurement will be complemented by capacity building for the smallholders, where the farmers will be trained in post-harvest management, storage/warehouse management and commodity quality. Further, farmers will be trained on 'farming as a business' practice, including group marketing, value addition, and basic business skills such as records keeping. Together with partners the farmers will be supported to formalize their businesses through forming associations or commodity groups to facilitate their marketing activities. The farmers will also be sensitized on social behavioural change for better nutrition.

Market linkages opportunities will be explored as the smallholder farmers improve their capacities. The project will organize 'field days', where communities, private sector, sellers and buyers will be invited to showcase both inputs for the project and allow potential buyers to express their interest in the smallholder farmers' produce. Moreover, the field days give the wider community an opportunity to learn from and interact with the farmers' experience in the project, with the use of small grains and conservation technologies. Such events may encourage the private sector to provide the services which are needed by the farmers, such as credit, insurance and even processing technologies for the sustainability of the project.

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## **VI. MONITORING FRAMEWORK AND EVALUATION**

The monitoring framework of the Small Grains Activity is informed by the WFP corporate results framework which outlines the indicators that are programme specific. Results will be monitored at output and outcome levels. WFP will track the area planted under the activity to ascertain the increased production of small grains in the targeted districts. Monitoring of the crop condition will be done in collaboration with ward-based extension officer and the average yield per hectare for the supported beneficiaries in comparison to other non-supported farmer in the same locations. WFP will also track the volume of pro-smallholder sales through WFP supported aggregation systems as well as the percentage of WFP food procured from pro-smallholder aggregation systems. The indicators will be tracked at baseline, and throughout the implementation of the programme to check on the progress that will be made against the target of increasing the number of small-holder members of the aggregation system who actively contribute to collective sales. The data sources will be small-holder farmer aggregation systems records. Sales and members contributions will be recorded directly by aggregators as part of their internal record

keeping on an ongoing basis as per the agricultural calendar for different commodities. WFP will collect and consolidate aggregator records on an annual basis or after each marketing season. Trainings and capacity development will be provided to the organizations in maintaining records that are accurate and sex disaggregated. The quantities of commodities procured by WFP from the pro-smallholder aggregation systems will be entered in the WFP corporate database system and will be analysed against the total amount of food procured. Information will be incorporated in WFP internal reports on an annual basis.

Output monitoring will establish the number of smallholder farmers supported and the number of capacities strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

<b>OUTPUT 1: Productivity of small grains among the selected smallholder farmers increased</b> <b>Smallholder farmer's net sales including of drought resistant crops increased</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Smallholders have improved food security and nutrition.</i>	Start Date: Dec 2020 End Date: June 2021
<b>Purpose</b>	To ensure smallholder farmers in Zimbabwe have increased capacity to produce drought resistant small grains.	
<b>Description</b>	Identification and targeting of lead farmers Distribution of inputs Capacity strengthening on production capacities.	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of smallholder farmers supported/trained	Programme monitoring	Monthly
Number of trainings facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Programme monitoring	Monthly

<b>OUTPUT 2: Improved marketing capacities of the selected smallholder farmers</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Smallholders have improved food security and nutrition.</i>	Start Date: May 2021 End Date: Sept 2021
<b>Purpose</b>	To ensure smallholder farmers have increased access to well- functioning agricultural markets.	
<b>Description</b>	Aggregate selected farmers into clusters/groups Provide trainings to farmers on commodity quality and market price negotiation Provide trainings to farmers on organizational management and collective marketing Provide post-harvest handling equipment to farmers Enable farmers to aggregate their produce Link farmers to buyers ..	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Value and volume of smallholder sales through WFP-supported aggregation systems	Programme monitoring	Monthly
Percentage of WFP procured from smallholder farmer aggregation systems	Programme monitoring	Annually

<b>OUTPUT 2: Improved warehouse and storage capacities of selected smallholder farmers</b>
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<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID Smallholders have improved food security and nutrition.</i>	Start Date: May 2021 End Date: Sept 2021
<b>Purpose</b>	To ensure smallholder farmers in Zimbabwe have enhanced capacities for storage and warehouse management.	
<b>Description</b>	Provide support in rehabilitating storage facilities and aggregation points Provide trainings on storage warehouse management	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of trainings facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Programme monitoring	Monthly

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## VII. LEGAL CONTEXT

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CLICK [HERE FOR THE STANDARD TEXT.](#)

### ANNEXES

**Risk Analysis:** Please find the corresponding Risk Log attached.

**Agreements:** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>5</sup> (where the NGO is designated as the “executing entity”) should be attached.

**Terms of Reference:** TOR for key project personnel should be developed and attached.

#### WFP SG Activity Manager

- Overall implementation coordination of all partners (FAO, Agritex) involved in the project
- Coordination on the WFP units (Field Offices, Finance, Supply Chain, Procurement, M&E) involved in the project
- Review and allocations of partner budgets

#### Agritex Principal Extension Specialist

- Development of district extension training schedules
- Oversight on smallholder training programs
- Coordination with Agritex Provincial and District units in support of the program
- Reporting on input distribution, hectares planted, crop condition planted and projected harvests
- Monitor the post-distribution planting and application of fertilizer

#### FAO Crops Officer

- Will oversee and advise on technical and logistical aspects of the project, from developing technical specifications of the inputs to be procured,
- Initiating procurement within FAO for purchase of input packages,
- Liaising with AGRITEX on training need and materials.
- Monitor the post-distribution planting and application of fertilizer.

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<sup>5</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.