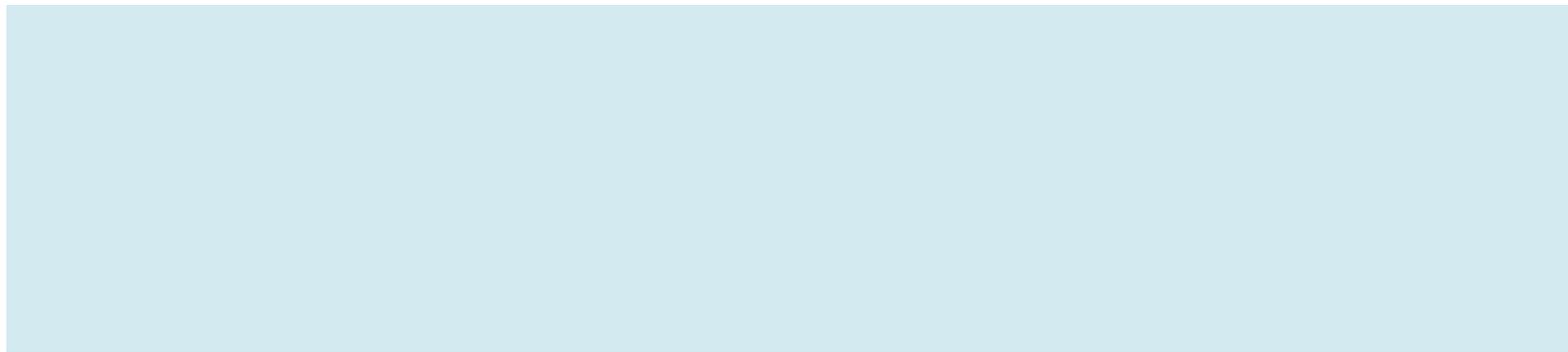




Republic of Zimbabwe



2021 - 2025
STRATEGIC
PLAN
REVIEWED
2024-
MANNA
RESORTS



SECTION A:

Profile of the Agency

i) Introduction

The Agricultural Marketing Authority's Strategic Plan for 2021 to 2025 was crafted to unpack the vision that leads to the transformation of AMA to achieve the national vision of making Zimbabwe a middle-income economy by 2030. In composing this strategy, we have defined the problems in the agricultural sector, explored the possible causes of the problems and proposed possible solutions. Recognizing that we cannot solve all problems, we have selected the best solutions and shall implement them in a phased manner.

This Strategic Plan is a culmination of extensive internal and external consultations of the staff and clients respectively. The Chief Executive Officer, therefore, acknowledges the Board's position to radically transform AMA to meet the expectations of all key stakeholders such as farmers, contractors, traders, financiers, development partners, Government Ministries and agencies, millers, and agro-processors, among others. The Radical Transformation Strategic Plan is of paramount importance in aligning the Authority's mandate to nationwide agricultural sector growth and development. Going forward, the Strategic Plan will guide the structure, operations, and programme budgeting process. This Strategic Plan informs future annual operational plans and activities that will direct the Authority towards the achievement of set targets and facilitate monitoring and evaluation of performance subject to set targets continuously.

The Authority is committed to fulfilling its clients’ and stakeholders’ needs, expectations and developmental aspirations which are the basis of the plan. The execution of this Strategic Plan has the full ownership and support of the Ministry, Board, Management and Staff of the Authority.

ii) Background

The Agricultural Marketing Authority (AMA) is a statutory body established in terms of the Agricultural Marketing Authority Act [Chapter 18:24] and is mandated to regulate, supervise, develop, and administer the marketing of agricultural products.

iii) National Level Contribution:

a. National Vision: Towards a prosperous and empowered upper-middle-income economy by 2030

b. National Priorities the Ministry/ Agency is contributing to:

	Description of National Priority Area
NPA 1	Economic Growth and Stability
NPA 2	Food and Nutrition Security
NPA 3	Moving the Economy up the Value Chain & Structural Transformation
NPA 4	Governance

c. National Key Result Areas the Agency is contributing to:

	Description of National Key Result Area
NKRA 1	Sustainable economic growth
NKRA 2	Inclusive economic growth
NKRA 3	Food security
NKRA 4	Nutrition security
NKRA 5	Structurally balanced economy
NKRA 6	Environment and climate protection
NKRA 7	Sustainable natural resources utilisation

NKRA 8	Public service delivery
---------------	-------------------------

d. National Outcomes the Agency is contributing to:

	Description of National Outcome
NOUC 1	Increased GDP
NOUC 2	Increased per capita incomes
NOUC 3	Improved ease of doing business
NOUC 4	Increased decent jobs
NOUC 5	Increased financial inclusion
NOUC 6	Improved food security
NOUC 7	Increased farm incomes
NOUC 8	Improved horticulture production
NOUC 9	Improved contribution of value-added exports to total exports

iv) Sectoral Level Contribution:

Sector Name: Agriculture

a. Sectoral Key Results Areas

b.

	Description of Sector Key Result Area
SKRA 1	Crop and Livestock Production

c. Sectoral Outcomes

	Description of Sectoral Outcome Description
SOUC 1	Increased growth in the agricultural sector
SOUC 2	Improved decent jobs
SOUC 3	Improved financial inclusion

SOUC 4	Improved crop and livestock production
SOUC 5	Improved value of agro-processed goods
SOUC 6	Enhanced service delivery

1. **Agency Name:** Agricultural Marketing Authority

2. **AGENCY Vote Number:** Not Applicable

3. **AGENCY Vision Statement:**

- A sustainable and prosperous agricultural sector driven by effective marketing regulatory services by 2030.

4. **AGENCY Mission Statement:**

- To provide a conducive regulatory environment for sustainable production and marketing of agricultural products in Zimbabwe.

5. **Core Values:(Tapiwa)**

Core Values	Description
Professionalism	The conduct, behaviour, and attitude of employees in a workplace environment, the key to quality and efficiency.
Accountability	Obligation and willingness to accept responsibility.
Teamwork	Working together to achieve strategic goals.
Integrity	The state of being whole and undivided.
Transparency	The quality of being easy to perceive or detect.

Innovativeness	The skill and imagination to create new things, originality by virtue of creating new ideas.
----------------	--

These core values are summarised by the acronym **PATITI**.

6. Terms of Reference:

Agricultural Marketing Authority Act [Chapter 18:24]

7. Overall Functions:

The overall functions of the authority as stipulated in the Act are:

- a. To regulate the participation in the production, buying or processing of any agricultural product by producers, buyers or processors or classes of producers, buyers, or processors of any agricultural product upon such terms and conditions, including, as appropriate the fixing of quotas, as may be prescribed.
- b. To promote the proper marketing and fair pricing of any agricultural product produced by any producer, including producers in the communal and resettlement areas, whom the authority considers to need its assistance.
- c. To properly coordinate its operations with those of any statutory body charged with the regulation and marketing of any agricultural product to always ensure that the operations of any such statutory body accord with the purposes of the Authority and to act in the economic interests of all the parties concerned and in the national interest.
- d. To promote contract farming of strategic crops.
- e. To promote the efficient administration of the marketing of any agricultural product, whether on local or export markets, always keeping abreast of local and international market demand and trends.
- f. To advise the Minister on the formulation of national policies in the regulation of the marketing of any agricultural product.
- g. To review annually the general economic condition and prospects of the agricultural industry and the marketing of agricultural products.

- h. To advise the Minister on all matters connected with prices of any agricultural product, including long-term prices, marketing guarantees and subsidies, and, in particular, to make recommendations of the proper coordination of such prices and pricing policies among all producers, buyers and statutory bodies involved in the marketing of agricultural products;
- i. To investigate or cause to be investigated agricultural marketing conditions in general or conditions relating to any particular agricultural product ruling on any market, whether within or outside Zimbabwe;
- j. Where so directed by the Minister with the approval of the Minister responsible for Finance, to borrow such moneys as may be required by any marketing board for its working capital and to lend such moneys to the Authority concerned.
- k. To advise whether the marketing of any other agricultural product should be regulated by a statutory body under a separate regulatory Act;
- l. To advise the Minister on the imposition or suspension of levies in terms of this Act, to review such levies and to recommend the manner in which the moneys of the Fund are to be applied; and
- m. To require the furnishing of returns and supply of information by producers, processors, buyers, and marketing boards from which the Authority shall compile vital statistics relating to agricultural products for the proper exercise by the Authority of its powers of regulation and supervision.
- n. To carry out such further functions as may be required of the Authority by the Minister.
- o. For the better exercise of its functions, the Authority shall have power, subject to this Act, to do or cause to be done, either by itself or through its agents, all or any of things specified in the Act either absolutely or conditionally and either solely or jointly with others.

In the performance and exercise of its functions, the Authority shall have due regard to the financial impact on the agricultural industry, the national economic and social impact and the financial impact on producers, processors, and buyers, of the exercise of any of its functions.

8. Departments in the Agency and their functions:

The MDA has the following Departments and their respective roles

No	Department	Summary of Functions
----	------------	----------------------

1.	Research & Knowledge Management	<ul style="list-style-type: none"> (a) To recommend floor prices for strategic crops to promote food and nutrition security. (b) Monitor and evaluate the impact of pricing and marketing policies and advise appropriately (c) Undertake economic research on the agricultural sector conducting surveys on demand and supply. (d) Plan, monitor and evaluate the marketing of agricultural products on local, regional, and international markets. (e) Disseminate information to clients and stakeholders. (f) Administer the furnishing of returns and the supply of information by producers, processors, buyers and marketing boards and compilation into monthly, quarterly, and annual agricultural reports. (g) Undertake evidence-based research on economic and market dynamics. (h) Produce economic trends and timely market intelligence as well as market information (i) Set up agro-based innovation hubs in partnership with universities, colleges, and technological institutions. (j) Produce timely information on Agro-food chains, that is, farm-to-retail price releases, monthly, quarterly, and annual food price analysis, and grains supply and demand reports. (k) Research on current and potential export markets for agricultural products; and (l) Coordinate research with think tanks and Universities (faculties of agriculture) in each province to carry out cost-effective research at the master's and PhD levels in line with AMA research themes. (m) Forge strategic partnership with Zimtrade on market research and export promotion of agricultural produce as well as ease of doing business.
----	--	--

		<p><u>Information Technology (IT)</u></p> <ul style="list-style-type: none"> (a) To develop and manage the Authority’s integrated Information Management Systems with a special focus on the database. (b) To provide support services for application systems. (c) Programme, install and maintain computer hardware, software and network for the Authority (d) Manage the Authority’s IT projects. (e) Ensure that there is a robust disaster recovery management system. (f) Establishing interactive online digital platforms (g) Identify all service gaps (h) Develop a new website (i) Develop a database management system (j) Develop a new mobile app (k) Develop SMS platform (l) Develop a new web portal <p><u>Communications and public relations</u></p> <ul style="list-style-type: none"> (a) Enhance AMA’s image and awareness through Public Relations and Communication strategies that address the needs of clients. (b) Participate in district, provincial and national agricultural shows, trade fairs, and farmer forums as well as engage in mass media campaigns. (c) Form strategic alliances with media for educative programmes on agricultural issues. (d) Corporate Social Investment programmes targeted agriculture development programs. (e) Mass media campaigns (f) Partnership awareness programs (g) Roadshows (h) Information dissemination through community radios /social media (i) Participation in strategic national events (j) Host AMA agro-sector performance sector awards
2.	Agribusiness	(a) Establish market linkages for crop commodities and livestock promote local industry and

		<p>promote export of quality crops and livestock.</p> <p>(b) Design a business linkages program for farmers of horticultural produce and livestock in accessing the international markets by enhancing the productive capacities, enhancing compliance with technical requirements and promoting certification.</p> <p>(c) Proffer policy advice to the Government and stakeholders on agricultural commodity marketing.</p> <p>(d) Undertake training programmes for farmers through:</p> <ul style="list-style-type: none"> ● Through various partnerships and collaboration with development partners, industry, academia and government departments; ● Demand-driven training programmes from the development schemes and business linkages projects <p>(e) Design and facilitate the implementation of development schemes such as horticultural export programmes, commodity clusters, irrigation schemes, etc</p> <p>(f) Undertake production planning process; estimate input requirements; institute funding mechanism; monitor input supply, distribution, and service delivery systems. This includes the following:</p> <ul style="list-style-type: none"> ● Analyzing the cost of agricultural inputs, utilities and rates and evaluating their impact on food, nutrition, and feedstock security, ● Promoting training of farmers and extension workers on farming technologies and agronomic practices that enhance crop and livestock productivity. <p>(g) Execute sound agricultural production information collection, processing systems and dissemination.</p> <p>(h) Promote contract farming of strategic crops and livestock.</p> <p>(i) Encourage private sector (processors/ manufacturers) participation in crop and livestock production through contract farming.</p>
3.	Finance and Administration	<p>(a) Develop and implement a fundraising strategy, which inter alia includes the development of grant proposals and project proposals.</p> <p>(b) Administer and account for all the Authority’s financial resources, human resources, and assets.</p> <p>(c) Formulate, implement, and manage the Authority’s budget.</p> <p>(d) Secure and administer funds for agricultural production and marketing delivery services to strengthen AMA balance sheet and financial self-sustainability.</p> <p>(e) Broaden the revenue streams for the Agricultural Marketing Fund and Agricultural Marketing</p>

		<p>Authority operational budget.</p> <p>(f) Establish and administer effective accounting and control systems that avail monthly, quarterly and annual reports and information for sound decision-making.</p> <p>(g) Accommodate AMA staff and assets in a conducive office environment accessible by clients and stakeholders.</p> <p>(h) Employ and maintain a staff complement that executes AMA mandate and service delivery effectively</p> <p><u>Human Resources</u></p> <p>(a) Development and implementation of the human resources strategy</p> <p>(b) Review of company HR policy and procedures</p> <p>(c) Implementation of performance management systems</p> <p>(d) Quarterly staff briefings</p> <p>(e) Develop and resource an organizational structure that supports the strategy</p> <p>(f) Job grading</p> <p>(g) Skills audit</p> <p>(h) Staff training</p> <p>(i) Development of safety, health and environment standards.</p>
4.	Procurement Management Unit	<p>5. Planning the procurement activities of AMA</p> <p>6. Securing the adoption of the appropriate procurement method</p> <p>7. Preparing bidding documents in compliance with the Regulations</p> <p>8. Preparing bid notices and short-lists</p> <p>9. Managing bidding processes, including pre-bid meetings, clarifications and the receipt and opening of bids</p> <p>10. Managing the evaluation of bids and any post-qualification negotiations required</p> <p>11. Supervising the procuring entity's evaluation committee</p> <p>12. Preparing evaluation reports, including contract award recommendations, where the value of the procurement is less than the prescribed threshold.</p> <p>13. Preparing contract documents and amendments.</p> <p>14. Managing procurement contracts or overseeing their management.</p>

		15. Preparing procurement reports, and procurement plans, as may be required by the accounting officer or the regulatory authority
	Compliance	<ul style="list-style-type: none"> (a) To regulate the participation in the buying or processing of any agricultural product upon such terms and conditions, including, as appropriate the fixing of quotas. (b) Draft regulations that govern the marketing of agricultural products in an orderly and efficient manner. (c) Licence agro-merchants (d) Ensure compliance with regulations on marketing of crops and livestock (e) Provide standards of quality for agricultural products to facilitate proper marketing on both local and export markets. (f) Administer and monitor the provisions of the regulatory framework on contract farming and attract further investments, promote public-private partnerships in farming, irrigation and mechanization development; (g) Enforce agricultural production regulations; (h) Develop legally binding templates for contract farming; (i) Develop the legal framework for contract farming; (j) Play the arbiter role in areas of disputes in agricultural value chains (k) Administer statutes and the AMA Act
	Business Development Unit	<ul style="list-style-type: none"> a. Identification and preparation of project proposals and discussing the project with potential clients and stakeholders, including management. b. Develop comprehensive project plans, including timelines, milestones, resource allocation and risk management strategies. c. Coordinate project activities, tasks and resources, ensuring effective communication and collaboration among team members, stakeholders and external partners. d. Carry out market analysis to get the best-selling deals. e. Negotiate payment terms and goods specifications to manage the organization's expenditure by reducing operational costs to maximize on revenue generation. f. Gain economic savings and increased service levels to customers through developing positive relations. g. Formulate ways of delivering in harsh economic situations to maintain stable operations of the organisation. h. Develop a project implementation framework in consultation with all relevant departments

		<ul style="list-style-type: none"> i. Implement and review systems to track projects to ensure adequate monitoring and evaluation processes. j. Implement risk action plans on projects to ensure the mitigation of risks. k. Maintain a record of accurate project status including key performance indicators to stakeholders and senior management. l. Ensure the department has critical details, such as customer needs, quality of the product, potential development of new products to make informed decisions and stay abreast of the industry's best practices, emerging trends and technologies related to project management.
--	--	---

9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions Under the MDA and their Functions
NON-APPLICABLE

10. MDA KRAs

KRA Ref	KRA Description	Weight	SKRA REF	NKRA REF	NPA REF
1	Agricultural regulation	25%	1	1,2,3,5	1-5
2	Market access	25%	1	1-8	1,2,4,5
3	Agricultural production and productivity	20%	1	1,2	2
4	Value chain financing	15%	1	1,2	1,2
5	Agricultural information management system and policy advisory	15%	1	8	2

11. Environmental Scan

11 a. PESTLEG Analysis

PESTLE ANALYSIS (Positive and Negative)	IMPACT
<p>POLITICAL</p>	<p>Positive</p> <ul style="list-style-type: none"> ● Stable political environment which is an enabler of AMA effective operations. ● High level of political support which enables AMA to mobilize resources for farmers ● Progressive re-engagement with the West by Zimbabwe has led to exploration and creation of new markets ● The impact of the Russia-Ukraine war which prompted local wheat production <p>Negative</p> <ul style="list-style-type: none"> ● Reduced production due to contested land which affects revenue inflow. ● Politicisation of market infrastructure which affects AMA’s visibility and revenue inflow. ● The impact of the Russia-Ukraine war led to a high cost of production.
<p>ECONOMIC</p>	<p>Positive</p> <ul style="list-style-type: none"> ● Import substitution which encourages local production and consumption by the nation ● Increased diaspora remittances which help stabilising foreign exchange rate and support production ● Sustainable pricing policy in some sectors like wheat production, encouraging farmers to produce more grain. ● Mobilization of resources through AMA-Agro-bills which creates a good relationship between farmers and AMA thereby increasing Agricultural productivity <p>Negative</p>

		<ul style="list-style-type: none"> ● High-interest rates which affects the cost of borrowing for the agricultural sector leading to low productivity ● Exchange rate disparity between official and black market rate which may affect the general operations of AMA such as procurement of goods and services. ● High inflation rate which reduces the purchasing power of AMA and players in the sector. ● Smuggling by illegal traders distorts the market
	SOCIAL	<p>Positive</p> <ul style="list-style-type: none"> ● Population growth which promotes production and demand of agricultural produce. ● Increased appreciation of farming as a business by the society which may lead to improved farmer's livelihood. <p>Negative</p> <ul style="list-style-type: none"> ● Negative perceptions about AMA which affects the goodwill of the Authority ● Migration which leads to reduction in agricultural productivity due to skills flight.
	TECHNOLOGICAL	<p>Positive</p> <ul style="list-style-type: none"> ● Adoption of new technology which leads to efficiency and ease of doing business eg registration ● Increase in social media usage leading to easy access to agricultural information ● Research and development on new markets leading to improved market access and linkages. <p>Negative</p> <ul style="list-style-type: none"> ● Abuse of social media which may tarnish the image of AMA ● Limited network coverage and data penetration which hinders the dissemination of agricultural information.
	LEGAL	Positive

		<ul style="list-style-type: none"> ● Availability of legal framework to administer production and marketing of agricultural commodities <p>Negative</p> <ul style="list-style-type: none"> ● Longer turnaround time in changing and adopting new policies which affects the smooth-flow of AMA's operations ● Multiple SI's that are being administered by different government entities which compromises ease of doing business.
	ENVIRONMENT	<p>Positive</p> <ul style="list-style-type: none"> ● Good soils suitable for increased agricultural production. ● Several inland water bodies enabling production under irrigation <p>Negative</p> <ul style="list-style-type: none"> ● Climate change and climate variability affecting crop yields and therefore food security situation. ● Veld fires destroying livestock, pastures and crops reducing farmer's productivity. ● Illegal mining leading to siltation, chemical poisoning and land wars compromising agricultural activities. ● Illegal withdrawal of water from water bodies leading to reduced production on licenced and compliant farmers ●
	GOVERNANCE	<p>Positive</p> <ul style="list-style-type: none"> ● Supportive Leadership which enables smooth implementation of strategy plans. ● Devolution allows AMA to carry out its programs in conjunction with Local Leadership to the benefit of rural communities.

11 b. SWOT Analysis

As part of the situational analysis, a SWOT analysis was carried out with AMA management and its respective stakeholders (see Table 1).

Table 1: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> ● Experienced and competent staff ● Existence of Statutory Instruments to regulate the agricultural sector ● Decentralized operations ● In-depth market knowledge 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Weak financial base ● Limited geographical coverage ● Understaffed compliance department ● Limited authority to issue or adjust civil penalties ○ Weak enforcement of SIs
<p>Opportunities</p> <ul style="list-style-type: none"> ● Collaborations with higher learning institutions, private sector and developing partners to link farmers with markets and capacity building and ultimately increase productivity. ● Development of other value chains such as horticulture, livestock, fisheries and poultry expanding AMA revenue base and increased 	<p>Threats</p> <ul style="list-style-type: none"> ● High staff turnover which diminishes continuity of projects ● Low staff morale affecting delivery of outputs ● Non-compliance to regulations by stakeholders affecting our revenue collections (i.e fees) and operations ● Existence of bodies doing the same functions as AMA which

<ul style="list-style-type: none"> foreign currency inflows for the country 	diminishes AMA's role and mandate.
--	------------------------------------

12. Agency Programmes and Outcomes:

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1	Governance and Administration	1. Improved organisational performance	30%	Finance & Administration	MOFED, MLAWFRD, OPC	Policy direction	1-6	1-9	1,2,4,5,8
2	Agricultural Marketing Services	1. Enhanced market access 2. Enhanced agricultural sector regulation and	70%	Agribusiness, Research Knowledge & Management and Compliance Departments	1. MLAWFRD 2. MOFED 3. DR&SS	Policy direction	1-6	1-9	1,2,5,15

		compliance							
--	--	------------	--	--	--	--	--	--	--

13. Policies Applicable for the AGENCY:

	External Policy	Programme Ref		Internal Policy	Programme Ref
1.	<p>Agricultural Marketing Authority Act [Chapter 18:24] and subsidiary commodity regulatory frameworks and statutory instruments:-</p> <ul style="list-style-type: none"> • Statutory Instrument 142 of 2009 • Statutory Instrument 63 of 2011 • Statutory Instrument 147 of 2012 • Statutory Instrument 140 of 2013 • Statutory Instrument 79 of 2017 • Statutory Instrument 129 of 2017 • Statutory Instrument 247 of 2018 • Statutory Instrument 138 of 2019 • Statutory Instrument 218 of 2020 • Statutory Instrument 184 of 2021 • Statutory Instrument 274 of 2021 • Statutory Instrument 118 of 2022 	1&2	1.	<ul style="list-style-type: none"> • Agricultural Marketing Authority funding policy framework • Finance Mobilisation Strategy • Finance and Accounting Manual 	1&2

	External Policy	Programme Ref		Internal Policy	Programme Ref
2.	National Development Strategy 1	1&2	2.	Authority's strategic plan	1
3.	Comprehensive Agricultural Policy Framework	1&2	3.	Board Systems	1
4.	Agriculture and Foods Systems Transformation Strategy	2	4.	Information Security and Recovery Policy	1
5.	Livestock Growth Plan	1&2	5.	Corporate Social Responsibility Policy	1
6.	National Drought Plan for Zimbabwe	2	6.	Procurement Policy	1&2
7.	Zimbabwe Agricultural Investment Plan	1&2	7.	Human Resource Policies	1&2
8.	Zimbabwe Agricultural National Policy Framework.	1&2			
9.	National Export Strategy	1&2			
10.	National Trade Policy	2			
11.	Horticultural Sector Development Strategy	1&2			
12.	Finance Act [chap 23:04]	1			
13.	Income Tax and Value-Added Tax Act	1&2			
14.	Public Finance Management Act [chap 22:19]	1			
15.	Labour Act [chap. 28:01]and related statutes	1&2			

	External Policy	Programme Ref		Internal Policy	Programme Ref
16.	NSSA Act [chap 17:04]	1&2			
17.	Joint Venture Act [chap 22:22]	1&2			
18.	Agricultural HIV / AIDS Policy	1&2			
19.	Agricultural Support Services Policy	1&2			
20.	Public Procurement and Disposal of Public Assets Act (Chap 22:23)	1			
21.	Public Entities Corporate Governance Act (Chap 10:31)	1			

14 STAKEHOLDER ANALYSIS:

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
1. Financiers	Demand Legal enforcement Expectation <ul style="list-style-type: none"> ● Security of investments ● Credible information 	High High High
2. Research/ Trainers/ Extension Services	Demand <ul style="list-style-type: none"> ● Access to levy funds for research and farmer training Expectation <ul style="list-style-type: none"> ● Adequate funding ● Payment for services ● Student attachment 	High High Medium High

	<ul style="list-style-type: none"> ● Accurate statistical information 	High
3. Utility, Input and Equipment suppliers	<p>Demand</p> <ul style="list-style-type: none"> ● Effective legal enforcement <p>Expectation</p> <ul style="list-style-type: none"> ● Accurate agricultural statistical data ● Effective payment/ stop order systems 	High High High
4. Parastatals – GMB, ARDA, TRB, TIMB, ARC, PIB, CSC, AFC, Silo Foods	<p>Demand</p> <ul style="list-style-type: none"> ● Value chain financing <p>Expectation</p> <ul style="list-style-type: none"> ● Cost-effective priced funding - Expectation ● Effective coordination – Expectation 	High High High
5. Markets /Consumers	<p>Expectation</p> <p>Wholesome nutritious and affordable food products</p>	High
6. Developmental Partners -FAO, UNDP, CAFPP, NGO's	<p>Expectation</p> <p>Accurate production and marketing information</p>	High
7. Government: Ministries, Departments and Agencies	<p>Demand</p> <p>Timeous, accurate and informed policy advise</p> <p>Accurate statistics and information</p> <p>Effective regulation and facilitation</p> <p>Effective regulation of marketing and production of Agricultural products</p> <p>Stable and reliable markets for agricultural products</p> <p>Increase in crop and livestock production</p>	High High High High High High

8. Farmers Unions and Commodity Associations	<p>Demand Prominent role in the setting of commodity prices</p> <p>Expectation Effective coordination Facilitation of finance Collaborations</p>	<p>High</p> <p>High Medium Medium</p>
--	--	---

15 CLIENT NEEDS/PROBLEMS ANALYSIS

Direct Clients	Needs	Extent (Magnitude/seriousness)
1. Farmers	<p>Needs</p> <ul style="list-style-type: none"> ● Marketing knowledge and skills ● Reliable, stable, viable prices and timeous payments ● Access to both local and international markets ● Reliable and affordable supply of agricultural inputs, implements, machinery and enablers ● Coping, adaptive and mitigation measures <p>Problems</p> <ul style="list-style-type: none"> ● Inadequate knowledge and skills ● Poor, volatile prices and low income ● Limited market information ● Low return on investment 	<p>Medium</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>

Direct Clients	Needs	Extent (Magnitude/seriousness)
	<ul style="list-style-type: none"> ● Low productivity ● High cost of agricultural inputs, implements and machinery ● Climate change and Climate variability ● Inadequate and unaffordable agricultural finance <p>Causes</p> <ul style="list-style-type: none"> ● Inadequate exposure and training ● Macroeconomic instability ● High cost of production ● Global warming and deforestation 	<p>Medium High</p> <p>Medium Medium High</p> <p>Medium</p> <p>Medium</p>
2. Buyers/Traders/ Merchants	<p>Needs</p> <ol style="list-style-type: none"> 1. Accurate crop and livestock information 2. Good infrastructure 3. High-quality crop and livestock products 4. Improved ease of doing business <p>Problems</p> <ul style="list-style-type: none"> ● Inaccurate crop and livestock 	<p>High</p> <p>High</p> <p>High</p> <p>High</p>

Direct Clients	Needs	Extent (Magnitude/seriousness)
	<p>information</p> <ul style="list-style-type: none"> ● Poor infrastructure ● Low quality of crop and livestock products ● Unconducive business environment <p>Causes</p> <ul style="list-style-type: none"> ● Underdeveloped data dissemination systems ● Lack of finance/resources ● Knowledge gap on market requirements ● Government bureaucracy 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>

Direct Clients	Needs	Extent (Magnitude/seriousness)
3. Processors	<p>Needs</p> <p>Reliable production information</p> <p>Quality produce</p> <p>Fair prices of products</p> <p>Problems</p> <ul style="list-style-type: none"> ● High production costs ● Unreliable power supply (ZESA) <p>Causes</p> <ul style="list-style-type: none"> ● Macro-economic instability 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>
4. Contractors – Private Players	Needs	

Direct Clients	Needs	Extent (Magnitude/seriousness)
	<ul style="list-style-type: none"> ● Protection of investment ● Reliable grower database and production information ● Enforcement of the regulatory framework ● Market information – grading standards ● Fair prices of products <p>Problems</p> <ul style="list-style-type: none"> ● Inaccurate crop and livestock producer information ● Inconducive business environment ● Poor infrastructure ● Side marketing ● Low quality of crop and livestock products ● high cost of production <p>Causes</p> <ul style="list-style-type: none"> ● No structured marketing system for 	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>High</p> <p>High</p>

Direct Clients	Needs	Extent (Magnitude/seriousness)
	livestock <ul style="list-style-type: none"> • Lack of funding • Competitive pricing in the parallel market 	
5. Parastatals – ARDA, TIMB, TRB, GMB, CSC, AFC, COTTCO, PIB, Silo Foods	Needs <ul style="list-style-type: none"> • Information on production, processing and markets • Financial resources for grain and cotton payments/purchase Problems <ul style="list-style-type: none"> • Inadequate grain and oilseeds production information • Limited resources to timeously pay for grain and seed cotton delivered Causes <ul style="list-style-type: none"> • Lack of collaboration between departments and institutes • Side marketing and parallel informal markets 	High High Medium High

16 STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Strategies: Game plan to achieve the targets

Assumptions: Positive factors that can assist in the achievement of the targets

Risks: Factors which militate against the achievement of results

Mitigation: Interventions to reduce the gravity or intensity of the damage

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Governance & Administration				
Outcome Improved Organisational Performance				
Budget Year	Accelerated capacitation of staff	Resource availability	Staff turnover Depreciation	Staff incentives Effective asset replacement
	Adoption of technological advances	Resource availability	Turnover of trained staff Resistance to change	Incentives Capacitation of employees
	Accelerated mobilisation of resources	Client support	Increased inflation	Hedging Cushioning employees with non-monetary benefits
2-3 Years	Accelerated capacitation of staff	Resource availability	Staff turnover	Staff incentives Effective maintenance of assets insurance
	Adoption of technological advances	Resource availability	Turnover of trained staff Resistance to change	Incentives Capacitation of farmers
	Accelerated mobilisation of resources	Client support	Increased inflation	Hedging

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Agricultural Marketing Services				
Outcome 1 Enhanced market access				
Budget Year	Increased production of market information	Cooperation by market participants to supply information,	Skills flight /brain drain Technological risk Limited resources to fund research	Curtail staff turnover through improving the working environment. Collaborations with other research agencies Carry out economic research on commodity markets
	Accelerated market development	Cooperation by stakeholders Adherence to standards by the farmers	Non-compliance to standards Increase in certification fees	Training of farmers Co-operation with other agencies
	Increased farmer capacitation	Farmers support	Staff turnover	Incentives
	Strengthen stakeholder engagement	Cooperation by stakeholders	Limited resources	Alternative revenue streams
	Intensify Awareness Campaigns	Resources availability	Shortage of foreign currency, Lack of stakeholder interest	Embark on income-generating activities to increase revenue
	Create alternative revenue-generating programs	Existence of market opportunities	Potential loss of investment	Ringfence investment insurance policies

2-3 Years	Increased production of market information	Cooperation by market participants to supply information, Availability of adequate resources,	Skills flight /brain drain Technological risk Limited resources to fund research	Curtail staff turnover by improving the working environment. Collaborations with other research agencies Carry out economic research on commodity markets
	Accelerated market Development	Cooperation by stakeholders Adherence to standards by the farmers	Non-compliance to standards Increase in certification fees	Co-operation with other agencies Training of farmers
	Increase the capacitation of farmers	Farmers support	Staff turnover	Incentives
	Strengthen stakeholder engagement	Cooperation by stakeholders	Poor Budget Performance	Collaborations
	Awareness Campaigns	Resources availability	Shortage of foreign currency, Lack of stakeholder interest	Embark on income-generating activities to increase revenue
	Create alternative revenue-generating programs	Existence of market opportunities	Potential loss of investment	Ringfence investment insurance policies
	Capacitation of the Authority through Grants from levies			

Period	Strategies	Assumptions	Risks	Mitigations
--------	------------	-------------	-------	-------------

Programme 2: Agricultural Marketing Services

Outcome 1 Enhanced market access

Budget Year	Increased production of market information	Cooperation by market participants to supply information,	Skills flight /brain drain	Curtail staff turnover through improving the working environment and remuneration.
			Cyber attacks	Data protection through password, firewalls
			Limited resources to fund research	Collaborations with other research agencies

				Carry out economic research on commodity markets
Accelerated market development	Cooperation by stakeholders and Adherence to standards by the farmers	Low productivity by farmers	Training of farmers and Co-operation with other agencies	

	Strengthen stakeholder engagement	Cooperation by stakeholders	Competing interests	Enhanced stakeholder engagements and alignment
	Increased capacitation of the Authority through grant aided funding	Availability of grant aided funding	Absence of policy supporting framework	Drafting of the supporting policy
	Intensified awareness Campaigns	Resources availability (put addendums at the bottom)	Lack of stakeholder interest	Enhanced stakeholder engagement.

	Enhanced revenue-generating programs	Existence of market opportunities	Potential loss of investment	Ringfence investment insurance policies and increased marketing and consumer awareness campaigns.
2-3 Years	Increased production of market information	Cooperation by market participants to supply information, Availability of adequate resources,	Skills flight /brain drain Technological risk Limited resources to fund research	Curtail staff turnover by improving the working environment. Collaborations with other research agencies Carry out economic research on commodity markets

	Accelerated market Development	Cooperation by stakeholders to standards by the farmers	Non-compliance to standards Increase in certification fees	Co-operation with other agencies Training of farmers
	Increase the capacitation of farmers	Farmers support	Staff turnover	Incentives
	Strengthen stakeholder engagement	Cooperation by stakeholders	Poor Budget Performance	Collaborations
	Awareness Campaigns	Resources availability	Shortage of foreign currency, Lack of stakeholder interest	Embark on income-generating activities to increase revenue
	Create alternative revenue-generating programs	Existence of market opportunities	Potential loss of investment	Ringfence investment

				insurance policies
--	--	--	--	---------------------------

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

17 Programme Performance Framework

17. a Outcome Performance Framework

Re f	Outcome Description	KPI	Measurement 1 Criterion (line, % rate, etc)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	A	ALV	T	ALV	T	ALV
1	Improved organizational performance	• Employee satisfaction index	%	2023	36%	60	10%	70%	+/-10%	36%	+/- 10%	50%	+/- 5%	55%	+/- 5%
		• Corporate Governance Compliance	%	2021	66%	65 %	10%	70%	+/-5%	75%	+/- 5%	100%	0	100%	0
		• Client satisfaction index	%	2022	60%	-	-	-	-	-	-	-	-	65%	+/- 6%
2	Enhanced market access	• Value of locally marketed produce ¹	USD	2024	40.5 m	-	--	-	-	-	-	-	-	370m	+/- 37m

¹ Marketed through GMB for major crops and through CSC and butcheries for beef.

		● Value of exported produce ²	US\$	2023	90.4m	-	-	-	-	-	-	68m	+/- 6.55 m	110m	+/- 11m
3	Enhanced agricultural sector regulation and compliance	● Cotton, maize, soyabeans, wheat and macadamia nuts production level	mt .	2023	2.99m	-	-	-	-	-	-	2.99m	+/- 0.29 m	2.99m	+/- 0.29 m
		● Side marketing cases ³	No.	2023	15	-	-	-	-	-	-	14	+/-1	14	+/-1
		● Compliance of value chain players ⁴	No.	2020	0.3578m	-	+/- 0.035 m	2.301 m	+/-0.23 m	2.601 m	+/- 0.26 m	3.001m	+/- 0.3m	3m	+/- 0.3m

T = Target; ALV = Allowable Variance

² Horticulture, cotton and sesame exported.

³ Number of side marketing recorded under cotton and grains and oilseeds

⁴ Number of farmers and merchants registered during the year

Results Based Budgeting (RBB) Technical Guidelines

No. & Prog. Code	Outputs	5-year target	Baseline		2021			Previous Year			Current Year			Targets			
			Value	Year	T	A	AV	2022			2023			2024		2025	
								T	A	AV	T	A	AV	T	ALY	T	ALY
Programme: Governance & Administration																	
OUC 1: Improved organisational performance																	
OP 1.1	Staff capacitation programs conducted	18	9	2024	-	-	-	-	-	-	-		+/- 10%	9	+/- 10%	9	0%
O.P 1.2	Statutory Meetings conducted	90	18	2023	18	18	0	18	18	0%	18	18	0	18	0	18	0%
O.P 1.3	Statutory Reports submitted	65	13	2023	13	13	-	13	13	0%	13	13	0	13	0	13	0%
O.P 1.4	New Policies Implemented	6	1	2023	-	-	-	3	3	0%	1	1	0	1	0	1	0%
O.P 1.5	Annual budget approved	5	1	2020	1	1	-	1	1	0%	1	1	0	1	0	1	0%
O.P 1.6	Systems digitalised	7	1	2021	1	-	-	1	-	0%	1	1	2%	3	0	1	0%
O.P 1.7	National agricultural events conducted	15	1	2022	3	-	-	3	-	0%	3	2	3%	3	0	3	0%
O.P 1.8	Social media followers recruited	12 000	7000	2024	-	-	-	-	-	-	6000		60%	9000	+/- 900	12000	+/- 1200
O.P 1.9	Audited financial reports produced	10	2	2021	2	2	2	2	2	0%	2	2	0	2	0	2	0
O.P 1.10	Goods & services procured		60%	2020	60%	-	+/- 6%	60%	-	+/- 6%	60%	-	+/- 6%	60%	+6%	60%	+/- 6%
OP 1.11	Performance contracts signed	20	5	2022	-	-	5	5	5	0	5				0	5	0
Programme: Agricultural Marketing Services																	
OUC 2: Enhanced Market Access																	

Results Based Budgeting (RBB) Technical Guidelines

No. & Prog. Code	Outputs	5-year target	Baseline		Previous Year						Current Year			Targets			
			Value	Year	2021			2022			2023			2024		2025	
					T	A	AV	T	A	AV	T	A	AV	T	AV	T	AV
OP 2.1	Market linkages created ⁽⁵⁾	184	55	2020	-	-	+/- 10%	10	-	+/- 10%	49	-	10%	55	+/- 10%	70	+/- 7
OP 2.2	Farmer capacitation programs conducted ⁽⁶⁾	24	4	2020	4	1551	+/- 10%	4	-	+/- 10%	4		5%	6	+/- 10%	7	0%
OP 2.3	Market Information publications produced ⁽⁷⁾	609	64	2021	115	-	+/- 3%	118	-	+/- 3%	120		3%	144	+/- 3%	112	+/- 12
OP 2.4	Sector Annual Report Produced	1			-	-	-	-	-	-	-	-	-	-	-	1	0
OP 2.5	Sector performance reports produced	16	16	2024	-	-	-	-	-	-	-	-	-	-	-	16	0
OUC 3: Enhanced agricultural sector regulation and compliance																	
OP 3.1	Merchants and traders registered	4100	1000	2020	1000	-	-	1200	-	+/- 10%	1250	-	0	1300	+/- 10%	1350	+/- 135
OP 3.2	Farmers registered	11.4m	0.5m	2020	-	-	-	2.3m	-	+/- 10%	2.6m	-	0	3m	+/- 10%	3m	+/- 0.3m
OP 3.2	Price recommendations submitted	72	6	2020	12	1	0%	12	-	0%	12		0	18	0	18	0%

⁵ Market linkages created refer to clusters, business units, irrigation schemes, livestock auctions, livestock and livestock products

⁶ Programs fall under the following: Cotton grading Commodity associations (Farmer clustering), Contract Farming as a business Livestock production and marketing Fisheries production and marketing

⁷ weekly commodity bulletins, monthly input monitors, word from the market, quarterly reports and monthly news letter

No. & Prog. Code	Outputs	5-year target	Baseline		2021			Previous Year			Current Year			Targets			
			Value	Year	T	A	AV	T	A	AV	T	A	AV	2024		2025	
														T	ALV	T	ALV
	Policy briefs submitted	14	2	2020	2	-	0	2	-	0	2	-	0	4	+/-0	4	0
	Statutory instruments drafted	5	1	2020	1	1	-	1	-	0	1	-	0	1	+/-0	1	0
	Statutory instruments reviewed	4	1	2022	-	-	-	1	-	0	-	-	-	1	0	2	0
OP 3.4	Awareness campaigns conducted ⁸	160	10	2020	10	-	0	10	-	0	20	15	10	40	+/-5	80	+/-8
3.5	Regulatory Support Equipment Procured	360	140	2024	-	-	-	-	-	-	-	-	-	140	+/-14	220	+/-22

*Quality Control Gadgets (cotton grading boxes, moisture meters and luxmeter, hemp test meters)

*ICT Equipment (laptops, tablets, cellphones)

*Field Equipment (GPS gadgets)

18. Outputs Performance Framework

T = Target A = Actual AV = Actual Variance

ALV = Allowable Variance

⁸ roadshows, agricultural shows, awareness campaigns and electronic media campaigns

19. Programme Budget

Programme		Programme Outputs	Previous Year 2020	Current Year Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Governance & Administration	Board & CEO's Office		90,400	92,245	94,127	98,834	103,775	108,964
	HR & Administration	Staff trained,	96,162	98,125	100,127	100,126	105,133	110,389
	Public Relations & Communication	Awareness campaigns made	193,568	197,518	201,549	211,626	222,208	233,318
	Information Communication Technology	Information systems developed	14,540	14,837	15,139	15,896	16,691	17,526
	Procurement		11,937	12,180	12,429	13,050	13,703	14,388
	Finance	Budgets developed	341,103	348,064	355,168	372,926	391,572	411,151
Total Programme Budget			747,709	762,969	778,540	812,459	853,082	895,736
Agricultural Marketing Services	Agricultural Regulatory Services	Value Chain Players						
			314,317	320,732	327,277	343,641	360,823	378,865

		registered, Regulations reviewed						
	Agricultural Marketing Research & Development Services	Markets developed, Farmers Trained, Aggregation centres established	455,410	464,704	474,188	497,897	522,792	548,931
Total Programme Budget			769,727	785,436	801,465	841,538	883,615	927,796
TOTAL MDA BUDGET			1,517,436	1,548,404	1,580,005	1,653,997	1,736,697	1,823,532

20. Human Resources for the Strategic Period (2021-2025).

No.	Category	Programme 1	Programme 2	Agency Total Personnel Requirements by Category
1	Top Management	3	1	4
2	Middle Management	2	-	2
3	Supervisory Management	2	1	3
4	Operational and Support Staff	10	17	27
5	Total	17	19	37

21. Other Resources

I. Materials, Equipment, and ICTs

Materials/ Equipment /ICT	2021		2022		2023		2024		2025	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
e.g., Motor Vehicle	-	-	5	US\$242500	2	US\$55000	2	US\$55000	10	US\$55000
Laptops	13		8	US\$12300	7	US\$10000	2	US\$2400	5	5000
Furniture and equipment		-	10	US\$13000	4	US\$5000	3	US\$3200	lot	US\$6000
Sophos firewall	-	-	1	US\$1400	1	US\$1400	1	US\$1400	1	US\$1400
Cellphones	-	-	-	-	-	-	-	-	5	10000
Printers	-	-	5	US\$3500	-	-	2	1800	5	2500
Desktops	-	-	-	-	-	-	-	-	4	3000
Head office building repairs	-	-	-	-	-	-	-	-	1	51380

Office Partitioning	-	-	3	US\$5 000	-	-	-	-	-	-
Web hosting	-	-	1	US\$3 500	1	US\$3 500	1	US\$350 0	1	US\$350 0
Mail Hosting	-	-	1	US\$600	1	US\$600	1	US\$600	1	US\$600

II. Space Requirements

Location	2021		2022		2023		2024		2025	
	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost
e.g Head Office									-	-
Regional Offices	-	-	4000	US\$8000 0	2000	US\$4000 0	2000	US\$4000 0	-	-

List of attendees

Name	Position
Clever Isaya	Chief Executive Officer
Jonathan Mukuruba	Director Agribusiness
Peter Mudzimiri	Head of Compliance
Titshabona Ncube	Head of Finance
Irene Panganai	Accountant
Sandra Mbiringa	Mashonaland Central Field Officer
Rose Ruzariro	Manicaland Field Officer
Emelda Hwara	Marondera Field Officer
Evans Phiri	Mashonaland East Field Officer
Tapiwa Mutonda	Agricultural inspector
Bothwell Mupata	Midlands Field Officer
Gerald Mashiri	Market Analyst
Simon Pande	Horticulture and livestock expert
Winnie Chaora	Matabeleland Field Officer
Goerge Maendayi	Systems Analyst
Patience Kutadza	Director Agribusiness Assistant
Johnson Moyo	Masvingo Field Officer
Sharon Shumba	Graduate trainee Accounts
Cliff Chiduku	Communications Officer
Memory Nyamwanza	One-stop shop officer
Madanyika Phillip	Facilitator
Makwarimba Samuel	Facilitator