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# Zimbabwe Stakeholder Mapping Report: Matabeleland North Province

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# Summary

Matabeleland North Province is a predominantly rural province with significant natural resources. The main key resources include wildlife and the Victoria Falls in Hwange district, which are of strategic national importance. The province has a strong tourism sector, and the related resources provide a higher level of economic opportunity for the people of the province.

The stakeholder analysis is based on a review of the literature, complemented with insights gathered through focus group discussions, meetings with provincial leaders, and key informant interviews. This process led to the identification of stakeholders involved in food security programming.

The findings reveal that a number of multi-stakeholder initiatives exist that involve different donor agencies, governments, non-government organizations, the private sector, and civil society organizations. These initiatives take place in the development assistance and emergency/humanitarian assistance areas. International organizations have a strong inclination toward resilience and, partly, climate change, while local organizations also focus on conflict management, social welfare of women and children, and nutrition. The private sector is also an important actor through the provision of goods and services and employment possibilities.

Stakeholders' activities are guided by a variety of policies and strategies at the national and provincial levels. The food security and nutrition sectors offer opportunity for collaboration in multiple ways, such as joint programming, targeting of beneficiaries, and variations in areas of interventions to ensure broad coverage.

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# List of Acronyms

AGRITEX	Agricultural, Technical, and Extension Services
CSB	Corn Soya Blend
CSO	Civil Society Organization
DFID	Department for International Development
DFSA	Development Food Security Assistance
ENSURE	Enhancing Nutrition, Stepping Up Resilience and Enterprise
EU	European Union
FAO	Food and Agriculture Organization
FEWSNET	Famine Early Warning Systems Network
FFP	Food for Peace
FTLRP	Fast Track Land Reform Program
GBV	Gender Based Violence
GMB	Grain Marketing Board
GMO	Genetically Modified Organisms
GoZ	Government of Zimbabwe
HCT	Humanitarian Country Team
LSA	Lean Season Assistance
MT	Metric Ton
MLAWCRR	Ministry of Land, Agriculture, Water, Climate and Rural Resettlement
NGO	Non-Governmental Organization
ORAP	Organization of Rural Associations for Progress
RDC	Rural District Council
SAFIRE	Southern Alliance for Indigenous Resources
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WASH	Water Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization
WV	World Vision
ZESA	Zimbabwe Electricity Supply Authority
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZRBF	Zimbabwe Resilience Building Fund

# I. Background

## Introduction to Matabeleland North Province

Matabeleland North is one of ten provinces of Zimbabwe, which with the exception of the metropolitan provinces of Harare and Bulawayo, is predominantly rural. It borders the provinces of Midlands and Mashonaland West to the east and northeast respectively and the province of Matabeleland South and Bulawayo city to the south. The province is divided into seven districts, the provincial capital of Lupane, Tsholotsho, Nkayi, Hwange, Binga, Bubi, and Umguza (see Figure I). All the districts of Matabeleland North are rural except for parts of Hwange and parts of Lupane.

The province has a population of about 744,841 persons, which is approximately 5.5 percent of the national population (ZIMSTAT, 2017).

However, the Zimbabwe Vulnerability

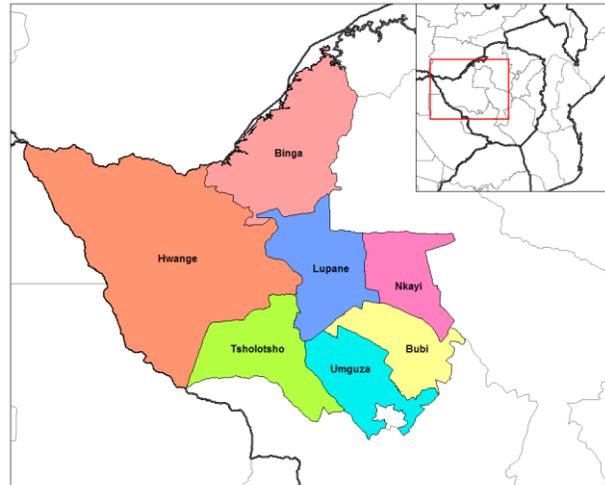
Assessment Committee (ZimVAC) found in 2019 that 69 percent of households are headed by men. Forty-nine percent of Matabeleland North residents are persons younger than 18. Only 10 percent of residents are older than 60.

The province gets less rain than provinces such as Mashonaland and Midlands and is plagued by water scarcity in general. Semi-arid and classified predominantly as agro-ecological region IV with an annual rainfall range of 450mm to 650mm, it also includes agro-ecological region V areas, which receive less than 450mm of rain per year. Drought is a chronic threat in the province, though Tsholotsho district and other low-lying areas are also prone to flooding. The land is also less fertile than other provinces. It is not suitable for commercial crops and rural farmers usually cannot produce enough maize to feed their families. However, the climatic conditions are favorable for livestock production. The region is relatively rich in coal, gold, limestone, methane gas, and timber. Its substantial wildlife population draws tourists to Hwange National Park and elsewhere. The most famous geographic feature of Matabeleland North, and its most significant tourist attraction, is Victoria Falls, the largest curtain of water in the world. The falls are located on the Zambezi River on the northern border of the province.

## Methodology and Analysis Framework

The research team undertook a literature review, gathering specific insights from a provincial perspective to ground future food security programming in evidence. The team used the United States Agency for International Development's (USAID's) definition of food and nutrition in the identification of stakeholders: "Food and nutrition security is achieved when adequate, safe, and nutritious food is available, accessible to, and well utilized by all individuals at all times to support a healthy and productive life" The definition is identified by three distinct variables: availability, access, and utilization (USAID 1992). The research team conducted focus group discussions in the province, drawing on experts in a

Figure I. Districts in Matabeleland North



variety of programming areas that inform the local food security situation. The team also conducted individual interviews with leaders and heads of organizations in the public and private sectors and in civil society organizations (CSO). Furthermore, the team used the literature of the province to inventory and map stakeholders. The stakeholder analysis focused on key players and their interactions, where decision-making power is located, who has the ability to influence decisions and who makes decisions, and also examined their source of funding for food security. In all the provinces, institutions and individuals with significant influence by virtue of their office and participation in the decisions and programs on food security were identified as important. The team's approach involved learning about each institution, the nature of its food security work in the province, the history of its intervention, and the impact it has had on the food security programs. The team also used stakeholder analysis to select key issues to explain the context and food situation in Matabeleland North. Understanding how the stakeholders work, interact, and interface helped in form the analysis of the possible impact pathways of their work.

To better understand the various players and stakeholders impacting food security in the province, the review also generated a list of stakeholders categorized by sector, level, areas of operations/programming, and nature of food security activity. The stakeholder analysis provides context about the food security sector critical to understand when and whether a change in approach may be merited in the future. Influencing factors are based on an exposition of broader structural issues in the economy at large and in the agriculture sector in the province. This analysis of stakeholder performance is of paramount importance to understand food issues in the province and the desired scope of future interventions. Given the persistence of regression into food insecurity for most households in Matabeleland North province, the stakeholder mapping report widely assists in exploring linkages in food security practices, thus potentially contributing to an increased understanding of future programming potential. The province as a unit of analysis was adopted and appropriate to current emphasis on the decentralization of governance systems that is a priority in Zimbabwe.

## 2. Summary of Key Policies, Strategies and Plans

This section describes the various policies, strategies and plans informing food security interventions in Zimbabwe. Provincial and district plans are guided by these documents. In Matabeleland North province, the provincial plan was not ready, pending submittal of plans from several districts.

### Government of Zimbabwe Policies, Strategies and Plans

#### **Zimbabwe's Food and Nutrition Security Policy**

Food and nutrition security is a key priority for the Government of Zimbabwe. That commitment is evident in the prioritization of its Sustainable Development Goal 2, (End hunger, achieve food security and improved nutrition, and promote sustainable agriculture) as well as its 2013 Food and Nutrition Security Policy, to promote and ensure adequate food and nutrition security for all people at all times, particularly among the vulnerable and in line with Zimbabwe's cultural norms (Government of

Zimbabwe, 2013). Under the policy, cash is generally the preferred form of food assistance transfer, however, food may be more appropriate in food deficit areas or where markets are not working.

After the massive Cyclone Idai slammed into Zimbabwe in March 2019, the government, with technical support from the World Bank, the United Nations (UN) and the European Union (EU), began developing a Zimbabwe Recovery and Resilience Framework for multisectoral and sustainable recovery of cyclone affected communities. The focus is ensuring linkages between humanitarian and recovery/resilience building.

### **Zimbabwe National Nutrition Strategy, 2014-2018**

A National Nutrition Strategy was developed to operationalize Commitment 5 of Zimbabwe's Food and Nutrition Security Policy. The Commitment states that government is committed to ensuring nutrition security for all through evidence-based nutrition interventions within a broad public health framework that includes health services, water, and sanitation. The strategy addresses infant malnutrition, stunting, young child malnutrition, nutrition related non-communicable diseases, and micro-nutrient deficiencies in children and adults. Mandatory food fortification—a legal instrument that allows a variety of foods to be fortified—was passed on April 28, 2018. However, active engagement and participation of citizens has been a challenge. The Food Nutrition Council (FNC) pushed for an advocacy and communication strategy through a multisectoral approach that has a strong emphasis on awareness on the value of fortification. The business sector, mostly those involved in food processing, has been invited at various fora to promote fortification. Due to high pricing costs and slow sells, there has been a reduction in fortification, and it is usually prioritized within the context of donor assistance. The Ministry of Health and Child Care coordinates the food dietary guidelines aimed at promoting healthy eating and lifestyles. In times of food insecurity and shortages, these could be set aside as fighting hunger becomes a key priority.

### **Zimbabwe National Food Fortification Strategy, 2014-2018**

Zimbabwe launched the Zimbabwe National Food Fortification Strategy in 2015. The food vehicles for industrial fortification included sugar, cooking oil, meal, wheat, and flour. The implementation of this strategy was heavily affected by foreign currency shortages in the country. The mandatory food fortification was passed on April 28, 2018, being a legal instrument that allows a variety of foods to be fortified. However, there has been a challenge on active engagement and participation of citizens. The Food and Nutrition Council (FNC) pushed for an advocacy and communication strategy through a multisectoral approach that has a strong emphasis on awareness on the value of fortification. The business sector, mostly those involved in food processing, has been invited at various fora to promote fortification. Due to high pricing costs and slow sells, there has been a reduction in fortification, and it is usually prioritized within the context of donor assistance. The Ministry of Health and Child Care coordinates the food dietary guidelines aimed at promoting healthy eating and lifestyles. In times of food insecurity and shortages, these could be set aside as fighting hunger becomes a key priority.

### **The Transitional Stabilization Program, 2018-2020**

The Transitional Stabilization Program (2018-2020), is a document that outlines policies, strategies, and projects that guide Zimbabwe's social and economic development interventions up to December 2020, simultaneously targeting immediate quick wins and laying a robust base for economic growth for the

period 2021-2030. It is also underpinned by measures to stimulate agricultural production, with an emphasis on boosting farm productivity and farm yields for food security.

## **The Policy Framework for Productive Community Works**

The Policy Framework for Productive Community Works and the Social Transfers Policy Framework identify two principal groups requiring social welfare assistance: households that are labor constrained and those that are able to provide labor. The first group is assisted through the Harmonized Cash Transfers Program, which incorporates a range of interventions including health and education grants, while the second group is supported through Productive Community Works, which provide short-term relief through the payment of wages in exchange for work. The idea is for the productive community works to contribute to longer-term economic growth through improvements to basic infrastructure and the restoration of the local environment, and ultimately enhance the livelihoods of the most vulnerable and marginalized groups through increased productivity and self-reliance (Government of Zimbabwe 2013). This policy discourages free handouts of food or cash to affected households, preferring routing support through participation in community works that create productive assets. Many development partners in Zimbabwe have already begun to support non-labor constrained households through Food/Cash-for-Assets projects.

## **Donor Policies, Strategies and Plans**

### **USAID Food Assistance and Food Security Strategy, 2016-2025**

USAID's 2016–2025 Food Assistance and Food Security Strategy's vision is, 'A world free from hunger and poverty, where people live in dignity, peace, and security,' with the goal of improving and sustaining food security, as well as promoting nutrition security. The strategy's focus on nutrition security signals the importance of a wide range of nutrition, sanitation, and health factors that, together with the stable availability of and access to nutritious food, contribute to improved food security outcomes. The strategy of Food for Peace also embraces the critical role of both in-kind and cash-based food assistance and the importance of building resilience. It prioritizes the use of modalities and project activities that enable vulnerable households to manage risks and protect their productive assets as early as possible in the recovery process.

### **USAID Multi-Sectoral Nutrition Strategy, 2014-2025**

The Multi-Sectoral Nutrition Strategy aims to reduce chronic malnutrition, measured by stunting of 20 percent or more, through long term malnutrition programming linked to humanitarian response in chronically vulnerable communities to enhance their resilience in the face of climate related shocks and stresses, among others. It emphasizes the importance of better coordination of nutrition efforts across health, agriculture, Office of Food for Peace, humanitarian and resilience programs, and making Water, Sanitation and Hygiene (WASH) more nutrition sensitive. It also supports maternal nutrition, optimal breast feeding and appropriate complementary feeding through dietary diversity in children 6-23 months of age.

## **Zimbabwe United Nations Development Assistance Framework, 2016-2020**

Zimbabwe United Nations Development Assistance Framework (ZUNDAF) supports national development priorities and advances the attainment of SDGs as well as other international commitments, norms, and standards. Different agencies draw their mandate from this framework.

## **FAO Country Programming Framework, 2016-2020**

The United Nations agency responsible for food security, FAO, is responsible for Outcomes 1 and 2 of ZUNDAF focus on promotion of food security in country. These two outcomes, as stipulated by the FAO Country Programming Framework (2016- 2020), are:

- Outcome 1: Food and Nutrition Security targeting households in rural and urban areas have improved food and nutrition security;
- Outcome 2: communities are equipped to cope with climate change and build resilience for household food and nutrition security

Specifically, the framework places emphasis on:

- a multi-sectoral approach to address food and nutrition insecurity,
- facilitation of risk sensitive and sustainable agricultural production in line with international environmental obligation,
- prioritization of support to implementation of proven high impact interventions enabling households and communities to ensure maternal, adolescent, infants, and young children food and nutrition security,
- prioritization of capacity development of national institutions and support frameworks that increase agricultural production and productivity,
- promotion of interventions to improve post-harvest management and consumption of diversified nutritious food,
- facilitating access to resources for women and youth to increase food and nutrition security,
- strengthening climate adaptation and mitigation, disaster risk management, proper land use, and rehabilitation of productive assets to build community resilience, particularly for vulnerable populations in a gender sensitive way.

To address stunting, a multi-sectoral and targeted approach will be used: community engagement, coordination and collaboration across sectors to enhance convergence of interventions, behavior change communication for the uptake of nutrition services, and adoption of practices that promote good nutrition. Partnerships with the private sector and academics to support the implementation of the Food Fortification Strategy will be developed through Scaling Up Nutrition business networks. In line with the Food and Nutrition Policy and the National Nutrition and Food Fortification Strategies, the UN prioritizes delivery of high impact nutrition interventions based on global guidance and evidence. It is supporting Zimbabwe in its attainment of World Health Assembly targets for increasing rates of exclusive breastfeeding, reducing stunting, and controlling obesity by 2025.

## **UNICEF Country Program, 2016-2020**

UNICEF's Country Program for Zimbabwe focuses on a number of thematic areas. The Health and Nutrition Program will contribute to equitable access to and use of high impact, cost effective, and quality health and nutrition interventions and practices among pregnant women, newborns, children, and adolescents. Interventions to address stunting will focus on maternal nutrition, timely initiation of and exclusive breast feeding for the first six months, continuation of breast feeding to 24 months with appropriate complementary feeding practices, addressing micronutrient deficiencies among children 6-59 months, and the management of severe acute malnutrition. The WASH program will contribute to disaster risk preparedness and response, strengthening cross sector linkages, emphasizing child health, and prevention of stunting as well as rehabilitation of infrastructure.

## **World Food Program's Country Strategic Plan for Zimbabwe, 2017-2021**

Through its Country Strategic Plan for Zimbabwe, World Food Program will maintain its humanitarian assistance capacity while sharpening its focus on supporting social protection and resilience agendas with a view to achieving zero hunger. World Food Program aims to build on its innovative work in knowledge and evidence generation while strengthening systems and institutions responsible for achieving zero hunger in Zimbabwe. In view of persistently high rates of chronic undernutrition, World Food Program will integrate consideration of nutrition issues into all parts of its portfolio. It will use gender and protection analyses to inform development and implementation of the Country Strategic Plan and ensure a gender-sensitive and "do no harm" approach throughout the portfolio. The Plan supports the Government in achieving these strategic outcomes:

- Food-insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or other disruptions.
- Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025.
- Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030.
- Food-insecure rural households and smallholder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors.
- The social protection system enables that chronically vulnerable populations throughout the country are able to meet their basic needs all year round.
- Partners in Zimbabwe are reliably supported by world-class, cost-effective, and efficient supply chain services.

## **EU's National Indicative Program, 2014-2020**

The National Indicative Program for Zimbabwe focuses on three main areas, namely, Health, Agriculture-based economic development and Governance, and Institution Building. During the period 2014-2020, the EU's support to the agriculture sector will include three dimensions of social, economic, and environmental sustainability. The overall purpose is to create a diversified, competitive, and efficient sector which:

- assures increased resilience and food security at both the household and national levels;
- contributes to employment and income generation,
- improves the supply of raw materials for industry,
- contributes to improved export earnings and therefore to enhanced economic growth and stability

The EU will also play an important role in the sector through the development of value chains while contributing to the creation of an enabling business environment.

In this Program, within the link between relief, rehabilitation, and development framework, the food assistance provided through EU humanitarian instrument has been replaced by the EU's developmental response, which attempts to address structural factors underpinning the food security crisis through support to improve agricultural productivity. EU assistance will mainstream environmentally friendly practices and adaptation to climate change in all sectors.

## 3. Summary of Programs and Projects

### The Zimbabwe Resilience Building Fund

One pillar of support toward resilience programming in Matabeleland North province is the Zimbabwe Resilience Building Fund, a long-term development initiative with an overall objective of increasing the capacity of communities to protect development gains in the face of recurrent shocks and stresses, and enabling them to contribute to the economic development of Zimbabwe. The Zimbabwe Resilience Building Fund is supported by the Ministry of Lands, Agriculture, Water, Climate, and Rural Resettlement, the EU, the Embassy of Sweden, the United Nations Development Programme (UNDP), and the United Kingdom's Department for International Development (DFID). The interventions are all geared toward increasing community capacity to withstand shocks and stresses. The Fund is also supporting national surveys critical for resilience programming such as livelihoods and vulnerability assessments, poverty surveys, and agriculture related surveys. This objective is reached through multi-stakeholder implementation of three interlinked multi-sectorial outputs, namely:

- Application of evidence in policy making for resilience increased by setting up an independent base of evidence for program targeting and policy making (including M&E) and promoting capacity assessment and building of central and local government partners to improve application of evidence
- Absorptive, adaptive, and transformative capacities of at-risk communities increased and improved by setting up the Multi Donor Fund, which allows partners to come together around the Resilience Framework and principles to improve adaptive, absorptive, and to a certain extent transformative capacity of the targeted communities.
- Timely and cost-effective response to emergencies rolled out via existing safety net and other relevant programs achieved by setting up a risk financing mechanism providing appropriate, predictable, coordinated, and timely response to risk and shocks to benefitting communities, from a resilience perspective.

The Zimbabwe Resilience Building Fund program is being implemented across a number of provinces including Masvingo and Manicaland. The findings of an impact evaluation of the program in 2018 revealed that communities in these provinces still exhibit low levels of resilience, expressed in terms of various outcomes, including high rates of poverty as measured by the multi-dimensional poverty index, and poor rates of food security as measured by the food consumption score. The three types of capacities, absorptive, adaptive and transformative, were noted to be low. This was evidenced by lack of savings and limited access to formal and informal support services, limited diversification of livelihoods, low production of climate resilient crops, low access to key basic services such as veterinary and Agricultural, Technical, and Extension Services (AGRITEX), and low access to markets and infrastructure (Oxford Management Policy 2018).

The program provides important lessons on the challenges to food security, which is a donor priority. It is noted that a primary objective for most households within the smallholder sector is to produce staple crops for subsistence, which is why in the 18 districts of the Zimbabwe Resilience Building Fund this has been promoted. However, the great majority of the same households engage with the markets for white maize, that is a high preference. And though promoted, the market for small grains has shifted to be a delicacy of the affluent, consumed inconsistently. Development of a market for small grains, though excellent for climate responses and better for nutrition, lags in the larger markets. Few private sector companies have expressed an interest in small grain commercialization, thus nongovernmental organizations (NGOs) and small enterprises engage in small-scale sales. In general, smallholders sell at least some of their produce and buy some of their inputs — tools, seed, fertilizer, agrochemicals, veterinary medicines, etc. Nonetheless, beyond the village lie sources of better livelihoods for farmers: improved technology embodied in inputs and machinery, irrigation equipment, technical advice, credit to finance investment and innovation on the farm, and markets for surplus produce. Hence when farmers link to input suppliers, banks, processors, traders, and exporters, they can benefit.

## **USAID/Food for Peace Development Food Security Activities**

From 2013 to 2018 USAID funded a Food for Peace Development program aimed at addressing underlying causes of food insecurity in Matabeleland North and Matabeleland South provinces. The Amalima Food Security Project is a \$43 million project targeting 56,000 households implemented by a consortia of six NGOs: Cultivating New Frontiers in Agriculture (CNFA), Organization of Rural Associations for Progress (ORAP), Dabane Water Workshops, Africare, Manoff Group, and International Medical Corps. It aims to improve access to and availability of food; strengthen community resilience to shocks; improve nutrition and health; and promote gender equality. This project has been greatly appreciated for creating assets which produce long term food security and dietary impacts, and have income-generating potential. This combination helped people to diversify their income sources and better manage shocks and stresses and ultimately put them on a resilient pathway.

## **Livelihoods and Food Security Program**

The Livelihoods and Food Security Program (LFSP) includes components to strengthen agricultural markets, financial support services, and nutrition and social protection. The LFSP is a GBP45 million programs funded by the Department for International Development (DFID) and designed to improve food security and nutrition of Zimbabwean farmers and consumers. The LFSP targets smallholder farmers in eight diverse agroecological districts of Northern and Eastern Zimbabwe, addressing constraints to productivity, market participation and the supply and demand of nutritious foods. The LFSP-MD component facilitates access to markets for smallholder farmers in crop and livestock value

chains by partnering private sector off-takers who take farmer produce from farm to fork. Michview provides off-take markets in the goat value chain in Matabeleland north province. One of the LFSP main successes has been to push for the biofortification of staple foods to enrich nutrition.

## 4. Stakeholders on Food Security and Nutrition in the province

Matabeleland North Province has a variety of stakeholders supporting food and nutrition security programs that connect and interact in diverse ways, based on specific interests and mandates, and operate at high or low intensity, based on circumstance. These stakeholders operate at different administrative levels and include government units and public sector representatives (including the FNC and GMB); rural district councils; chiefs; NGOs; religious groups; private sector groups (businesses, private voluntary organizations, private trusts, etc.); traditional leaders and councilors; and provincial, district, ward, and village-level representatives and committees that focus on several food security-related matters. Collaboration between stakeholders is particularly intense during times of drought.

While the Food and Nutrition Security Committee (FNSC) plays a critical coordination role backed by its national secretariat, The Food and Nutrition Committee (FNC), has a task for ensuring greater collaboration and coordination across food security actors. The Food and Nutrition Policy of 2015 defined the strategy for the nutrition interventions and the role of stakeholders. It adopted the Multi-Sectoral Community Model (MSCBM). Institutions with a variety of mandates—the Government, NGOs, traditional leaders, Councilors, and the private sector in the province—were expected to coordinate efforts better. In the current framework, the government has a stronger role to play because of its statutory mandate. In years of drought as experienced in the province, there is feedback, in terms of prioritization and targeting the most vulnerable.

Three institutions are critical in the governance of non-state players at the provincial level: The office of the District Administrator (DA), Rural District Councils (RDCs) and Town Authorities, and the Rural District Development Committee (RDDC), which is the interface of central government, local authorities, the private sector and NGOs. In general the government and RDCs co-ordinate their work differently based on mandates and directives from their line ministries. The office of the DA plays the coordinating role and is a feedback system with the Provincial Administrator. RDDCs are responsible for implementation. NGOs complement government efforts in accordance with approved council and government plans. They work directly with communities on rural development programs. Programs ideally should be formulated through needs-based assessment, using bottom-up approaches, but set programs are often brought by NGOs and donors as a result of donor or institutional mandates, principles, or regulations. As an example, government officials are often told that the programmatic approaches cannot be adapted because they are being implemented in other districts, and the NGOs need to be able to do comparative assessments of the programs.

The private voluntary organizations are overseen by the Ministry of Public Services and Social Welfare, and private trusts are registered in the Deeds Registry under the Ministry of Justice and Parliamentary Affairs. Some district-level committees are specific to those areas and influence food and nutrition in national government agencies and the non-state sector. A number of private companies also provide

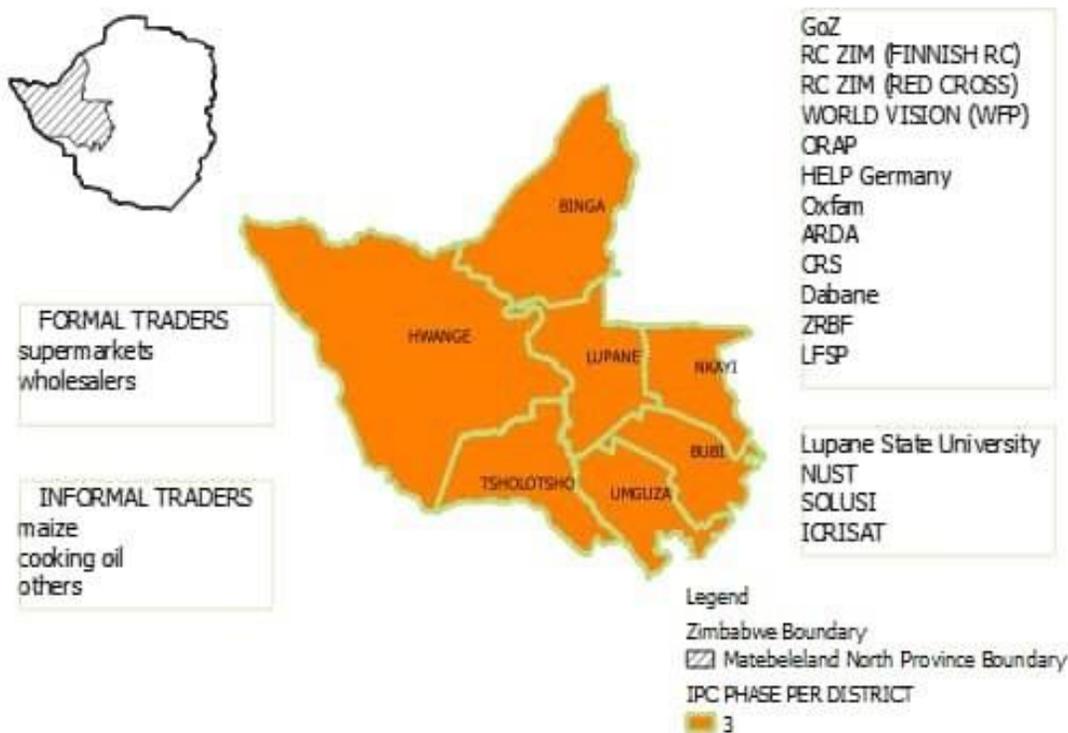
services and products, and these are registered under the local authorities, in accordance with the Ministry of Industry Companies Act.

Efforts at engaging in rural livelihoods depend on community support at many levels, making leadership critical to success. Traditional leaders, with their status as key players in cultural rituals, land allocation and access to natural resources on local lands, are key facilitators for government agencies working in communities, NGOs, and private companies. Working closely with local councils, traditional leaders can be key to mobilizing communities and facilitating improvement in livelihoods. The main limitation in the coordination of food assistance and development is the fragmentation of actions across the different key stakeholders. Efforts for alignment across stakeholders have been successful in some districts such as Lupane and partly Binga, due to the different natural endowments where households depend on fishing, and the commercialization of cultural artefacts. However, overall, the different interests of stakeholders mean that there is no consolidated database to accurately indicate the types of programs and the forms of support they provide to the rural households.

The interplay of factors linked to food and nutrition security is complex, and so is the diversity of players in the sector. Some players identified during the mapping exercise and from literature are depicted in Figure 2.

Figure 2. Cluster Partners Activity Dashboard

### Cluster Partners Activity Dashboard - Matabeleland North Province



## Stakeholders and Their Roles

### Government

The Government of Zimbabwe has a responsibility for food security as a national priority, which cascades into provinces such as Matabeleland North. The most senior official in Matabeleland North province is the Resident Minister, a presidential appointee. Provincial and District Administrators are among the most senior representatives of central government in the provinces and districts, respectively. The two main provincial authorities are Rural District Councils and Urban Councils. The Rural District Councils are Bubi, Hwange, Kusile, Nkayi, Tsholotsho, and Umguza. On the urban side there is a Local Board for Hwange, a Town Council for Lupane, and a Municipality for Victoria Falls. Government services impacting local livelihoods include:

- Department of Veterinary Services, which is responsible for animal health and control of Foot and Mouth Disease.
- Department of Health, Ministry of Education and Department of Social Welfare, which oversee various aspects of supplementary feeding, rehabilitation of severely malnourished children, infant counseling, and providing vitamins.
- Department of Social Welfare, which is responsible for coordinating grain distribution, cash transfers, and school feeding with the support of the Grain Marketing Board.

In recent years local revenues have been negatively affected by a nationwide economic crisis which has forced local authorities' to adopt revenue based services delivery. The local tax base in the province, made up of commercial farmers, banks and other service enterprises, manufacturing, industrial and retailing, has been shrinking, beginning with the withdrawal of many financial service providers from rural areas after the Land Reform of 2000. It is this context that explains their inability to assist with providing better services to informal sector business. At this stage, many are simply collecting revenue for services not provided. Overall, a robust local governance system, encompassing political, economic and socio-cultural realms, is lacking in Matabeleland North.

### Development Partners Supporting NGOs

While the government of Zimbabwe has devoted significant financial resources to development and food security issues at the national scale, rural development work in Matabeleland North receives a smaller proportion of financial resources compared to emergency humanitarian assistance that is internationally funded. The main development programs currently working in the province are:

- A USAID project in Tsholotsho district, in partnership with UNICEF and ORAP, to help pregnant and lactating mothers improve nutrition
- A gender equality, food assistance, and resilience building program funded by the EU and ORAP's Amalima project.
- A food assistance program undertaken by World Vision in the districts of Nkayi and Lupane.
- Food assistance by WFP in response to the drought and appeals made jointly between the government, international development partners and various donors.
- PLAN used to support some activities in Nkayi, Tsholotsho and Umguza.

- Resilience building programs being implemented by the Zimbabwe Resilience Rebuilding Fund in 18 districts including Binga, Lupane, Nkayi, Umguza and Bubi. The activities include drilling boreholes, dip tanks (plunge dips for cattle used for disease control), and parked water sinks. In Lupane modern granaries are under construction to address post-harvest losses, as well as a weather station to provide better weather information and services.

## **Civil Society Organizations in the Food Security Sector**

Civil society in Matabeleland North is robust. It is a heterogeneous community, spread across the spectrum from humanitarian charities and community-based organizations to developmental NGOs and local and international governance-oriented civic associations. Most are not headquartered in the districts of the province, operating primarily from Bulawayo or Harare. Examples of the civil society organizations working in the province include: Community Foundation for the Western Region, Basilwizi Trust, Dabane Trust, Matabeleland Constitutional Reform Agenda, Bekezela Home Based Care, Plan International, World Vision, Christian Care, Tsholotsho Development Association, Sustainable Agriculture Trust, Rural Communities Empowerment Trust, Hwange District Youth Development Coalition, Lupane Youth for Development, and Lupane Women’s Centre. Annex 2 provides a list of these organizations.

Despite the number of organizations registered in the province, information provided by a representative at the Provincial administrator’s office suggests that not all organizations are active and/or that many organizations cluster in Tsholotsho, Lupane, and Nkayi districts.

Communities in the province also leverage resources by forming associations or committees in their local area. In Binga district, where Tonga fishermen have traditionally engaged in gill netting or kapenta fishing, fishermen organized into cooperatives face multiple challenges including high fishing license and vending fees, lack of markets and obsolete fishing equipment. Today, kapenta fishing cooperatives such as Bwumi Bwesu Kapenta Cooperative promote gill netting. In Hwange, Binga, and Lupane districts, Community Management Program for Indigenous Resources (CAMPFIRE) is a key program encouraging wildlife conservation. Meanwhile, revenue generating activities such as hunting are used for community development. Meat from killed animals is left for communities to share and hunters take the trophy (normally the head with its horns) and skin. Local management structures for such initiatives allow local people to meet regularly on various development issues, strengthening community cohesion.

## **Private Sector**

Private sector entities with significant influence in the province are involved mainly in the marketing and acquisition of livestock. The main players are the Cold Storage Company, a giant parastatal beef processor, owned primarily by the government with private investment, which leases its main cold supply infrastructure to the private sector. Other significant players include CC Cattle Sales, Bulawayo Abattoir, and poultry processor Sondelani Private Ltd. Seed developer and marketer Co buys maize seeds and a limited amount of small grains (sorghum, millet) and pulses (sugar bean, cow peas, etc.) seeds. Drought tolerant seed and short cycle seeds for small grains are usually not available in the markets. These varieties would be best placed to withstand extended drought. The government has not shown support for small grains in its Command Agriculture program, now succeeded by a private bank program.

Distribution of milled cereals and other dry food products is dominated by National Foods' Victoria Falls outlet, which distributes a wide range of products, including maize meal, cooking oil, and rice from their Harare processing and packaging plant, as well as stock feeds from their Bulawayo feed mill. A key competitor to National Foods is Gains Cash and Carry, a distributor of products such as maize meal, dried kapenta, beans, and breakfast cereals—most from processors and importers based in Harare and Bulawayo. All types of vegetables are sourced from all over the country as well as from neighboring Zambia. Within Matabeleland North Province, Umguza District is a significant supplier of vegetables while ARDA supplies 21 different types of vegetables for the Victoria Falls and Hwange markets.

In terms of poultry, the province's backyard broiler production is prevalent in the residential areas of Victoria Falls and Hwange urban, using day-old chicks and feed imported from hatcheries in Bulawayo and Harare. Higrow from Bulawayo supplies an average of 4,000 chicks each month while Irvines' Day-old Chicks is estimated to be supplying about 4,500 chicks each month into the Victoria Falls community through the Chinotimba-based Profeeds Centre Victoria Falls (Sukume and Matondi, 2020, unpublished).

Fish is a key food group harvested in the Zambezi River. The Zambezi River both up-stream and down-stream traverse the province, and the source of the main fisheries in Zimbabwe. Tilapia, Tiger Fish, and Kapenta fish are the main fish harvested and consumed in Hwange, Bulawayo, Binga, and Victoria Falls. There are fishing camps of Musuna on the Zambezi River in Hwange Rural and Mulibizi in Binga rural areas as well as Kapenta fishing cooperatives in Binga. The main companies in the fish sector are Lake Harvest and a variety of cooperatives that sell fresh and dried fish in informal markets.

## **Humanitarian Assistance Actors**

At the national level, the Humanitarian Country Team (HCT) is comprised of UN humanitarian agencies and up to five NGOs, including one representative from a national NGO. Meetings are held every other month. Red Cross agencies are standing observers in all HCT meetings. The HCT remains the highest-level coordination body for humanitarian nongovernmental community. It sets common objectives and priorities for humanitarian action in the country. Donors and NGOs have played a pivotal role in consolidating the views of the humanitarian community on issues related to the humanitarian reform process, consistently raising these at HCT meetings to improve overall effectiveness and partnership in delivering aid.

Further coordination of humanitarian responses occurs through The Social Protection Working Group, the Zimbabwe Food Security Cluster, the Food Assistance Working Group, the Agriculture and Food Security Working Group and the Harmonized Cash Assistance Working Group. These groups gather and distribute information, identify mechanisms for collaboration and coordination in their various programmatic areas, and establish mechanisms for bridging the humanitarian-development nexus. The Harmonized Cash Assistance Working Group and the Food Security Cluster also produce market and food security monitoring reports for stakeholder consumption.

Further evidence of the importance of this coordination is the negotiation by the National Cash Working Group with the Reserve Bank of Zimbabwe regarding the Statutory Instrument 142 from July 2019 which pronounced a mono-currency system in the country and banned transactions in United States dollars. The negotiations requested the Reserve Bank to allow organizations to access United States dollars for cash transfers in the framework of assistance activities.

## Gaps in Food Security and Livelihood Challenges

Institutional bottlenecks prevent most residents from accessing the abundance of resources in the province. A case in point is that of the Tonga people in Binga, who once fished unrestricted along the Zambezi River but are not stymied by high charges levied by several different government agencies. Consequently, fishing is now dominated by commercial fishing companies from mainly Harare and Bulawayo. Table I provides the livelihoods challenges.

**Table I. Livelihoods Diversity and Intra-Household Dynamics by Gender in Matabeleland North Province**

<b>Resources/Activity</b>	<b>Household use</b>	<b>Type of Commercialization</b>	<b>Gender Dimension</b>
Crop production	Food security based on buying food or growing Participation in nutrition gardens	Marketing of traditional grains Consumption of garden produce and marketing of surplus	Squabbles over water rights and sharing of benefits amongst women
Livestock production	Cattle is valued from a variety of use, chief of which is store of value in monetary terms. Small livestock are largely consumed	Sale of chickens and goats to meet immediate needs such as school fees and accessing health facilities	Women have no control over cattle disposal
Crafts and sculptures	Home decoration Cultural activity	Domestic and regional marketing	Male youths are mostly involved in both processing and marketing
Petty commodity and cross-border trade	Income earnings; access to food and clothing for family use	Marketing of products	Women dominated the sector, but now men (unemployed) compete with women in this activity
Weaving	Making of baskets of different shapes. Lupane and Binga Craft Centers are prominent.	Marketing of unique traditional baskets to markets such as Santa Fe contributing to significant income	A predominant women's activity; it has potential to survive as women's activity
Fishing	Consumption of the fish and household use of products Fish sales	Fish is marketed at a fish market in Binga	Women are mostly involved in local fish trade, with men involved in long distance markets
Processing of indigenous trees such as mopane hardwoods	Proceeds from appropriations and allocations under the CAMPFIRE program	Undertaken largely by the RDDCs and the Forest Company of Zimbabwe	Women benefit by proxy through schools that are build and supported by the program
Mining	Few gold mining places in the province, though small scale (often illegal) mining takes place Employment in coal mines	Large scale commercial coal mining, which is used for power generation for internal use and exports Sale of gold	Mining provides limited income opportunities to women, being a male-dominated activity

Water and sanitation facilities are low quality and not widely accessible. In fact access to water is a major crisis in the province, requiring urgent action. Water tables are very low, and in some frequently

flooded districts such as Tsholotsho improvements are needed for protecting the safety of the population. No infrastructure improvements have been made to the district since it was last affected by floods. Currently, UNICEF is providing minimal WASH assistance in the form of infrastructure development. There are few irrigation plans. Stakeholders reported the need to help communities cope.

## Development and Governance Related Matters in Food Security

An issue in the province is to what extent citizen views are taken into account in decision making regarding food security and development planning. Stakeholders say that in many cases, elected leaders on the regional and national levels are supplanting local authorities, who should be the frontline institution for development. While elected councilors and Members of Parliament are supposed to represent the concerns and interests of their constituents, including championing various development initiatives at the local level, they should not displace local authorities. Issues raised by stakeholders include:

- Government officials complain that some NGOs and international aid organizations fall short by implementing programs in one district rather than multiple districts. In addition, programs often come with preconditions that do not match the need on the ground. For example, while there are ample food insecure households in Umguza, one partner would not institute a program there.
- Non-state partners should allow local stakeholders to assist them in on the ground planning.
- Government ministries are making efforts to assist in needy areas, but face financial challenges to implement programs on livelihoods and food security. The Ministry of Women's Affairs has a strong human capital at the district level. However, public sector financial resources are inadequate, making local stakeholders wait for donor-led financing of projects.
- The Provincial Food Security and Nutrition Committee and the Provincial Development Committees meet infrequently, leading to a lack of coordination of food security stakeholders in the province. To address this gap, the Minister of State and the Provincial Administrator plan to hold a forum with NGOs to coordinate matters of food security in the province.

The challenges faced by the development sector to address food security matters require a robust social institutional response. A strong participatory response is needed to address food insecurity.

## Challenges for Women and the Youth

Generally, men have a greater command over assets than women in the province. Youth are also less likely to have the ability to command assets, given that age determines social positioning, and adults have developed wider networks than younger kinship members. In the fishing communities along the Zambezi River, for example, the Tonga people of Binga, and others who come from around Zimbabwe, earn a sustainable income from traditional fish harvesting and selling. But gender inequities make it impossible for women to share fully in the earnings. For example, a local cooperative doles out an allowance to fishermen, but women are not permitted to fish. Women members are paid an annual allowance of US\$50 for kapenta fish drying and other activities on land. The remainder is paid to all members equally regardless of gender.

Assistance among members of an extended family, neighbors or friends is in the form of gifts or services, with occasional loans in cash. Common forms of these informal networks include cattle loaning

(referred to as amasiso), grazing area leasing (ukulagisa), and labor sharing (amalima). Those without assets help their neighbors first and get help later. Some NGOs operating in the province, including ORAP, use these networks to help communities address developmental challenges.

## 5. Conclusion

For the province to redirect its development agenda, ending hunger in poor communities is the first step.

The structures put in place by the government to address food security at the provincial, district and ward levels take little action except when there is a disaster. Significant reforms are needed to address property rights for small farmers, along with improvements in technology to increase crop yields

Improvements to agricultural output, the back bone of the economy, could provide the answer. This would necessitate an expanded private sector role. The state controls almost 90 percent of productive land, needing strategies to translate ownership into production of food. . Agricultural production has experienced wide variation in performance, given the role of climate and the dependence of the province on natural rainfall. Improvements to crop yields will ensure food security at the household level. Currently, households spend more than 60 percent of their incomes on food purchases. Empowering farmers will ensure food savings for both the government and individual households. Clarifying property rights will empower farmers and put more land to productive use.

Empowering farmers means that the government must act boldly to address the land ownership issue. Focus should be on ensuring that farmers have not only access, but also control over land. Supporting land titling and ownership is a matter of urgency so that land becomes an asset again, and can be used as collateral in financing the commercialization of the ailing agricultural sector. Government programs must provide the necessary mechanisms through which farmers can, on their own, develop their land into viable agricultural enterprises. Making agriculture viable will provide employment, inputs into agro-processing industries, and encourage growth and development in both support and downstream industries.

Empowerment in agriculture should be aimed at improving infrastructure, farming machinery and equipment, production technologies including seed technologies, agricultural training, and market development. The empowerment approach should focus on value chain development, ensuring that farmers have access to markets, and that their bargaining power is strengthened. Key sub sectors to focus on include tobacco farming, which has already started to show signs of resurrection, horticulture, livestock production and commercialization, with the aim of regaining lost export quotas in niche markets. Water and irrigation development has been limited and expressed as a critical need in the focus areas, especially in poor rainfall areas, such as agro-ecological regions IV and V, where farmers are highly vulnerable to the adverse effects of climate change.

The key strategy in the agricultural sector is to trigger strategies that facilitate improved agricultural production and high productivity. Matabeleland North offers opportunities in the livestock sector, particularly the Tuli and Nguni cattle breeds. The goat value chain also provides potential, given that the Matabele goats are known for weight based on a relatively huge frame, while the breed has resistance to

common diseases. However, livestock keepers face challenges for accessing finance from the open market. The Government should play a supportive role to ensure the required support is given at a due cost and time. Specific strategies can be developed for Matabeleland North to ensure successful commercialization. An example is the establishment of long term partnerships or market related contract farming arrangements with relevant commercial entities as an entry point. The benefits to the entire economy of taking such steps would be enormous, and lead to broad based empowerment in the true sense of the word.

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# Annex I. Description of Districts in Matabeleland North

**Binga:** Binga district shares a northeastern boundary with Kariba, its eastern boundary with Gokwe South, its southern boundary with Lupane and a southwestern boundary with Hwange. It also shares a national boundary with Zambia. The district is divided into 25 wards and is administered through 17 traditional chiefs, all from the Tonga ethnic clan. The community has a rich cultural history that it turned into commercialization (Tonga reed, drums, music, furniture etc.). The district's estimated 2016 population was about 148,210. Based on the 2012 Census, its estimated annual growth rate is about 2.5 percent. The district lies in agroecological regions III, IV and V is characterized by low erratic rainfall coupled with high temperatures, long dry spells, low altitude and poor agricultural productivity. The mean annual rainfall is 350 – 500mm per annum. Binga only has one farming sector, with parts a national park as well as protected areas. The Zambezi River divides the Tonga community between Zimbabwe and Zambia, due to the effects of the Kariba dam. It one of the key resources for fishing communities, particularly kapenta being the most famous.

**Bubi:** According to the Food Nutrition Council (FNC) (2016) the district is in agroecological region IV, characterized by low and poorly distributed rainfall and high temperatures. The region is an intensive livestock and wildlife producing area supported by extensive crop production. Average annual rainfall varies between 600-500mm per annum. Livestock production is common, as crops do not thrive in the district. Small grains and legumes perform better than other crops, although the yield is still low compared to other districts. The district covers an area of 600.35 square km and borders with Nkayi on the north, Lupane on the northwest, umguza on the south and southwest, Insiza on the southeast and Gweru district on the east. The district is divided into 23 administrative wards.

**Lupane:** The district covers an area of 75,025 square km and has a population of 700,000. The climate is favorable conditions for livestock production. The region has significant resources including coal, gold, limestone, methane gas, and timber. The area is well known for its substantial wildlife population which contributes to tourism attractions as seen in Hwange National Park. Victoria Falls, the world's largest waterfalls, are located on the Zambezi River on the northern border of the province.

**Hwange:** Hwange is one of the largest districts in Zimbabwe, with a total area of about 21,956.58 square km. Seventy-five percent of the land is National Parks. Hwange Rural District has 20 wards. It is famous for it houses the Victoria Falls, a wonder of the world and Hwange National Park the largest in the country. It also houses the Hwange Thermal Power Stations, which produces a high concentration of coal methane and gases that should be providing premium energy in the country. The machinery is antiquated and not operating at maximum capacity. There is high potential for employment in the exploitation of the commodities, but the economic is constrained.

**Nkayi:** The district lies is characterized by low, erratic rainfall, high temperatures and poor soil fertility. Characterized as agroecological region IV, the district has an annual average rainfall of 450-650mm. The district is suitable for semi-intensive agriculture. Small grain and pulses perform better compared to other crops. The district is highly prone to droughts and prolonged mid-season dry spells. The district is suitable for livestock production and many households engage in cattle ranching. Remittances also make significant contributions to household economies. A few households are engaged in gold panning and horticulture production as well as art and crafts. Only about 29 percent of land in the district is arable.

**Umguza:** lies in agroecological region IV (semi-extensive farming region) with low total rain fall (450-650 mm). It is subject to periodic seasonal droughts and severe dry spells during the rainy season. The rainfall is too low and uncertain for most cash crops. Livestock production is common, and there are many cattle ranches in the district.

**Tsholotsho:** The district lies in agroecological region IV receiving on average about 650mm per annum) and a mean annual temperature of 27.8 degrees Celsius. The low and erratic rainfall that is characteristic of Tsholotsho makes it prone to drought and floods. Small grains and drought tolerant crops and strains tend to do well in this region as they require less rainfall. The district mainly practices subsistence farming except ward 20 in new resettlement areas. It generally is located within the flood red zone of Zimbabwe, which was significant in 2016 and made many families homeless. Some have yet to recover from these floods, notwithstanding that in 2019 they experienced a major drought as well.

## Annex 2. Stakeholders in the province

Table 2. Stakeholders in the Province

Stakeholder Name	Role in food security	Planned Support	Period of Support
Goal, World Vision, HEFO, ADRA, Caritas (NGOs)	Availability of food, promotion of balanced diet foods; promotion of income generation projects	Education, provision of drought tolerant/high nutrition plants seed inputs , distribution of food to food insecure households, strengthening livelihood asset base	Monthly, over 3-year periods on average
Sizimele-ZRBF Consortium	Availability of food ; promotion of balanced diet foods; strengthening income generation capacity	Education, provision of drought tolerant/high nutrition plants, provision of seed inputs (food and fodder), promotion of diverse income generating projects; Cash for assets activities.	July 2017 to July 2020
Government Social Welfare Department	Availability and access of food	Distribution of basic food stuffs throughout the district and cash transfers	Monthly indefinitely
Government AGRITEX	Availing Technical knowledge and skills	Education and best practice skills training	Weekly
Government Grain Marketing Board	Promoting Access to food	Availing food stuffs in close proximity and at affordable prices	Monthly indefinitely
Lupane Women Trust; ZUBO Trust (Community based Trust)	Enhancing availability of food	Production of food; engaging in income generating projects, and educating women	monthly
Kulima Mbobumi Training Centre (KMTTC) CBO	Food availability and access	Food and input seeds distribution; Best practice skills training	Annual Lean Season (September-March) on food and inputs; monthly on training
Pvt General Dealer Shops	Promoting access of food	Bulking, storage, and availing food locally	Monthly indefinitely
Inala Enterprises Pvt Ltd	Promoting access to food	Mobilizing and Promoting local livestock sales for household's income generation	monthly
Makhovula, Tshongogwe, Nabusenga , Lungwalala , Irrigation Plans, Bulawayo Kraal, Lukosi, Simangani	Availability of food	Production of grain and vegetables	Monthly indefinitely
Individual Community households	Availability of food and promotion of balanced diets	Engagement in rain fed crop production	Seasonally

<b>Stakeholder Name</b>	<b>Role in food security</b>	<b>Planned Support</b>	<b>Period of Support</b>
Independent Capenta Cooperatives	Availability, access, and utilization of food	Fishing, processing, and packaging	monthly
Agribank; Empower Bank	Availability of food	Promotion of food production through financial plans/loans	Monthly indefinitely
Lupane State University, institute of Rural Technologies	Availability of food	Research and Development Technologies	On-going
Fatima High School; Maritz Brothers	Availability of food and promotion of balanced diets	Production of grain and vegetables; education on human nutrition	Monthly indefinitely

**Table 3. Government-related Institutions and Food Security Matters**

<b>Key Institutions in Food security</b>	<b>Role</b>	<b>Operational matters</b>	<b>District of operation</b>
AGRITEX	Provision of crop (and mixed extension); advising farmers, training,	Underfunded; limited refresher courses;	Operates at village area based on the Extension Areas (EA)
Department of Veterinary Services	Animal health management. Diverse livestock extension services, treatment, quarantine	Unable to mobilize treatment for common diseases; shortage of fully animal management personnel	Has a district office. In some cases the animal health work is integrated with the crop extension
Department of Health	Responsible for clinical and non-clinical aspects of nutrition; co-ordinates comprehensive vaccinations and oversees the nutrition needs of under 5 years and lactating and pregnant mothers		Village health workers are popular across all wards and a reference point for the collection of food security and nutrition information, as well as undertaking campaigns on the same
District Development Fund in the Office of the President and Cabinet	The department responsible for the provision of rural infrastructure toward addressing food security; It does civil works on roads, water infrastructure, and leases large equipment for hire.	Antiquated equipment; High demands and high operational costs;	Operates in all districts of Matabeleland

<b>Key Institutions in Food security</b>	<b>Role</b>	<b>Operational matters</b>	<b>District of operation</b>
Provincial Food Security and Nutrition Committee	A specific nutrition and food security committee chaired by AGRITEX with Ministry of Health (Provincial nutritionist) providing secretariat services.	Most government departments, local authorities are part of the committee. The model is on better co-ordination of sectoral efforts to eliminate competition, manage beneficiaries and to manage costs through sharing equipment, strategies and knowledge on nutrition and food security, etc.	The Food and Nutrition Security sub-committee operation in all the districts.
Zunde Ramambo	Cultivation of crops (maize, small grains) on land set aside by the chief, and community members provide labor. The output is supposed to be the granary for the disabled, elderly and those who cannot undertake agriculture	The zunde works at the onset of the season because inputs are provided by government. There is less messaging and communication after the harvest. Stakeholders noted that though it's a good appropriate food security program, it needed more transparency and accountability.	All districts have such land set aside. I need to be identified into a data base to relate the production outputs to number of beneficiaries.