

W.O. 12/92
Participatory Ecological Land Use Management (PELUM) Zimbabwe
Strategic Plan - 2009- 2011



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Acronyms

ACHM	Africa Centre for Holistic Management
AFFOResT	African Farmer’s Organic Research and Training
AGRITEX	Agriculture Research and Extension
AIDS	Acquired Immuno Deficiency Syndrome
AZRTEC	Association of Zimbabwe Traditional Environment Conservation
CADEC	Catholic Development Commission
CBD	Convention on Biological Diversity
CD	Country Desk
CELUCT	Chikukwa Ecological Land Use Community Trust
CHIEHA	Chibememe Earth Healing Association
CIDA	Canadian International Development Agency
EC	European Commission
ESAFF	Eastern and Southern Africa small holder Farmer’s Forum
EZ	ESSAF Zimbabwe
FPC	Fambidzanai Permaculture Centre
GMOs	Genetically Modified Organisms
HIV	Human Immuno Deficiency Virus
HIVOS	“Human Dutch Development Agency”
KDCA	Kajiwa Development Coordination Association
JPV	Jekesa Pfungwa Vulingqondo
MDF	Matebeleland Development Foundation
MOs	Member Organisations
M&E	Monitoring and Evaluation
MOU	Memorandum Of Understanding
MDGs	Millennium Development Goals
MDTC	Mwenezi Development Training Centre
NFDF	Nkayi Folk Development Foundation
NORAD	Norwegian Development Agency
NGOs	Non Governmental Organisations
NRM	Natural Resources Management
OPV	Open pollinated Varieties
PELUM	Participatory Ecological Land Use Management
PA	PELUM Association
PORET	Participatory Organic Research Extension and Trust
PCZ	Pelum College Zimbabwe
PZ	PELUM Zimbabwe
PVO	Private Voluntary Organisation
RD	Regional Desk
RDCs	Rural District Councils
SCOPE	Schools and Colleges Permaculture Programme
SF	Smallholder Farmer
SFO	Smallholder Farmer Organisation
SPO	Service Provider Organisation
SAZ	Standards Association of Zimbabwe
UNDP	United Nations Development Programme
ZIMSOFF	Zimbabwe Smallholder Organic Farmers Forum
ZOPPA	Zimbabwe Organic Promoter and Producers Association
ZWP	Zvishavane Water Project

Preface

This Strategic Plan charts a way for PELUM Zimbabwe (Member Organizations and the Country Desk) for the next three years from 2009-2011 in the sector of sustainable agriculture and natural resources management. The **Goal** of the Strategic plan is to “**To facilitate mechanisms for enhancing sustainable livelihoods of the small holder farmers**”.

The Strategic plan was developed in stages. First an overview of the assessment of progress that was made for the past three years (2005-2007) was made by reviewing key documents and having interviews with key informants. The overview was then presented at the Strategic Workshop that was held in May 2008. The Workshop was co-facilitated by the Regional Desk and a Consultant. It was attended by 32 Participants {9, (28%) women and 23, (72%) men}. Twenty-two (22) of the 26 active Members of PELUM Zimbabwe attended the meeting. The Chairperson and Vice Chairperson of the Zimbabwe Smallholder Organic Farmers Forum (ZIMSOFF) were part of the meeting and represented Smallholder Farmers. In addition from those Member Organizations participants, five of them are active farmers.

The meeting provided the main backbone of the plan which was compiled by the Country Desk in Consultation with the PELUM Zimbabwe Board members, the Regional Desk and some other PELUM Country Desks. The plan also took into account the issues that emanated from PELUM Association commissioned Strategic Evaluation component for Zimbabwe that was undertaken August -September 2008.

The Strategic Evaluation noted that the majority of participants in sustainable agricultural activities promoted by the PZ network at the farmer level are women.

The Strategic plan heralds the growth of PELUM Zimbabwe Country desk and also as a membership organization. It indicates the MDGs that PELUM Zimbabwe contributes to, the needs of the farmers and member organizations that the plan tries to respond to. It provides the Strategic Objectives, Broad activities, Expected results and Implementers. The main focal strategic areas and objectives that will be addressed during the strategic period are;

Capacity building in Organizational and Institutional Development

To build the capacity of PELUM Zimbabwe (PZ) in improved financial, leadership and fundraising skills, Communication tools, and having the human resources and equipment in place for effective and efficient delivery of the PZ programme.

Training in Agro-Ecological Land Use Management and Community Development

To resuscitate and ensure functioning of PELUM College Zimbabwe and offer short and longterm training in Agro-Ecological Land Use Management and community development.

Food Security and Marketing

To facilitate demonstration and training in Sustainable/Organic Agriculture thereby improve the production capacity and facilitate linking smallholder farmers to markets.

Climate Change Adaptation

To facilitate smallholder farmers on preparing and mitigation of disasters caused by frequent and severe floods and droughts.

Policy lobbying and Advocacy

To lobby and advocate for an enabling environment on formulation and implementation of policies that affect Smallholder farmer's e.g on Genetically Modified Organisms, sustainable/organic Agriculture, Biofuels, Trade Agreements and others they may come on board during the strategic period.

Despite the harsh political and economic environment in Zimbabwe PELUM Zimbabwe has forged and soldiered on. Our appreciation goes to the funding partners that have enabled PELUM Zimbabwe to keep on working with the smallholder farmers in the difficult environment. The main funding partners amongst Members and the Country Desk are UNDP, ICCO, FOS Belgium, EC, Bread for the World, Tudor Trust, VECO, OXFAM NOVIB, CAFORD, HIVOS, MISEREOR, and NORAD.

This plan is developed when the mood in Zimbabwe is looking towards a prosperous Zimbabwe and it is hoped that this environment will provide the required enabling environment and foundation for success in implementation of the Strategic plan.

PELUM Zimbabwe Chairperson /PELUM Zimbabwe Country Director
Kudzana Lewis Mashingaidze /Bertha Nherera

1. History and Development of PELUM Association and PELUM Zimbabwe

PELUM Association is a membership organization in East, Central and Southern Africa. The organization was first established in Zimbabwe in 1995 from an initial 25 member organizations to over 200 members spread in 10 countries, working in the area of participatory ecological land use management. The 10 countries are Botswana, Kenya, Lesotho, Malawi, Uganda, Rwanda, South Africa, Tanzania, Zambia and Zimbabwe.

PELUM Zimbabwe has a **network** of over 25 member organizations some which joined the organization as far back as 1995 when it was established. PELUM Zimbabwe Country Desk serves the members.

2. Identity of PELUM Association and PELUM Zimbabwe

PELUM Zimbabwe refers to the PELUM Member Organizations and the Country Desk that serves the members in Zimbabwe.

The Members come together to facilitate learning, networking and advocacy in sustainable agriculture, natural resource management and household food security. The vision, mission, and core values that guide PELUM's work are;

2.1 Vision

To see smallholder farmers in east, central and southern Africa become self-organized to make choices towards an improved quality of life that is socially, economically and ecologically sustainable.

2.2 Mission Statement

We are a civil society network in east, central and southern Africa, passionate about equity, people-driven development and integrity of creation working towards sustainable local community empowerment, food security and prosperity by facilitating learning networking and advocacy.

2.3 Core Values

PELUM is guided by the following set of values: People-centered development; empowerment of land users, respect for indigenous knowledge; self-criticism; creativity and innovation; creation of impact, gender sensitivity; transparency; sustainability and an integrated and holistic approach to development

2.4 Objectives of PELUM Zimbabwe

According to the Constitution which was drafted in 1998 there are 16 objectives. In summary the objectives addresses seven key areas, i) Sustainable Agriculture and livelihoods ii) Campaigning, Advocating and Lobbying iii) Marketing of organic foods and products iv) Training v) Networking and information dissemination vi) Needs of members vii) Fundraising, monitoring and Evaluation, as shown in box 1.

Box 1. Objectives of PELUM Zimbabwe

Sustainable Agriculture and livelihoods

- 4.1 To provide assistance in and to promote activities aimed at uplifting the standard and quality of living of disadvantaged persons and/ or their communities.
- 4.2. To promote orderly resettlement through the provision of appropriate funding conduits, and by providing appropriate training in participatory resettlement, land use and business planning, and in watershed, joint forest and joint grazing management.
- 4.3 To establish and operate a seed-security programme, training member extension/facilitators in skills to assist the establishment and continued functioning of community seed-sever networks and community seed-fairs.

Marketing of organic foods and Products

- 4.4 To co-ordinate the marketing of organic fruit and vegetables, and of processed whole foods, connecting producers with consumers through a variety of available mechanisms.

Campaigning Advocating and lobbying

- 4.5 To lobby, advocate, and campaign on core issues of concern to all member organisations, or to a significant number of member organizations .

Training

- 4.6 To offer short and long-term training, through courses, workshops, seminars, joint programmes and other feasible means.
- 4. 14 To enhance indigenous agricultural knowledge in Africa (ENIAKA), contributing African renaissance.

Networking and Information Dissemination

- 4.7 To provide all or any of the material, mental, physical, economic or social needs of member organizations or their constituent communities.
- 4.8 To endeavor to find common ground with and to work alongside other Zimbabwean groups, organizations, activities, persons and institutions with a broadly similar concern for ecological land use management and community sustainability.
- 4.9 To liaise and work with similar organizations wherever situated, but particularly in East and Southern Africa, independently or with and through the PELUM ASSOCIATION.
- 4.11 To publish and/ or to circulate books and newsletters and other information artefacts, broadly related to ecological land use and to community sustainability.
- 4.12 To manage information net-working, establishing a pelumnet to access and use information Technology, to download appropriate information, to facilitate a local/ district/ national/ regional/ global marketing system in organic products, to promote and publish when required.

Fundraising Monitoring and Evaluation

- 4.10 To create Standing Committees, sub-committees, and working groups of member organisations to plan, design, implement, monitor, evaluate, and report on the activities of PZ.
- 4.13 To fundraise, conventionally, and through the pelumnet,

2.5 Major Achievements (2005-2007)

2.5.1 Seed Security

Efforts towards improving seed security were made through holding of Seedfairs and establishment of community seed banks. Two Seed fairs were held. At the seed fairs a variety of Open Pollinated Varieties of crops were displayed and exchanged such as such as maize, millet, sorghum, rice, groundnuts, beans, sesame, cowpeas, pigeon peas, wheat, pumpkin, squash, sunflower and okra. A Group of farmers in Shashe and Murowa, Masvingo province, established their community seedbanks. In 2007 they had the following stocks as shown in figure 1;

Figure 1: Seed Stocks in Community Seed banks

Crop	Shashe Seed bank (Kgs)	Murowa Seed bank (Kgs)
Maize	600	500
Finger millet	150	3000
Pearl millet	-	1000
Sorghum	-	500
Round nuts	2000	-
Groundnuts	4000	4000
Sunflower	500	-
Sesame	250	-
Cowpeas	-	250
Pigeon Pea	-	120

2.5.2 Processing and Value Addition

In line with promoting value addition to agricultural produce to increase returns of smallholder farmers, four machines were purchased to process oil either from sunflower or soybeans. Three machines were also purchased to process peanut butter and mealie meal.

2.5.3 Organizational/Institutional and Technical Capacity Training

A number of training courses were undertaken to build organizational and institutional capacities and technical farming skills. A total of about 214 smallholder farmers were trained. Organizational and institutional capacities were held in (leadership, Finance and Administration, Transformation, Project proposal and Report writing). The technical courses were on (Organic Certification, Syllabus for organic inspectors, OPV Seed Production with gene bank, Mushroom production, Conservation Farming, Sunflower production and Herb processing)

The training courses on leadership, training for transformation, project report writing resulted in empowerment of smallholder farmers who decided to register East and Southern Africa Farmers Forum (ESAFF) chapter in Zimbabwe as (Zimbabwe Smallholder Organic Farmers Forum) ZIMSOFF trust to enable the farmers to also fundraise for some of the activities on their own. Ten farmers from Matebeleland province which is arid, who attended the course on Conservation Farming are now practicing conservation farming and one of the farmers in Nkayi got a prize on a field day during the 2006/2007 farming season

2.5.4 Networking and Information dissemination

A number of activities were undertaken to facilitate networking and information dissemination, these were the National convergences and seed fairs, contributions to the PELUM Association region Ground Up Magazine which is distributed in Central, East and Southern Africa.

3. Millennium Development Goals being Addressed by PELUM Zimbabwe

The United Nations have agreed to aim and work towards the eight Millennium development goals (MDGs) The MDGs are as shown in figure 2 below;

Figure 2: Millennium Development Goals



Source : Bertram Martin –Presentation Senior Management Meeting, May 2008

PELUM Zimbabwe's work will augment the activities of government and other players by contributing directly to goals 1, 3 and 7 and indirectly to Goal 6, particularly those highlighted;

According to the Zimbabwe 2004 progress report on MDGs the challenges that have to be tackled to address Goal 1 are;

- Creating an enabling environment for pro-poor economic growth
- Employment creation
- Support for the land reform programme
- Reduce dependence on rainfed agriculture and increase agricultural productivity
- Combating HIV/AIDs
- Developing a Land information and natural resource database
- Design a Poverty monitoring database

The challenges that have to be tackled for Goal 3 and 7 are as follows respectively

Goal 3

- Cultural factors
- Elimination of gender disparity in education
- Political and Economic empowerment
- HIV/AIDs
- Attitude change in women
- Gender mainstreaming
- Gender disaggregated Data

Goal 7

- Implementing land Resettlement in a sustainable manner
- Provision of decent housing in urban areas
- Provision of decent housing in rural areas
- Provision of safe water and Sanitation particularly in rural areas.
- Establish waste management practices to combat air and water pollution
- Implementation of the Provisions of the Environment Management Act
- Implementation of Multilateral Environment Agreements
- Energy Provision

4. Target Group for PELUM Zimbabwe

The main target group for the PELUM Member organizations' work is marginalized smallholder farmers mainly located in the rural communities in Zimbabwe. The main target group for the Country Desk is the PELUM Member organizations themselves.

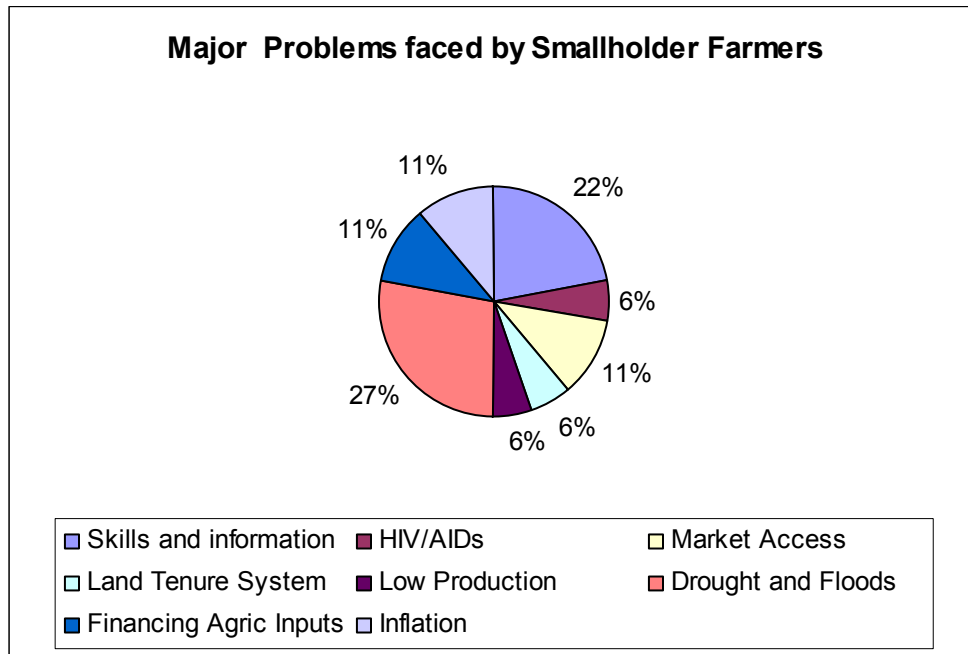
Zimbabwe is an agriculture based economy with about 70% of the people residing in rural areas and earning a living largely from subsistence agriculture. Agriculture is a major contributor to GDP at 24.7%. According to the Zimbabwe Millennium Development Goals (MDG) 2004 Progress report, in 1995, 57% of the Zimbabwean population lived below the food poverty line which rose to 69% in 2002. The April 2007 Population Reference Bureau indicates that Zimbabwe has a population of about 13.1 Million people with 83% of the population living on below USD2/ day. This means that a larger population living in poverty are smallholder farmers in rural areas.

5. Major Problems and Needs of the Target Group

5.1 Smallholder Farmers

The PELUM member organizations work with and interact with smallholder farmers on a day to day basis. The members identified the main problems that are faced by Smallholder farmers in Zimbabwe as indicated in figure 3, below;

Figure 3: Major Problems faced by Smallholder Farmers



5.2 PELUM Member Organizations

The greatest challenge faced by Member organizations is fundraising to sustain their operations given the harsh political and economic climate in Zimbabwe. Members also identified a number of constraints related to organizational and institutional development. These constraints are poor email and internet connectivity, inadequate, communication and marketing strategies, weak financial management systems, weak Monitoring and Evaluation (M and E) systems and Weak governance and leadership systems.

Members indicated the need for technical skills in lobbying and Advocating for Policies and capacity to help farmers to adapt to Climate Change. These needs are indicated as per the Strategic Planning meeting in Figure 4;

Figure 4: Needs of Members Organizations Prioritised

1. To fundraise for projects/programmes	15 Cards	Priority 1
2. To enhance capacity to Communicate and provide Information	6 cards	Priority 3
3. Strengthen Organizational and institutional development	11 cards	Priority 2
4. To have capacity to improve and lobby on Policy and Advocacy	4 cards	Priority 5
5. To have capacity to help with Climate Change Adaptation	5 cards	Priority 4

NB- The needs that were prioritised by members as 4 and 5 are those on the high priority of farmers. MOs indicated that if their Priorities 1 and 2 are addressed they will be able to respond to the top priorities of smallholder farmers what is important to note is that there is a convergence of priorities.

5.3 Needs of the Country Desk

The Country desk requires adequate financial resources to coordinate and effectively respond to members' needs and follow up on members' activities. It also requires the members to respond to requests for inputs and assistance from the desk.

6. Strengths Weaknesses, Opportunities and Threats

The major strengths, weaknesses, opportunities and threats for PELUM Zimbabwe are as follows;

Strengths

- Needs of smallholder farmers being addressed are very relevant
- Addressing the topical subject of sustainable agriculture
- Availability of knowledgeable and committed personnel
- Strong position to lobby for funds
- Practical projects on the ground
- Extensive farming representation
- Existence of strategic partnerships
- Some skills on proposal development
- Office space and some equipment
- Organized network

Weaknesses

- Poor communication systems and strategies
- Individual autonomy of each organization
- No good financial support
- Lack of knowledge of where to get funding

Opportunities

- Network
- Human resources
- Strong willingness to develop
- Skilled and experienced individuals in network
- Fundraising as a network

Threats

- Climate change
- Few Donors supporting Zimbabwe
- Unfavorable Political and Economic environment
- Skills flight
- Individual interests

The strengths, weaknesses, threats and opportunities were taken into account in development of the Strategic areas, the activities and expected results.

7. Goal, Strategic Areas and Strategic Objectives

7.1 Goal

The **Goal** of the Strategic plan is to **“To facilitate mechanisms for enhancing sustainable livelihoods of the small holder farmers”**

7.2 Strategic Areas

The main Strategic Areas that will be addressed by PELUM Zimbabwe are

- i) Capacity building in Organizational and Institutional Development
- ii) Training in Agro-Ecological Land Use Management and community development
- iii) Food Security and Marketing
- iv) Climate Change Adaptation
- v) Policy lobbying and Advocacy

7.3 Strategic Objectives

7.3.1 Capacity building in Organizational and Institutional Development

To build the capacity of PELUM Zimbabwe (PZ) in improved financial, leadership and fundraising skills, Communication tools, and having the human resources and equipment in place for effective and efficient delivery of the PZ programme.

7.3.2 Training in Agro-Ecological Land Use Management and Community Development

To resuscitate and ensure functioning of PELUM College Zimbabwe and offer short and longterm training in Agro-Ecological Land Use Management and Community Development

7.3.3 Food Security and Marketing

To facilitate demonstration and training in Sustainable/Organic Agriculture thereby improve the production capacity and facilitate linking smallholder farmers to markets.

7.3.4 Climate Change Adaptation

To facilitate smallholder farmers on preparing and mitigation of disasters caused by frequent and severe floods and droughts.

7.3.5 Policy lobbying and Advocacy

To lobby and advocate for an enabling environment on formulation and implementation of policies that affect Smallholder farmer's e.g on Genetically Modified Organisms, sustainable/organic agriculture, Biofuels, Trade Agreements and others that might come on board during the strategic period

8. Activities and Expected Results

8.1 Capacity building in Organizational and Institutional Development

To build the capacity of PELUM Zimbabwe (PZ) in improved financial, leadership and fundraising skills, Communication tools, and having the human resources and equipment in place for effective and efficient delivery of the PZ programme.

Objectives	Broad Activities	Expected Results	Implementer
To build the capacity of the Country Desk	<ul style="list-style-type: none"> - recruit Qualified Volunteers - employ two technical and two finance and administration staff - Purchase office equipment. -Purchase office vehicle - Secure office rental and operation costs 	<ul style="list-style-type: none"> -4 full time employees operating at Country Office (Improved Coordination and Communication. - Improved mobility within the network 	Board and CD
To build the capacity of the Board	<ul style="list-style-type: none"> - Undertake training on leadership and governance course for the Board - Facilitate periodic Board meetings -Sharing experiences with Board members from Mature organizations 	<ul style="list-style-type: none"> Effective and efficient Board on policy formulation and implementation of polices. - Two Board meetings held per year - fora for sharing experiences 	Commissioner and Consultant RD CD and Board
To build the Capacity of the Country Working Group	<ul style="list-style-type: none"> - Facilitate connection of members to efficient emails and establishment of websites - Facilitate establishment and implementation of Improved communication Strategies, fundraising strategies, finance and administration systems and Monitoring and evaluation strategies -Undertake training courses on improved 	<ul style="list-style-type: none"> - Effective networking collaboration and sharing of best practices in implementing sustainable agriculture. - Cluster structures functional 	CD, RD MOs Cluster Coordinators

	leadership and governance - Improve the Cluster structures		
1. To strengthen existing Information Technology Centres (ITC)	- Needs assessment - Proposal development. - Action plan development when funded. -Implementation monitoring and evaluation	Effective and functional community ITC in Zimbabwe	CD, MOs SFGs
2. To develop new ITC one per each member organization annually	As above	Effective and functional community ITC in Zimbabwe	As above
3. To support, maintain, monitor and evaluate operations of I.T.Cs	- Capacity building - Training - Material support - Monitoring visits - Evaluation for impact assessment. - Exposure visits to other national desks, regional and international organizations	As above	CD, MOs SFGS I.T.Service providers

8.2 Training in Agro- Ecological Land Use Management and Community Development

To resuscitate and ensure functioning of PELUM College Zimbabwe (PCZ) and offer short and longterm training in Agro-Ecological Land Use Management and community development

OBJECTIVES	BROAD ACTIVITIES	RESULTS	IMPLEMENTER
To resuscitate the PELUM college Zimbabwe	Recruit a volunteer to assist with resuscitation of college	College resuscitated as from September 2009	RD,CD, Board
	Assess capacity of each Member Organization to be involved in the Training and sign Memorandum of Understanding with each organization	-Capacity of members established and MOUs with members to be involved in training signed based on the capacity assessment.	-PCZ SubCommittee
	Work out details of Structure on the intakes, Administrative issues such as fees, recruitment etc	Document outlining - objectives of the college, target group and Defined structure for the intakes,	CD

		recruitment and other Administrative issues	
	In the interim refurbish Facilities to be used as PCZ Offices and resource centre for students	- Refurbished facilities	CD and FPC
	In the long run Construct relevant PELUM College infrastructure	-PCZ Infrastructure constructed	CD and Board
	Offer training in 1 year Certificates and 2 year national certificates in Agro-Ecological Land Use Management and Community Development	- Certificate and National Certificate Training being run by PCZ	CD and MOs
	Offer training in short courses based on some modules of the Agro-Ecological Land Use Management and Community Development Syllabus.	- Short courses Training being run by PCZ	CD and MOs
	Have the first intake for PELUM certificate (20 students) in September 2009 and other intakes in the following years thereafter.	- Database of the Graduates of the Certificate and National Certificate	CD and MOs
	Conduct short term training under PCZ.	- Database of those trained	CD and MOs

8.3 Food Security and Marketing

To facilitate demonstration and training in Sustainable/Organic Agriculture thereby improve the production capacity and facilitate linking smallholder farmers to markets.

OBJECTIVES	BROAD ACTIVITIES	EXPECTED RESULTS	IMPLEMENTER
-To Set up demonstrations of examples of Sustainable Agriculture	-Member organizations, the CD and satellite farmers have demonstration plots.	-Yields from the demonstration plots -learning and Teaching -Monitoring and Evaluation -the demonstration plots	PA, RD, CD, MOs and Satellite farmers
-To assist farmers to have their own inputs	- OPV Seed saving and exchange - Optimal Utilization of Manure and use of organic composts	-Seed produced and saved by Farmers -Manure and Organic composts used for nutrient requirements of crops	-MOs and Smallholder Farmers

- Empower farmers to produce organic/low input marketable produce	- Create marketing linkages -Set clear production standards -training in standards - Identify standards conformity Inspectors. - Support Agro-processing centres	- Markets identified - produce marketed to the markets taking cognizance of (Quality, Quantity, Reliability) - training undertaken on Standards - better prices	- CD MOs, Smallholder farmers SAZ, ZOPPA
To Promote Indigenous /Traditional Foods	Foods to be promoted -Vegetables (e.g black jack-bidens pilosa, Amaranthus hybridus-pigweed-mowa, pumpkin leaves) -Cereals (e.g millets, Brown rice, sorghum) -Tubers (sweet potatoes) -Legumes (cowpeas) -Fruits (wild fruits) Herbs (wild herbs) -production and harvesting -marketing -documentation and - information dissemination -facilitate a supporting institutional and policy environment	-Increased production and access of indigenous foods in urban areas -Increased consumption of indigenous foods - improved human health and gene diversity -reduction on dependence on maize -reduction on dependence of high external inputs	RD, CD and MOs

8.4 Climate Change Adaptation

To facilitate smallholder farmers on preparing and mitigation of disasters caused by frequent and severe floods and droughts.

OBJECTIVES	BROAD ACTIVITIES	EXPECTED RESULTS	IMPLEMENTER
-Training farmers on mitigation techniques - To assist farmers to come up with adaptation strategies and programmes - Forest and woodland management	-Undertake relevant courses for MOs and farmers. - Undertake risk and vulnerability assessments to climatic hazards -Develop and implement adaptation strategies based on the assessment - Exchange visits/look and learn between partner members (international and intra)	- Establishment of grazing schemes - Documents outlining the risk and vulnerability assessment and adaptation strategies -projects being implemented to assist communities adapt - Afforestation Projects. -Integrated land use Management. - Developed water points both domestic and livestock use - Demonstration plots on	Farmers, CD, MOs, RD ↓

	<ul style="list-style-type: none"> - Dam/weir, Construction. - Catchments area management - Watershed management - Establishing irrigation plots - - Deep wells needs assessment /feasibility and their drilling 	<ul style="list-style-type: none"> conservation agriculture -Dams/weirs constructed - irrigation plots established -higher yields - 	
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8.5 Policy lobbying and Advocacy

To lobby and advocate for an enabling environment on formulation and implementation of policies that affect Smallholder farmer’s e.g on Genetically Modified Organisms, sustainable/organic agriculture, Biofuels, Trade Agreements and others that may come on board during the strategic period.

OBJECTIVES	BROAD ACTIVITIES	EXPECTED RESULTS	IMPLEMENTER
<ul style="list-style-type: none"> -Lobby for the development of any enabling policy in low External agriculture input. - Sensitization of political leadership on PELUM Activities. 	<ul style="list-style-type: none"> -Hold sensitization N/shop for political traditional and local government authority on policy issues needing to be addressed -Seek clear policy on issues like genetically modified organisms, terminator technology, seed, organic farming, marketing of organic Products and biofuel. -To collaborate with relevant ministries on international policies that impacts negatively on agriculture and trade. -Net working with other civil Societies. -Communication through – radio, workshops, television, posters 	<ul style="list-style-type: none"> - Attitude change noticed - Back up support gained - Clear policy in place. - Common understanding. - Joint support 	<ul style="list-style-type: none"> - C.D - Lobbying committee - R.D

9. Funding and Implementation Strategy framework

This Strategic Plan is for both the PELUM Member Organizations as well as the CD to address the needs of the smallholder farmers. The Strategy will be shared with funding partners supporting the Sustainable Agriculture and Natural Resources Management

Sector. Based on either discussions on identified areas of interest and overlap programmes/projects will be developed. The projects will involve the Country Desk and the PELUM Zimbabwe Member Organisations and sometimes the RD or other PELUM Member Organisations in other Countries. The Country Desk will either take a lead and involve the other MOs or a Member Organizations can take a lead and involve the CD and other Member Organizations depending on comparative advantages and capacities in area being addressed. Other key collaborating organizations will also be identified and involved in delivery of some projects/programmes were PZ network might be weak in capacity.

PELUM Zimbabwe will also respond to advertised “call for proposals” or bids by donors that are relevant to the Strategic objectives.

Qualified Volunteers will be sought to boost the human capacities of both the CD and MOs to assist in delivering on the Strategy.

A comprehensive fundraising strategy for the organization will be developed at the beginning of 2009

10. Monitoring and Evaluation Strategy framework

A Monitoring and Evaluation Plan framework will be developed at the beginning of 2009 and some relevant baseline information gathered. The Plan and the baseline will be used as a basis for monitoring progress toward the Strategic objectives and an assessment of contribution of PELUM Zimbabwe’s work towards Zimbabwe’s meeting of the MDGs. The Plan will have indicators, and means of verification.

The annual workplans for the projects/programmes will be developed at the beginning of every calendar year and these plans will be assessed at the end of the year. Annual budgets and financial reports will be produced.

Stories on impacts, challenges, lessons learnt will be shared with other organizations, RD and PELUM members in the region.

Financial Audits will be undertaken within 3months at the of the end of each calendar year resources permitting.

Data monitoring tools will be refined and databases developed which will assist in measuring change.

11. Mainstreaming Gender and HIV/AIDS Strategy framework

Gender issues and HIV/AIDs will be mainstreamed in the projects/programme and organizational policies.

12. Conclusion

The PELUM network brings together organizations working on sustainable agriculture and natural resources management in Zimbabwe. While the current Zimbabwe

environment may be a constraint to PELUM programming work, it also presents opportunities for demonstrating the potential of sustainable approaches to agriculture and NRM as alternatives to conventional systems. For example there are no quick solutions to NRM, there is need for long term thinking and more participatory action based approaches in NRM. External inputs such as Fertilizers and hybrid seed are expensive for smallholder farmers and they usually depend on government or remittances to purchase these inputs if they are accessible. If farmers can adopt approaches where they can keep their own seed and use their locally available resources it will go a long way in feeding the nation and also combating the negative impacts of drought.

PELUM Zimbabwe with its extensive reach of community based smallholder farmer organizations is well placed to demonstrate at the practical level and share experiences at the wider/higher level alternative approaches to dealing with the key issues of sustainable production, drought (climate change), the rising cost of agricultural inputs, energy/fuel and nutrition and HIV/AIDS.

While there are islands of success that PELUM members can point to, there are gaps in documentation of good cases to support promotion and influence change towards sustainable approaches. There will be need during this strategic period to document well, cases where alternative approaches are helping reverse environmental degradation and improve livelihoods through agriculture that is socially, economically and ecologically sustainable.

Thus PELUM Zimbabwe's work will augment government's efforts by addressing the following challenges under goal 1, 3 and 7 respectively,

Goal 1:

- Support for sustainable land reform programme
- Reduce dependence on rainfed agriculture and increase agricultural productivity
- Combating HIV/AIDS

Goal 3

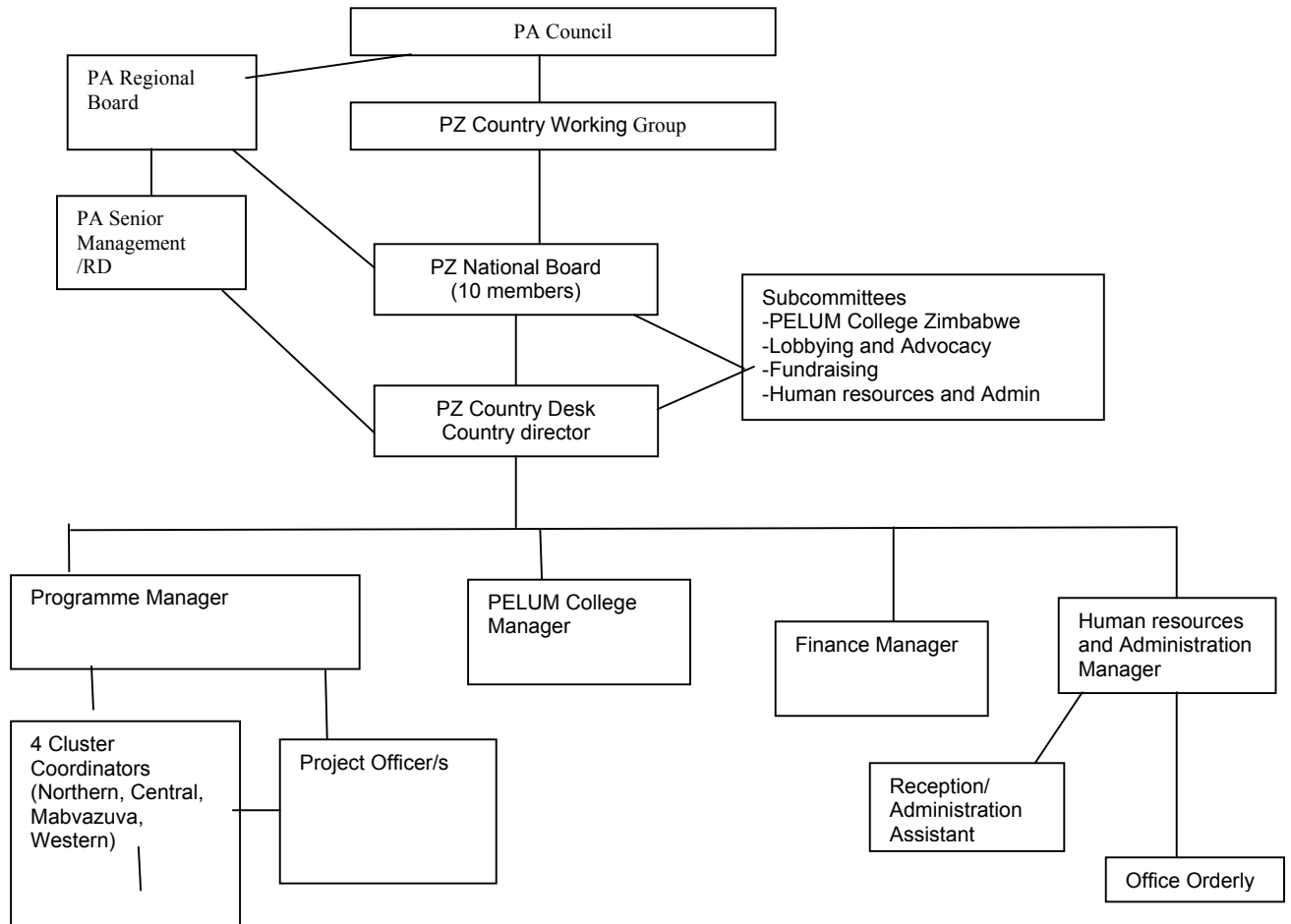
- Cultural factors
- Economic empowerment
- Attitude change in women
- Gender mainstreaming
- Gender disaggregated Data

Goal 7

- Implementing land Resettlement in a sustainable manner
- Implementation of the Provisions of the Environment Management

13. Annex 1: Organizational Structure

The organizational Structure of PELUM Zimbabwe is as illustrated below;



14. Annex 2. List of Elected Board Members

Name	Profession	Position
Mr Mashingaidze	Agriculture	Chairperson
Mr C. Gonese	Agriculture	Deputy Chairperson
Mr M. Ncube	Social Science	Committee members
Mr Chirimambowa	Social Science	Committee members
Mr M Zibgwi	Agriculture	Committee members
Ms B. Jambaya	Accounts	Treasurer
Mr Chibememe	Social Science	Committee members
Mr J. Piti	Agriculture	Committee members

NB. Two Board Members can be co-opted to address gender and skills gap in the board.

15. Annex 3. List of Member Organizations as at 2008

1	African Farmers Organic Research and Training (AFORREST)
2	Africa 2000 Network Foundation (A2N)
3	Africa Centre for Holistic Management (ACHM)
4	Africa University- Faculty of Agriculture
5	Agriculture Research and Extension Services (AGRITEX)
6	Association of Zimbabwe Traditional Environmental Conservationists (AZTREC)
7	Catholic Development Commission (CADEC)- Gweru Diocese
8	Catholic Development Commission (CADEC)- Masvingo Diocese
9	Chibememe Earth Healing Association (CHIHEA)
10	Chikukwa Ecological Land Use Management Trust (CELUCT)
11	Dabane Trust
12	Fambidzanai Permaculture Centre (FPC)
13	Hlekweni Friends
14	Jekesa Pfungwa Vulinggondo (JPV) Bulawayo
15	Jekesa Pfungwa Vulinggondo (JPV) Harare
16	Kajiwa Development Coordination Association (KDCA)
17	Matebeleland Development Foundation (MDF)
18	Mapfure Self Help College
19	Mwenezi Development Training Centre
20	Nkayi Folk Development Foundation
21	Participatory Organic Research Extension and Trust (PORET)
22	Practical Action
23	Practical Skills development Authority (PSDA)
24	Schools and Colleges Permaculture (SCOPE) Programme
25	Silveria House
26	University of Zimbabwe-Faculty of Agriculture
27	Zimbabwe College of Forestry
28	Zvishavane Water Project