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## Acronyms

ABS	Access to Benefit Sharing
ARIPO	African Regional Intellectual Property Organisation
AU	African Union
BCF	Behaviour Change Facilitator
CBD	Convention on Biodiversity
CEPA	The Centre for European Policy Analysis
CIMMYT	International Maize and Wheat Improvement Center
COMESA	The Common Market for Eastern and Southern Africa
CSB	Community Seed Banks
CSO	Civil Society Organisation
CTDO	Community Technology Development Organisation
CTDT	Community Technology Development Trust
CUT	Chinhoyi University of Technology
DA	District Administrator
DRR	Disaster Risk Reduction
DRSS	Department of Research and Specialist Services
EA	Ecological Agriculture
EMA	Environmental Management Agency
FAO	Food and Agriculture Organisation
FFS	Farmer Field School
GAL	Gender Action and Learning
GIS	Geological Information Systems
HH	Household
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information Communication Technology
IGA	Income generating activities
ISAL	Internal Savings and Lending
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
KRA	Key Result Area
MEHT	Ministry of Environment, Hospitality and Tourism
MLARR	Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement
MLG & RD	Ministry of Local Government & Rural Development
MoHCC	Ministry of Health and Child Care
MOU	Memorandum of Understanding
NUS	Neglected and Underutilized Species
PGR	Plant Genetic Resources
PGRFA	Plant Genetic Resources for Food and Agriculture
PPB	Participatory Plant Breeding
PVE	Participatory Varietal Evaluation
PVO	Private Voluntary Organisation

PVS	Participatory Varietal Selection
SADC	Southern African Development Community
SAFIRE	Southern Alliance for Indigenous Resources
SPGRC	SADC Plant Genetic Resource Centre
TSP	Transational Stabilization Programme
UNDP	United Nations Development Programme
UZ	University of Zimbabwe
VAM	Vulnerability Assessment and Monitoring
WHH	Welt Hunger Hilfe
WTO	World Trade Organisation
ZERO	Zimbabwe Environmental Regional Organisation
ZimAsset	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZimVAC	Zimbabwe Vulnerability Assessment Committee
ZWLA	Zimbabwe Women Lawyers Association

## SUMMARY

Community Technology Development Organization (CTDO) has just achieved a milestone in its development journey as it has reached 25 years of operation in Zimbabwe at the close of its 2013-17 strategy. As it opens a new five year strategic period for 2019-2023 for Zimbabwe and the region at large, it embarked on a participatory strategic planning process that looked at its past performance, its internal strengths and weaknesses and its operating environment. This enabled CTDO to decide on its future strategic directions, goals and objectives and its key result areas for strategic focus. This process has been a huge success based on the outcomes of the strategic planning process. Over the past five years, CTDO distinctive achievements were mainly in the areas of productive asset creation, increased crop diversification, integrated WASH and maternal health support, establishment of farmer field schools and community seed banks on a significant scale, collaborative research and development, farmer training and capacity building, establishment of farmer seed enterprises and platforms for knowledge sharing and exchange by smallholder farmers. To complement results from the food security and agricultural biodiversity work, CTDO made some significant inroads in demonstrating sustainable environmental management techniques in response to challenges of gully erosion and environmental threats as well as supporting local authorities to formulate their bye-laws for improved environmental management. CTDO is well respected in supporting policy formulation and drafting at the national government level. These achievements have created significant building blocks for the new strategy.

Future programme directions for the period 2019 - 2023 have been mapped out during the strategic planning process. The Food Security and Livelihood programme will focus on productive assets for resilient livelihoods and nutrition security, integrated crop and livestock production, strengthening ecosystem management approaches and expanding maternal health, water and sanitation. Agricultural Biodiversity will focus on scaling up models of agricultural biodiversity conservation, access and sustainable utilization in the context of climate change, farmer seed enterprise development, strengthening women, seeds and nutrition interventions and promotion of NUS, and influencing agenda on farmers' rights at national regional and global levels. The environment and climate change programme will focus on strengthening community based environmental management and governance systems, strengthening bye-law formulation on ABS, strengthening community and institutional capacity for climate change adaptation and promoting of alternative energy options. The policy and advocacy programme will focus on enhancing DRR mainstreaming from local to national level, participatory policy reviews and engagement, climate change adaptation and domestication of regional and international instruments. Furthermore the Policy and Advocacy programme will carry out work on awareness raising on various issues related to international instruments the Government has ratified so that those international instruments are effectively implemented at national level

Through the new strategy, a number of strategic impacts have been envisaged by the end of the five years. These include nutrition sensitive food systems and value chains, climate resilient seed varieties produced by farmers themselves, integrated crop-livestock production systems, safe clean water and sanitation, increased agricultural and livelihood diversification, improved environmental management practices and increased formulation of pro-poor policies. To continuously compete in the development marketplace there will be need for strengthening documentation, knowledge and communication systems, aggressive marketing and fundraising, strategic regional scaling-up and organizational development as well as development of monitoring and evaluation systems.

## **1.0 CTDO STRATEGIC OVERVIEW**

### **1.1 Introduction**

Community Technology Development Organization (CTDO), formerly Community Technology Development Trust (CTDT) was formed in 1993 and is a private non-governmental organization registered as a private voluntary organization (PVO) under the Private Voluntary Organization Act (Chapter 17:05). Over the years, CTDO has managed to develop a strong portfolio of work in the areas of food security and livelihoods, agricultural bio-diversity, environment and policy. CTDO has work spread out into the Southern African Region, in particular in Malawi and Zambia.

### **1.2 Rationale for the Strategy**

The 2013-17 strategic plan for CTDO ended at the end of December 2017 and that created the need for a strategic review and planning process for a new five year period from January 2019 to December 2023. The strategic review and planning process was undertaken through the year 2018. The process involved internal and external reflection processes involving staff, board and key stakeholders to assess the changing context, goals and priorities of the organization. Zimbabwe has continued to be engulfed in deepening social and economic challenges with high levels of poverty, unemployment, vulnerability, local institutional degradation which have impacted negatively on food, nutrition, livelihood and environmental security, economic growth and development and empowerment of poor women and youth. The strategy process for 2019-23 was designed to systematically review the performance of CTDO, the results that have been achieved, the development approach, the strategic focal areas, the strengths, weaknesses and opportunities, the vision, mission, values and principles of CTDO. Such a systematic review enabled future strategic directions to be set with clear targets for each programme of work.

Beyond setting the strategic directions for the period 2019 to 2023, the strategic process also examined the cross-programme issues, emerging regional opportunities and priorities, regional coordination and collaboration mechanisms. In terms of organizational development, the strategy process also reviewed documentation, knowledge and communication strategies and priorities, fundraising approaches and strategies at country and regional level, organizational development priorities as well as financial targets, plan implementation and the development of strategic targets for the programme areas.

The strategic planning process was conducted through participatory dialogue with staff, board members and key stakeholders to ensure the views, future perspectives and aspirations constitute the driving force of the new strategy. An intensive programme review and planning process was conducted with programme team members to develop realistic targets and organizational development priorities for the sustainable growth and development of CTDO.

### **1.3 Our Development Approach**

CTDO work is anchored on an integrated development community responsive approach that incorporates participatory technology development, applied research, resilient livelihoods strengthening, knowledge management, policy and advocacy and mainstreaming cross cutting issues such as climate change, gender, disability, HIV/AIDs, farmers' rights and environment.

### **1.4 Vision**

Communities free of hunger, malnutrition, poverty and injustice in Zimbabwe, SADC and Africa.

## 1.5 Mission

CTDO seeks to promote participatory research, technology and innovation systems and to advocate for policies that alleviate poverty, food and nutrition insecurity of marginalized communities.

## 1.6 Our Ambition

A leading organization on agricultural biodiversity conservation and sustainable use contributing to food and nutrition security for all in a fair and just environment.

## 1.7 Programme Focal Areas

CTDO has four strategic focal areas which are:

<b>1. Food and nutrition security and livelihoods</b>	Programme is designed to ensure that vulnerable households in rural areas have increased access to nutritious food through increased agricultural productivity, increased participation in agricultural and nutrition-sensitive value chains and in development of shock responsive social safety nets.
<b>2. Agricultural bio-diversity</b>	Focuses on promoting conservation and sustainable utilization of plant genetic resources especially under conditions of climate change consolidating social and economic benefits from the use of local genetic resources.
<b>3. Climate change and Environment</b>	Programme is designed to empower communities to adapt/respond to climate change while strengthening their resilience and capacity for sound environmental management at the local level.
<b>4. Policy and Advocacy</b>	Programme is designed to advocate for policies that promote participatory, rights based and gender sensitive policy planning and adoption of strategies which calls for Government's commitment to implementing pro-poor policies recognizing community resource rights, farmers' rights and recognition of traditional knowledge systems. The policy and advocacy programme also aims to interact with and build the capacity of farmers, policy makers and other civil society organizations on the implications of signed or ratified international instruments such as the CBD, TRIPS/WTO, ITPGRFA at national, regional and international levels.

## 1.8 Values and Beliefs

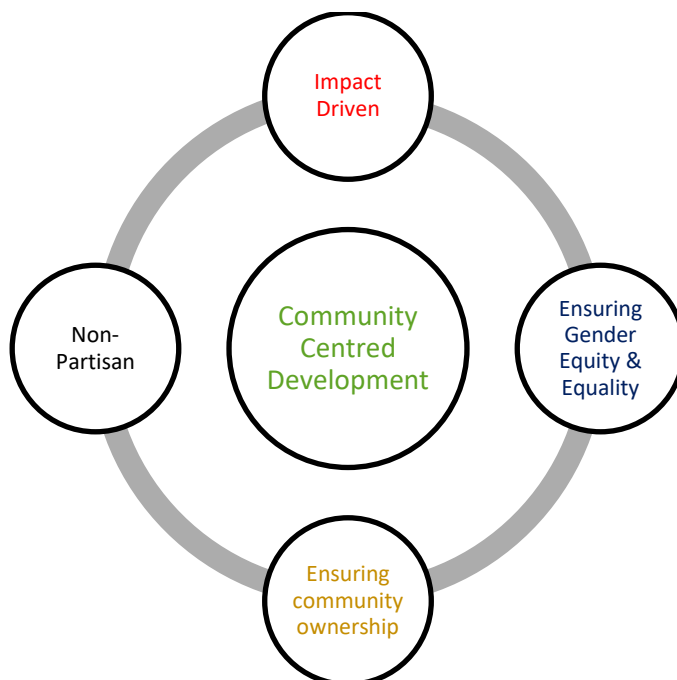
CTDO is a value driven organization from the behavior of its employees, its service attitude and orientation to its intended impacts on society.





### 1.9 Core Principles

CTDO's work is guided by the following key principles:



## 2.0 CONTEXT ANALYSIS

### 2.1 Socio-Economic and Political Environment

In 2013 Zimbabwe adopted a new Constitution (Constitution of Zimbabwe Amendment (No.20) ACT 2013). The new Constitution has new legal and institutional provisions which seek to improve governance, delivery of justice and human rights, sustainable development, gender equality, youth and women empowerment and the creation of an enabling environment which attracts funding and creating confidence and improving competitiveness for economic growth. The country also enacted an economic blue print -the Zimbabwe Agenda for Sustainable Socio- Economic Transformation (ZIM-ASSET) which was based on four strategic pillars namely Food security and Nutrition, Social Services and Poverty eradication, Infrastructure and Utilities and Value Addition and beneficiation.

Government's efforts are therefore geared towards economic recovery, establishing sustainable growth path that rebuild the country's human capital base, revive employment and improve social services , infrastructure and food security of the country. Zim-Asset therefore focuses on development interventions aimed at building resilience of systems in Zimbabwean population and not to depend heavily on assistance from donor countries for the provision of basic social services. Notwithstanding Zim-Asset recovery programme, the economy still experience severe stresses with continued underperformance of various sectors of the economy. The country's GDP has decelerated to 2.7% against set target of 4%. There are various reasons why the economy has failed to perform as per expectations and some of the reasons include the following:

- Severe liquidity constraints which has hampered economic growth
- Government's inability to access foreign funds from multi-lateral institutions since it is in arrears with its repayment of its external debt.
- Infrastructure deterioration e.g. roads, rail, electricity as well as dams.

#### Box 1: New Policy Thrust

The new Government which came into being in November 2017 is working frantically to address the above challenges through the new mantra – “Zimbabwe is open for business”. In October 2018, a New Transitional Stabilisation Programme (TSP) was launched by government running from October 2018 to December 2020 with the objective of ensuring debt clearance of World Bank and the Paris Club arrears in the shortest possible time. The TSP outlines key policies, strategies and projects for guiding Zimbabwe's social and economic development within the first two years of CTDO Strategy. The policy is cast from Vision 2030, which aims to transform Zimbabwe to become an Upper Middle Income Economy by 2030 with a focus on quick wins that have great potential to drive economic growth. The priorities of the TSP are fiscal consolidation, stimulating production and exports, structural quick-win reforms to stimulate growth and strategic governance reforms. Of major relevance to CTDO is the need for gearing up to a more liberalized market based economy which will affect the model of business for small producers, the new methods for sustainable financing of agriculture which will see a departure from subsidized inputs and handouts. There will also be emphasis on enhanced competitiveness of industry through reducing cost of doing business, supply of inputs across value chains and increased flexibility of labour laws which will have a significant impact on the functioning of agribusiness. The transformation of agriculture through domestic financing mechanisms will be taking centre stage as well as improving farmer access to markets for livestock and other agricultural produce. The new strategy coincides with the vision for a Middle Income Economy by 2030 mainly driven by synergies of agricultural and industrial growth in the initial five years of the new dispensation. In practical terms, this creates an opportunity for CTDO to play a leading role in demonstrating the transformation of smallholder agriculture in a more liberalized and open economy while at the same time ensuring smallholder farmers are ultimate winners in the battle against corporate control of the seed industry and the governance of farmer managed seed systems as well as promotion of agricultural biodiversity as the basis for a sustainable agricultural transformation agenda at the national, regional and global levels.

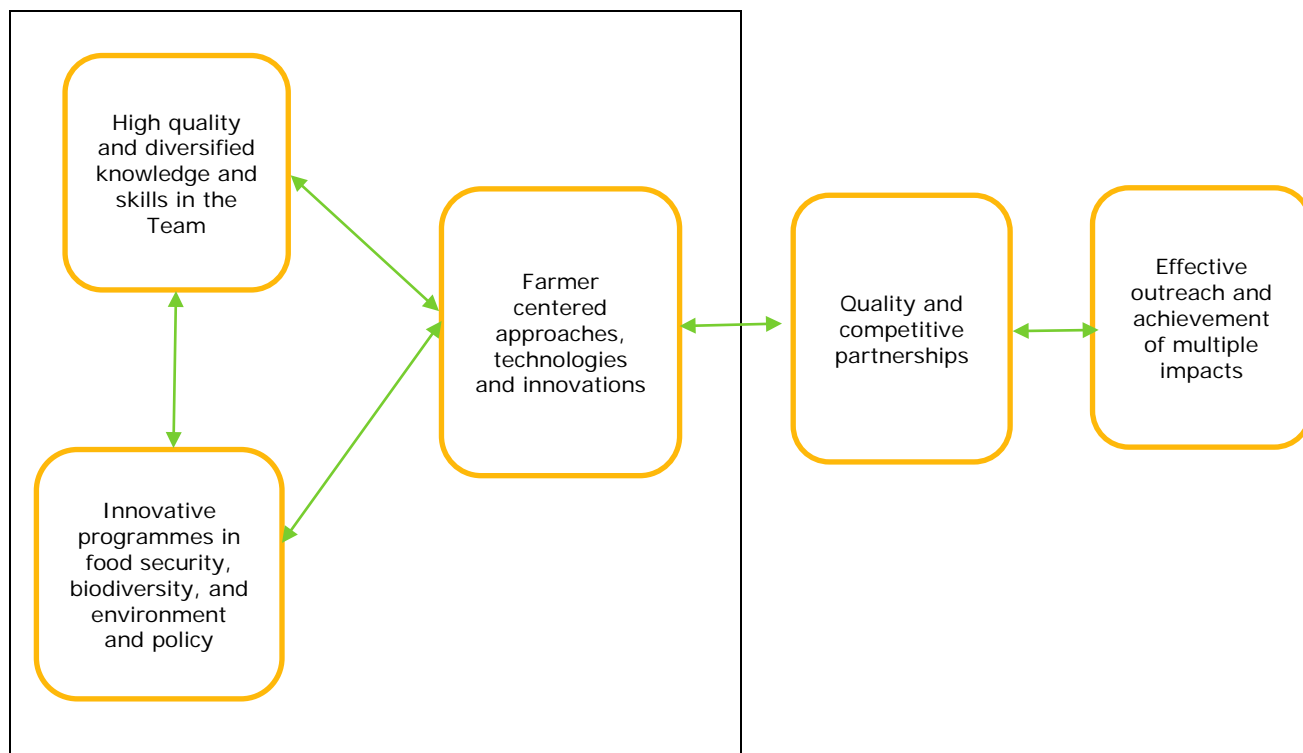
Since Zimbabwe economy is agriculture driven, Government has introduced what it calls Command Agriculture where Government supports various initiatives to improve agriculture (livestock, crop, fisheries production). However there are challenges which have affected agricultural production in the country despite relentless Government efforts. The lack of a relevant and well-defined agricultural policy and institutional framework is one of the major underlying factors. There is no clear overall development strategy in agriculture. Government need to come up with a clear policy direction on land tenure, security and rights. Currently, there is increasing inconsistency in interpretation and application of land and agrarian policies and this has acted as a deterrent to foreign investment. Inefficient support is also given to agriculture in terms of research and agricultural extension services leading to limited transfer of technology from research which is largely caused by limited human capacity.

The issue of climate change has also affected agriculture production since most of Zimbabwe communal farmers depend on rain fed agriculture. Climate variability and change is causing increased frequencies of drought and floods. Research has shown that climate change has caused a shift in Zimbabwe's agro-ecological zones. Government is encouraging communal farmers to grow small grains particularly those farmers in low rainfall regions (region 4 and 5) so as to improve the country's food security situation. Government has gone further to publish market prices for the small grains as a form of incentive. However the Zimbabwe Vulnerability Assessment Committee (ZIMVAC) assessment (2018) has shown a decrease in growing of small grains as a result of poor rainfall and widespread use of retained seed (48%) at household level. There is need to put great emphasis on the utilization of neglected and under-utilized crops and plants if the country wants to protect its genetic diversity of crops. In an effort to address climate change, Government has come up with a Climate Policy (2018) whose main objective is to guide climate change management in the country, enhance the national adaptation capacity, scale up mitigation actions, facilitate domestication of global policies and ensure compliance to the global mechanism. A climate change Response Strategy has also been put in place so as to ensure that climate change is mainstreamed in all sectors including agriculture.

It is within the above context that CTDO will carry out its development agenda for the period 2018-2023. There is therefore need for the organization to streamline its activities so that they fit within the country's development agenda. The key issue is that the key challenges that CTDO is confronting have been acknowledged by government and other stakeholders. These are poor macro-economic performance, liquidity challenges and high production costs, inconsistent performance of agriculture which is the mainstay of the economic due to periodic droughts, lack of access to inputs by farmers and high cost of essential inputs such as fertilizer which has created food and nutrition security challenges, lack of appropriate policy frameworks to address the current challenges and issues related to streamlining the current legislation in line with the new Constitution. WFP analysis has shown that there will always be a deficit in food supply even during years of good harvest in Zimbabwe. The characterization of farmers who are vulnerable and who have capacity for transformation has been an ongoing process with UN-Agencies and other donors such as EU although different NGOs continue to use their own criteria for targeting and supporting smallholder farmers. CTDO has continued to emphasize the need for strengthening ownership and control of genetic resources and means of production by communities as a key step in claiming their rights to produce, add value and market their goods and services in an inclusive global economy. It is futile to tackle social, economic and trading rights of smallholder farmers without taking into account the contextual realities of gender disparities, health and nutrition challenges at the household level, the impact of HIV and AIDS, technological advances in ICT, ecological dynamics and increased levels of desertification. An integrated approach within and across the different programme areas of CTDO that is based on the organization's distinctive competences can make a difference to the lives of smallholder farmers and the region at large.

## 2.2 Our Competitive Edge

CTDO has been able to maintain its competitive edge based on the following unique advantages in the development market place:

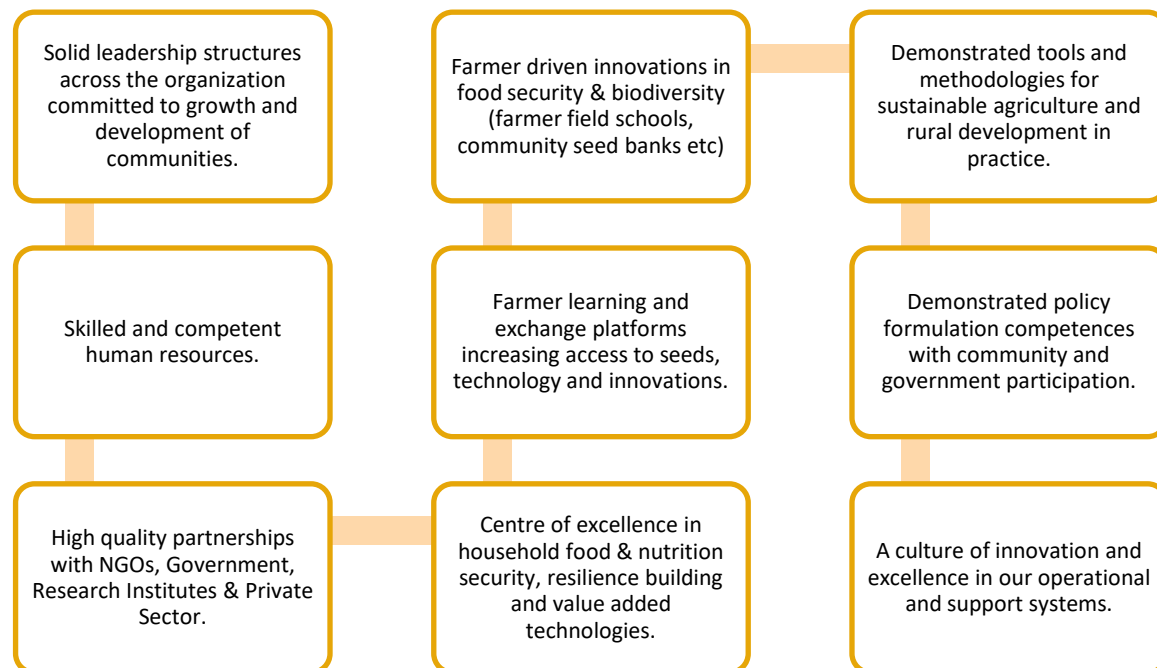


*Weir dam construction in Rushinga District*



## 2.3 Building Blocks for the New Strategy

CTDO has identified a number of building blocks which provide a solid grounding for the new strategy:



*Farmer Field School members evaluating the performance of Advanced pearl millet varieties*

## 2.4 Past Achievements

CTDO has made some good achievements in the past five years and the most significant were identified during the strategic review process:

Programme Area	Most Significant Achievements and Outcomes (2013-18)
Food Security and Livelihoods	<ul style="list-style-type: none"> <li>Increased off-season crop production through water harvesting (weir dams,) allowing for winter market gardening and fish farming (11 weir dams) for the benefit of mostly 60% women. The project widened food basket for rural households during off-seasons reducing dependency on food handouts and also increasing water availability for livestock during dry seasons. Walking distances for livestock were reduced from about 15km to 4km especially in Rushinga district.</li> <li>Promotion of new crops such as orange maize and Beans (NUA45) especially in the Midlands Province (Shurugwi, Gokwe South and Kwekwe) which opened up contract farming opportunities for 48,000 Small Holder Farmers of which 60% are women with Zimbabwe Super Seeds.</li> <li>CTDO has managed to consistently provide food commodities to 75,000 vulnerable families of which 60% are women in Rushinga and support has been expanded to Zvimba and Mhondoro Ngezi.</li> <li>CTDO became the first organization to pilot a model for maternal waiting homes in rural Mutoko at local clinics benefiting about 10 wards.</li> <li>Managed to certify communities from Open Defecation to Open Defecation Free (ODF) in Kariba, Hurungwe, Chivhu and Mutoko districts benefiting over 100,000 people (Small Towns Project).</li> </ul>
Agricultural Bio-diversity	<ul style="list-style-type: none"> <li>Reached 14,250 households (67% women) mainly through farmer field schools who now have a diversified range of crop varieties grown from an average of 5 to 8 which has increased household food and nutrition security. Access to diversified seed has been improved through seed multiplication, exchange and saving (seed banking).</li> <li>Increased policy awareness of farmer managed seed systems including knowledge of farmer rights by farmers. There is increased political will by Government to support farmer seed systems (promoting small grains and drought resilient seed varieties) especially in the context of climate change). Government has created space for farmer participation in the development of a national strategic plan for PGRFA.</li> </ul>

	<ul style="list-style-type: none"> <li>Strengthened capacity of 1001 small holder farmers (65% women) to become seed growers – who are producing seed for the market through an established and functioning farmer owned seed company – Champions Seeds.</li> </ul>
Environment and Climate Change	<ul style="list-style-type: none"> <li>CTDO supported eight local authorities to develop and enact participatory by-laws for improved access to natural resources and benefit sharing by resource poor communities. The targeted local authorities have now put in place effective control on the use of their natural resources. In Chipinge district, there is a thriving business of baobab powder production and marketing which has increased the income of local communities. Value addition opportunities have been created through the establishment of small processing plants for the baobab powder.</li> <li>In Pfura district, the local authority successfully negotiated with a private company involved in mining of granite for the construction of a clinic for the local community as part of social corporate responsibility and benefit sharing mechanism. The clinic is benefiting a population of approximately 1000 households, of which 60% are women.</li> <li>CTDO has capacitated communities living in environmentally degraded areas to reclaim and prevent gully erosion and other forms of environmental degradation. Environmental degradation prior to CTDO activities in Chegutu and UMP has been rampant. These areas have now restored their natural vegetation through construction of gabions and reforestation processes which included planting of indigenous trees in the degraded areas.</li> <li>CTDO has increased understanding of climate change at multiple levels from the staff, communities, and operational districts and at the national level. Government has been supported to come up with draft legislation on climate change. Through increased community knowledge, there is evidence of increased growing of small grains which are more adaptable to local climate conditions for improved food and nutrition security.</li> </ul>
Policy and Advocacy	<ul style="list-style-type: none"> <li>CTDO strengthened the mainstreaming of DRR from local to national level using practical programming and policy advocacy which has assisted Government to come up with an appropriate National Strategy on DRR. This has enabled local authorities to come up with their own local DRR Action Plans which have led to increased DRR awareness and participation in DRR by communities.</li> <li>CTDO successfully conducted participatory policy reviews towards</li> </ul>

	<p>enhancement of inclusive farmer seed systems which led to the drafting of a Farmers' Rights Bill for the Government of Zimbabwe which is now being steered forward by the Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement. CTDO also supported the Government through the National Gene Bank in the formulation of the National Genetic Resources Strategic Action Plan, as a multi-stakeholder driven process.</p>
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## 2.5 Our Capacity for Outreach and Community Impact

CTDO has reached out to over 15, 000 households (direct beneficiaries) over the past 5 years through Community Seed Banks. These households have deposited their seed in the seed banks and they also participated in seed fairs where farmers exchanged seed and knowledge. This resulted in an increase in crop diversification building resilience of smallholder farmers to drought and related shocks. Farmers from Zambia, South Africa, Malawi and Mozambique, visited our seed banks to learn. Over 200 policy makers, researchers and people from the academia from Asia, Europe, Latin America and Africa also visited CSBs.

Over 13, 000 HH (primary beneficiaries) have been reached and over 65, 000 HH benefited indirectly from the Farmer Field School (FFS) work mainly through crop improvement programs (participatory variety selection, participatory variety enhancement and participatory plant breeding).

A total of 900 farmers transformed to become seed growers, producing over 440 tonnes of seed. The seed company is supporting over 45 000 small holder farmers with quality seed to produce sorghum, pearl millet, groundnuts and maize.

The successes that have been scored on community seed banking provides a clear avenue for CTDO to establish a national network of community seed banks that are linked through GIS to rapid information and knowledge exchange based on what is available in the different gene banks. The CSBs will become Centres of Excellence promoting on-site capacity building, seed multiplication and access to good quality seeds, crop diversification, conservation of plant genetic resources, food and nutrition security, extension, policy and advocacy and many other agricultural practices.

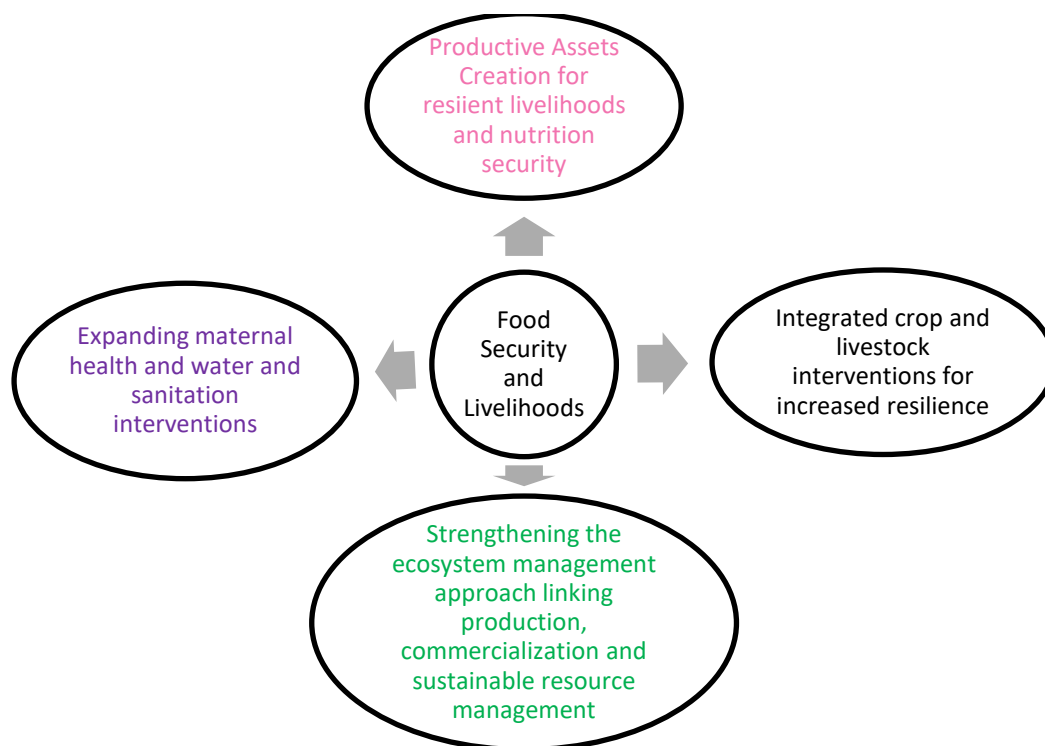
In this transformational process, further capacity building of CSBs will be required as centres of excellence on agricultural knowledge promoting demand driven agriculture, research and extension. This will involve extensive use of FFS as the driving force for capacity building ensuring farmers understand agronomy, nutrition, climate change, post-harvest processes, technology, markets and appropriate organizational arrangements that include commodity associations and other viable structures for promoting local agricultural growth and development.



### 3.0 FUTURE STRATEGIC DIRECTIONS

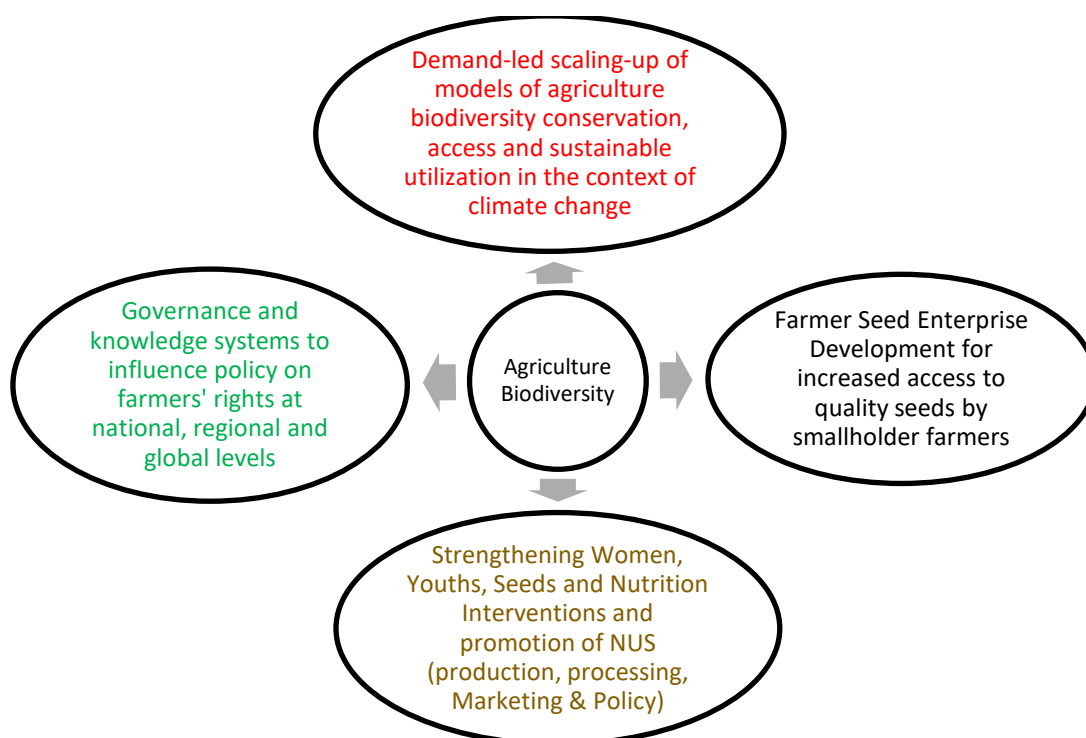
Based on impacts achieved in the past five years, the period 2019 to 2023 will focus on consolidation and scaling-up within existing programme areas.

#### *Food Security and Livelihoods Future Direction*



**Expected results** in the strategy period for the food security and livelihoods programme would be expansion of WASH initiatives, promotion of more nutrition gardens, promotion of integrated crop and livestock production and diversification, improved access to farmer owned crop varieties, improved access to climate resilient varieties, increased production of forage legumes for pen fattening to improve herds and income as well as improved soil management. The **key outcomes** would be increased access to markets, improved productive assets and knowledge on food production and nutrition, improved access to post-harvest management technologies and knowledge, improved access to clean and safe water, improved knowledge on sanitation facilities, improved crop livestock integration, improved income streams for meeting farmers' needs, strengthened linkages between crop production and nutrition, improved post-harvest storage, increased access to labour saving technologies by farmers.

### ***Agriculture Bio-Diversity Future Direction***



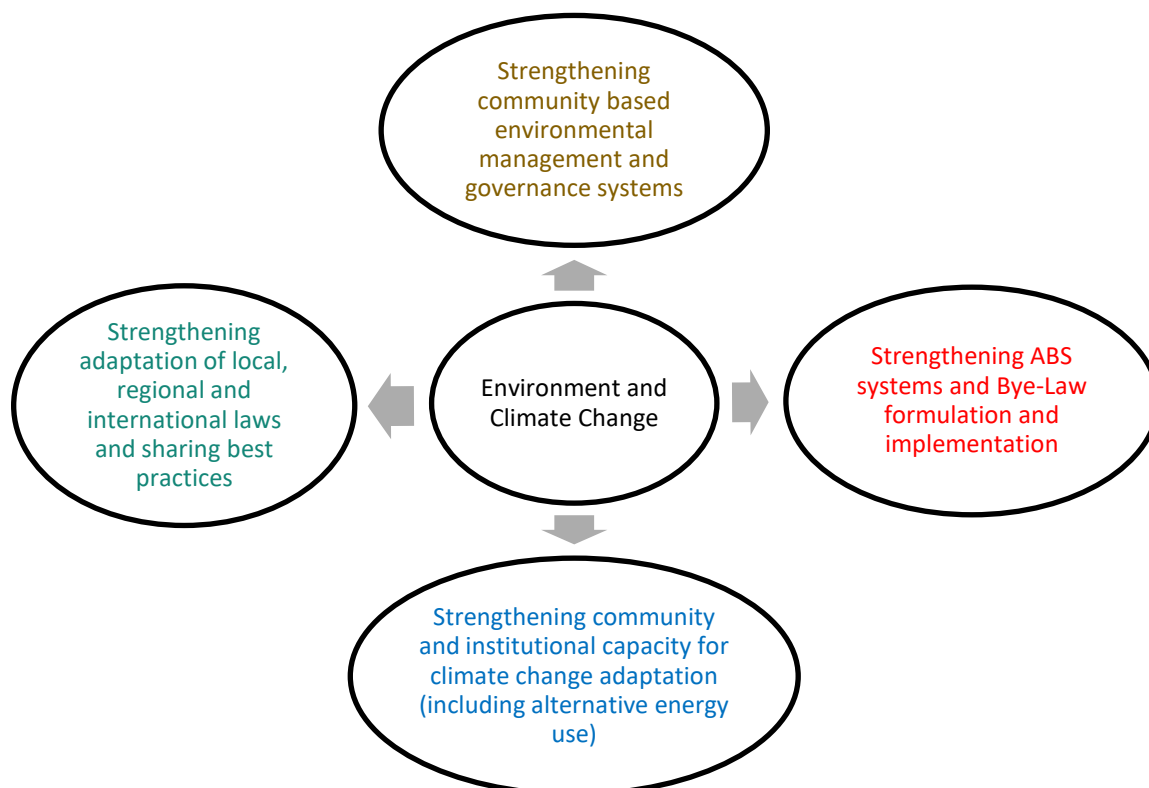
The **expected results** are seed secure communities through participatory plant breeding, improved seed storage facilities and increased access to diverse seeds. Climate resilient communities will also be created through increased diversification of crops and trees, increased production of good quality seed by small holder farmers, improved distribution and supply of seed through the farmer seed systems, establishment of more farmer field schools, down-scaling of climate change information for farmers and increased involvement of youth in agriculture and bio-diversity management. Linkages between communities, research institutions and relevant government agencies will be strengthened especially with the gene-banks as well as key researchers within government departments. NUS farmer field schools focusing on value addition, processing, packaging and marketing will be established. Local community brands and centres of excellence will be strengthened. Human technical and documentation capacities will be strengthened for effective delivery of results.

### ***Environment and Climate Change***

This area has work that has tended to cut through different programme areas through initiatives such as gully reclamation through use of gabions, environmental awareness raising, capacity building of local authorities in by-law formulation and environmental management, creating awareness on access and benefit sharing (ABS) and through working with the Environmental Management Agency (EMA) on review and drafting of appropriate regulatory instruments tapping on the expertise of CTDO. The growing concerns with climate change has brought into sharp focus the relevance of agro-ecology and the need to adopt a holistic programming approach based on knowledge and understanding of environmental situations within which our target groups are located. There is therefore strong expectations that this area of work will grow in the future with an emphasis on strengthening

community based environmental management systems, strengthening bye-laws formulation and implementation on ABS, strengthening community and institutional capacity for climate change adaptation (including alternative energy use), strengthening adaptation of local, regional and international laws for improved environmental and natural resources governance.

### ***Environment and Climate Change Future Direction***

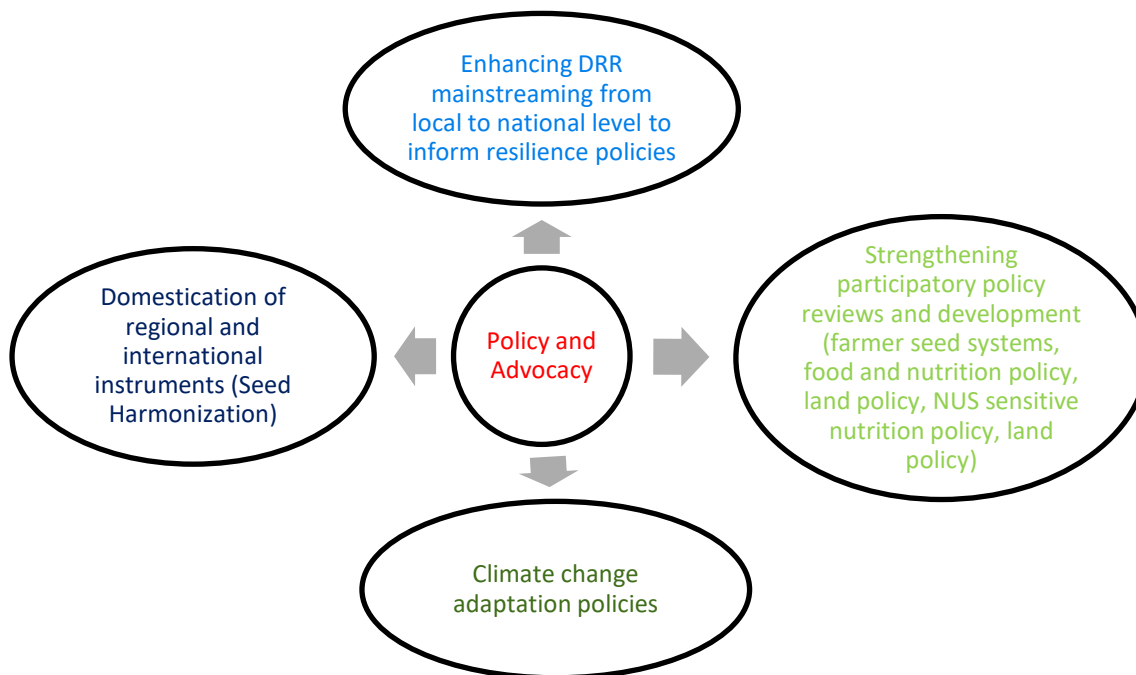


### ***Policy and Advocacy Future Direction***

The policy and advocacy will continue to advocate for policies that promote participatory, rights based and gender sensitive agricultural, food security and bio-diversity policies that fully recognize community resource rights, farmers' rights and traditional knowledge systems. It will continue to strengthen capacity of farmers, policy makers and civil society organizations to understand implications of signed and/or ratified international instruments such as CBD, TRIPs/WTO. ITPGRFA and other emerging instruments to strengthen local advocacy initiatives.

The expected results for the 2019-23 strategy period are a clear focus on participatory policy formulation for food and nutrition policy, climate change policy, increased promotion of DRR at local level, development of pro-poor policies, review and incorporation of nutrition policies to include NUS, advocate for renewal of seed laws to integrate farmer seed systems, strengthen farmers' rights to save, multiply and sell farm saved seeds, formulation of community seed banks policy and legislation to support network and coordination and contribute to domestication of regional and international instruments especially the Seed Harmonization International Treaty.

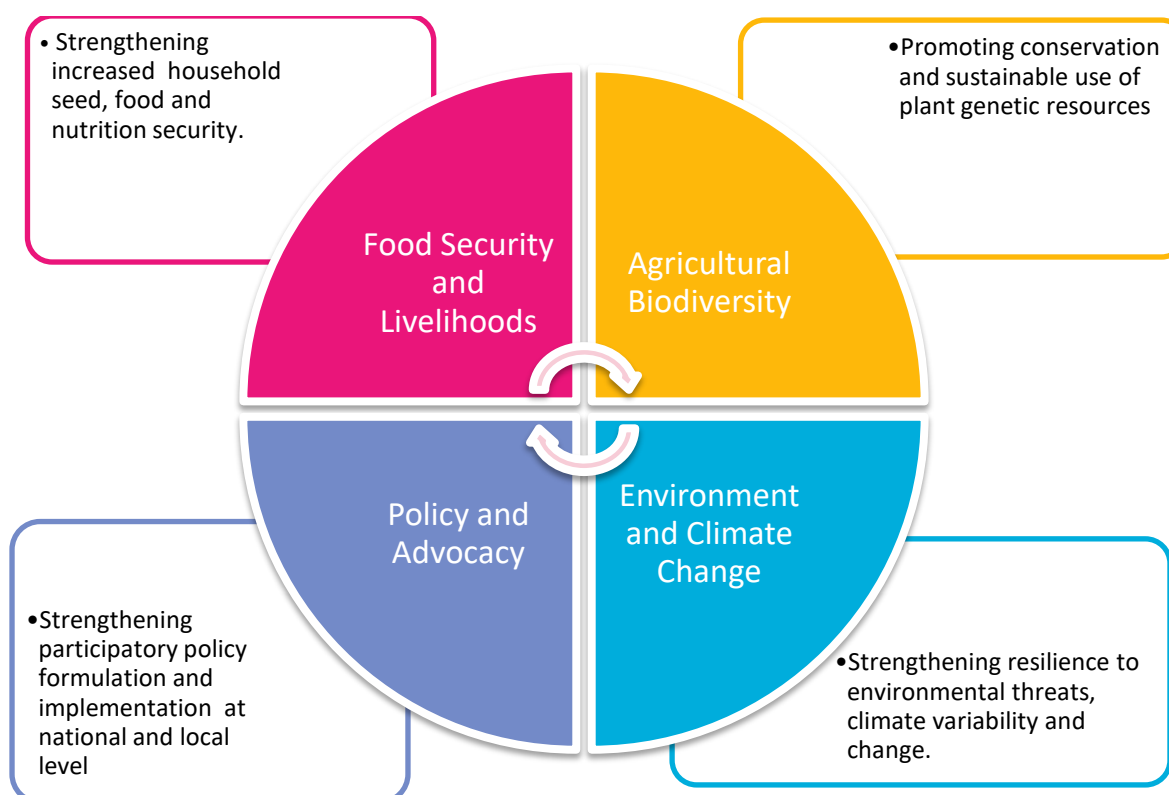
### Policy and Advocacy Future Direction



Official opening of Chimukoko community seed bank in Mudzi District

## 4.0 OUR STRATEGIC OBJECTIVES AND TARGETS FOR 2019– 2023

### 4.1 An Overview



### 4.2 Food Security and Livelihoods Programme

**Goal:** Increased household seed, food and nutrition security.

**Objectives**

- ▶ To strengthen adaptive, absorptive and transformative capacities of targeted communities.
- ▶ To improve nutrition-sensitive agriculture, health and hygiene behaviour change.
- ▶ To improve governance and management of watersheds.

<b>KRA 1</b>	<b>Enhanced transformative capacities of targeted communities.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Facilitate community prioritized construction and rehabilitation of infrastructure such as dip tanks, irrigation schemes, sales pens and animal health centres with the approval of local authorities (productive assets creation).</li> <li>Improved extension services targeted at ensuring food and nutrition security and appropriate shock responsive interventions by communities towards long-term resilience.</li> <li>Facilitate Private Sector Engagement for ensuring increased access to goods and services by remote rural communities as well as access to input and output markets.</li> <li>Up-scaling the construction of mothers' shelters in project districts.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Increased access to productive assets by targeted communities.</li> <li>Increased access to clean water and safe sanitation.</li> <li>Improved maternal and child health delivery systems. Reduced mortality rates.</li> <li>Increased access to agricultural commodities.</li> <li>Output markets easily accessed at local level.</li> <li>Adoption of innovative extension approaches by Government.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Forge strategic MOUs with new local authorities.</li> <li>Identify partners for joint proposal development on water and sanitation.</li> <li>Create a multi-stakeholder forum to kick start dialogue on innovative extension approaches.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>No of productive assets created.</li> <li>No of farmers adopted resilient food security production systems.</li> <li>No of farmers adopting and benefiting from post-harvest processing innovations.</li> <li>No of successful proposals on water and sanitation.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>DAs, RDCS, Agritex and Livestock Development, Veterinary Services, traditional and community leadership, MoHCC.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Stakeholders and communities willing to support productive asset development initiatives.</li> </ul>
<b>KRA 2</b>	<b>Improved adaptive and absorptive capacities of targeted communities.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Establishment of Community Safety Nets including community seed banks, communal granaries and ISAL groups for savings and lending.</li> <li>Promote standard household granaries in target communities and capacity build communities on post-harvest handling and storage of farm produce.</li> </ul>

	<ul style="list-style-type: none"> <li>• Up-scaling cash crop and livestock farming in targeted communities</li> <li>• Up-scaling asset building groups for community livelihood enhancement.</li> <li>• Promote climate resilient crops to enhance reduction in hunger months.</li> <li>• Improve access to climate resilient seeds and local seed varieties.</li> <li>• Improve market access by targeted communities.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>• At least one seed bank established in each operational district.</li> <li>• Increased circulation of cash within targeted communities.</li> <li>• Increased income amongst targeted households.</li> <li>• Increased access to knowledge on resilient food production and nutrition.</li> <li>• Increased knowledge and skills on post-harvest management.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>• Undertake scoping study on viable income generating projects for up-scaling in targeted communities.</li> <li>• Up-scaling of FFS approach in areas where it is not being practiced.</li> <li>• Develop new programme of work on scaling up resilient food production.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• No. of seed banks established.</li> <li>• No. of household and communal granaries established.</li> <li>• No. of resilient crop varieties (average) being grown at household level</li> <li>• No. of markets established.</li> <li>• % increase in household income.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>• DAs, RDCS, Agritex and Livestock Development, Veterinary Services, traditional and community leadership.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Stakeholders and communities geared towards communities free from hunger.</li> <li>• Private and public sector companies prepared and willing to engage small scale farmers for provision of raw materials.</li> </ul>
<b>KRA 3</b>	<b>Improved nutrition sensitive agriculture, health and hygiene and behavior change for livelihoods improvement</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>• Promotion of consumption of neglected and underutilized crops (NUS).</li> <li>• Introduction of community health clubs in communities and the training of behavior change facilitators.</li> <li>• Promotion of the gender action learning (GALs) approach.</li> <li>• Introduction of small livestock, neglected crops in the production chain to enhance household food security.</li> <li>• Promote general household hygiene (pot rack, toilets, rubbish pits,</li> </ul>



	protected wells, tippy taps).
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Increased utilization of NUS.</li> <li>Reduced malnutrition levels within communities.</li> <li>Increased appreciation of nutrition sensitive agriculture by all household members in communities.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Establishment of community health clubs and behavior change facilitators.</li> <li>Training of programme officers on GALs approach for easy implementation at field level.</li> <li>Conducting of food fairs for community appreciation of NUS.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>Number of Community health clubs established.</li> <li>Number of BCFs trained.</li> <li>Percentage reduction in malnutrition.</li> <li>Number of officers trained on GALs.</li> <li>Number of NUS crops under production.</li> <li>Number of small livestock under production by targeted households.</li> </ul>
Key stakeholders	District Administrators (DAs, RDCS, Agritex and Livestock Development, Veterinary Services, traditional and community leadership, Ministry of Health and Child Care.
Assumptions	Stakeholders and communities willing to end malnutrition in communities.
<b>KRA 4</b>	<b>Improved governance and management of watersheds for improved food and livelihood security of communities including improved natural resources and rangeland management practices.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Capacity building of local stakeholders and traditional leadership on watershed management.</li> <li>Awareness raising campaigns on natural resource management.</li> <li>Revision of local bylaws on natural resource management and rangeland management.</li> <li>Establishment of forest catchments.</li> <li>Promotion of income generating activities that enhance natural resource management and protection.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Rejuvenated watersheds.</li> <li>Improved rangelands through systematic grazing programmes.</li> <li>Improved and increased forest area in the programme areas.</li> <li>Improved household food security through increased land fertility and water availability.</li> <li>Increased household income.</li> </ul>



Action Priorities	<ul style="list-style-type: none"> <li>• Introduction of grazing calendars.</li> <li>• Engagement of EMA and district stakeholders for revision of environmental management bylaws.</li> <li>• Introduction of land use management frameworks.</li> <li>• Establishment of fruit tree, exotic and indigenous tree nurseries.</li> <li>• Establishment of bee keeping projects.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Revised environmental management bylaws in force.</li> <li>• Number of forest catchments established.</li> <li>• Number of stakeholders trained on watershed management.</li> <li>• Number of bee keeping groups established.</li> <li>• Percentage increase in household income.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>• DAs, RDCS, Agritex and Livestock Development, Veterinary Services, traditional and community leadership, EMA.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Stakeholders and communities willing to support natural resources rejuvenation and enhancement.</li> </ul>

### 4.3 Agricultural Biodiversity Programme

**Goal:** To strengthen farmer seed systems and provide farmers with improved seed from various sources to enable them to adapt to climate change.

**Objectives:**

- ▶ To uphold, strengthen and mainstream the rights and technical capacities of indigenous people and smallholder farmers in the management of their agro-biodiversity.
- ▶ To influence local to global policies and institutions on access to and sustainable use of plant genetic resources for food and nutrition security under conditions of climate change.
- ▶ To strengthen access to bio-diverse seeds and technologies by women for improved nutrition.

#### 4.4 Key Result Areas for Biodiversity

<b>KRA 1</b>	<b>Scaling Up Models to strengthen the adaptive capacities of smallholder farmers in seed conservation, access and sustainable use by scaling up innovative and engendered models of agricultural biodiversity management.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Strengthen the establishment of more farmer field schools across the country.</li> <li>Strengthen seed security for farmers through participatory plant breeding, PVS.</li> <li>Improve seed storage facilities.</li> <li>Strengthen community managed centres of bio-diversity excellence.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Availability of small grain seeds to communities.</li> <li>Climate change resilient communities.</li> <li>Improved status of women and youths in agricultural biodiversity conservation and seed production.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Assist communities to be seed self sufficient.</li> <li>Develop climate resilient techniques adaptable by communities.</li> <li>Improve biodiversity conservation by targeted communities.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>Seed self-sufficient communities.</li> <li>Climate resilient communities.</li> <li>Biodiversity conservation activities.</li> </ul>
Key Stakeholders	<ul style="list-style-type: none"> <li>Ministry of Agriculture.</li> <li>Ministry of Environment.</li> <li>Academic institutions (universities and colleges).</li> <li>Research institutions.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Critical stakeholders which include Research institutions, academia and government ministries are willing to collaborate in biodiversity conservation work.</li> </ul>
<b>KRA 2</b>	<b>Farmer Seed Enterprises to enhance the livelihoods and seed security of smallholder farmers by producing and marketing good quality seeds, and increase the diversity of seeds available to farmers through public-private partnerships.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>CTDO will continue giving guidance and support to the Champion Farmer Seeds Cooperative Company in terms of its operations.</li> <li>Increase production of quality seeds by farmers as well strengthening the distribution and supply system.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Self-financing and profitable Champion Seeds in the medium to long-term.</li> <li>Increased income dividends from farmer seed enterprises.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Improved seed production by certified small holder farmers.</li> <li>Increased market share in the seed industry.</li> </ul>

	<ul style="list-style-type: none"> <li>Improved access to high quality certified seed of small grains and legumes.</li> <li>Improve income generation of small holder farmers especially women through seed production.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>Availability of small grain quality seed on the market.</li> <li>Improved seed production by small holder farmers.</li> <li>Improved income generation by small holder farmers through seed productions actions.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>Ministry of Agriculture.</li> <li>Academic institutions (universities and colleges).</li> <li>Research institutions.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>There is continued demand of seed within the country</li> <li>Continued market share.</li> </ul>
<b>KRA 3</b>	<b>Women, Seeds and Nutrition to empower women to act as catalysts for biodiversity-based diets through crop diversification.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Facilitate farmers' access to markets related to NUS.</li> <li>Improve utilization and/or consumption of NUS.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Improved dietary intake of communities.</li> <li>Improved community nutritional status.</li> <li>Improved income generation through marketing NUS.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Increased production and/or harvesting of NUS crops.</li> <li>Increased knowledge of nutritional value and importance of NUS.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>Improved income generation.</li> <li>Increased dietary intake.</li> <li>Improved community nutritional status.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>Ministry of Agriculture.</li> <li>Ministry of Health.</li> <li>Academic institutions (universities and colleges).</li> <li>Research institutions.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Communities accept to consume NUS crops regardless of social status.</li> <li>Seed is readily available.</li> </ul>
<b>KRA 4</b>	<b>Governance and Knowledge Systems to strengthen the capacities and knowledge base of smallholder farmers to secure national and global legislation and policies for the full implementation of Farmers' Rights and the Right to Food.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Strengthen the capacities and knowledge base of smallholder farmers to secure on national and global legislation and policies.</li> </ul>
Expected Results in	<ul style="list-style-type: none"> <li>Increased knowledge among small holders' farmers on national and</li> </ul>

the next 5 Years	global legislation and policies of Farmers' Rights and the Right to Food.
Action Priorities	<ul style="list-style-type: none"> <li>Increased awareness on Farmers' Rights and the Right to Food policies and legislation.</li> <li>Communities engage with policy makers for lobbying and advocacy.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>Knowledgeable communities on Farmers' Rights and the Right to Food policies and legislation.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>Ministry of Justice.</li> <li>Ministry of Agriculture.</li> <li>Academic institutions (universities and colleges).</li> <li>Research institutions.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Government creates an enabling environment for communities to contribute.</li> </ul>

#### 4.5 Environment and Climate Change

**Goal:** To strengthen resilience to environmental threats and climate variability in the context of climate change.

**Objective:**

- ▶ To strengthen community and institutional capacity to effectively respond and adapt to environmental threats (degradation and soil erosion) and climate change.
- ▶ To increase the adaptation and adoption of local, regional and international laws for improved governance of natural resources and sensitive ecosystems.

#### 4.6 KRAs for Environment and Climate Change

<b>KRA 1</b>	<b>Community based environmental management capacities strengthened</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Awareness raising and information dissemination.</li> <li>Strengthening ward and district Environment Management Committees</li> <li>Education and training of institutions at local level.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Communities capacitated to effectively respond to environmental threats and climate risks within their environment.</li> <li>Local authorities have established inclusive and transparent environmental management plans at local level in line with the EMA regulations.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Identify 15 rural local authorities for capacity building on environment and climate resilience.</li> <li>Develop MOUs for collaboration and programme development with the</li> </ul>

	identified local authorities.
Key Performance Indicators	<ul style="list-style-type: none"> <li>At least 15 rural local authorities identified.</li> <li>MOUs established.</li> <li>Reports on implementation and evidence on capacity building of communities and local institutions.</li> <li></li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>Local authorities, traditional leadership, Councilors and other relevant stakeholders (EMA, Ministry of Environment, Water and Climate, Lands, Agriculture and Rural Resettlement).</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Cooperation and existing demand for capacity building in environmental management by communities and local governance institutions.</li> </ul>
<b>KRA 2</b>	<b>Strengthening by-law formulation and implementation in targeted local authorities in relation to conservation and sustainable use of natural resources (access and benefit sharing strengthened at community and local government levels).</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Strengthening dialogue on ABS at local government and community level.</li> <li>Facilitate the development of local By-Laws on Access and Benefit Sharing.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Fully functional local By-Laws on ABS in 15 local authorities.</li> <li>Local authorities effectively regulating access and benefit sharing of natural resources within their jurisdiction.</li> <li>Communities and local authorities deriving equitable benefits from the utilization of natural resources within their localities.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Participatory review of the status of by-laws formulation and implementation in 15 local authorities.</li> <li>Use the outcomes from the assessment to mobilize resources for by-law formulation- training and capacity building.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>Review reports on status of by-law formulation and implementation.</li> <li>Number of knowledge dissemination and awareness raising meetings on ABS held.</li> <li>Number of ABS By-Laws developed and effected.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>Local authorities, traditional leadership, Councilors and other relevant stakeholders (EMA, Ministry of Environment, Water and Climate, Lands, Agriculture and Rural Resettlement).</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Local authorities and all key stakeholders are willing to develop and implement local ABS By-laws.</li> </ul>
<b>KRA 3</b>	<b>Community and institutional Capacity for climate change adaptation strengthened.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Training on climate adaptation for communities and relevant stakeholders.</li> <li>Facilitate mainstreaming of climate change adaptation strategies tools and technologies at local and community level.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Local authorities and communities have relevant capacities to adapt to climate change within their areas.</li> </ul>

	<p>e.g. Communities practicing climate adaptable farming practices and growing varieties that are most suited to their local climates.</p> <ul style="list-style-type: none"> <li>• Best practices on successful mainstreaming of climate change adaptation documented, shared and disseminated.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>• Develop training tool kits for local authorities and community capacity building on climate change adaptation.</li> <li>• Develop collaborative linkages in the design and development of training kits on climate adaptation.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Training kits on climate change adaptation developed piloted and rolled out.</li> <li>• Adoption and usage of training tool kit by relevant stake holders.</li> <li>• Number of technical enquiries and consultancy requests.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>• Local authorities, traditional leadership, Councillors and other relevant stakeholders (EMA, Ministry of Environment, Water and Climate, Lands, Agriculture and Rural Resettlement).</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Communities and relevant stakeholders are willing to participate in climate change adaptation processes.</li> </ul>
<b>KRA 4</b>	<b>Increased adoption of local, regional and international laws for improved governance of natural resources and sensitive ecosystems.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>• Convene strategic dialogue platforms with parliamentarians and key stakeholders on domestication of regional and international laws for improved environmental and climate change governance.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>• Active participation and engagement of policy makers and relevant key stakeholders on environmental and climate change issues.</li> <li>• Formulation and harmonization of relevant policies and legislation for improved environment and climate change response.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>• Establish and consolidate strategic partnerships in climate and environment subsectors.</li> <li>• Develop technical briefs on evidence based climate change adaptation methodologies, tools and technologies.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Technical briefs developed, published and disseminated.</li> <li>• Number of strategic partnerships established.</li> <li>• Number of climate change adaptation initiatives and innovations identified in communities.</li> <li>• Number of policies, legislation formulated and/or harmonized.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>• Local authorities, traditional leadership, Councilors, Parliamentarians other relevant stakeholders (EMA, Ministry of Environment, Water and Climate, Lands, Agriculture and Rural Resettlement).</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Local Authorities, communities and other stakeholders are interested in improved policies, legislation governing environmental and natural resources.</li> </ul>

#### 4.7 Policy and Advocacy Programme

**Goal:** To contribute towards rural development and improvement of food and nutrition security and food sovereignty for the future of the agricultural sector in Zimbabwe.

**Objective:**

- ▶ Strengthen participatory policy formulation and implementation of by-laws for improved food and nutrition security.
- ▶ To strengthen the mainstreaming of DRR from the local to the international level.
- ▶ To strengthen the development of national policies and enactment of legislation that ensures access and benefit sharing by resource poor communities.

#### 4.8 KRAs for Policy and Advocacy

KRA 1	Enhanced DRR mainstreaming from local to national level
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>• Strengthening seed, food and nutrition security for improved local resilience capacities.</li> <li>• Strengthening household income generation support for vulnerable communities.</li> <li>• Promoting ecological land use practices and sustainable agriculture</li> <li>• Promoting community seed banking, post-harvest handling management and storage.</li> <li>• Strengthening climate change response and disaster risk reduction.</li> <li>• Awareness raising on the Climate Policy.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>• Communities that are seed, food and nutrition secure.</li> <li>• Communities that are able to generate income through engaging in income generating activities.</li> <li>• Communities that are able to minimize post-harvest losses.</li> <li>• Functional seed banks where communities deposit and access seed.</li> <li>• Functional Climate Response Action Plans and DRR Plans.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>• Maintain existing collaboration relationship on DRR mainstreaming involving 3 local authorities.</li> <li>• Disseminate lessons and experiences on DRR mainstreaming at national level especially through the department of Civil Protection Unit.</li> <li>• Document experiences and stories of change.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Number of community groups and individuals engaging in viable IGAs.</li> <li>• Number of farmers practicing ecological farming.</li> <li>• Number of functional community seed banks and post-harvest storage facilities constructed.</li> <li>• Number of functional District Community Response Action Plans and</li> </ul>

	DRR Plans produced and implemented.
Key stakeholders	<ul style="list-style-type: none"> <li>Local authorities, traditional leadership, Councilors, Parliamentarians other relevant stakeholders (EMA, Ministry of Environment, Water and Climate, Lands, Agriculture and Rural Resettlement).</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Local Authorities, communities and relevant stake holders are interested in collaboration on mainstreaming DRR.</li> </ul>
<b>KRA 2</b>	<b>Effective support provided to the development of pro-poor policies for enhancing food and nutrition security, agricultural bio-diversity, sustainable environmental management in the context of climate change</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Promote collaborative planning across CTDO programmes and sectors of work related to development of pro-poor policies.</li> <li>Identify and maintain strategic relationships with relevant government and other policy relevant institutions for review and development of pro-poor policies across different sectors.</li> <li>Promoting the bottom up approach to ensure active participation of communities in Policy formulation.</li> </ul>
Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>Well coordinated institutional mechanism agreed and operationalized through relevant service level agreements.</li> <li>Collaborative review and development of at least 3 pro –poor policies with relevant stakeholders (agriculture policy, seed and environment).</li> <li>Communities have increased awareness of policies and legislation affecting them through their active participation.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>Development of collaborative internal service agreements.</li> <li>Policy engagements with all relevant stakeholders for the identified policy issues.</li> <li>Develop community engagement strategies and plans for identified policy issues.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>Number of internal service agreements established.</li> <li>Number of pro-poor policies developed.</li> <li>Number of community members involved in review and development of pro-poor policies.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>Parliamentarians, Farmer Unions, Farmers, AGRITEX, DRSS, CSOs, Ministry of Environment.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>The relevant stakeholders are willing and able to participate in the issues identified for pro-poor policy review and development.</li> </ul>
<b>KRA 3</b>	<b>Ensure domestication of regional and international instruments and effective participation in regional and global processes.</b>
Strategies for achieving KRA	<ul style="list-style-type: none"> <li>Maintain and expand regional and international partnerships/relationships and platforms for on-going dialogues on policy , regulatory and technical issues affecting farmers’ rights, right to water, seed and trade.</li> <li>Forge relevant partnerships for collaborative research and policy advocacy on issues related to climate change.</li> <li>Participate in policy dialogue on harmonization of policies and legislation impacting on farmer’s rights.</li> </ul>



Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>• Effective contribution to policy dialogue platforms on seed, water and trade issues through well- researched and evidence based papers.</li> <li>• Partnerships on climate change established with regional and international partners.</li> <li>• Improved and harmonized legislation on farmers rights within the region.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>• Developing clear policy and advocacy role at national, regional and international level.</li> <li>• Develop partnership agreements with regional and international partners.</li> <li>• Conduct review of existing regional policies on farmers rights to identify gaps and overlaps.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Clear policy framework and targets developed to guide CTDO engagements with regional and international partners.</li> <li>• Regional and international partnership agreements.</li> <li>• Number of policies and legislation harmonized at regional level.</li> </ul>
Key stakeholders	<ul style="list-style-type: none"> <li>• Regional seed networks, Government institutions, SPGR Regional bodies e.g. SADC, ARIPO, regional farmer organizations and networks.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Regional organization/partners willing to collaborate with CTDO.</li> </ul>

## 5.0 STRATEGIC PARTNERSHIPS

CTDO will consolidate its current strategic partners and forge new partnership relationships where needed to support the priorities that are set in the 2019-23 Strategic Plan. The table below shows existing key partnerships and new partnerships that will be needed for successful implementation of the new strategy by programme area.

Programme Area	Existing Partners	New Potential Partners
Food security and Livelihoods	Ministry of Health and Child Care, WHH, World Food Programme, FAO, Action on Poverty, Ministry of Lands, Agriculture and Rural Resettlement, Ministry of Local Government, Rural and Urban Development.	University of Aberdeen.
Agricultural Biodiversity	Oxfam Novib, CTDT-Zambia, Centre for Environmental Policy and Advocacy (Malawi), Ethio-Organic Seed Action (Ethiopia) Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture, ICRISAT, CIMMYT, Department of Research and Specialist Services of the Ministry of Lands, Agric. And Rural Resettlement, Agritex, Bioversity International, University of Zimbabwe, Chinhoyi University of Technology.	CIAT, Bindura University.
Environment and Climate Change	CEPA- Centre for Environmental Policy and Advocacy- Malawi Environment Africa UZ (IES), CUT, Chibero College , MEHC, MLAWCRR, DR	ZERO, ZWALA, ZELA, UNDP/GEF, FAO

	&SS, MLG&RD, Oxfam, SAFIRE	
Policy and Advocacy	CEPA- Centre for Environmental Policy and Advocacy- Malawi Environment Africa UZ (IES), CUT, Chibero College , MEWC, MLARR, DR &SS, MLG&RD, Oxfam, Bioversity International SADC SPGRC, MHTEST	SADC, AU, COMESA,

## 6.0 MONITORING, EVALUATION AND LEARNING (MEAL)

### 6.1 An Overview

With a rapidly growing programme portfolio and increasing compliance demands by donors, CTDO will focus on strengthening its monitoring, evaluation and learning systems building on lessons learnt in the past strategy. Currently monitoring and evaluation support services are provided as a cross-cutting input across the different programmes.

An effective M&E system is needed for a number of reasons including:

- Provision of constant feedback on the extent to which the projects are achieving their goals;
- Enabling identification of problems at an early stage for timely corrective action to be taken;
- Monitoring how the target beneficiaries are being reached and benefiting from the project;
- Monitoring the efficiency with which the different components of the project are being implemented and providing suggestions for improvement;
- Evaluating the extent to which the project is able to achieve its objectives.

The main steps to be taken in the period 2019-23 towards the development of a comprehensive monitoring and evaluation strategy for CTDO are as follows:



## 6.1 Scaling-up Strategies

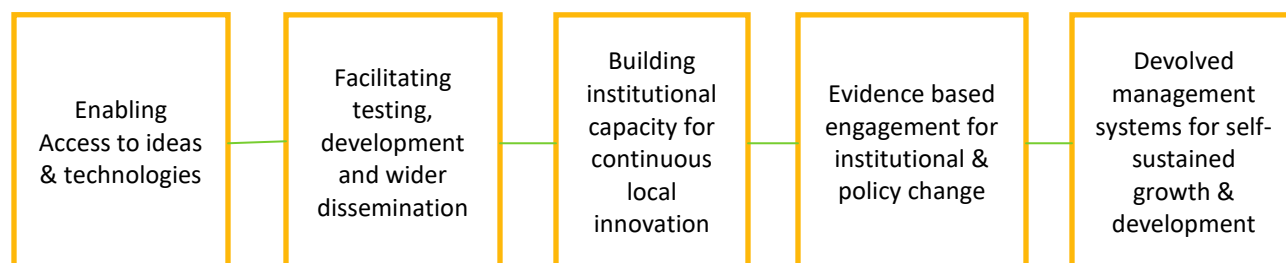
CTDO uses two complimentary scaling up models. The first approach is based on five core principles of scaling-up which impact more on long-term programmatic work. These principles are:

- Enabling access to new ideas and technologies by smallholder farmers within and beyond their community boundaries. This principle empowers target communities to share their knowledge within and outside target communities thereby creating increased demand for technical services by CTDO. We also call this the farmer boundary elasticity principle. As farmers continue to link up and network, we have no option but to follow their scaling up pathway.
- Facilitating innovative, farmer centred testing, development and dissemination. Participatory technology development is a form of technology democracy that empowers our target groups to create space for exchanging and learning on the impact of new innovations through peer to peer learning on a wider scale – a peer to peer based approach to scaling-up.
- Building institutional capacity for continuous local innovation by communities and smallholder farmers will ensure inbuilt scaling-up processes and linkages with other key stakeholders and extension agencies releasing CTDO to focus on more cutting edge innovations in existing and new areas. As the communities become more self-sustaining, CTDO will focus on exit and sustainability mechanisms as it expands into other areas of work.
- Evidence based engagement for broader social and policy change with relevant institutions and policy actors. After gathering enough evidence of what works in transforming people’s lives, CTDO engages widely with relevant stakeholders, policy and decision makers using results of its

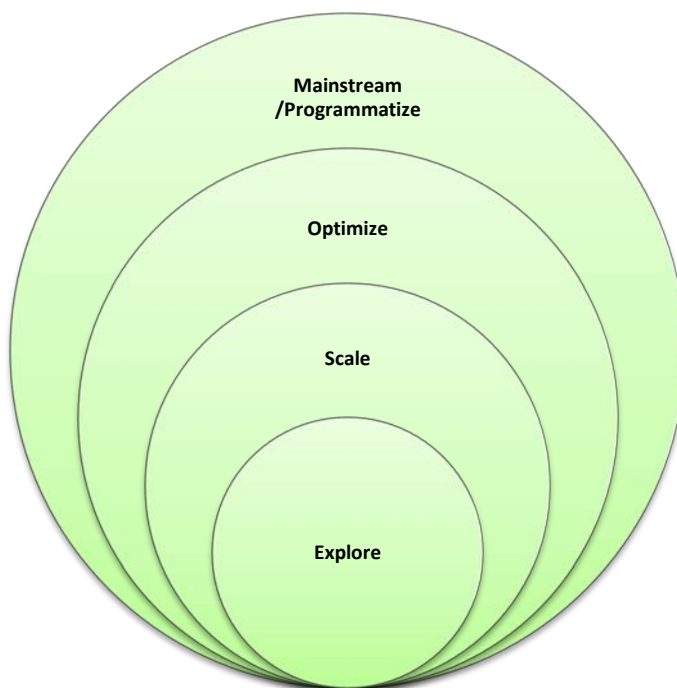
projects, documented evidence as well as voices of transformed communities to influence new strategies and partnerships for development.

- Devolved management systems are developed to help sustain and strengthen locally driven initiatives while CTDO intensifies its focus on knowledge sharing and policy advocacy.

### Our Programmatic Scaling-Up Model



CTDO also engages in action-oriented research initiatives, whose scaling-up pathways compliment long-term programme work. Eventually research sits within a programme of work.



The action research findings and recommendations are scaled up through mainstreaming in longer-term programming processes.

## **7.0 CROSS CUTTING ORGANIZATIONAL PRIORITIES – 2019-2023**

### **7.1 Research and Innovation**

The key priorities for CTDO in the next 5 years are:

- Investment in innovative soil and water management approaches and technologies to improve crop productivity.
- Investment in development of labour saving technologies.
- Identifying value added interventions that are linked to product management and markets.
- Identification of applied research priorities by smallholder farmers in the areas of food and livelihood security, agricultural bio-diversity, environment and climate change and policy.
- Enhanced use of ICT4D.

### **7.2 Climate Change**

Climate change is a major issue that cuts across all programmes and the organization. The main priorities under the new strategy are:

- Promoting increasing diversification of various crops and trees.
- Strengthen capacity of smallholder farmers with markets related to NUS.
- Strengthen climate change resilient crops production to enhance food and nutrition security.
- Promote NUS farmer field schools which focus on value addition, processing, packaging and formal selling of products.
- Downscale climate change information for use by local leaders and communities.
- Strengthen research linkages between research institutions, Gene-Banks and academic institutions.
- Establish community centres of excellence on climate resilient approaches and tools.

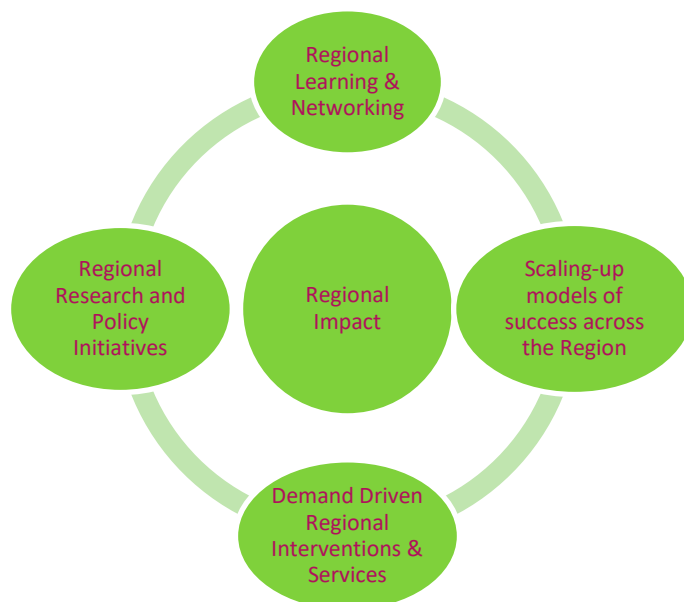
### **7.3 Gender Mainstreaming**

Gender is at the core of CTDO across the entire project design and management cycle for all programmes. Identification of needs and priorities takes into account the participation of mostly women, youths and vulnerable groups to influence the choice of technologies and intervention strategies that empower these groups. The focus on participatory technology development is designed to ensure that the roles, responsibilities and decision-making capacities of especially women are strengthened during the planning, implementation and monitoring process. CTDO has been also learning on the different tools for gender mainstreaming through its collaborative work with international partners such as Oxfam Zimbabwe, Oxfam Novib, WHH and others where gender action research and learning has been conducted creating opportunities for programme staff and partners to work through a gender lenses. The GALS framework is already being mainstreamed full-scale in the scaling up phase of the SD-HS work to be implemented in the next 5 years. This creates an opportunity for CTDO to develop a clear gender policy during this strategy period.

## 8.0 REGIONAL WORK

### 8.1 Overview of Regional Work over the Years

CTDO has a strong foundation for developing its regional portfolio of work based on previous regional collaboration initiatives, regional learning initiatives and establishment of strategic regional offices. The key objective is to create models for regional impact based on multi-pronged approach based on strategic regional entry points for CTDO that are emerging from analysis of past regional trends. These strategic entry points are shown in the Figure below:



### 8.2 Strategic Regional Offices in Southern Africa

Over the years, CTDO had focused on establishment of Strategic Regional Offices (SROs) in strategic regional locations for decentralized growth and development of CTDO work across the region. These include an office in Zambia and completion of office registration process in Swaziland. The idea is for these offices to work as regional satellite offices responding to funding and programming opportunities in-country with technical backstopping from the Regional Coordination Office in Harare. Beyond the current initiatives, CTDO needs to strengthen its interface with SADC and to understand available mechanisms for technical cooperation agreements with regional entities such as CTDO.

### 8.3 Beyond Southern & Eastern Africa to the World

CTDO has been consolidating its partnerships on the African continent mainly to enhance its visibility in West Africa, Europe and the USA in the next five years. In the United Kingdom, CTDO has already established linkages with a number of organizations and research institutes working in the areas of food and nutrition security, biodiversity and climate change who are keen to collaborate on research and development initiatives. CTDO has prioritized the establishment of an office base in UK which would leverage resource mobilization and other strategic networks in Europe for CTDO in the future. Efforts are already underway to assess the model of office representation in United States of America which would also create linkages with funding and technical opportunities in Canada and New Zealand. The

governance and management structures for the different regional offices and networks would be worked out within the first 18 months of this strategy as well as new functional roles and responsibilities for the Headquarters of CTDO.

## **9.0 DOCUMENTATION, KNOWLEDGE AND COMMUNICATION**

### **9.1 Documentation, Knowledge and Communication Issues**

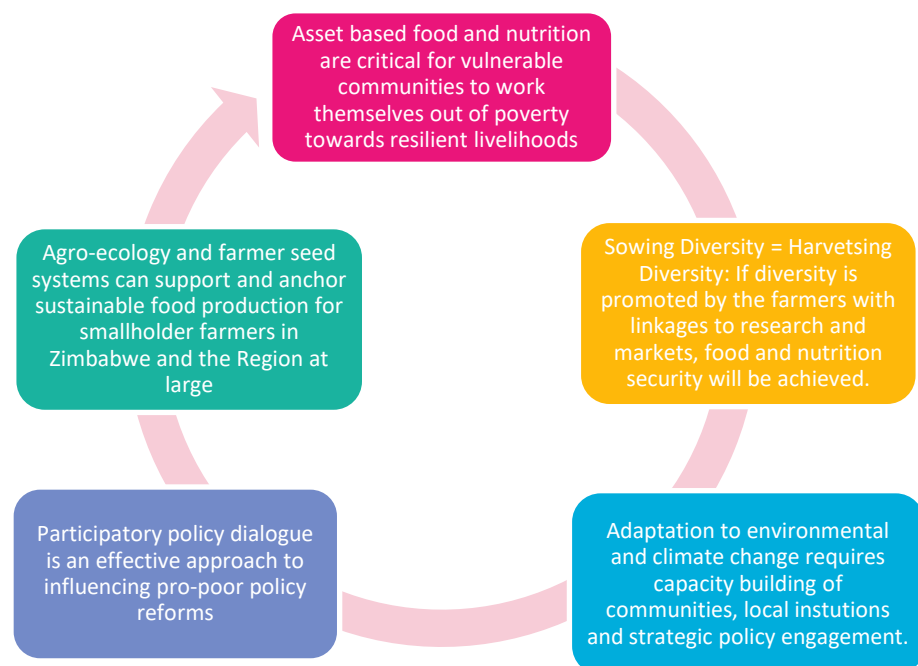
Several knowledge and communication issues emerged during the strategic planning process. This relates to lack of knowledge and communications expertise to turn our generated databases into clear knowledge and communication products for the organization. There is no communication and knowledge strategy to guide the systematic development of knowledge and communication products from the various projects which are key to informing policy and practice. Knowledge and communication can be a sensitive area if there is no policy guidance in the organization. The knowledge holders include staff, partners and key stakeholders and the knowledge needs to be captured in order to expand and consolidate the knowledge base/ warehouse of the organization currently and into the future. CTDO has been establishing itself as the leading organization in the use of both indigenous and scientific knowledge and technologies for the eradication of hunger and poverty in Zimbabwe and the region at large and has been linking this knowledge with its policy advocacy work.

### **9.2 Documentation, Knowledge and Communication Objectives**

The knowledge and communications agenda will be strengthened in the new strategy with the objective of strengthening existing and new knowledge networks among farmers and key stakeholders which directly feed into the CTDO knowledge, communication and advocacy agenda.

### **9.3 Public Messages on the Work We Do**

There are a number of public messages that need to be systematically packaged for wider sharing to influence policy and practice on food security, bio-diversity and sustainable environmental management in the context of climate change. These messages are captured in the Figure below:



## 9.4 Profile Raising and Marketing

Over the years CTDO's profile has been growing at various levels including the community, district, provincial, national, regional and international levels through the impact and relevance of its work to smallholder farmers, its strong visibility in about 22 local authorities across Zimbabwe, its strong engagement of provincial and national level structures and its participation in regional and international symposiums on food security, agricultural bio-diversity, environment and policy advocacy work.

## 9.5 Future Priorities

To augment on these successes, CTDO has identified several priorities for strengthening its profile and market share:

- Public celebration of the 25<sup>th</sup> Silver Jubilee as the organization was formed in 1993.
- Publicize project successes through booklets and pamphlets and factsheets.
- Ensure project visibility plans are developed and reviewed by management.

## 10.0 FUNDRAISING

### 10.1 Funding Environment and Future Trends

Fundraising is emerging to be one of the key enablers for organization growth and development as well as for the sustainability of CTDO into the future. CTDO has a resource mobilization plan (2017-22) that emphasizes:

- Integration of resource mobilization targets into the organizational strategic plan and programme budgets;
- Diversification of its donor base while retaining and deepening its relationships with existing donors and funding partners;



- Developing and nurturing key partnerships and alliances for strategic resource mobilization based on CTDO competences and comparative advantage in the development market place;
- Developing robust governance and management systems and structures that enable the organization to professionally manage and grow a diverse portfolio of resources and assets.
- Continued growth and capacity building of the internal capacity for leading resource mobilization and strategic business relationships for the organization.
- Strategically strengthening the role of the Board and other key staff members in resource mobilization for the organization.

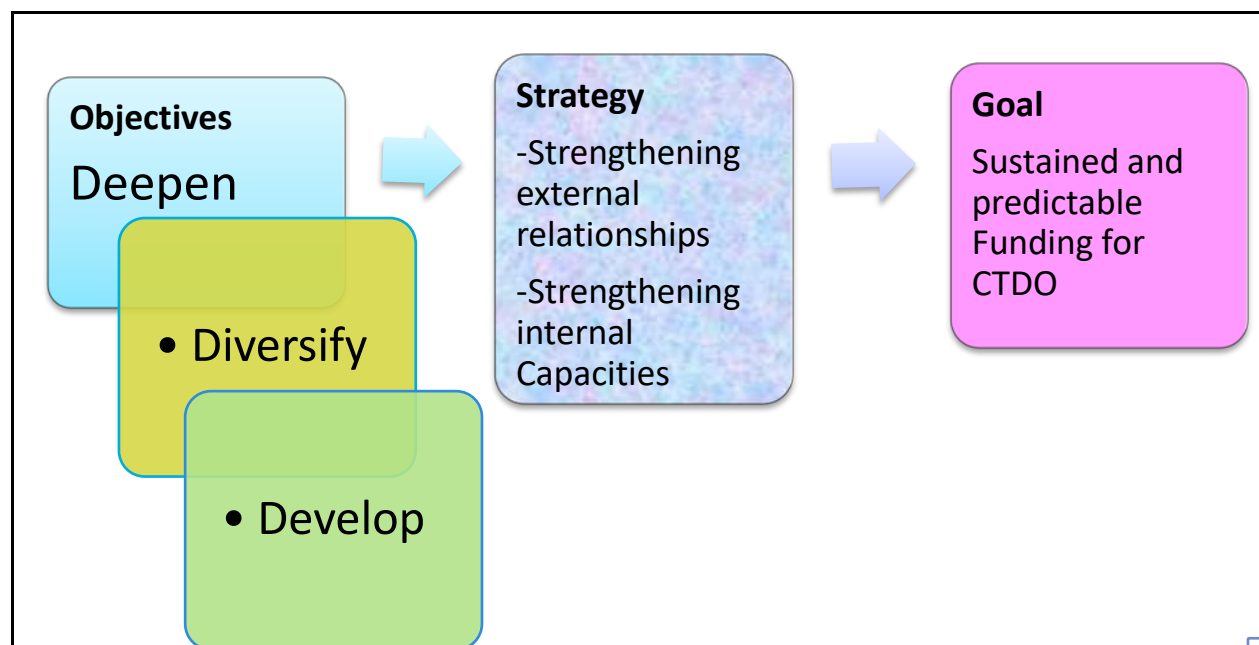
CTDO is operating in an environment where funding trends are getting more complex mainly due to the changing donor architecture where resources and budgets are getting more structured into sectors and themes that require consortiums, strategic networks and proven capacity for managing donor funds. There is also demand for evidence based research and learning, scaled-up interventions with great impact as well as policy development. In the context of Zimbabwe, donors have also been investing a lot in doing their own context and problem analysis and defining funding programmes and asking for implementation bids from NGOs, civil society organizations and the private sector. Most programmes tend to be more integrated, technical and market focused with the intention of delivering impact across a diverse range of communities. Successful delivery on these programmes is now placing more emphasis on the track record of the organization, networking and collaboration with other agencies, ability to work with public and private sectors and proven project management and coordination capacity. Research oriented programmes are putting more emphasis on global research teams that have capacity for delivering high quality research outcomes working in partnership with research and academic institutions such as Universities locally, regionally and internationally. CTDO has been closely watching these trends over the past years with a view to sharpen its resource mobilization strategies and plan for 2017-22.

## 10.2 Strategic Objectives

The goal is to ensure sustained and predictable funding for CTDO in Zimbabwe and the Southern African Region. The specific objectives are:

- To deepen relationships with all traditional donors of CTDO for increased funding of the organization currently and in the future.
- To continuously diversify the funding base of the organization for future growth and impact of programmes.
- To develop competitive funding proposals that meet donor needs and expectations at all times.

The figure below shows how these three objectives will be contributing to the goal and strategic objectives of CTDO.



### 10.3 Key Strategies and Expected Results

Strategies for Local Fundraising	<p>(i) <i>Deepening relationships with traditional donors</i></p> <ul style="list-style-type: none"> <li>• Embark on strategic confidence building initiatives and processes</li> <li>• Create strategic communication channels on achievements and examples of good practice.</li> <li>• Organize strategic donor visits to the project sites to profile visibility of impacts</li> <li>• Develop CTDO brochure and other simple pamphlets capturing stories of change and project successes.</li> </ul> <p>(ii) <i>Diversification of donor base</i></p> <ul style="list-style-type: none"> <li>• Develop and update donor databases quarterly aligned to funding needs and gaps at programme level;</li> <li>• Develop concept notes and proposals (solicited and unsolicited)</li> <li>• Conduct strategic donor mapping and assess priorities through both electronic and intelligence surveys.</li> <li>• Register CTDO as a civil society organization in strategic countries.</li> </ul> <p>(iii) <i>Development of competent and winning proposals</i></p> <ul style="list-style-type: none"> <li>• Donor prioritization by programme area.</li> <li>• Invest in development of proposal teams to spearhead competent and winning proposals.</li> <li>• Convene proposal design workshops.</li> <li>• Secure winning partnerships and consortiums.</li> <li>• Capacity build key staff on proposal writing skills.</li> </ul>
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Expected Results in the next 5 Years	<ul style="list-style-type: none"> <li>• Raise at least \$4,000,000 programme income per annum for CTDO.</li> <li>• Forge strategic partnerships for funding with at least six agencies per annum.</li> <li>• Develop proposals worth \$1,000,000 per quarter for CTDO.</li> <li>• Develop at least four research-oriented proposals per annum with reputable partners and universities.</li> </ul>
Action Priorities	<ul style="list-style-type: none"> <li>• Develop annual fundraising plan and review it quarterly.</li> <li>• Define programme area funding priorities and review quarterly.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Number of signed multi-year funding agreements increase by 40%.</li> <li>• 20% increase in funding from traditional donors.</li> <li>• 40% increase in income from diversified sources of income over the strategy period 2018-22.</li> </ul>
Key Donors to be Targeted	<p>The major donors to be targeted for significant fundraising will be:</p> <ul style="list-style-type: none"> <li>• European Union (EU)</li> <li>• United States Agency for International Development (USAID)</li> <li>• EED Bread for the world</li> <li>• Oxfam Novib</li> <li>• Swedish International Development Agency (SIDA)</li> <li>• Swiss Development Corporation (SDC)</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Economic and political stabilization measures continue to attract donors in Zimbabwe.</li> <li>• Stability and continued donor funding interest at the global level.</li> <li>• Continued investment in fundraising capacity by CTDO.</li> </ul>

#### 10.4 Priority Areas for Fundraising by Programme

Programme	Priority Areas – 2019 – 2023	Possible Donors
Food Security and Livelihoods	<ul style="list-style-type: none"> <li>• Productive Asset Creation</li> <li>• Maternal Health</li> <li>• Water and Sanitation(WASH)</li> <li>• Integrated crop-livestock production</li> <li>• Climate Resilient Agriculture and Nutrition</li> <li>• Rural income diversification</li> </ul>	EU, USAID, IDRC, WFP
Agricultural Bio-Diversity	<ul style="list-style-type: none"> <li>• Access to seeds – farmer seed systems development</li> <li>• Nutrition-Sensitive Agriculture diversification</li> <li>• Market access for Smallholder farmers</li> <li>• Scaling up Farmer Field schools</li> </ul>	SIDA, ACB. FAO-Benefit Sharing Fund, SDC
Environment and Climate Change	<ul style="list-style-type: none"> <li>• Use of alternative and environmentally friendly energy sources – green energy</li> <li>• Solar Energy Options</li> <li>• Agriculture-Energy Nexus</li> </ul>	GEF, Partnership for Green Growth, African Development Bank, SDC

Policy and Advocacy	<ul style="list-style-type: none"> <li>• Food and Nutrition Policy including revision and inclusion of NUS in diets.</li> <li>• Climate change policy.</li> <li>• Review of seed laws to incorporate farmer seed systems.</li> <li>• Farmers Rights Advocacy.</li> <li>• Community Seed Banks Policy and legislation to networking and coordination.</li> <li>• Domestication of regional and international instruments – SADC Seed Harmonization Protocol, Farmers’ Rights as detailed in the International Treaty on Plant Genetic Resources for Food and Agriculture.</li> </ul>	SIDA, Bread for the World, SDC
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### 10.5 Regional Fundraising Priorities

CTDO has a strong regional presence in Zambia, Malawi and Swaziland and has been developing a regional approach to fundraising. A key first step in this direction has been the recruitment of the Regional Business Development Manager. CTDO has identified the following key priorities for regional fundraising:

- Food Security and Nutrition in the Context of Climate Change.
- Up-scaling models of bio-diversity conservation and benefit sharing for food and agriculture.
- Farmers’ Rights and Seed Policy.
- Harmonization of local, regional and international treaties and protocols.

## 11.0 ORGANIZATIONAL DEVELOPMENT AND FUNCTIONING

### 11.1 Organizational Improvements in the past 5 years

During the past 5 years, CTDO has been experiencing significant growth in its thematic spheres of influence and most notably in areas such nutrition, water and sanitation, maternal health, agricultural biodiversity conservation and management and agriculture markets work which had not been envisaged in the strategy. However, the financial inflows remained below the annual targeted budgets mainly due to challenges in resource mobilization. Available resources have also not managed to adequately cover the bed rock costs especially in relation to capital expenditure and office running costs of the organization. The human resource situation remained stable with significant growth in expertise among organizational staff. The financial and administrative systems of the organization continued to be resilient and responsive to both internal and external demands. The major challenges for the organization continued to revolve on the impact of the liquid crisis and lack of cash in the economy which has a direct impact on operations of the organization.

Despite these challenges which are a result of the unstable social, economic and political environment in Zimbabwe, the CTDO’s organizational profile has continued to grow through its professional human resources, effective project management and organizational systems, high

quality knowledge management and field practices and its highly respected policy and advocacy work locally, regionally and internationally.

## **11.2 Organizational Development Priorities**

### ***Human Resources***

Human resource development priorities for this strategic periodic are:

- Keeping staff motivated to perform at the highest level in a challenging working environment through exploring new practices in performance based remuneration and competitive staff incentives.
- Strengthening staff capabilities and on-going capacity improvement and mentorship programs especially in effective coordination, facilitation and management of projects for impact.
- Providing refresher training in key approaches, tools and methods of effective project delivery under the, food security, agricultural bio-diversity, environmental management and policy advocacy programmes and such training may also include staff from partner organizations and community members.
- Strengthening proposal development skills and fundraising capacities across all programmes in order to leverage regional and global projects for the organization.
- Strengthening capacity for quality report writing to donors and other key audiences for the organization.
- Strengthening monitoring, evaluation, learning and accountability mechanisms and documentation and knowledge management systems.

### ***IT and Integrated Information Management Systems***

An efficient and effective IT system is critical for smooth organizational processes and for effective communication internally and externally. It also ensures all organizational functional capabilities run optimally (finance, directorate, program management, fund-raising and linkages with external stakeholders and clients) in this competitive and growing knowledge economy. The main priorities towards maintaining an efficient IT system for the organization are:

- Regular IT audits and updates
- Regular updating of the organization's IT Policy
- Developing an integrated management information system (IMIS) that strategically records strategic information on projects, systems, tools and methods and running projects).
- Strengthening its IT capabilities (Data Server, Data protection framework, developing a data capturing criteria, data management framework and plan annually, data management policy, financial data management plan and accessibility of data for planning, monitoring, evaluation and management decision-making).

### ***Programme Management and Organization***

CTDO will maintain its programme management structure which is organized along the key thematic areas of Food Security and Livelihoods, Agricultural Bio-Diversity, Environment and Climate Change and Policy and Advocacy. These however are not meant to be rigid compartments as they are integrated so

as to promote synergies on knowledge and practices that the organization promotes at the organizational level. The priorities for improvement in programme management and organization are:

- Promoting effective team work and training of staff.
- Efficient allocation of roles and responsibilities at programme management level.
- Ensuring responsible programme management planning processes at all levels in open, transparent and accountable manner.

### ***Knowledge and Policy***

Most of CTDO work since its inception in 1993 has been knowledge and policy driven. Evidence based policy advocacy seeks to promote dialogue between the different communities of practice, key stakeholders and policy makers ensuring the policy process is demand driven and relevant to the needs and priorities of marginalized women, men, youths and other vulnerable groups in the community. The desire is to make knowledge and policy work for the poor through a number of knowledge and policy priorities in the next five years:

- Strengthening farmer learning and exchange platforms on FFS innovations and practices, Community Seed Banks and Participatory Plant Breeding Techniques.
- Compiling case studies and documentaries on community based practices and experiences focusing on examples of good practice in food security, bio-diversity and sustainable environment management and contributions to the sustainable development goals (SDGs).
- Creating engagement platforms between smallholder farmer groups and policy makers to dialogue on issues affecting them.
- Developing targeted knowledge and advocacy products and materials for use by farmers, farmer organizations and CTDO partners' network in advocating for policy changes.
- Developing targeted policy briefs on proven practices and models of enhancing food security and bio-diversity.
- Developing and publishing training manuals on the various processes and practices of enhanced food and nutrition security and agricultural bio-diversity.

### ***Project Management (quality of field approaches and impact management systems)***

An effective project management system is based on four pillars: (i) A system for guiding the direction and strategy of the project (ii) a system for ensuring effective project operations in the field (iii) a system for participatory monitoring and evaluation (iv) a system for continuous learning and improvement. All the four elements create an impact management system. In CTDO, these pillars are already fairly strong: Programme Managers with support of the Executive Director are responsible for guiding the programme and project strategies and the strategies are constantly reviewed in the Management Forum to ensure strategies of all the programmes are synchronized and coordinated. For ensuring effective operations each Programme Team has an Assistant Programme Manager and technical project officers with knowledge and expertise to implement projects in food security and nutrition, agricultural bio-diversity, environment and climate change and policy. For ensuring participatory learning, monitoring and evaluation, some of the monitoring responsibilities are embedded in the project management while regular project reviews are undertaken with farmers, local leaders and stakeholders and government and research institutions to review performance of the project and lessons learnt in a participatory manner. To promote continuous learning and improvement, knowledge creation is a shared responsibility by all staff through reporting, feedback meetings and knowledge products which are produced jointly with our communities of practice and interested stakeholders.

Despite these strong pillars of project management in CTDO, priorities for further improvement have been identified during the strategic planning process and these are:

- Strengthen platforms for community and stakeholder feedback on the results of our project interventions.
- Strengthen accountability and transparency in implementation to ensure effective project operations.
- Strengthen partnerships and sign Memorandum of Understanding with existing and new partners.
- Strengthen analytical skills for effective documentation and dissemination of outcomes and impacts for the benefit of intended beneficiaries and funding partners.
- Strengthen procurement of additional 4x4 vehicles for efficient operations.
- Strengthening skills audits for staff on a regular basis for effective deployment system.
- Strengthen the use of ICT in project management and monitoring.

#### **Administration and Financial Management Systems**

CTDO administration and financial management system has proven to be strong despite the diverse range of donors and clients over the past five years. In the next 5 years, there will be need for an Advanced Financial Management system given the anticipated growth of the organization but this will need significant financial leveraging.

### **11.3 Financial Targets and Plans**

Description / Year	2019	2020	2021	2022	2023
Commitments (US\$)	\$ 2,128,574.83	\$ 2,275,077.83	\$ 1,979,315.39	\$ 1,772,622.47	\$ 1,100,000.00
Funds to be secured (US\$)	\$ 1,471,425.17	\$ 1,324,922.17	\$ 1,170,684.61	\$ 1,136,377.53	\$ 1,330,000.00
Estimated Expenditure (US\$)	\$ (3,600,000.00)	\$ (3,600,000.00)	\$ (3,150,000.00)	\$ (2,909,000.00)	\$ (2,430,000.00)
Surplus (deficit)	\$ 0.00	\$ 0.00	\$ 0.00	\$0.00	\$0.00

### **11.4 Plan Implementation and Budget**

Annual implementation plans and budgets will be developed on an annual basis after a comprehensive review of progress in the previous year. This ensures that the results and key performance indicators are assessed and targets are set across all programmes. The Executive Director will oversee the implementation plan development and budgets.

### 11.5 Key Performance Indicators

CTDO's work will be guided by a number of key performance indicators and these will be subject to rigorous monitoring and evaluation by our Monitoring, Evaluation and Learning Team.

Sector	Key Performance Indicators
<b>Food security and livelihoods</b>	<ul style="list-style-type: none"> <li># Productive assets created for and by vulnerable communities (quality, utilization and benefits generated).</li> <li># community safety nets created for vulnerable people disaggregated by age, gender, location etc) .</li> <li># New food security and livelihood streams generated (quality, local ownership, income, market access, uptake of resilient varieties and yield improvements).</li> <li>% reduction in malnutrition in vulnerable households.</li> <li># integrated community health/maternal initiatives and % of women benefiting from maternal health facilities.</li> <li># of households that are increasing production and consumption of NUS at the household level.</li> </ul>
<b>Agricultural Biodiversity</b>	<ul style="list-style-type: none"> <li># communities knowledgeable and practicing agro-ecological farming practices</li> <li># of communities trained in climate resilience and bio-diverse agricultural and farmer seed systems.</li> <li># Households accessing quality seeds produced by farmers and increased availability of seed on the market.</li> <li>% increase in income for smallholder farmers through farmer seed enterprise development.</li> <li>% of households with improved dietary intake and nutritional status.</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li># revised environmental management laws at local (by-laws) and national level</li> <li>% of uptake of improved environmental management practices, standards and green enterprises (bee keeping).</li> <li># diversified climate resilient environment initiatives by trained communities and local stakeholders.</li> <li># of community based climate change adaptation plans.</li> </ul>
<b>Policy and Advocacy</b>	<ul style="list-style-type: none"> <li># Pro-poor policies review with farmer inputs and/or participation for food and nutrition at national level.</li> <li># DRR and climate change adaptation plans and policies.</li> <li># Policy makers engaged in farmer/community driven policy dialogues and review processes at local and national level.</li> <li># Policy papers and propositions to inform national policy dialogue and development processes.</li> </ul>
<b>Regional Work</b>	<ul style="list-style-type: none"> <li># Regional partnership agreements secured by CTDO.</li> <li># Regional collaborations in key thematic areas of food and nutrition security, agricultural bio-diversity, climate change and policy influencing.</li> </ul>