



**Multi-Sectoral Community Based Model for
Addressing Food and Nutrition Insecurity to
Reduce Stunting (MSCBM) Near Real Time
Monitoring System (NRTM) National Review
Workshop**

8 August 2017

Mutare, Holiday Inn

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Acronyms

DDF	District Development Fund
DFNSC	District Food and Nutrition Security Committee
DLPD	Division of Livestock Production and Development
FNC	Food and Nutrition Council
FNSC	Food and Nutrition Security Committee
IEC	Information, Education and Communication
MEPIP	Ministry of Economic Planning and Investment Promotion
MOHCC	Ministry of Health and Child Care
MOLGNH	Ministry of Local Government and National Housing
MOPSE	Ministry of Primary and Secondary Education
MOPSLSW	Ministry of Public Service Labour and Social Welfare
MOWAGCD	Ministry of Women Affairs Gender and Community Development
MRDPPNCH	Ministry of Rural Development, Promotion and Preservation of National Culture and Heritage
MSCBM	Multi-Sectoral Community Based Model for Addressing Food and Nutrition Insecurity to Reduce Stunting
MSMECD	Ministry of Small and Medium Enterprises and Cooperative Development
MYIEE	Ministry of Youth Indigenization and Economic Empowerment
NFNSC	National Food and Nutrition Security Committee
NGOs	Non-Governmental Organisations
NRTM	Near Real Time monitoring
PFNSC	Provincial Food and Nutrition Security Committee
SAM	Sever Acute Malnutrition
SPSS	Statistical Package for the Social Sciences
VHW	Village Health Worker
WASH	Water, Sanitation and Hygiene

i. Introduction and Background

The Multi-sectoral Community Based Model to Food and Nutrition Security for Stunting Reduction (MSCBM) initiative in Zimbabwe has a Near Real-time Monitoring (NRTM) component. This was designed to strengthen monitoring and feedback for actions at village, ward and district levels to address factors that contribute to stunting across health, Water, Sanitation and Hygiene (WASH), education, agriculture, social protection and HIV sectors. The programme and monitoring is coordinated by the Food and Nutrition Council (FNC) and was initially implemented in 4 pilot districts (Chipinge, Chiredzi, Mutasa and Mwenezi) through Food and Nutrition Security Committees (FNSCs) at national (NFNSC), provincial (PFNSC), district (DFNSC), ward (WFNSC) and village (VFNSC) levels.

The NRTM provided a technology based solution aimed at improving the availability and use of local level data for programming, institutional and social accountability and learning. The programme objectives were to:

- Improve the availability of health, nutrition HIV and WASH data at community and regional levels on a near real-time basis.
- Provide capacity building on data management and use by multi-sectoral teams for stunting reduction.
- Strengthen community engagement links (social accountability) between communities and multi-sectoral service providers for improved feedback on service delivery.
- Enhance provision of essential services and timely programme adjustments through evidence based planning and decision-making mechanisms.
- Document and share knowledge on best practices for peer-to-peer learning on tracking performance within nutrition sector, communities, regions and among other country offices in Eastern and Southern Africa Region.

The NRTM started with a pilot or learning phase in 4 districts; Chipinge, Chiredzi, Mutasa, and Mwenezi. In each of the districts, five learning wards were selected for inclusion. The necessary support, tablets, tools and training was provided to the 20 wards and 4 districts to gather and utilise appropriate data. These became part of the learning cohort. Following the operationalization in the pilot wards and the generation of lessons, the first level of scale-up was to increase the number of included wards and villages (ideally to 100% within the four districts). This first level of scale-up was used to learn more about the costs and strategies for cost management in scaling up the approach adopted by the project.

From November 2014 until to 30 June 2016, the Bill and Melinda Gates Foundation and the US Fund for UNICEF has been supporting the NRTM component. At the end of the funding cycle, through the coordination of FNC, a review of the NRTM was undertaken on the 7th of August 2017. The four pilot districts convened in Mutare for a Review Workshop. The broad objective was to review performance and identify implementation issues and challenges. The specific objectives were:

1. To identify lessons learnt and best practices to add to global knowledge base on generating evidence on processes and outcomes.
2. To present 3rd and 4th quarter action plans informed by the NRTM data.
3. To support the further national scale-up of documented effectiveness of NRTM in the four pilot districts;

This review was also done to support the further national scale-up of documented effectiveness of the NRTM in the four districts; guide anticipated replication in other districts; and add to the national, regional and global knowledge base by generating evidence on processes and outcomes related to strengthening decentralized NRTM systems.

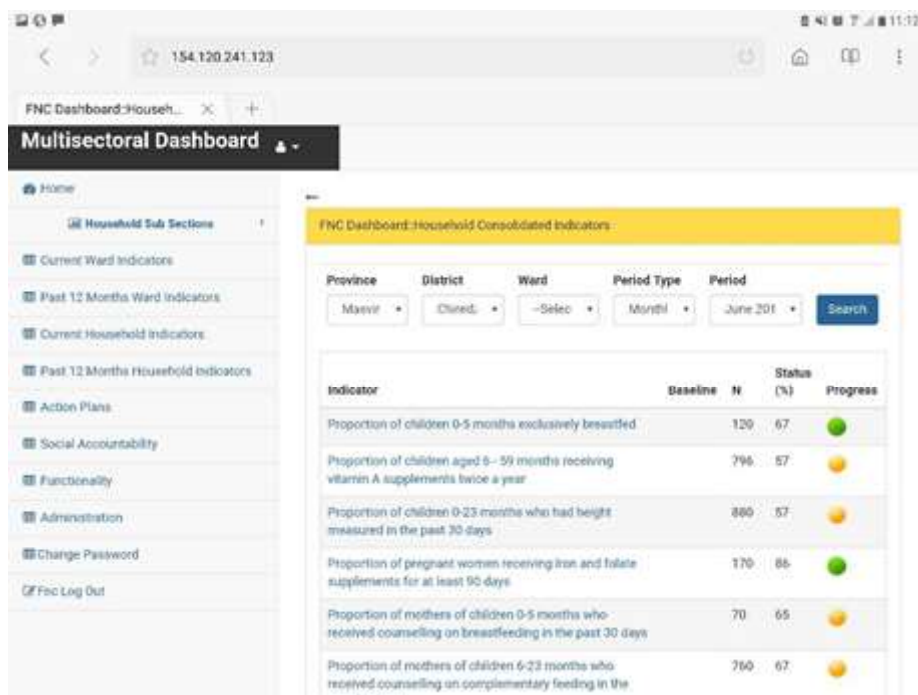
This report provides an overview of the lessons learnt, best practices and challenges faced during the implementation of the NRTM in the four districts.

1. NRTM System Overview and Implementation Cycle (2015-2017): Alfa Ndlovu Programme Assistant, FNC

The presentation started by highlighting the overall purpose of the MSCBM NRTM which is to improve achievement of outcomes and indicator performance of the MSCBM and to build a case for NRTM of stunting reduction interventions and practices, learning and best practices derived from piloting the initiative in the 4 districts worst-affected by stunting. Key outcomes will be advocacy based on the evidence coming from the NRTM as well as scale-up of the NRTM to other MSCBM districts.

The overall objective of the NRTM is to strengthen stakeholder capacities at all levels for enhanced delivery on stunting reduction outcomes through:

1. Improved access to timely data to FNSCs at different levels (*Data availability*)
2. Enhanced use of data in planning and tracking progress (*Data utilization*)
3. Strengthened access to community level feedback on services towards the reduction of stunting (*Social Accountability*)
4. Providing a learning platform and basis for Food and Nutrition Security Information System (*Learning*)



Screen shot of the Dashboard

With regards to its approach, the NRTM was aimed at strengthening existing structures and their processes with technology as the means rather than the purpose. It recognizes the already existing data systems while taking note of unmet data needs within these systems. These include data gaps, data accessibility challenges as well as timeliness issues. The NRTM used a demonstrated model and costing to promote the approach allowing for model modification. This allowed for the system to start small and facilitate scale-up or improved iterations to other districts. At the time of review, the following modules were appearing on the dashboards: FNSC Functionality, core indicators with sub-modules, resources/programmes, community satisfaction, alerts issued, action planning module.

Key activities done in the establishment and implementation of the NRTM were outlined. The first step was systems development (design and technical delivery). This was followed by embedding of monitoring and data utilization in FNSCs operations. Next was the development of Terms of Reference; Meeting formats; Reporting formats, among others. Development of data collection tools was next and it was followed by development of data visualization formats. Development of data collection and utilization tracking tools was followed by the introduction of a light social accountability tool. Capacity building of the committees in the use of tools and the M&E system was also done.

Knowledge exchange within and among districts remained a critical component of strengthening the NRTM in particular and the MSCBM in general. The knowledge exchange process was highlighted as starting with the intra-district documentation process which was followed by the periodic review of the programme implementation process, effects and lessons. These 2 steps were then followed by inter-district learning allowing the FNCSs to share knowledge and best practices. The outcomes from both the intra and inter district documentation and learning were then presented to the NFNSC. Lastly, the model also advocated for use of the community owned knowledge management function to share knowledge and ensure that it informs responses and leads to application for stunting reduction.

Progress in the implementation of the NRTM to date includes the following milestones:

- Improved understanding of purpose, value and approach of the intervention among key stakeholders in the learning phase
- Improved understanding of 3 components necessary for success
- Separate demonstrations of system components (paper forms, electronic forms [Open Data Kit], SMS alerts, Social Accountability system [RapidPro], System reports [generated in SPSS])
- Assessment of System requirements
- Tools developed and tested
- Training in 4 Districts (personnel from all levels of FNCSs)
- Improved preliminary data collection tools
- Improved understanding and definition of roles
- Defined timeframes for data collection and information flows
- Improved understanding and capacities to fulfil roles and utilize data
- Package of materials to inform content of training kit
- Improved understanding of the whole system through use and role plays on dissemination of findings
- Recruitment of System Developer and Systems Administrator
- Recruitment of a Coordinator
- Procurement of equipment (Tablets and accessories, Servers)

The NRTM started with a pilot or learning phase in 4 districts; Chipinge, Chiredzi, Mutasa, and Mwenezi. In each of the districts, five learning wards were selected for inclusion. The necessary support, tablets, tools and training was provided to the 20 wards and 4 districts to gather and utilise appropriate data. These became part of the learning cohort. Following the operationalization in the pilot wards and the generation of lessons, the first level of scale-up was to increase the number of included wards and villages

(ideally to 100% within the four districts). Coverage of the NRTM is also envisaged to be scaled-up to cover the 15 additional districts to which the MSCBM was scaled-up to earlier this year. This national scale-up, it was noted, will be informed by opportunities, availability of resources as well as cost. Scale-up of the NRTM will also respond to data needs for management of food security response.



*Alfa Ndlovu (standing)
presenting the NRTM
overview*

2. District Presentations

During this session, the DFNSCs and the PFNSCs gave presentations on the implementation of the NRTM within their respective areas which focused on the successes they achieved, the challenges they experienced, and the lessons they learnt and also gave recommendations on how to address some of the challenges. Below is a summary of the presentations:

Chippinge

a. Lessons learnt

- The DFNSC learnt that the use of multi sectoral approach in programming is an excellent initiative.
- Strong, regular coordination and monitoring of the WFNSC by the DFNSC was necessary.
- Review meetings were very effective in identifying and addressing challenges being faced at ward level and need to be done regularly.
- The involvement of the local leadership at ward and village level resulted in the strengthening of the programme.
- The WhatsApp group created to facilitate communication with the WFNSCs improved feedback from the DFNSC to the WFNSC and vice versa.
- There has been an improvement in the coordination and layering of services and projects by development partners and Government.

b. What could have been done better

- More coordination meetings could have been held.
- The number of monitoring visits to all the WFNSCs could have been increased.
- It was necessary to monitor the training all the VHWs on the data collection tools.
- The translation of tools to vernacular language could have made data collection easier for the VHWs.
- There was need for more involvement of the development partners operating in the district to work with WFNSCs.

c. Challenges

- Two android tablets (ward 10 and 12) were stolen and a police report completed. The investigations are ongoing and the PFNSC and the NFNSC will be updated on the outcome.
- Airtime provided to support NRTM activities was being exhausted by automatic updates of mobile applications which have since been deactivated.
- There is a knowledge gap on data entry from several wards.
- VHWs are highlighting that the NRTM registers for pregnant women and children under the age of 2 years are not user friendly.

d. Recommendations

- Install mobile trackers on all android tablets to facilitate ease of recovery if stolen.
- There is need for refresher trainings on data entry and data collection.
- VHWs should be supplied with clip boards to be used with the NRTM data collection registers.
- There is need for the NFNSC to provide additional stationery and bags for carrying data collection tools.
- The data collection tools should be enhanced by including space to capture the name of the VHW on the questionnaire.
- There is need for the timely provision of resources for support and supervision.
- More members within the WFNSC should be trained in data entry.

Mutasa**a. Lessons learnt**

- The multi-sectoral approach provided a comprehensive approach to addressing food and nutrition issues in Mutasa.
- Review meetings were very effective in identifying and addressing challenges being faced at ward level and needed to be done regularly.
- Monitoring visits were crucial to support the WFNSC and strengthening coordination and each WFNSC needed to be supported every quarter.

- Agricultural shows provided opportunities for farmer education and platforms to exhibit a variety of agricultural products thus motivating other farmers to diversify crop production.
- People learnt better through demonstration than theory and were motivated to do work through provision of incentives.
- Nutrition Education should have targeted both men and women because issues to do with family nutrition concern both the father and mother in a household set-up.

b. Challenges

- There are gaps in the data being collected hence information entered into the system does not always cover all villages and wards. The ineffectiveness of VHWs in data collection was attributed to the lack of incentives.
- Data gaps are resulting in the information on the dashboard being unreliable for decision making.
- The District required more resources e.g. tablets, airtime.
- Access to the dashboard is being hampered by connectivity challenges existing within the district.
- Sectoral staff turnover was affecting data collection. Following the transfer of trained personnel, some android tablets are lying idle in some wards.
- The supply of data bundles is erratic.
- Submission of data in some wards is being hampered due to faulty tablets.

c. Recommendations

- VHWs required incentives to motivate them so that they will not prioritize income generating projects over the MSCBM
- Refresher courses for the VFNSCs are being recommended as the VHWs were trained by the WFNSC without support from the DFNSC.
- There was need to avail adequate resources for data capturing (more Tablets and airtime).
- The provision of dongles for internet connection was a key requirement.
- All WFNSC members needed to be trained on how to use tablets to ensure continuity of data entry and submission.
- All faulty tablets should be repaired or replaced.
- There was need for timeous provision of data bundles to wards.

3. Chiredzi

a. Successes:

- The Dashboards enabled FNSCs at all levels to do evidence based planning hence equitable utilization of few resources available.
- The system exposed redundancy especially at village and ward levels hence it actually pushed people to work hard.
- The system enhanced community ownership and participation in developmental programmes.



b. What could have been done better

- The data collectors should have been trained by the DFNSC to ensure correct information is passed on.
- The data collecting tool could have been simplified so that volunteers and VHWs are in a position to interpret by translating to local languages.
- Support and mentoring visits to the wards that were struggling/behind with the implementation should have been conducted.
- There was need for the provision of stationery to data collectors especially pens and clip boards.

c. Challenges

- The Dashboards were not easily accessible at village and ward level due to connectivity challenges
- The server is sometimes down when committees want to access dashboards or send data.
- Status (color coding) of some indicators appearing on the dashboards was not consistent with what will be happening in the wards/districts due to low amount of data entered into the system and used to calculate some indicators.
- The provision of Feature phones demotivated other data collectors and VFNSCs who were not recipients.
- There were some delays which were experienced when effecting changes to the old household data collection tools that resulted in a halt in data collection particularly in the second quarter and first month of the third quarter.
- Effects of the cyclone disrupted programmes since most places became inaccessible.

d. Recommendations

- All the indicators on Meal frequency appearing on dashboards should be analyzed.
- A proposal was made to include additional indicators on availability of sanitary facility and proportion of households receiving social assistance.
- Data collection intervals should give room for implementation of identified actions.
- The utilization of high level indicators is still the weak point in MSCBM implementation in the district partly because resources appear to be centralized.
- Most wards still need coaching on drafting plans that are informed by dashboards so there is need for training.

Mwenezi

a. Lessons learnt

- Incentivizing VHWs facilitates effective data collection considering what is done under Rural WASH and VMMC programmes.
- The supply of fuel to extension staff made work easier and facilitated effective monitoring
- The Multi-sectoral approach improved communication and coordination among Government departments and line ministries.
- Communities were now appreciating more of indigenous foods due to its nutritional value and availability as compared to foreign food.
- Through the MSCBM concept, the communities were proactive in initiating projects and programmes that enhanced food and nutrition security at community/ household level.

b. What could have been done better

- The training of VHWs could have been centralised to cater for more days and training support.
- The communities could have been allowed to initiate their own projects to enhance ownership.
- Regular and timeous monitoring of the programme could have identified weaknesses and facilitated their rectification in time.
- There could have been the integration of related activities e.g. WASH and FNC to minimise some challenges like time and resources.

c. Challenges

- The NRTM enabled evidence based programming.
- Poor internet connectivity hindered access to data especially in areas without network coverage.
- There was inadequate training of VHWs
- VHWs required motivation by incentives.
- The unavailability of a programme vehicle presented mobility challenges.
- Geographical set up of the district offices posed a challenge in coordinating programme implementation. There are 3 administrative centres which are 70Kms apart from each other which makes it difficult for convening meetings.
- There were inconsistent supply of data bundles for transmitting data to the server. Sometimes data was collected on time but the server was sometimes down due to the poor internet connection hence there was limited access to the dashboards.
- Flat rate transport fares demotivated extension staff from attending meetings to the district centres.
- Lack of stakeholder cooperation
- Nonfunctional tablets affected timeliness in data submission and coverages of all indicators.
- Some VHWs were failing to translate the tool into vernacular when collecting data.

Summary of Discussion Issues raised after the presentations:

Ensuring security of android Tablets: All stakeholders were called upon to make efforts to safeguard the data collection tablets to minimise the challenge of faulty and lost/stolen tablets. Districts expressed that the challenge of faulty tablets did not solely emanate from carelessness. For example, some tablets were not charging and this was emanating from the use of solar charging systems which are proving to be incompatible with the chargers.

Strengthening of reporting mechanisms: There are some wards who were said to be meeting but were in turn not submitting meeting reports due to stationary challenges. FNNSCs were exhorted to strengthen monitoring of such WFNSCs as reports are critical in documenting evidence as well as issues for follow up. The NFNSC responded by distributing pens and books adequate for all WFNSCs. The meeting was also informed that as a follow up to recommendations from the last review, the provision of data bundles had been also been reviewed to ensure that committees received part of the data bundles as airtime to circumvent the challenge of expiry. With regards to the challenge of low submission rates of reports in some wards, committees were requested to identify the specific challenges being experienced by the affected wards in order to come up with relevant solutions.

Transports challenges: Members were called upon to advocate for a review of the current transport rates as opposed to the proposed solutions of provision of funds for proofed expenditure which may in turn present other administrative challenges such as the need for proving expenditures to facilitate acquittals.

Need for joint planning and reporting in the committees: There is need for all stakeholders to input into the district reports as some of the presentations highlighted information gaps on sectoral information. There is also need for multi sectoral efforts to address all poor performing indicators.

Lack of incentives for VHWs: This was seen as compromising outputs. However, there was need to note that the programme is being implemented in a resource constrained environment characterised by limited fiscal space. Bearing this in mind, DFNSCs need to motivate the VHWs to work for the development of the country and their respective communities and focus more on the delivery of results than the income.

Collection of data by volunteers: This was noted with concern as it presents challenges of sustainability and data confidentiality.

Clarity of plans: The need to clearly highlight targets to facilitate measuring and reporting of progress was emphasized. Provincial and districts work plans needed to be speaking to the issues raised in district reports. In addition, plans should have indicated monitoring and support

programmes planned for the lower level structures i.e. the province should have plans to monitor and support the district and in turn the district should have plans to monitor and support the wards.

Promotion of Dietary diversification: Dietary diversification has remained low among communities and this was largely attributed to beliefs, taboos and resistance to change among other issues. This, therefore, required a basket of approaches which call for multi-sectoral efforts. Key stakeholders such as the Ministry of Women Affairs needed to be roped in as women play a crucial role in household food consumption dynamics. In promoting diversified diets, there is need for a holistic approach which also encompasses food preparation and preservation demonstrations. Documentation should also have been prioritized through the development of district specific recipe books which can be used as part of the Information, Education and Communication Packages. Committees need to promote intra household learning through documenting and sharing best-practices within the communities. Lastly, emphasis was made on the need to ensure dietary diversity from in-vitro to 24 months in order to fight stunting.

IEC material: Districts should be creative and utilise local resources in the creation of IEC materials to enhance their messaging around stunting prevention.

Challenge of villages from the NRTM system: With regards to the issue, committees should remain guided by the existing villages in the Ministry of Rural Development, Promotion and Preservation of National Culture and Heritage database.

Enhancing engagement with communities: Active engagement with communities through community mobilisation trainings has been hampered by the lack of resources. This has been duly noted and the next phase of implementation will prioritise allocation of resources to the PFNSC and DFNSC to facilitate meaningful engagement with communities. This will allow contextualization of the issues and foster the necessary interaction.

School feeding interventions: A call was made to ensure that the programmes are nutrition sensitive. This can be achieved through the creative use of locally available foods.

3. Conclusion

The meeting ended well, and districts were informed that as soon as the new funding was available they will be notified and funds made available for planning and programming. The lessons learnt from the implementation of the NRTM in the pilot districts have been document and will be useful in informing improvement of the system as well as scale-up to other districts.

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