

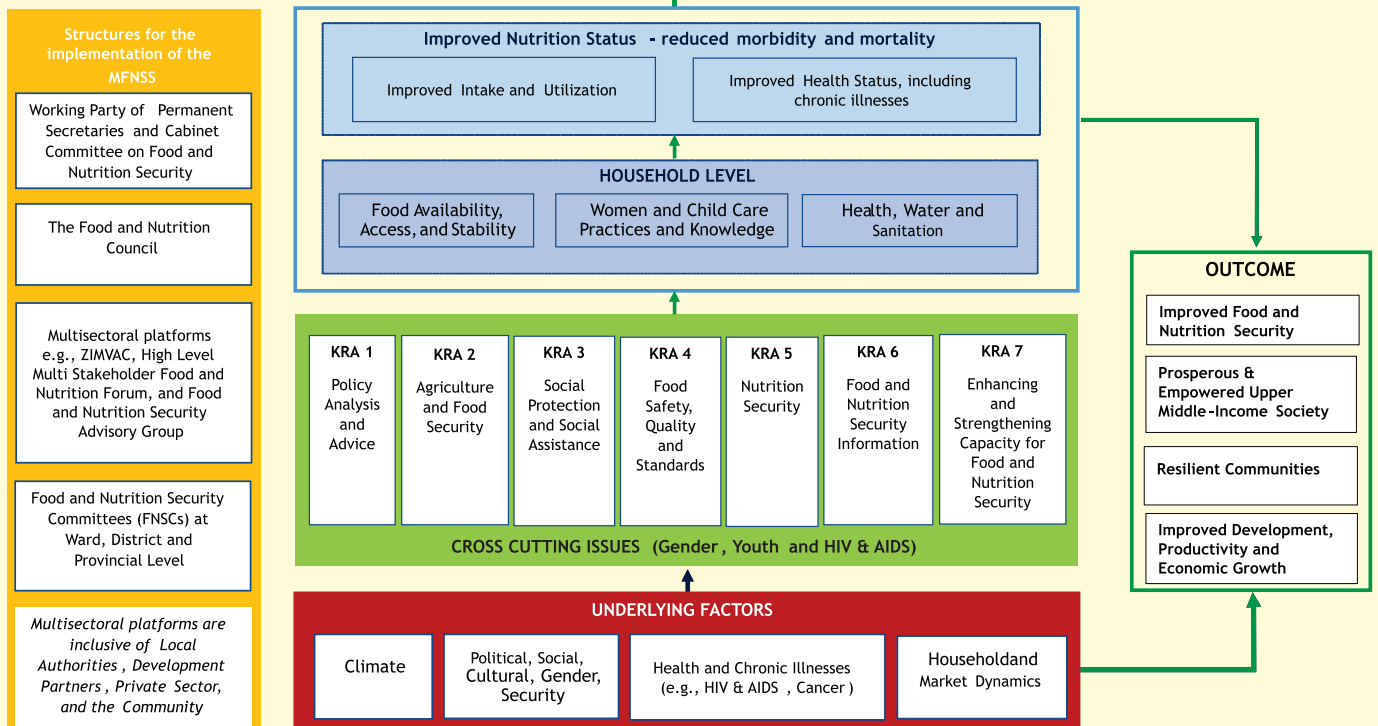


2021-2025

# STRATEGY REPORT

## NATIONAL DEVELOPMENT STRATEGY 1

**National Priority Areas** : Economic Growth & Stability, Food Security and Nutrition Security, Value Chain and Structural Transformation, Health and Well-being, Human Capital Development, Digital Economy, Infrastructure & Utilities, Youth, Sport and Culture, Environmental Protection, Climate Resilience and Natural Resource Management, Social Protection, Devolution and Decentralisation



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## Acronyms

ARME	Assessment, Research, Monitoring and Evaluation
ECD	Early Childhood Development
FNC	Food and Nutrition Council
FNSCs	Food and Nutrition Security Committees
FNSP	Food and Nutrition Security Policy
GAP	Good Agricultural Practice
GHP	Good Hygiene Practice
GMP	Good Manufacturing Practice
GoZ	Government of Zimbabwe
HACCP	Hazard Analysis Critical Control Point
ICESCR	International Covenant on Economic, Social and Cultural Rights
IEC	Information Education and Communication
KM	Knowledge Management
MCU	Multi-sectoral Coordination Unit
MCBM	Multi-Sectoral Community Based Model to Stunting Reduction
MFNSS	Multi-sectoral Food and Nutrition Security Strategy
NDS 1	National Development Strategy 1
NFSSCC	National Food Safety and Standards Coordination Committee
OPC	Office of the President and Cabinet
REACH	Renewed Efforts Against Child Hunger and Undernutrition
RLA	Rural Livelihoods Assessment
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SPS	Sanitary and Phytosanitary
SUN	Scaling Up Nutrition
T.o.T	Training of Trainers
TSP	Transitional Stabilisation Programme
ULA	Urban Livelihoods Assessment
UN	United Nations
WASH	Water Sanitation and Hygiene
WHO	World Health Organization
ZimVAC	Zimbabwe Vulnerability Assessment Committee

## Foreword

The Food and Nutrition Council (FNC) Strategic Plan (2021-2025) is a robust strategy which positions FNC to contribute towards Government's aspirations as espoused in the National Development Strategy (NDS) 1 and the vision of our country's blueprint of moving Zimbabwe towards an upper middle-income economy.

Within the International Commitments, Zimbabwe has committed to the Universal Declaration of Human Rights (UDHR) 1948: Article 25 (1) (Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food). Added to this is the right of everyone to have access to safe, sufficient and nutritious food, consistent with the right to adequate food and the fundamental right of everyone to be free from hunger recognized in the 1966 UN International Covenant on Economic, Social and Cultural Rights, Article 11 and other relevant United Nations instruments. The United Nations – Sustainable Development Goal number 2 commits committee member states to End Hunger, achieve food security and improved nutrition and promote sustainable agriculture. At the continental level, African leaders have reiterated their commitment to ending hunger under the African Union (AU) Agenda 2063 strategy which is an approach on how the continent should effectively learn from the lessons of the past, build on the progress now underway and strategically exploit all possible opportunities available in the immediate and medium term, to ensure positive socio-economic transformation within the next 50-years.

The Government of Zimbabwe recognises this indisputable importance of food and nutrition security as illustrated in its Constitution and key policy frameworks. The Zimbabwe Constitution recognizes the right to adequate food and nutrition coupled with access to basic health care and social services in terms of article 15 a, b and c; article 19 (2) (b), article 21 (2) (b) and article 77b. Both the National Development Strategy 1 and the Food and Nutrition Security Policy express a shared vision and commitments for accelerated action by the Government and its development partners, to improve national and household level food security, improve the quality of diets, ensure food safety, improve nutrition for adolescents, pregnant women and young children and reduce stunting.

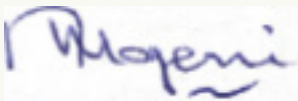
Thus, this strategic plan is key to ensuring that we remain in sight of the goals and objectives necessary for FNC to fulfil its mandate which is "To promote a cohesive multi-sectoral response to the prevailing household food and nutrition insecurity". It outlines the critical programme areas and identifies the resources (technical and financial) which are necessary to ensure successful implementation of all activities. There is also a great need to improve coordination of efforts and promote a more integrated approach to food and nutrition security, which cuts across sectors.

As coordinator and convener of food and nutrition issues in the country, we remain cognisant of the need to work cohesively to adequately tackle the prevailing food and nutrition challenges. The FNC strategic plan is a critical tool for our Government counterparts and Development Partners to use in identifying critical areas of collaboration and convergence as we leverage on our various competitive advantages to realise our vision of *Every Zimbabwean Free from*

## Foreword Continued

*Hunger and all forms of malnutrition.*

A common objective in this strategic plan is to protect and defend information and information systems by ensuring their availability, integrity, authentication, reliable, and user-friendly, so that the right people can access the right information at the right time. As we are transitioning and positioning FNC into the Food and Nutrition Security Knowledge Institution for Zimbabwe, we remain open to learning from our partners and are committed to adopting new innovations.



**Dr Ngaite Nkomo-Mgeni**  
Board Chairperson

## Executive Summary

The Food and Nutrition Council (FNC) is the lead agency under the Office of the President and Cabinet (OPC), tasked by Government with the responsibility of coordination, analysis and promotion of a cohesive national response by multiple sectors and stakeholders to food and nutrition insecurity in Zimbabwe.

The FNC 2021-2025 strategic plan is a document which provides the roadmap for the next 5 years. It outlines how the FNC will undertake its mandate through its 7 Key Result Areas, namely Assessment Research, Monitoring and Evaluation; Multi-Sectoral Coordination ; Nutrition; Food Safety and Standards; Policy Analysis and Advice; Knowledge Management; and Finance and Administration. The plan outlines the costed 5-year workplan, five-year Monitoring and Evaluation Plan as well as the 2021-2025 deliverables, which will serve as a guide to programme planning and implementation. The strategic plan will also serve as a resource mobilization tool to ensure that adequate resources (financial and technical) are availed to facilitate programme implementation.

This plan outlines how the FNC will, through its 7 Key Result Areas, facilitate sector work, enhance multi-sectoral collaboration and harness multi-sectoral input towards addressing the prevailing food and nutrition security challenges in the country. The plan aims to align food and nutrition response programmes to the current development agenda and help the Government to fulfil its developmental aspirations. Specifically, it is responding to the demands of the National Development Strategy 1 through consolidating and building on years of food and nutrition achievements, producing building blocks for a society with a sustainable Upper Middle-Income economy and intensifying multi-sectoralism at all levels. Secondly, it is rising to the Challenge of Devolution by advising sectors on the changing environment in order to guide how they must respond at all levels. It is also acting as a driver on the road to Vision 2030 of an Upper Middle-Income Zimbabwe by advocating for industrialization with inclusivity.

It is our sincere hope that this strategic plan will light the way for the development and implementation of inclusive multisectoral policies and programmes that will address the prevailing food and nutrition challenges.



**George D. Kembo**  
**Director**

## Section I: Context and Background

### 1.1 Context

The State of Food Security and Nutrition in the World provides a bleak picture, with less than a decade to 2030, the globe is not on track to ending world hunger and malnutrition – in fact, we are moving in the wrong direction. After remaining virtually unchanged for five years, the prevalence of undernourishment increased from 8.4 percent in 2019 to around 9.9 percent in 2020, translating to between 720 and 811 million people in the world who faced hunger in 2020. Moreover, the goal of ending all forms of malnutrition remains a challenge. It is estimated that 22.0 percent of children, globally in 2020 were affected by stunting, 6.7 percent were suffering from wasting and 5.7 percent were overweight. An estimated 29.9 percent of women aged 15 to 49 years in 2019 around the world were affected by anaemia and adult obesity is increasing sharply in all regions. The current rate of global progress towards targets for these nutrition indicators is insufficient or is even stalled or worsening.

It is also important to consider that millions of people are food insecure and malnourished (in all its forms) because they cannot afford a healthy diet. Evidence already suggests that countries where the unaffordability of a healthy diet increased between 2017 and 2019 also show higher levels of severe as well as moderate or severe food insecurity, especially lower-middle-income countries. While the COVID-19 pandemic and its impacts have been an immense challenge for the world, they may also be a warning call of unwelcome events to come if we do not commit to more resolute actions to change course.

The world has noted that food systems are central to the goal of eradicating hunger and malnutrition in all its forms and ensuring that everyone can afford a healthy diet. The complex challenges to food security and nutrition call for greater synergy and coherence in policy formulation and implementation across sectors, supported by more strategic investments from both the public and private sectors, which is key to avoid undesirable trade-offs. This also means that silo solutions are no longer an option. What is required are integrated portfolios of policies, investments and legislation, built along the particular transformation pathways needed in each context, that can specifically address food security and nutrition challenges head on.

Zimbabwe suffers the triple burden of malnutrition, with one in three children either suffering from undernutrition, over-nutrition, or micro-nutrient deficiency. Malnutrition is a major impediment to economic growth and development. It contributes to poverty by increasing mortality, increasing susceptibility to disease, impairing cognitive development and educational achievements, and reducing work capacity and productivity in adulthood. Child undernutrition increases the risk of neonatal and child mortality and future maternal reproductive outcomes. Food and nutrition insecurity have been rising in the country with the proportion of food insecure rural inhabitants ranging between 30 and 56%, while urban food and nutrition vulnerability also increased, reaching 30% or 2.2 million people by 2020.

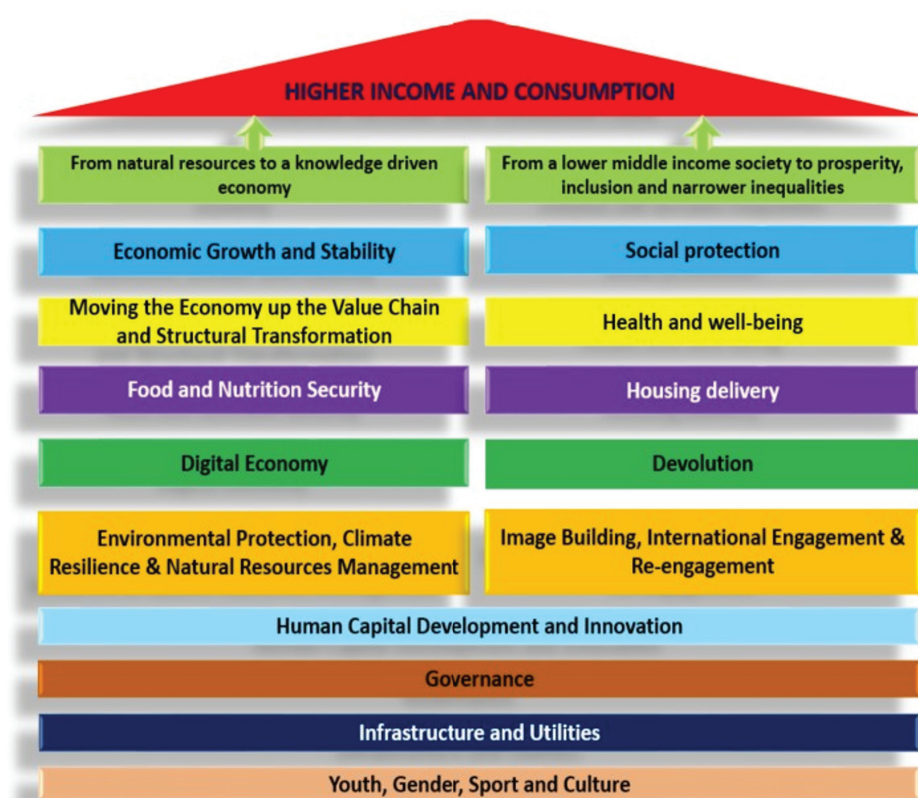
Zimbabwe has a well-defined national food and nutrition security policy environment.



The Zimbabwe Food and Nutrition Security Policy (FNSP) recognises the indisputable importance and multi-faceted nature of food and nutrition security as illustrated in its key policy commitments (Annex 1). As part of fulfilling its international and national commitments, the Government of Zimbabwe, in response to the current challenges, has come up with the National Development Strategy 1: 2021-2025 (NDS1). The overarching goal of NDS1 is to ensure high, accelerated, inclusive and sustainable economic growth as well as socio-economic transformation and development as Zimbabwe moves towards becoming an upper middle-income society by 2030. One of the priority areas for the NDS1 is Food and Nutrition Security. NDS1 seeks to improve food self-sufficiency and to retain the regional breadbasket status. The main objective is to increase food self-sufficiency from the current level of 45% to 100% and reduce food insecurity from the high of 56% recorded in 2020 to less than 10% by 2025.

All sectors in the country are now working “Towards a Prosperous & Empowered Upper Middle-Income Society by 2030”. NDS1 aspirations can be summarized as outlined in the Figure 1 below:

**Figure 1: NDS1 Pathways for change towards Vision 2030**



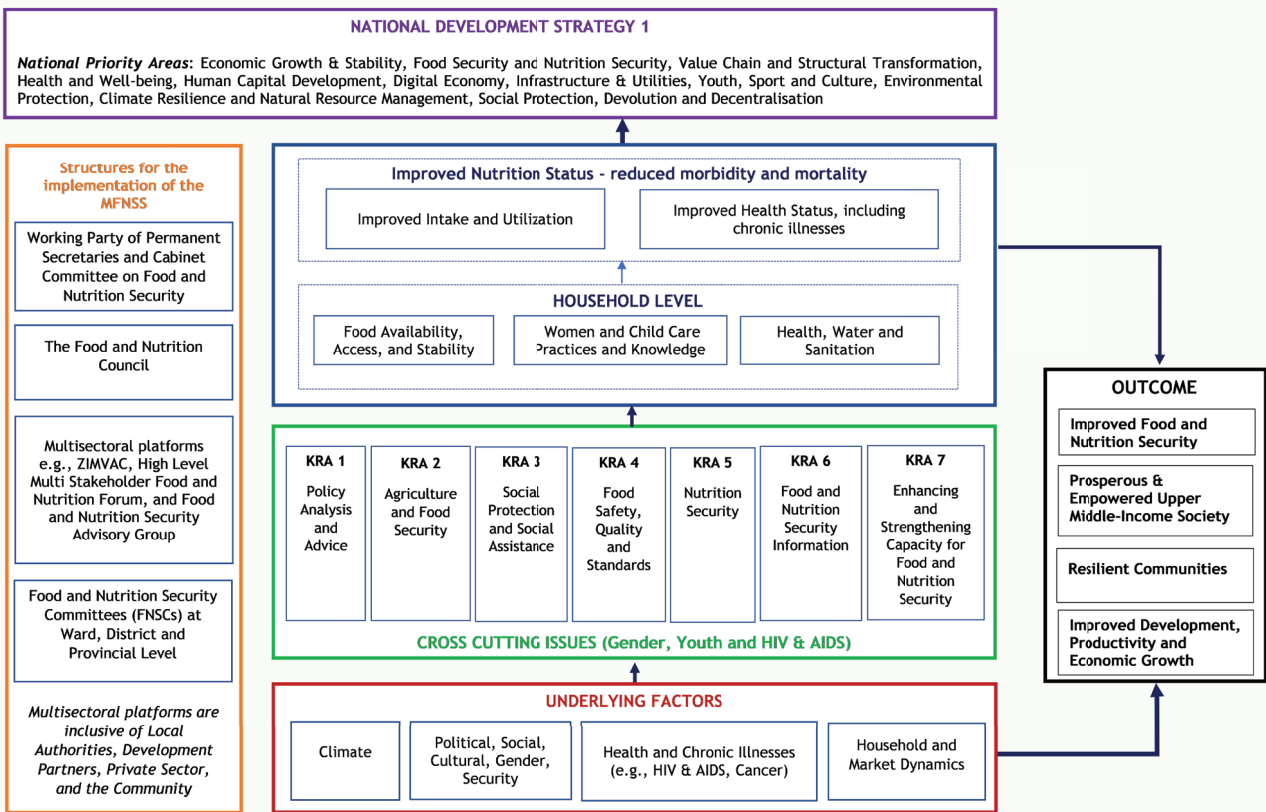
*Source: Ministry of Finance and Economic Development, 2020*

In addition to the NDS1, Multi-Sectoral National Food and Nutrition Security Strategy for Zimbabwe 2021-2025 (MFNSS 2021-2025) provides a multi-sectoral policy framework and



implementation matrix to guide food and nutrition programmes by Government, civil society and other development partners. All this aimed at reducing food and nutrition insecurity, malnutrition and all its attendant negative developmental consequences in Zimbabwe. The MFNSS 2021-2025 is anchored on the overarching aspiration of Zimbabwe as enshrined in Zimbabwe's Vision 2030. The MFNSS 2021-2025 explicitly links Zimbabwe's food and nutrition targets, interventions and indicators within health, education, agriculture, water and sanitation, women and youth, social protection and other relevant policies under the coordination of the Food and Nutrition Council. Figure 2 below explains the interconnectedness of the MFNSS to NDS1 as it aspires to improve food and nutrition security for people, ensure a prosperous and empowered Upper-Middle-Income Society and building a resilient community while improving productivity, economic growth and development.

**Figure 2: Interconnectedness of NDS1 and MFNSS**



Both NDS1 and MFNSS express a shared vision and commitments for accelerated action by the Government and its development partners, to improve national and household level food security, improve the quality of diets, ensure food safety, improve nutrition for adolescents, pregnant women and young children and reduce stunting.

However, governance will need to be supported to ensure no one is left behind in the drive to ensure these accelerations and potential inequalities and divides are prevented. Timely availability of data and information at both national and subnational levels will also be critical to monitor progress towards targets and to target interventions where they are needed most.

Nutrition information, especially estimates of child growth failure, brings to fore the value of precision public health planning to provide spatially resolved data to guide efficient targeting of interventions to those populations with the greatest need. Food security estimates at disaggregated geographical level will allow policymakers and programme planners to visualize which provinces or regions are most in need of interventions to guarantee the right to adequate food. Moreover, more and better data allow for carrying out situation analyses covering context-specific and comprehensive assessments of which key drivers are impacting negatively on food systems and resulting in poor food security and nutrition outcomes. Such data enable quantification of inequalities and identification of success or failures of programmes and policies at local level.

Policy coherence is understood as a situation where the implementation of policies in one area does not undermine others and even reinforces each other where feasible – across systems, as well as cross-cutting accelerators, play a key role in maximizing the benefits and minimizing the negative consequences of transformation. These conditions will be critical to building transformative multisectoral portfolios of policies, investments and legislation that become win-win solutions and help manage trade-offs. This is the context in which the FNC Strategy was developed with the aim of contributing towards addressing food and nutrition challenges.

## 1.2. Rationale and Assumptions of the Strategy

### The Food and Nutrition Strategic Framework

The Strategy is framed around the following aspirations:

- Ensuring national food and nutrition security for enhanced Human Capital Development in Zimbabwe.
- Ensuring Economic Growth Policy interventions for improved food and nutrition security.
- Exploring/ understanding roles of food safety standards in production, processing, preservation and storage (farm to fork) in support of food and nutrition security.
- Advocating for Community Knowledge Systems to foster food and nutrition security (demand, supply and use).
- Food and nutrition being central within the Devolution agenda (rising to the challenges/ demands of Devolution).
- Developing building blocks for a society with sustainable Upper Middle-Income-country.
- Intensified multi-sectoralism at all levels

## 1.3. Purpose of the Strategy Document

Informed by FNC's mandate, the purpose of this strategic plan document is to outline the FNC's goal over the period 2021-25 and to detail a practical way forward for achieving this goal. The plan document also estimates the approximate resources required to accomplish the agreed outputs.

The FNC will use this document to:

- Inform and structure work planning processes within the FNC
- Build coherence among partners (Government Ministries, UN agencies and NGOs)
- Mobilize resources for FNC's work
- Facilitate accountability, improve performance in the FNC and enable the FNC to become results-based.

While the document will be used as the most important planning instrument for FNC, it will be important that the FNC embraces a flexible approach and recognizes emerging work priorities and opportunities as they arise which are not necessarily referenced in this document. These emerging priorities and opportunities should be reflected as activities and results in relation to the given outputs.

## Section II: Vision and Mandate of the Food and Nutrition Council

### 2.1. Vision, Mission and Mandate of FNC

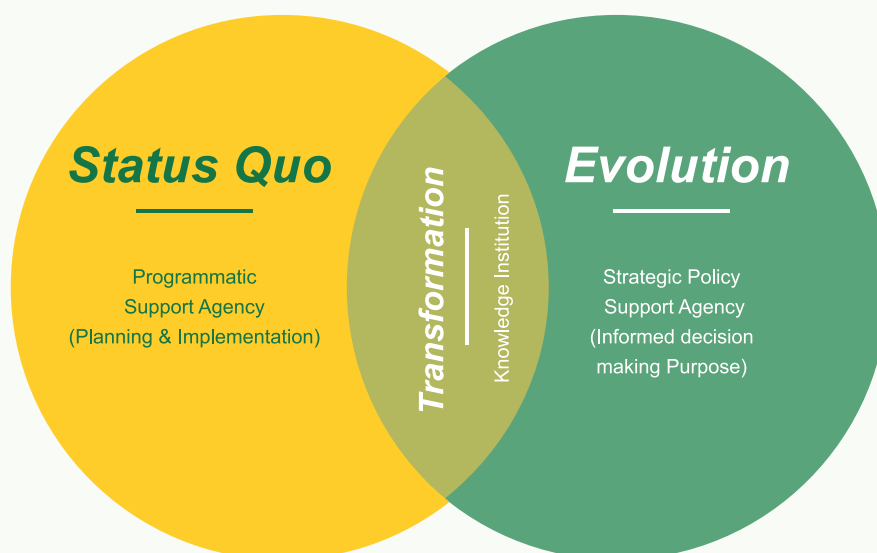
**Vision:** Every Zimbabwean is free from hunger and all forms of malnutrition.

**Mission:** The Food and Nutrition Council seeks to establish functional multisectoral food and nutrition systems and structures, monitor and evaluate prevailing food and nutrition situation in Zimbabwe and work towards a coordinated national response in addressing food and nutrition insecurity.

**Mandate:** FNC is mandated to “promote a cohesive national response to the prevailing household food insecurity and malnutrition through coordinated multi-sectoral action”. FNC, a Government department in the Office of the President and Cabinet engages with multiple Ministries and other stakeholders including Development Partners and the private sector. FNC is well placed to lead and convene on national food and nutrition issues and works through and strengthens multi-stakeholder fora (Government and non-Government) at national and sub-national level. Specifically, it recognizes the role of decentralized multi-sectoral structures such as the Food and Nutrition Security Committees (FNSCs) as important at the sub-district, district and provincial levels. The main drivers of transformation in the FNC mandate area are:

- Economic growth and stability
- Food and nutrition security
- Social protection
- Health and well being
- Human capital development
- Devolution

The FNC’s mandate is guided by the following framework (Figure 3) which depicts the current functions of the FNC as a Programmatic Support agency transitioning into a Strategic Policy Support agency. The intersection of the two functions should work together to transition and position the FNC into the Food and Nutrition Security Knowledge Institution in Zimbabwe.



**Figure 3: FNC Strategic Intent**

## 2.2. National Policy, Commitments and Legislation that Legitimize and Inform FNC's Role

- The work of FNC provides guidance for a practical way forward for fulfilling the following existing national commitments.
- The Zimbabwe Constitution recognizes the right to adequate food and nutrition coupled with access to basic health care and social services in terms of article 15 a, b and c; article 19 (2) (b), article 21 (2) (b) and article 77b.
- The Government of Zimbabwe (GoZ) has made commitments and sets itself national targets through the Sustainable Development Goals (SDGs) 2016-2030, SDG 2- ending hunger by 2030. The goal is a comprehensive programme to improve nutrition, agricultural production, food production systems, genetic diversity, investments, trade regimes, and food commodity markets.
- Government developed the National Development Strategy 1. The NDS1 aims to operationalise Vision 2030 which seeks to transform Zimbabwe to become an Upper Middle-income country.
- Zimbabwe is signatory to the legally binding International Covenant on Economic, Social and Cultural Rights (ICESCR). According to Article 11 of the ICESCR, "every human being has the right to adequate food and the fundamental right to be free from hunger".

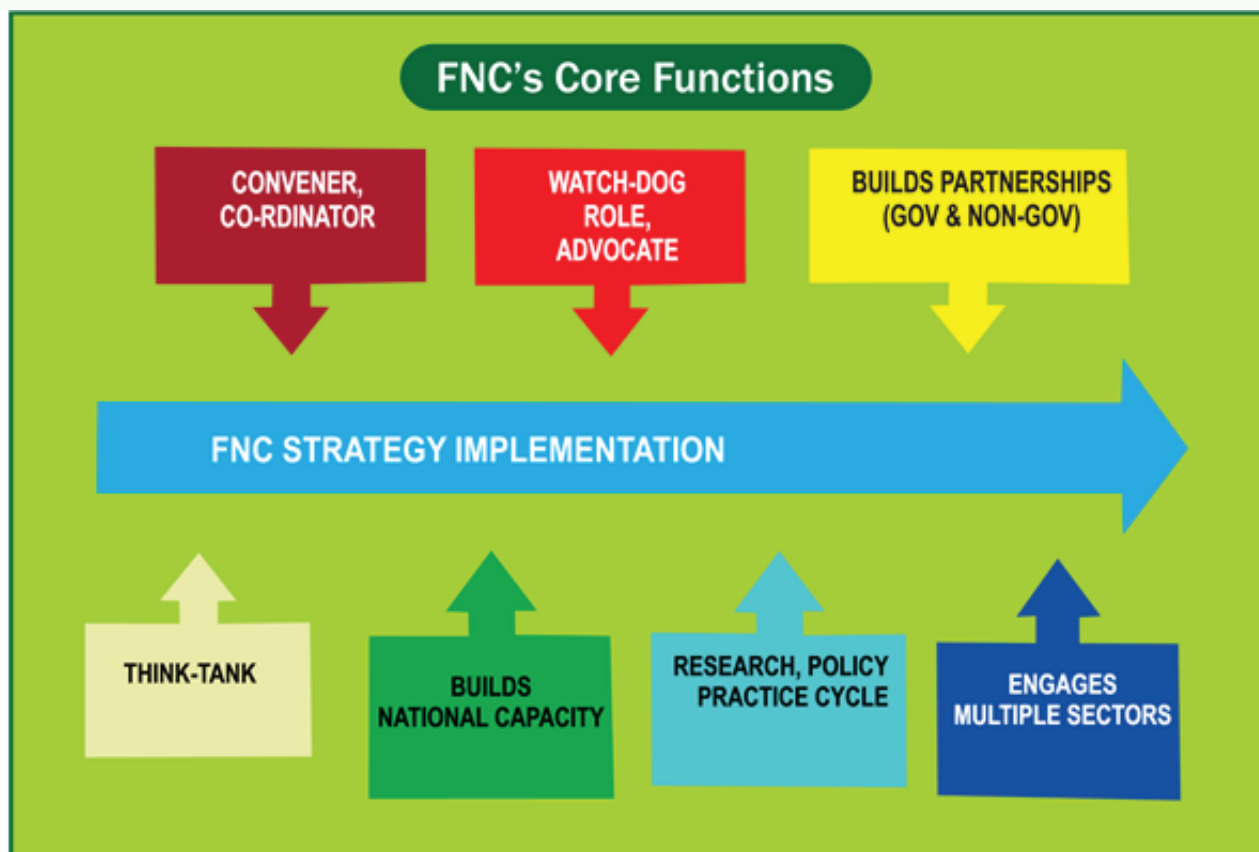
## 2.3. Core Business and Functions of FNC

The core business of FNC are as depicted in figure 4 and can be summarised as:

- Convenes, facilitates and co-ordinates national food and nutrition security issues in Zimbabwe.
- Charts a practical way forward for fulfilling legal and existing policy commitments in food and nutrition security.
- Advises Government on strategic directions in food and nutrition security.

- Undertakes a “watch dog role” and supports and facilitates action to ensure commitments in food and nutrition are kept on track by different sectors through a number of core functions:
- Undertakes food and nutrition assessments, analyses and research (Annex 2 – Livelihood based Approach).
- Conducts advocacy and communication on food and nutrition security issues
- Strategic policy analysis and advice.
- Promotes multi-sectoral and innovative approaches for addressing food and nutrition security (Annex 3 – Lancet Series).
- Supports and builds national capacity for food and nutrition security including at sub-national levels.

**Figure 4: FNC Core Functions**



## 2.4. Capacity of FNC, Partnerships and Associated Structural Mechanisms

**Core Capacity of FNC:** In order to fulfil its core business and functions, FNC requires a minimum number of highly qualified staff that cover technical expertise in assessment and analysis, policy analysis, economics, food security, food safety, knowledge management, social protection, nutrition, advocacy/communication and inter-sectoral programming. It is critical that FNC facilitates, co-ordinates and convenes and does not replace existing capacities in sector Ministries. Therefore, the FNC must have a minimum core capacity and staff numbers that intend to work with the relevant technical staff in both Government Ministries, UN and non-Government agencies. Critical competencies and skills that are

considered key for FNC staff include: facilitation, leadership, communication (writing and presentation), co-ordination, assessment, research, analysis and policy formulation.

**Strengthening Capacity in the FNC:** Capacity development of FNC and its sub-national structures at provincial, district and sub-district levels is an explicit approach throughout this strategy. Capacity will be strengthened based on a multi-faceted approach. This will include; external advisory capacity to FNC that is accountable to developing capacity, competency and results-based performance incentives for FNC staff (and multi-sectoral teams) combined with competency-defined training and additional support through expertise such as senior national consultants for specific tasks.

**Working through Partnerships and Creating Mechanisms for Multi-Stakeholder Dialogue:** FNC recognizes that to build technical and strategic consensus, maximize co-ordination, deliver results, facilitate and advocate for resources, it must ensure that there are adequate formalized multi-stakeholder fora which are inclusive, accountable and effective. These multi-stakeholder fora (Annex 4 – Multi-sectoral Structures) will include Government, NGOs, UN, donors, private sector and civil society. Given the multi-disciplinary nature of food and nutrition security, FNC will maintain strong technical linkages with multiple sectors. It will also prioritize strengthening its partnerships with national research as well as private sector partners.



## Section III: Principles Underpinning FNC's Approach

### Principles

**Principle 1:** To drive a multi-sectoral and broad-based approach for analysis and action necessary to ensure food and nutrition security that is informed by a conceptual framework (see Annex 4).

**Principle 2:** To formulate policy and advice that is relevant to the changing socio-economic context in Zimbabwe.

**Principle 3:** To promote fora and mechanisms for dialogue and consensus for analysis and action across sectors and partners engaged in food and nutrition security.

**Principle 4:** To strengthen and reinforce national capacity for food and nutrition security.

**Principle 5:** To reinforce a dynamic, evidence-based and accountable approach to policy development and implementation in food and nutrition security.

**Goal:** To contribute to improved food and nutrition security in Zimbabwe through strengthened national capacity for situational assessments and monitoring, analyses, policies, interventions and mechanisms that facilitate relevant multi-sectoral approaches.

FNC will achieve this specifically through the following key result areas and strategic objectives:

## Section IV: Key Result Areas and Strategic Objectives

**Key Result Area 1- Assessment Research Monitoring and Evaluation:** Coordinates food and nutrition security information and analysis, within the context of a national food and nutrition information system, that is credible, scientific, relevant, transparent and timely and that informs multi-sectoral actions to address food and nutrition insecurity.

Through the Assessment, Research, Monitoring and Evaluation Unit (ARME), FNC will lead and co-ordinate the implementation of a structured food and nutrition security information system that provides a timely and robust analysis of the food and nutrition security situation to inform action including advocacy, resource mobilization, policy guidance and programmes. The system will comprise of broadly five components including baseline assessments, annual assessments, early warning and surveillance, rapid assessments and research. FNC will aim to ensure that wherever possible, food security and nutrition security will be interpreted together, using secondary data where possible. FNC will ensure that the Zimbabwe Vulnerability Assessment Committee (ZimVAC), as a multi-stakeholder technical advisory committee functions effectively to ensure consensus and collaboration on design, implementation and analysis of results. FNC will establish a repository of all food and nutrition security information.

**Strategic Objective 1.1:** To establish a reliable, integrated and timeous food and nutrition information system by 2025.

**Key Result Area 2- Multi-Sectoral Coordination:** Promote multi-sectoral approaches to addressing food and nutrition insecurity through strengthening national systems and structures at all levels (national, provincial and district) and through promotion of programme innovation and best practice.

FNC, through its Multi-Sectoral Coordination Unit (MCU), will facilitate and strengthen capacities (training, evidence, documented best practice) and structures (e.g. Food and Nutrition Security Committees at provincial, district and sub-district levels) to support multi-sectoral approaches to food and nutrition security. The Unit will contribute to developing systems and evidence to demonstrate the impact of multi-sectoral approaches for the purpose of learning and scale-up.

**Strategic Objective 2.1:** Strengthen the capacity of Food and Nutrition Security Committees (FNSCs) by 2025

**Strategic Objective 2.2:** Promote community participation in Food and Nutrition Security issues by 2025

**Key Result Area 3- Nutrition:** Strengthen the coordination and implementation of evidence-based nutrition specific and nutrition sensitive interventions that are integrated within a broad public health framework.

The FNC through the Nutrition Unit will coordinate the implementation of multisectoral nutrition sensitive programming particularly to reduce undernutrition by adopting a nutrition specific and nutrition-sensitive approach across all programming. The thrust will also include addressing chronic undernutrition as a specific priority, building on the results of the latest research on the importance of and best means for promoting nutrition, particularly for vulnerable groups. The responses will recognize that malnutrition is a multi-faceted problem, with causes across a number of sectors. The FNC recognises that each sector is necessary but not sufficient alone. Achieving a sustainable decrease in malnutrition rates requires an integrated response. A multi-sectoral nutrition strategy and guidance documents will be developed to ensure a roadmap and evidence-based programming from defined actors. FNC will ensure commitments and visibility of Zimbabwe in global and regional platforms like, Renewed Efforts Against Child Hunger and Undernutrition (REACH), Scaling Up Nutrition (SUN), United Nations (UN), World Food Summit (WFS), East Central and Southern Africa (ECSA), African Union Commission (AUC) and SADC among others. The FNC will develop nutrition advocacy and communication messages so that interventions from different sectors can reach the communities, households and individuals for informed decisions and behaviour change.

**Strategic Objective 3.1:** To develop nutrition-sensitive strategic documents by 2025.

**Strategic Objective 3.2:** To promote the innovation and scale up of food and nutrition security approaches by 2025.

**Strategic Objective 3.3:** To represent Zimbabwe in all scaling-up nutrition platforms by 2025.

**Strategic Objective 3.4:** To advocate for nutrition sensitive response packages by 2025.

**Key Result Area 4- Food Safety and Standards:** Strengthen FNC's role of coordinating, supporting and ensuring multi-stakeholder and multi-sectoral adherence to national and international food safety standards including through promoting innovative approaches to locally produced products

Adherence to food safety and standards at all levels from food production, processing and packaging, is critical towards ensuring food and nutrition for the whole population. Furthermore, innovation of locally produced food products may potentially enhance food and nutrition security. In the context of economic growth and development, within Zimbabwe, these aspects of work are extremely relevant.

**Strategic Objective 4.1:** To promote integration of food safety and standards into food and nutrition security programmes by 2025.

**Strategic Objective 4.2:** To promote the adoption of the 'farm to fork approach' in all food systems by 2025.

**Strategic Objective 4.3:** To advocate for the review of Food Control systems in Zimbabwe by 2025.

**Strategic Objective 4.4:** To integrate Water Sanitation and Hygiene (WASH) into food and nutrition security strategies by 2025.

**Key Result Area 5- Policy Analysis and Advice:** Promote food and nutrition security on the broader national economic and development agenda through strategic policy analysis and advice.

FNC, through its Policy Analysis and Advice Unit, will ensure that appropriate policy guidance and advice is developed based on robust analysis and evidence and is informing broader socio-economic planning and decision-making. FNC will use the Food and Nutrition Security Policy as a significant framework and set of commitments to co-ordinate a national food and nutrition response in the country and to track and follow-up on associated accountabilities, including at sub national level. The Policy Unit will facilitate policy and strengthen links between Zimbabwe and relevant Regional and Global policy initiatives.

**Strategic Objective 5.1:** To produce policy briefs on food and nutrition security themes by 2025.

**Strategic Objective 5.2:** To promote the implementation of policies and commitments towards food and nutrition security by 2025

**Key Result Area 6- Knowledge Management:** Strengthen the role of FNC in facilitating the development and implementation of a robust multi-sectoral food and nutrition security knowledge management system.

Through the Knowledge Management unit, FNC will strengthen the development of a robust multi-sectoral food and nutrition knowledge management system. This system will facilitate the creation, dissemination, storage and application of knowledge at all levels. Central to this work is the strengthening of capacity at all levels to ensure a coordinated approach among stakeholders.

**Strategic Objective 6.1:** To strengthen Knowledge Management capacity among food and nutrition security stakeholders by 2025.

**Strategic Objective 6.2:** To establish an effective food and nutrition security knowledge management system by 2025.

**Strategic Objective 6.3:** To Increase awareness of food and nutrition issues among

stakeholders by 2025.

**Key Result Area 7-** Finance and Administration: Ensure that FNC has the appropriate systems and operational (administration, IT, financial and logistics) capacity and systems in place to fulfil its mandate.

The FNC must have the capacity and systems in place to perform effectively. A performance and competency-based system will facilitate and encourage delivery of results and high-quality work by all staff. Robust administrative and financial systems will allow the FNC to work with partners in a transparent and accountable manner. All equipment and assets will be maintained and protected to ensure they are effectively utilised for work purposes.

**Strategic Objective 7.1:** To create an enabling working environment by 2025.

**Strategic Objective 7.2:** To provide efficient and effective Financial and Administration services by 2025.

**Strategic Objective 7.3:** To provide adequate logistics support by 2025.





## Section V: Workplan 2021-2025



National Priority Area	Sector	NDS1 Sector Outcome	Programme Budget	Project/ Intervention	Project/ Intervention Description	Province	District			
	Food and Nutrition Security	Improved access to WASH	P2: Policy and Governance Sub-Programme 1 Policy Analysis, Coordination, Devolution and Development Planning	1.1. To establish a reliable, integrated and timeous food and nutrition security information system by 2025	1.1. Develop strategic document and annual plan for the Zimbabwe Vulnerability Assessment Committee	Nationwide				
		Improved Nutrition Coordination			1.2. Undertake Rural Livelihoods Assessment	Nationwide				
		Improved Access and utilisation of Nutritious food			1.3. Undertake Urban Livelihoods Assessment	Nationwide				
		Improved Food safety Standards			1.4. Undertake National Nutrition Survey	Nationwide				
		Improved post-harvest food storage			1.5. Undertake Rapid Livelihoods Assessment	Nationwide				
		Improved Nutrition Specific Interventions			1.6. Produce State of Food and Nutrition Report	Nationwide				
		Nutrition sensitive Social assistance and protection			1.7. Undertake quarterly Near Real Time Monitoring (NRTM) for food and nutrition	Nationwide				
		Improved water supply			1.8. Use secondary data to compile early warning reports	Nationwide				
		Improved sanitation and hygiene			1.9. Produce food and nutrition thematic papers	Nationwide				
		Improved access to basic services			1.1.0. Participate in joint research with stakeholders	Nationwide				
		Improved access to social amenities in urban and rural areas			1.1.1. Establish a national food and nutrition security information system	Nationwide				
					1.1.2. Monitor food and nutrition security response	Nationwide				
		Subtotal								

Lead Agency	Implementing UNIT	Estimated Cost of the Programme/ Project (ZWL)	Estimated Annual Investment Requirement (ZWL)				
			2021	2022	2023	2024	2025
FNC	ARME	14,000,000.00	10,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
FNC	ARME	472,534,740.00	77,400,000.00	85,140,000.00	93,654,000.00	103,019,400.00	113,321,340.00
FNC	ARME	305,255,000.00	50,000,000.00	55,000,000.00	60,500,000.00	66,550,000.00	73,205,000.00
FNC	ARME	150,000,000.00			150,000,000.00		
FNC	ARME	160,000,000.00		40,000,000.00	40,000,000.00	40,000,000.00	40,000,000.00
FNC	ARME	18,315,300.00	3,000,000.00	3,300,000.00	3,630,000.00	3,993,000.00	4,392,300.00
FNC	ARME	183,153,000.00	30,000,000.00	33,000,000.00	36,300,000.00	39,930,000.00	43,923,000.00
FNC	ARME	6,105,100.00	1,000,000.00	1,100,000.00	1,210,000.00	1,331,000.00	1,464,100.00
FNC	ARME	24,420,400.00	4,000,000.00	4,400,000.00	4,840,000.00	5,324,000.00	5,856,400.00
FNC	ARME	18,315,300.00	3,000,000.00	3,300,000.00	3,630,000.00	3,993,000.00	4,392,300.00
FNC	ARME	73,261,200.00	12,000,000.00	13,200,000.00	14,520,000.00	15,972,000.00	17,569,200.00
FNC	ARME	12,210,200.00	2,000,000.00	2,200,000.00	2,420,000.00	2,662,000.00	2,928,200.00
			1,437,570,240.00	192,400,000.00	241,640,000.00	411,704,000.00	283,774,400.00

National Priority Area	Sector	NDS1 Sector Outcome	Programme Budget	Project/ Intervention	Project/ Intervention Description	Province	District
Human capital Development and Innovation	Social, education and training	Improved availability of specialist skills for industry, commerce and public sector  Improved Nutrition Coordination  Improved research , development and innovation throughput  Reduced extreme poverty  Improved livelihoods for the poor and vulnerable	P2: Policy and Governance Sub-Programme 1 Policy Analysis, Coordination, Devolution and Development Planning.	Strengthen the capacity of Food and Nutrition Security Committees by 2025	2.1.1 Convene National FNSC Meetings.	Nationwide	Nationwide
					2.1.2 Conduct FNSCs capacity needs assessment	Nationwide	Nationwide
					2.1.3 Train Food and Nutrition Security Committees	Nationwide	Nationwide
					2.1.4 Mentor FNSCs	Nationwide	Nationwide
					2.1.5 Conduct FNSC Review meetings	Nationwide	Nationwide
					2.1.6 Coordinate the effective implementation of the Multi Sectoral Food and Nutrition Security Strategy (2021-25)	Nationwide	Nationwide
				Promote community participation in food and nutrition security issues by 2025	2.2.1 Roll out the MCBM TOT and Ward trainings	8 provinces	46 districts
					2.2.2 Facilitate establishment of Model Villages	8 provinces	46 districts
					2.2.3 Support the documentation of lessons learnt and best practises	Nationwide	Nationwide
					2.2.4 Document social and cultural factors affecting food and nutrition security	Nationwide	Nationwide
					2.2.5 Facilitate the participation of local leadership in food and nutrition programmes	Nationwide	Nationwide
Social Protection	Social (Livelihood Support)				2.2.6 Strengthen women and youth involvement in food and nutrition programmes	Nationwide	Nationwide
Subtotal							

	Lead Agency	Implementing UNIT	Estimated Cost of the Programme/ Project (ZWL)	Estimated Annual Investment Requirement (ZWL)				
				2021	2022	2023	2024	2025
	FNC	MCU	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	FNC	MCU	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	FNC	MCU	90,000,000.00	18,000,000.00	18,000,000.00	18,000,000.00	18,000,000.00	18,000,000.00
	FNC	MCU	84,000,000.00	16,800,000.00	16,800,000.00	16,800,000.00	16,800,000.00	16,800,000.00
	FNC	MCU	100,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00
	FNC	MCU	200,000,000.00	40,000,000.00	40,000,000.00	40,000,000.00	40,000,000.00	40,000,000.00
	FNC	MCU	300,000,000.00	60,000,000.00	60,000,000.00	60,000,000.00	60,000,000.00	60,000,000.00
	FNC	MCU	120,000,000.00	24,000,000.00	24,000,000.00	24,000,000.00	24,000,000.00	24,000,000.00
	FNC	MCU	30,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00
	FNC	MCU	50,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
	FNC	MCU	78,000,000.00	15,600,000.00	15,600,000.00	15,600,000.00	15,600,000.00	15,600,000.00
	FNC	MCU	50,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
				1,122,000,000.00	224,400,000.00	224,400,000.00	224,400,000.00	224,400,000.00

National Priority Area	Sector	NDS1 Sector Outcome	Programme Budget	Project/ Intervention	Project/ Intervention Description	Province	District
Food Security and Nutrition   							

Lead Agency	Implementing UNIT	Estimated Cost of the Programme/ Project (ZWL)	Estimated Annual Investment Requirement (ZWL)				
			2021	2022	2023	2024	2025
FNC	Nutrition	50,000,000.00	2,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00
FNC	Nutrition	38,000,000.00	38,000,000.00				
FNC	Nutrition	48,000,000.00	10,000,000.00	20,000,000.00	10,000,000.00	4,000,000.00	4,000,000.00
FNC	Nutrition	20,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00
FNC	Nutrition	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
FNC	Nutrition	13,000,000.00	1,000,000.00	4,000,000.00	3,000,000.00	4,000,000.00	1,000,000.00
FNC	Nutrition	15,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00
FNC	Nutrition	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
FNC	Nutrition	2,880,000.00	120,000.00	2,400,000.00	120,000.00	120,000.00	120,000.00
FNC	Nutrition	30,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00
FNC	Nutrition	5,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
FNC	Nutrition	10,000,000.00	2000000	2000000	2000000	2000000	2000000
FNC	Nutrition	3,500,000.00	500,000.00	1,000,000.00	500,000.00	500,000.00	1,000,000.00
FNC	Nutrition	8,000,000.00		2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
			263,380,000.00	71,620,000.00	61,400,000.00	47,620,000.00	42,620,000.00

National Priority Area	Sector	NDS1 Sector Outcome	Programme Budget	Project/ Intervention	Project/ Intervention Description	Province	District
Food Security and Nutrition	Food and Nutrition Security,	Improve food Security	P2: Policy and Governance Sub-Programme 1 Policy Analysis, Coordination, Devolution and Development Planning	4.1. To promote integration of food safety and standards into food and nutrition security programmes by 2025	4.1.1 Engage sectors in multi-sectoral planning and mainstreaming of food safety and standards	Nationwide	
		Improved nutrition status			4.1.2. Participate in technical food safety and standards coordination platforms	Nationwide	
	Improved access to WASH				4.1.3. Capacitate FNSCs on Food Safety and standards	Nationwide	
		Improved food safety standards		4.2. To promote the adoption of the ‘farm to fork approach’ in all food systems	4.2.1. Facilitate research in food safety issues		
	4.2.2. Facilitate dialogue on food safety and standards among stakeholders along the food value chain				Nationwide		
	Improved post-harvest food storage	4.3. To advocate for the review of Food Control systems in Zimbabwe by 2025		4.3.1. Participate in awareness campaigns on food safety and standards	Nationwide		
				4.3.2. Contribute to the review of Food Safety legislation, policies and guidelines.	Nationwide		
				4.3.3. Support the incorporation of Food Safety, Sanitary and Phytosanitary standards into the Integrated Development Plan	Nationwide		
		4.4. To integrate WASH into food and nutrition security by 2025		4.4.1. Develop WASH IEC materials	Nationwide		
				4.4.2. Participate in WASH campaigns and educational sessions	Nationwide		
				4.4.3. Represent Zimbabwe/ FNC at relevant fora	Nationwide		
Subtotal							



Lead Agency	Implementing UNIT	Estimated Cost of the Programme/ Project (ZWL)	Estimated Annual Investment Requirement (ZWL)				
			2021	2022	2023	2024	2025
FNC	Food Safety and Standards	5,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
FNC	Food Safety and Standards	5,600,000.00	1,000,000.00	1,100,000.00	1,100,000.00	1,200,000.00	1,200,000.00
FNC	Food Safety and Standards	7,000,000.00	1,400,000.00	1,400,000.00	1,400,000.00	1,400,000.00	1,400,000.00
FNC	Food Safety and Standards	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
FNC	Food Safety and Standards	9,000,000.00	1,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
FNC	Food Safety and Standards	8,800,000.00	1,600,000.00	1,600,000.00	1,600,000.00	2,000,000.00	2,000,000.00
FNC	Food Safety and Standards	3,000,000.00	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00
FNC	Food Safety and Standards	1,000,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
FNC	Food Safety and Standards	6,200,000.00	1,000,000.00	1,000,000.00	1,400,000.00	1,400,000.00	1,400,000.00
FNC	Food Safety and Standards	9,200,000.00	1,600,000.00	1,600,000.00	2,000,000.00	2,000,000.00	2,000,000.00
FNC	Food Safety and Standards	5,600,000.00	1,000,000.00	1,000,000.00	1,200,000.00	1,200,000.00	1,200,000.00
			70,400,000.00	12,400,000.00	13,500,000.00	14,500,000.00	15,000,000.00

National Priority Area	Sector	NDS1 Sector Outcome	Programme Budget	Project/ Intervention	Project/ Intervention Description	Province	District
Food Security and Nutrition		Reduced extreme poverty	P2: Policy and Governance Sub-Programme 1 Policy Analysis, Coordination, Devolution and Development Planning	5.1. To produce policy briefs on Food and Nutrition Security by 2025	5.1.1 Analyse the impact of global and national and sectoral commitment on food and nutrition	Nationwide	Nationwide
		Improved care and protection of vulnerable groups			5.1.2 Participate in global and regional food and nutrition security policy networks and initiatives	Nationwide	Nationwide
		Improved livelihoods for the poor and vulnerable			5.1.3 Produce policy briefs on emerging thematic issues in food and nutrition security	Nationwide	Nationwide
		Improved Nutrition Coordination					
		Improved Access and utilisation of Nutritious food		5.2: To promote the implementation of policies and commitments towards Food and Nutrition Security by 2025	5.2.1 Advocate for increased national budget allocation to social sectors	Nationwide	Nationwide
					5.2.2 Participate in sector policy development	Nationwide	Nationwide
					5.2.3 Monitor implementation of the Food and Nutrition Policy and the MSFNSS	Nationwide	Nationwide
					5.2.4 Promote policies that encourage functionality of local markets	Nationwide	Nationwide
Subtotal							

Lead Agency	Implementing UNIT	Estimated Cost of the Programme/ Project (ZWL)	Estimated Annual Investment Requirement (ZWL)				
			2021	2022	2023	2024	2025
FNC	Policy	20,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00
FNC	Policy	15,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00
FNC	Policy	5,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
FNC	Policy	3,000,000.00	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00
FNC	Policy	2,000,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00
FNC	Policy	50,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
FNC	Policy	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
			105,000,000.00	21,000,000.00	21,000,000.00	21,000,000.00	21,000,000.00

National Priority Area	Sector	NDS1 Sector Outcome	Programme Budget	Project/ Intervention	Project/ Intervention Description	Province	District			
Image Building, International Engagement and Re-engagement, Human Capital Development	Food and Nutrition Security	Reduced extreme poverty	P2: Policy and Governance Sub-Programme 1 Policy Analysis, Coordination, Devolution and Development Planning	6.1. To strengthen Knowledge Management capacity among food and nutrition security stakeholders by 2025	6.1.1. Coordinate knowledge management structures	Nationwide				
		Improved care and protection of vulnerable groups			6.1.2. Strengthen knowledge management capacity across FNC Units	Nationwide				
					6.1.3. Review and disseminate the Zimbabwe Food and Nutrition Advocacy and Communication Strategy	Nationwide				
					6.1.4. Strengthen knowledge management and communication capacity FNSCs	Nationwide				
					6.1.5 Coordinate the annual Knowledge Management Symposium	Nationwide				
		Improved livelihoods for the poor and vulnerable		6.2. To establish an effective food and nutrition security knowledge management system	6.2.1. Facilitate food and nutrition dialogue sessions	Nationwide				
		Improved Nutrition Coordination			6.2.2. Facilitate synthesis of assessment reports into knowledge products	Nationwide				
					6.2.3 Establish the Zimbabwe Food and Nutrition Knowledge Management Portal	Nationwide				
					6.2.4 Document best practices and lessons learnt and novel innovation.	Nationwide				
		Improved Access and utilisation of Nutritious food			6.2.5. Coordinate the development of thematic/technical working papers	Nationwide				
		Improved Nutrition Specific Interventions		6.3 To Increase awareness of food and nutrition issues among stakeholders by 2025.	6.3.1. Conduct advocacy and communication on food and nutrition security to inform perceptions and understanding of the issues among stakeholders	Nationwide				
					6.3.2. Facilitate use of electronic and print media for food and nutrition advocacy	Nationwide				
					6.3.3 Strengthen visibility of the FNC Brand-Internal and External Stakeholder Relations					
		6.3.4. Maintain functional website, dashboard and social media platforms			Nationwide					
		6.3.5. Disseminate food and nutrition knowledge products			Nationwide					
		Nutrition sensitive Social assistance and protection		6.3.6. Represent Zimbabwe at national, regional and global fora	Nationwide, Regional, International					
		Subtotal								

Lead Agency	Implementing UNIT	Estimated Cost of the Programme/ Project (ZWL)	Estimated Annual Investment Requirement (ZWL)				
			2021	2022	2023	2024	2025
FNC	KM	9,000,000.00	1,400,000	1,600,000	1,800,000	2,000,000	2,200,000
FNC	KM	5,000,000.00	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
FNC	KM	10,000,000.00	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
FNC	KM	30,000,000.00	4,000,000	5,000,000	6,000,000	7,000,000	8,000,000
FNC	KM	130,000,000.00	22,000,000	24,000,000	26,000,000	28,000,000	30,000,000
FNC	KM	20,000,000.00	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
FNC	KM	70,000,000.00	10,000,000	12,000,000	14,000,000	16,000,000	18,000,000
FNC	KM	14,000,000.00	6,000,000	2,000,000	2,000,000	2,000,000	2,000,000
FNC	KM	20,000,000.00	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000
FNC	KM	10,000,000.00	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
FNC	KM	30,000,000.00	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
FNC	KM	100,000,000.00	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
		100,000,000.00	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
FNC	KM	10,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
FNC	KM	50,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
FNC	KM	10,000,000.00	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
			618,000,000.00	114,400,000	116,600,000	122,800,000	129,000,000

National Priority Area	Sector	NDS1 Sector Outcome	Programme Budget	Project/ Intervention	Project/ Intervention Description	Province	District
Human capital development and innovation  Governance	Food and Nutrition Security	Improved availability of specialist skills for industry, commerce and public sector	P2: Policy and Governance Sub-Programme 1 Policy Analysis, Coordination, Devolution and Development Planning	7.1. To create an enabling working environment by 2025	7.1.1. Develop FNC 5-year Strategy and annual plans	Nationwide	
					7.1.2. Undertake FNC Monthly Meetings	Nationwide	
					7.1.3. Conduct performance appraisals and review job descriptions	Nationwide	
					7.1.4. Conduct staff capacity needs		
		7.2. To provide efficient and effective Financial and Administration services by 2025		7.2.1 Upgrade systems to monitor and track administrative equipment	Nationwide		
				7.2.2. Production of income and expenditure accounts and quarterly management accounts	Nationwide		
				7.2.3 Timely disbursement of funds	Nationwide		
				7.2.4. Payroll Administration	Nationwide		
				7.2.5. Maintain asset inventory			
				7.2.6. IT support	Nationwide		
				7.2.7. Budgeting & budgetary Control	Nationwide		
				7.2.8. Risk Management and Auditing	Nationwide		
				7.2.9. Maintaining Existing Staff			
				7.2.10. Recruitment of staff	Nationwide		
				7.2.11. Resource Mobilization			
				7.2.12. Purchase of Assets (Offices, Drones, Laptops, Tablets, Printers, Scanners, Shredders, Desks, Chairs, Board Room furniture, Safe Photocopiers, Switchboard and Cabinets)			
				7.2.13 Human Resources Management			
				7.2.14 Corporate Governance			
		7.3. To provide adequate logistics support by 2025		7.3.1. Acquisition of motor vehicles and minibus	Nationwide		
				7.3.2. Fleet Management			
				7.3.3. Licensing and insuring of motor vehicles			
Subtotal							
Grand Total							

Lead Agency	Implementing UNIT	Estimated Cost of the Programme/ Project (ZWL)	Estimated Annual Investment Requirement (ZWL)				
			2021	2022	2023	2024	2025
FNC	Finance and Administration	53,386,000.00	8,786,000.00	9,600,000.00	10,600,000.00	11,600,000.00	12,800,000.00
FNC	Finance and Administration	12,668,000.00	780,000.00	2,000,000.00	2,400,000.00	3,120,000.00	4,368,000.00
FNC	Finance and Administration	2,684,000.00	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
FNC	Finance and Administration	18,840,000.00	2,000,000.00	3,000,000.00	3,600,000.00	4,680,000.00	5,560,000.00
FNC	Finance and Administration	29,644,000.00	6,000,000.00	4,000,000.00	5,280,000.00	6,864,000.00	7,500,000.00
FNC	Finance and Administration	2,684,000.00	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
FNC	Finance and Administration	2,684,000.00	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
FNC	Finance and Administration	5,368,000.00	880,000.00	968,000.00	1,056,000.00	1,144,000.00	1,320,000.00
FNC	Finance and Administration	2,440,000.00	400,000.00	440,000.00	480,000.00	520,000.00	600,000.00
FNC	Finance and Administration	35,216,000.00	4,400,000.00	6,000,000.00	6,600,000.00	7,920,000.00	10,296,000.00
FNC	Finance and Administration	2,648,000.00	440,000.00	484,000.00	528,000.00	536,000.00	660,000.00
FNC	Finance and Administration	4,580,000.00	440,000.00	900,000.00	990,000.00	1,080,000.00	1,170,000.00
FNC	Finance and Administration	807,120,000.00	38,000,000.00	146,000,000.00	160,600,000.00	192,720,000.00	269,800,000.00
FNC	Finance and Administration	7,310,000.00	0	4,000,000.00	1,000,000.00	1,100,000.00	1,210,000.00
FNC		2,684,000.00	440,000	484,000	528,000	572,000	660,000
FNC		414,725,000.00	29,785,000	57,000,000	190,000,000	62,700,000	75,240,000
FNC	Finance and Administration	2,684,000.00	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
FNC	Finance and Administration	37,184,000.00	5,000,000.00	5,500,000.00	6,480,000.00	8,424,000.00	11,780,000.00
FNC	Finance and Administration	298,800,000.00	60,000,000	170,000,000	16,000,000	22,800,000	30,000,000
	Finance and Administration	199,251,000.00	21,611,000	25,932,000	33,708,000	47,200,000	70,800,000
	Finance and Administration	32,176,000.00	1,360,000	6,000,000	6,600,000	7,920,000	10,296,000
			1,974,776,000.00	182,082,000	444,244,000	448,562,000	383,188,000
			5,591,126,240.00	818,302,000.00	1,122,784,000.00	1,290,586,000.00	1,098,982,400.00



## Section VI: Monitoring and Evaluation Plan 2021-2025

### 1. Analysis Research Monitoring and Evaluation M&E Plan 2021-2025

Activity	Inputs	Outputs
<b>Strategic Objective 1.1 To establish a reliable, integrated and timeous food and nutrition security information security system by 2025</b>		
1.1.1. Develop strategic document and annual plan for the Zimbabwe Vulnerability Assessment Committee (ZimVAC)	<ul style="list-style-type: none"> <li>Conference cost</li> <li>Daily Subsistence Allowances (DSAs)</li> <li>Printing costs</li> <li>Consultancy cost</li> </ul>	<ul style="list-style-type: none"> <li>Meeting Reports</li> <li>ZimVAC Strategic Document</li> <li>ZimVAC Annual Plans</li> </ul>
1.1.2. Undertake Rural Livelihoods Assessment	<ul style="list-style-type: none"> <li>Conference costs</li> <li>Assessment design costs</li> <li>DSAs</li> <li>Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>Rural Livelihoods Assessment Reports</li> </ul>
1.1.3. Undertake Urban Livelihoods Assessment	<ul style="list-style-type: none"> <li>Conference costs</li> <li>Assessment design costs</li> <li>DSAs</li> <li>Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>Urban Livelihoods Assessment Reports</li> </ul>
1.1.4. Undertake National Nutrition Survey	<ul style="list-style-type: none"> <li>Conference costs</li> <li>Survey design costs</li> <li>DSAs</li> <li>Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>National Nutrition Survey Reports</li> </ul>
1.1.5. Undertake Rapid Livelihoods Assessment	<ul style="list-style-type: none"> <li>Conference costs</li> <li>Assessment design costs</li> <li>DSAs</li> <li>Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>Rapid Livelihoods Assessment report</li> </ul>
1.1.6. Produce State of Food and Nutrition Report	<ul style="list-style-type: none"> <li>Desk review costs</li> <li>DSAs</li> <li>Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>State of Food and Nutrition Report</li> </ul>
1.1.7. Undertake quarterly Near Real Time Monitoring (NRTM) for food and nutrition	<ul style="list-style-type: none"> <li>Consultancy costs</li> <li>Server costs</li> <li>Internet costs</li> <li>Training costs.</li> <li>DSAs</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Real Time Monitoring reports</li> </ul>
1.1.8. Use secondary data to compile early warning reports	<ul style="list-style-type: none"> <li>Desk review costs</li> <li>Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly surveillance reports.</li> </ul>
1.1.9. Produce food and nutrition thematic papers	<ul style="list-style-type: none"> <li>Consultancy costs</li> <li>Conference costs</li> <li>Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>Thematic technical papers</li> </ul>
1.1.10. Participate in joint research with stakeholders	<ul style="list-style-type: none"> <li>DSAs</li> <li>Staff time</li> <li>Vehicle hire</li> </ul>	<ul style="list-style-type: none"> <li>Research papers</li> </ul>
1.1.11. Maintain a functional national food and nutrition security Dashboard	<ul style="list-style-type: none"> <li>Consultancy</li> <li>Server</li> <li>Internet</li> </ul>	<ul style="list-style-type: none"> <li>Food and nutrition security dashboard</li> </ul>
1.1.12. Monitor and evaluate food and nutrition security response	<ul style="list-style-type: none"> <li>DSAs</li> <li>Vehicle hire</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and Evaluation reports</li> </ul>

	Outcome/Impact	COST (ZWL)				
		2021	2022	2023	2024	2025
	Coordinated and focused vulnerability assessments	10,000, 000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
	Evidence driven policies, programmes and interventions	77,400, 000.00	85,140,000.00	93,654,000.00	103,019,400.00	113,321,340.00
	Evidence driven policies, programmes and interventions	50,000,000.00	55,000,000.00	60,500, 000.00	66,550,000.00	73,205,000.00
	Evidence driven policies, programmes and interventions			150,000, 000.00		
	Evidence driven policies, programmes and interventions		40,000, 000.00	40,000, 000.00	40,000, 000.00	40,000, 000.00
	Informed decision making on food and nutrition programmes	3,000, 000.00	3,300, 000.00	3,630, 000.00	3,993, 000.00	4,392, 300.00
	Early warning information for early action	30,000,000.00	33,000,000.00	36,300,000.00	39,930,000.00	43,923,000.00
	Early warning reports that inform interventions and programming	1,000,000.00	1,100,000.00	1,210,000.00	1,331,000.00	1,464,100.00
	Evidence driven policies, programmes and interventions	4,000,000.00	4,400,000.00	4,840,000.00	5,324,000.00	5,856,400.00
	Evidence driven policies, programmes and interventions	3,000,000.00	3,300,000.00	3,630,000.00	3,993,000.00	4,392,300.00
	Evidence driven policies, programmes and interventions	12,000,000.00	13,200,000.00	14,520,000.00	15,972,000.00	17,569,200.00
	Enhanced and informed food and nutrition security interventions	2,000,000.00	2,200,000.00	2,420,000.00	2,662,000.00	2,928,200.00

## 2. Multi-sectoral Coordination Unit

Strategic objective 2.1: Strengthen the capacity of Food and Nutrition Security Committees (FNSCs) by 2025			
Activities	Inputs	Outputs	
Strategic objective 2.1: Strengthen the capacity of Food and Nutrition Security Committees (FNSCs) by 2025			
2.1.1. Convene National Food and Nutrition Security Committees (FNSCs) Meetings.	<ul style="list-style-type: none"> <li>Conference costs</li> </ul>	Workplans Minutes Progress reports	
2.1.2. Conduct FNSC capacity needs assessment	<ul style="list-style-type: none"> <li>Capacity assessment tool</li> <li>DSAs</li> <li>Conference costs</li> </ul>	Needs Assessment Report Capacity Strengthening Strategy /Plan	
2.1.3. Train Food and Nutrition Security Committees	<ul style="list-style-type: none"> <li>DSAs</li> <li>Conference costs</li> <li>Designing and Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>FNSC database</li> <li>Training reports</li> </ul>	
2.1.4. Mentor FNSCs.	<ul style="list-style-type: none"> <li>DSAs</li> <li>Conference Costs</li> </ul>	<ul style="list-style-type: none"> <li>Mentorship Reports</li> </ul>	
2.1.5. Conduct FNSC Review meetings	<ul style="list-style-type: none"> <li>DSAs</li> <li>Conference costs</li> </ul>	<ul style="list-style-type: none"> <li>Review meeting report</li> <li>Provincial reports</li> <li>District reports</li> </ul>	
2.1.6. Coordinate the effective implementation of the Multi Sectoral Food and Nutrition Security Strategy (2021-25)	<ul style="list-style-type: none"> <li>DSAs</li> <li>Conference costs</li> <li>Printing costs</li> </ul>	MFNSS Progress Reports Monitoring Template	
Strategic objective 2.2: Promote community participation in Food and Nutrition Security issues by 2025			
2.2.1. Roll out the MCBM Training of Trainers (TOT) and Ward trainings	<ul style="list-style-type: none"> <li>Consultancy Costs</li> <li>DSAs</li> <li>Conference costs</li> <li>Printing costs</li> </ul>	MCBM reports	
2.2.2. Facilitate establishment of Model Villages	<ul style="list-style-type: none"> <li>DSAs</li> </ul>	Model Villages established	
2.2.3. Support the documentation of lessons learnt and best practices	<ul style="list-style-type: none"> <li>Consultancy costs</li> <li>Designing and printing costs</li> </ul>	Documentation of lessons learnt and best practice	
2.2.4. Document social and cultural factors affecting food and nutrition security	<ul style="list-style-type: none"> <li>DSAs</li> <li>Conference costs</li> </ul>	Documented social and cultural factors	
2.2.5. Facilitate the participation of local leadership in food and nutrition programmes	<ul style="list-style-type: none"> <li>DSAs</li> <li>Conference costs</li> </ul>	Chief's conference report	
2.2.6. Strengthen women and youth involvement in food and nutrition programmes	<ul style="list-style-type: none"> <li>DSAs</li> <li>Conference costs</li> </ul>	Gender disaggregated database of women & youth involved in food and nutrition programmes	

	Outcome	COST (ZWL)				
		2021	2022	2023	2024	2025
	Improved national level coordination of food and nutrition issues	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Functional FNSCs	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Functional FNSCs	18,000,000.00	18,000,000.00	18,000,000.00	18,000,000.00	18,000,000.00
	Efficient and effective FNSCs	16,800,000.00	16,800,000.00	16,800,000.00	16,800,000.00	16,800,000.00
	Enhanced FNSCs' functionality	20,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00
	Improved Food and Nutrition Security coordination	40,000,000.00	40,000,000.00	40,000,000.00	40,000,000.00	40,000,000.00
	Enhanced community response to food and nutrition security issues	60,000,000.00	60,000,000.00	60,000,000.00	60,000,000.00	60,000,000.00
	Holistic interventions to address food and nutrition security issues	24,000,000.00	24,000,000.00	24,000,000.00	24,000,000.00	24,000,000.00
	Lessons learnt and best practices documented and shared	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00
	Improved knowledge of community groups	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
	Improved ownership of food and nutrition security initiatives at community level	15,600,000.00	15,600,000.00	15,600,000.00	15,600,000.00	15,600,000.00
	Improved women and youth participation in food and nutrition programmes	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00

### 3. Nutrition Unit

Activity	Inputs	Outputs	
<b>Strategic Objective 3.1 Develop nutrition sensitive strategic documents by 2025</b>			
3.1.1. Support integration of nutrition into National/Sectoral Development Strategies and Plans	<ul style="list-style-type: none"> <li>• Desk review costs</li> <li>• DSAs</li> <li>• Conference costs</li> <li>• Consultancy costs</li> <li>• Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>• Nutrition sensitive sectoral policies &amp; plans</li> <li>• Sector reports</li> <li>• Nutrition Technical papers</li> </ul>	
3.1.2. Coordinate the development and dissemination of Multi-Sectoral Food and Nutrition Security Strategy	<ul style="list-style-type: none"> <li>• Consultancy costs</li> <li>• DSAs</li> <li>• Conference costs</li> <li>• Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>• Multisectoral Food and Nutrition Security Strategy</li> <li>• Cabinet Paper</li> <li>• Launch Pack</li> <li>• Communication plan for the strategy</li> </ul>	
3.1.3. Support the development nutrition sensitive and specific guidelines and tools for use by sectors	<ul style="list-style-type: none"> <li>• DSAs</li> </ul>	<ul style="list-style-type: none"> <li>• Reports and guidelines</li> </ul>	
<b>Strategic Objective 3.2 Promote the innovation and scale-up of food and nutrition security approaches by 2025</b>			
3.2.1. Identify and document food and nutrition security innovations	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Publication fees</li> <li>• Laboratory costs</li> </ul>	<ul style="list-style-type: none"> <li>• Nutrition Research papers</li> <li>• Documented innovations</li> </ul>	
3.2.2. Support the integration of nutrition indicators in assessments, monitoring and early warning initiatives	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Conference costs</li> <li>• Printing Costs</li> </ul>	<ul style="list-style-type: none"> <li>• Nutrition Indicator Sheet</li> <li>• Nutrition cluster control forms</li> <li>• Standardisation presentations</li> </ul>	
3.2.3. Research and document nutrient composition of traditional/indigenous foods	<ul style="list-style-type: none"> <li>• Laboratory costs</li> <li>• DSAs</li> <li>• Publication fees</li> </ul>	<ul style="list-style-type: none"> <li>• Research Papers</li> <li>• Food composition tables</li> </ul>	
<b>Strategic Objective 3.3 Represent Zimbabwe in all scaling-up nutrition platforms</b>			
3.3.1. Strengthen and sustain SUN networks' momentum	<ul style="list-style-type: none"> <li>• Conference costs</li> <li>• Printing costs</li> <li>• DSAs</li> </ul>	SUN reports	
3.3.2. Establish decentralized SUN Networks	<ul style="list-style-type: none"> <li>• Conference costs</li> <li>• Printing costs</li> <li>• DSAs</li> </ul>	Decentralised SUN Networks	
3.3.3. Establish and coordinate a Nutrition Think Tank	<ul style="list-style-type: none"> <li>• Consultancy costs</li> <li>• Conference costs</li> <li>• DSAs</li> </ul>	Functional Reference group	
3.3.4. Represent Zimbabwe at relevant nutrition fora	<ul style="list-style-type: none"> <li>• Travel costs</li> <li>• DSAs</li> <li>• Conference costs</li> </ul>	Back to country reports	
<b>Strategic Objective 3.4 Advocate for nutrition sensitive response packages</b>			
3.4.1. Participate in the development of nutrition sensitive social protection response packages.	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Printing costs</li> </ul>	<ul style="list-style-type: none"> <li>• Nutrition sensitive social protection packages</li> <li>• Nutrition basket</li> </ul>	
3.4.2. Participate in emergency response initiatives	<ul style="list-style-type: none"> <li>• DSAs</li> </ul>	<ul style="list-style-type: none"> <li>• Nutrition sensitive response plans,</li> <li>• Activity reports</li> </ul>	
3.4.3. Engagement of adolescents in food and nutrition security activities	Conference costs DSAs IEC materials	Adolescent champion reports Nutrition in schools/college advocacy materials	
3.4.4. Advocate for health and nutrition programming in institutions of care	IEC materials Conference costs DSAs	Nutrition guidelines for institutions of special care	

	Outcome/Impact	COST (ZWL)				
		2021	2022	2023	2024	2025
	Nutrition sensitive sectoral programming	2,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00
	Nutrition part of the National Integrated Development Agenda	38,000,000.00				
	Coordinated nutrition programmes	10,000,000.00	20,000,000.00	10,000,000.00	4,000,000.00	4,000,000.00
	Evidence based nutrition sensitive programming	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00
	Nutrition sensitive assessments	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Improved documentation of traditional food nutrient composition	1,000,000.00	4,000,000.00	3,000,000.00	4,000,000.00	1,000,000.00
	High momentum for nutrition	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00
	Decentralized evidence-based reporting on SUN	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Enhanced technical input into nutrition programmes	120,000.00	2,400,000.00	120,000.00	120,000.00	120,000.00
	Zimbabwe part of the global community for Nutrition	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00
	Improved access to inclusive social protection	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
	Improved disaster risk management	2000000	2000000	2000000	2000000	2000000
	Improved knowledge on Reproductive, adolescent health and Nutrition Improved adolescent participation in food and nutrition security activities	500,000.00	1,000,000.00	500,000.00	500,000.00	1,000,000.00
	Reduced nutrition vulnerability in institutions of care		2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00

## 4. Food Safety and Standards

Activity	Inputs	Outputs	
<b>Strategic Objective 4.1: To promote integration of food safety and standards into food and nutrition security programmes by 2025.</b>			
4.1.1. Engage sectors and facilitate multi-sectoral planning and mainstreaming of food safety and standards	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Conference costs</li> </ul>	Work plans Minutes of meetings	
4.1.2. Participate in technical food safety and standards coordination platforms	<ul style="list-style-type: none"> <li>• Conference costs</li> <li>• DSAs</li> </ul>	Report	
4.1.3. Capacitate FNSCs on Food Safety and standards	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Conference costs</li> <li>• Printing costs</li> </ul>	Activity reports	
<b>Strategic Objective 4.2: To promote the adoption of the 'farm to fork approach' in all food systems by 2025</b>			
4.2.1. Facilitate research in food safety issues	<ul style="list-style-type: none"> <li>• Consultancy costs</li> <li>• Conference costs</li> <li>• DSAs</li> <li>• Printing costs</li> </ul>	Research Papers	
4.2.2. Facilitate dialogue on food safety and standards among stakeholders along the food value chain	<ul style="list-style-type: none"> <li>• Conference costs</li> <li>• DSAs</li> </ul>	Lessons learnt reports Best practices	
<b>Strategic Objective 4.3: To advocate for the review of Food Control systems in Zimbabwe by 2025</b>			
4.3.1. Participate in awareness campaigns on food safety and standards	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Promotional materials</li> <li>• Conference costs</li> </ul>	Reports IEC Material	
4.3.2. Contribute to the review of Food Safety legislation, policies and guidelines	<ul style="list-style-type: none"> <li>• DSAs</li> </ul>	Food Safety Legislation policies and guidelines	
4.3.3. Support the incorporation of Food Safety, Sanitary and Phytosanitary standards into the Integrated Development Plan	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Printing costs</li> </ul>	Technical report	
<b>Strategic Objective: 4.4 To integrate Water Sanitation and Hygiene (WASH) into food and nutrition security strategies by 2025</b>			
4.4.1. Develop WASH information Education and Communication (IEC) materials	<ul style="list-style-type: none"> <li>• Printing costs</li> <li>• DSAs</li> </ul>	IEC materials	
4.4.2. Participate in WASH campaigns and educational sessions	<ul style="list-style-type: none"> <li>• Printing Costs</li> <li>• DSAs</li> </ul>	Promotion Material  Reports	
4.4.3. Represent Zimbabwe/FNC at relevant fora	<ul style="list-style-type: none"> <li>• Conference costs</li> <li>• Travel costs</li> <li>• DSAs</li> </ul>	Activity reports	

	Outcome/Impact	COST (ZWL)				
		2021	2022	2023	2024	2025
	Improved multi-sectoral implementation of food safety food safety and standards activities	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
	Improved multi-sectoral planning and coordination of food safety and standards programmes and activities	1,000,000.00	1,100,000.00	1,100,000.00	1,200,000.00	1,200,000.00
	Integrated food safety into FNSCs	1,400,000.00	1,400,000.00	1,400,000.00	1,400,000.00	1,400,000.00
	Enhanced food safety at community level through research	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Adoption of food safety and standards throughout food chain promoted	1,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Improved access to food safety information	1,600,000.00	1,600,000.00	1,600,000.00	2,000,000.00	2,000,000.00
	Effective and cohesive implementation of food control system	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00
	Food safety and standards incorporated into the national development plans	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
	Improved awareness on WASH	1,000,000.00	1,000,000.00	1,400,000.00	1,400,000.00	1,400,000.00
	Improved access by public on food safety information	1,600,000.00	1,600,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Zimbabwe part of the global community for WASH	1,000,000.00	1,000,000.00	1,200,000.00	1,200,000.00	1,200,000.00



## 5. Policy Analysis and Advice

Strategic Objective 5.1: To produce policy briefs on food and nutrition security themes by 2025			
Activities	Inputs	Outputs	
5.1.1. Analyse the impact of global, national and sectoral commitments on Food and Nutrition security.	<ul style="list-style-type: none"> <li>• Consultancy costs</li> <li>• DSAs</li> <li>• Conference costs</li> <li>• Government Gazette</li> <li>• Subscription</li> </ul>	Policy Briefs	
5.1.2. Participate in global and regional food and nutrition policy networks and initiatives	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• International travel costs</li> </ul>	Policy reports	
5.1.3. Produce policy briefs on emerging thematic issues in food and nutrition security	<ul style="list-style-type: none"> <li>• Printing costs</li> <li>• Desk review costs</li> <li>• Consultancy costs</li> </ul>	Policy briefs	
Strategic Objective 5.2: To promote the implementation of policies and commitments towards Food and Nutrition Security by 2025			
Activities	Inputs	Outputs	
5.2.1. Advocate for increased national budget allocation to social sectors	<ul style="list-style-type: none"> <li>• Printing costs</li> <li>• DSAs</li> </ul>	Budget analysis review papers	
5.2.2. Participate in sector policy development	<ul style="list-style-type: none"> <li>• DSAs</li> </ul>	Reports	
5.2.3. Monitor implementation of Food and Nutrition Policy and MFNSS	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Conference costs</li> </ul>	Implementation progress report	
5.2.4. Promote policies that encourage functionality of local markets	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Consultancy costs</li> </ul>	Food value chain briefs	
5.2.4. Promote policies that encourage functionality of local markets	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Consultancy costs</li> </ul>	Food value chain briefs	

	Impact/Outcome	COST (ZWL)				
		2021	2022	2023	2024	2025
	Coherent food and nutrition policies	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00
	Zimbabwe informed by policy initiatives and networks	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00
	Early warning to inform early action	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
	Impact/Outcome	COST (ZWL)				
		2021	2022	2023	2024	2025
	Improved resource allocation to social sectors	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00
	Multisectoral policies developed	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00
	Enhanced multisectoral implementation of food and nutrition security strategies	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
	Efficiency in food value chain	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Efficiency in food value chain	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00

## 6. Knowledge Management

Activity	Inputs	Outputs	
<b>6.1 To strengthen Knowledge Management capacity among food and nutrition security stakeholders by 2025.</b>			
6.1.1. Coordinate quarterly Knowledge Management structures	<ul style="list-style-type: none"> <li>Conference costs</li> </ul>	Multi-stakeholder Workplan Meeting reports	
6.1.2. Strengthen Knowledge Management Capacity across FNC Units	<ul style="list-style-type: none"> <li>Conference costs</li> <li>DSAs</li> <li>Designing and printing costs</li> </ul>	Meeting reports Minutes Speeches Policy papers Presentations Best practices toolkit	
6.1.3. Review and disseminate the Zimbabwe Food and Nutrition Advocacy and Communication Strategy	<ul style="list-style-type: none"> <li>Designing and printing costs</li> <li>DSAs</li> </ul>	Reviewed Advocacy and Communication Strategy Dissemination report Monitoring reports	
6.1.4. Strengthen knowledge management and communication capacity of FNSCS	<ul style="list-style-type: none"> <li>Capacity needs assessment tool</li> <li>DSAs</li> </ul>	Training and mentorship reports	
Activities	Inputs	Outputs	
<b>6.2 To establish an effective food and nutrition security knowledge management system by 2025.</b>			
6.2.1. Facilitate food and nutrition dialogue sessions	<ul style="list-style-type: none"> <li>Conference costs</li> <li>Designing and printing costs</li> <li>DSAs</li> </ul>	Stakeholder engagement reports (Parliamentary Portfolio committees, Traditional leaders, food and nutrition champions)	
6.2.2. Facilitate the synthesis of assessment reports into knowledge products	<ul style="list-style-type: none"> <li>Consultancy costs</li> <li>Translation costs</li> <li>Designing and printing costs</li> </ul>	Reports (national, provincial, technical, thematic, supplementary) Factsheets (multiple languages) Youth and child friendly publications Posters Maps Response strategies (national, provincial) Cabinet Memos	
6.2.3. Establish the Zimbabwe Food and Nutrition Knowledge Management Portal	<ul style="list-style-type: none"> <li>Consultancy costs</li> <li>Server</li> <li>Internet</li> </ul>	Functional and updated Food and Nutrition Knowledge Management Portal (Electronic Document Management System)	
6.2.4. Document best practices, lessons learnt and novel innovation	<ul style="list-style-type: none"> <li>Conference costs</li> <li>Videographer</li> <li>DSAs</li> </ul>	Workshop report Video documentaries Lessons learnt reports/best practices data bank	
6.2.5. Coordinate the development of thematic technical/working papers	<ul style="list-style-type: none"> <li>Consultancy costs</li> <li>Designing and printing costs</li> </ul>	Thematic technical papers	

	Outcome/Impact	COST (ZWL)				
		2021	2022	2023	2024	2025
	Coordinated implementation of food and nutrition Knowledge Management activities	1,400,000	1,600,000	1,800,000	2,000,000	2,200,000
	Strengthened documentation, storage and sharing Timely dissemination of meeting records to inform stakeholder action	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Strengthened communication capacity Increased advocacy and communication on food and nutrition issues	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Strengthened knowledge management capacity Increased documentation and knowledge sharing	4,000,000	5,000,000	6,000,000	7,000,000	8,000,000
	Impact/Outcome	COST (ZWL)				
		2021	2022	2023	2024	2025
	Increased dialogue in food and nutrition security	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
	Increased knowledge sharing to inform policy and programming	10,000,000	12,000,000	14,000,000	16,000,000	18,000,000
	Timely access to food and nutrition security knowledge to inform planning and programming	6,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Increased learning and knowledge sharing	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000
	Increased learning and knowledge sharing	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

6.3 To Increase awareness of food and nutrition issues among stakeholders by 2025.

6.3.1. Conduct advocacy and communication on food and nutrition security to inform perceptions and understanding of the issues among stakeholders	<ul style="list-style-type: none"> <li>• DSAs</li> <li>• Designing and printing costs</li> </ul>	Quarterly Bulletins Bi-monthly Newsletters Annual Magazine	
6.3.2. Facilitate use of electronic and print media for food and nutrition advocacy	<ul style="list-style-type: none"> <li>• Conferencing costs</li> <li>• Communication costs</li> <li>• Printing costs</li> </ul>	Media Sensitisation Workshop reports Media monitoring report Media articles (print and electronic) Media Champions	
6.3.3. Strengthen visibility of the FNC Brand-Internal and External Stakeholder Relations	<ul style="list-style-type: none"> <li>• Design and printing costs</li> <li>• Media engagement costs</li> <li>• Exhibition costs</li> <li>• Media award costs</li> </ul>	Exhibitions Media tours Road shows FNC promotional materials Media award	
6.3.4. Maintain functional dashboard, website and social media platforms	<ul style="list-style-type: none"> <li>• Server</li> <li>• Internet</li> <li>• Subscription fees</li> </ul>	Functional and updated electronic platforms (website, social media and Dashboard)	
6.3.5. Disseminate food and nutrition knowledge products	<ul style="list-style-type: none"> <li>• Printing costs</li> <li>• DSAs</li> </ul>	Food and nutrition knowledge products	

	Increased awareness of food and nutrition issues among stakeholders	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
	Increased awareness of food and nutrition issues among stakeholders Increased coverage of food and nutrition issues	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
	FNC brand visibility enhanced	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
	Increased awareness of food and nutrition issues among stakeholders Increased access to food and nutrition information Increased stakeholder engagement	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
	Increased awareness of food and nutrition issues among stakeholders Increased access to food and nutrition information Increased stakeholder engagement	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00

## 7. Finance and Administration

Objective 7.1: To create an enabling working environment by 2025.			
Activities	Inputs	Outputs	
7.1.1. Develop FNC 5-year Strategy and annual plans	<ul style="list-style-type: none"> <li>DSAs</li> <li>Consultancy costs</li> <li>Conference costs</li> </ul>	<ul style="list-style-type: none"> <li>FNC 5-year strategic plan</li> <li>Annual Work plans</li> </ul>	
7.1.2 Undertake FNC Monthly Meetings	<ul style="list-style-type: none"> <li>Conference costs</li> </ul>	<ul style="list-style-type: none"> <li>Monthly work plan</li> <li>Minutes</li> </ul>	
7.1.3. Conduct performance appraisal and review of Job descriptions	<ul style="list-style-type: none"> <li>Conference costs</li> <li>Performance review tools</li> <li>Job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>Agreed Performance Appraisal reports</li> <li>Reviewed job descriptions</li> </ul>	
7.1.4. Conduct staff capacity needs assessment	<ul style="list-style-type: none"> <li>Consultancy costs</li> </ul>	<ul style="list-style-type: none"> <li>Capacity needs report</li> </ul>	
Objective 7.2: To provide efficient and effective Financial and Administration services by 2025			
7.2.1. Upgrade systems to monitor and track administrative equipment	<ul style="list-style-type: none"> <li>Consultancy costs</li> <li>Pastel Accounting Subscriptions</li> <li>Payroll Subscriptions</li> </ul>	<ul style="list-style-type: none"> <li>Operational Manuals</li> <li>Accounting Procedures Manual</li> <li>Policies</li> </ul>	
7.2.2. Production of income and expenditure accounts and quarterly management accounts	<ul style="list-style-type: none"> <li>Pastel Accounting package</li> </ul>	<ul style="list-style-type: none"> <li>Financial Statements</li> <li>Management accounts</li> </ul>	
7.2.3. Timely disbursement of funds	<ul style="list-style-type: none"> <li>Approved payment requests</li> </ul>	<ul style="list-style-type: none"> <li>Payment vouchers</li> </ul>	
7.2.4. Payroll Administration	<ul style="list-style-type: none"> <li>Treasury disbursement</li> </ul>	<ul style="list-style-type: none"> <li>Staff Salaries</li> </ul>	
7.2.5. Maintain asset inventory	<ul style="list-style-type: none"> <li>All FNC Assets</li> </ul>	<ul style="list-style-type: none"> <li>Asset records in place</li> </ul>	
7.2.6. IT Support	<ul style="list-style-type: none"> <li>Consultancy fees</li> <li>Software</li> <li>Internet Fees</li> <li>Uninterrupted Power Supply (UPS)</li> <li>Web Hosting Fees</li> <li>Maintenance Fees</li> </ul>	<ul style="list-style-type: none"> <li>Functional office equipment</li> </ul>	
7.2.7. Budgeting and budgetary Control	<ul style="list-style-type: none"> <li>Pastel Accounting System Subscriptions</li> </ul>	<ul style="list-style-type: none"> <li>Budgets</li> <li>Financial Reports</li> </ul>	
7.2.8 Risk Management and Auditing	<ul style="list-style-type: none"> <li>Printing costs</li> <li>Audit costs</li> <li>Pastel Accounting System Subscriptions</li> </ul>	<ul style="list-style-type: none"> <li>Audit responses</li> <li>Audit Reports</li> </ul>	
7.2.9. Maintaining existing Staff	<ul style="list-style-type: none"> <li>Salaries</li> </ul>	<ul style="list-style-type: none"> <li>17 (2021)</li> <li>30 (2023)-2025) FNC Officers</li> </ul>	
7.2.10. Recruitment of staff	<ul style="list-style-type: none"> <li>Advertisement Costs</li> <li>Job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>Recruited staff</li> </ul>	
7.2.11. Resource Mobilization	<ul style="list-style-type: none"> <li>Concept notes</li> <li>FNC strategy</li> <li>ZimVAC strategy</li> </ul>	<ul style="list-style-type: none"> <li>Financial Resources</li> <li>Human Resources</li> </ul>	

	Outcome/Impact	COST (ZWL)				
		2021	2022	2023	2024	2025
	Coordinated implementation of programmes and allocation of resources	8,786,000.00	9,600,000.00	10,600,000.00	11,600,000.00	12,800,000.00
	Improved Operational Efficiency	780,000.00	2,000,000.00	2,400,000.00	3,120,000.00	4,368,000.00
	Improved staff performance	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
	Enhanced staff capacity	2,000,000.00	3,000,000.00	3,600,000.00	4,680,000.00	5,560,000.00
	ICT compliant tracking systems	6,000,000.00	4,000,000.00	5,280,000.00	6,864,000.00	7,500,000.00
	Efficient financial operations	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
	Timely and efficient implementation of programmes	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
	Statutory Obligations timely honoured	880,000.00	968,000.00	1,056,000.00	1,144,000.00	1,320,000.00
	Updated and reliable Asset database	400,000.00	440,000.00	480,000.00	520,000.00	600,000.00
	Improved ease of doing FNC business	4,400,000.00	6,000,000.00	6,600,000.00	7,920,000.00	10,296,000.00
	Timely and easy tracking of resources to inform decision making	440,000.00	484,000.00	528,000.00	536,000.00	660,000.00
	Timeous response and support to audits	440,000.00	900,000.00	990,000.00	1,080,000.00	1,170,000.00
	Fulfilling contractual obligations	38,000,000.00	146,000,000.00	160,600,000.00	192,720,000.00	269,800,000.00
	Effective programme implementation	0	4,000,000.00	1,000,000.00	1,100,000.00	1,210,000.00
	Effective Programme Implementation	440,000	484,000	528,000	572,000	660,000



7.2.12. Purchase of Assets (Offices, Drones, Laptops, Tablets, Printers, Scanners, Shredders, Desks, Chairs, Board Room furniture, Safe Photocopiers, Switch-board and Cabinets)	<ul style="list-style-type: none"> <li>Financial resources</li> </ul>	Assets	
7.2.13. Human Resources Management	<ul style="list-style-type: none"> <li>Stationery Costs</li> <li>Communication costs</li> </ul>	Maintenance of Personnel Records (Staff Welfare)	
7.2.14. Corporate Governance	<ul style="list-style-type: none"> <li>Board fees</li> <li>DSAs</li> <li>Conference Costs</li> </ul>	FNC Board	
<b>Objective 7.3 To provide adequate logistics support by 2025.</b>			
7.3.1. Acquisition of Motor Vehicles and Minibus	<ul style="list-style-type: none"> <li>Treasury disbursement</li> </ul>	Procured vehicles and minibus	
7.3.2. Fleet management	<ul style="list-style-type: none"> <li>Service fees</li> <li>Cleaning material</li> </ul>	Serviced vehicle fleet	
7.3.3. Licencing and Insuring of Motor Vehicles	<ul style="list-style-type: none"> <li>Licence fees</li> <li>Insurance fees</li> </ul>	Insured and licenced fleet	

	Effective delivery of programmes	29,785,000	57,000,000	190,000,000	62,700,000	75,240,000
	Improvement of Employee welfare	440,000.00	484,000.00	528,000.00	572,000.00	660,000.00
	Improved performance	5,000,000.00	5,500,000.00	6,480,000.00	8,424,000.00	11,780,000.00
	Efficient operations and programme implementation	60,000,000	170,000,000	16,000,000	22,800,000	30,000,000
	Efficient operations and programme implementation	21,611,000	25,932,000	33,708,000	47,200,000	70,800,000
	Efficient operations and programme implementation	1,360,000	6,000,000	6,600,000	7,920,000	10,296,000

## SECTION VII: FNC DELIVERABLES 2021-2025

Projects	
<b>Programme 1: To establish a reliable, integrated and timeous food and nutrition security information system</b>	
1. Develop strategic document and annual plan for the Zimbabwe Vulnerability Assessment Committee (ZimVAC)	
1.2. Undertake Rural Livelihoods Assessment	
1.3. Undertake Urban Livelihoods Assessment	
1.4 Undertake National Nutrition Survey	
1.5. Undertake Rapid Livelihoods Assessment	
1.6. Produce State of Food and Nutrition Report	
1.7. Undertake quarterly Near Real Time Monitoring (NRTM) for food and nutrition	
1.8. Use secondary data to compile early warning reports	
1.9. Produce food and nutrition thematic papers	
1.10. Participate in joint research with stakeholders	
1.11. Maintain a functional national food and nutrition security Dashboard	
1.12. Monitor and evaluate food and nutrition security response	
<b>Programme 2: Promote multi-sectoral approaches to addressing food and nutrition insecurity</b>	
<b>Projects</b>	
2.1.1. Convene National Food and Nutrition Security Committees (FNSCs) Meetings.	
2.1.2. Conduct FNSC capacity needs assessment	
2.1.3. Train Food and Nutrition Security Committees	
2.1.4. Mentor FNSCs.W	
2.1.5. Conduct FNSC Review meetings	
2.1.6. Coordinate the effective implementation of the Multi Sectoral Food and Nutrition Security Strategy (2021-25)	
2.2.1. Roll out the MCBM Training of Trainers (TOT) and Ward trainings	
2.2.2. Facilitate establishment of Model Villages	
2.2.3. Support the documentation of lessons learnt and best practices	
2.2.4. Document social and cultural factors affecting food and nutrition security	
2.2.5. Facilitate the participation of local leadership in food and nutrition programmes	
2.2.6. Strengthen women and youth involvement in food and nutrition programmes	
<b>Programme 3: Coordination and implementation of evidence-based nutrition specific and nutrition sensitive interventions</b>	
<b>Projects</b>	
3.1.1. Support integration of nutrition into National/Sectoral Development Strategies and Plans	
3.1.2. Coordinate the development and dissemination of multi-sectoral food and nutrition security strategy	
3.1.3. Support the development nutrition sensitive and specific guidelines and tools for use by sectors	
3.2.1. Identify and document food and nutrition security innovations	
3.2.2. Support the integration of nutrition indicators in assessments, monitoring and early warning initiatives	
3.2.3. Research and document nutrient composition of traditional/indigenous foods	
3.3.1. Strengthen and sustain SUN networks momentum	
3.3.2. Establish decentralized SUN Networks	

	2021	2022	2023	2024	2025
	1 Strategic Document	1 Annual Plan	1 Annual Plan	1 Annual Plan	1 Annual Plan
	1 Rural Livelihoods Assessment Report	1 Rural Livelihoods Assessment Report	1 Rural Livelihoods Assessment Report	1 Rural Livelihoods Assessment Report	1 Rural Livelihoods Assessment Report
	1 Urban Livelihoods Assessment Report	1 Urban Livelihoods Assessment Report	1 Urban Livelihoods Assessment Report	1 Urban Livelihoods Assessment Report	1 Urban Livelihoods Assessment Report
			National Nutrition Survey Report		
		1 Rapid Assessment report	1 Rapid Assessment report	1 Rapid Assessment report	1 Rapid Assessment report
	1 State of Food and Nutrition Report	1 State of Food and Nutrition Report	1 State of Food and Nutrition Report	1 State of Food and Nutrition Report	1 State of Food and Nutrition Report
	4 monitoring reports	4 monitoring reports	4 monitoring reports	4 monitoring reports	4 monitoring reports
	1 early warning report	1 early warning report	1 early warning report	1 early warning report	1 early warning report
	1 thematic report	1 thematic report	1 thematic report	1 thematic report	1 thematic report
	1 joint research	1 joint research	1 joint research	1 joint research	1 joint research
	1 information system	1 information system	1 information system	1 information system	1 information system
	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report
	2021	2022	2023	2024	2025
	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings
	1 capacity assessment	1 capacity assessment	1 capacity assessment	1 capacity assessment	1 capacity assessment
	5	5	5	5	5
	4 mentorship visits	4 mentorship visits	4 mentorship visits	4 mentorship visits	4 mentorship visits
	1 review meeting	1 review meeting	1 review meeting	1 review meeting	1 review meeting
	1 Coordination report	1 Coordination report	1 Coordination report	1 Coordination report	1 Coordination report
	4 trainings	4 trainings	4 trainings	4 trainings	4 trainings
	6 model villages	15 model villages	25 model villages	35 model villages	50 model villages
	1 learning report	1 learning report	1 learning report	1 learning report	1 learning report
	1 research paper	1 research paper	1 research paper	1 research paper	1 research paper
	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report
	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report
	2021	2022	2023	2024	2025
	1 sector	1 sector	1 sector	1 sector	1 sector
	1 strategy	1 plan	1 plan	1 plan	1 plan
	1 guideline document	1 guideline document	1 guideline document	1 guideline document	1 guideline document
	1 research	1 research	1 research	1 research	1 research
	1 assessment	1 assessment	1 assessment	1 assessment	1 assessment
	1 research	1 research	1 research	1 research	1 research
	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings
	1 facilitation	1 facilitation	1 facilitation	1 facilitation	1 facilitation

3.3.3. Establish and coordinate a Nutrition Think Tank	
3.3.4 Represent Zimbabwe at relevant nutrition fora	
3.4.1. Participate in the development of nutrition sensitive social protection response packages	
3.4.2. Participate in emergency response initiatives	
3.4.3. Engagement of adolescents in food and nutrition security activities	
3.4.4. Advocate for health and nutrition programming in institutions of care	
Programme 4: Strengthen FNC's role of coordinating, supporting and ensuring multi-stakeholder and multi-sectoral adherence to national and international food safety standards	
<b>Projects</b>	
4.1.1. Engage sectors and facilitate multi-sectoral planning and mainstreaming of food safety and standards	
4.1.2. Participate in technical food safety and standards coordination platforms	
4.1.3. Capacitate FNSCs on Food Safety and standards	
4.2.1. Facilitate research in food safety issues	
4.2.2. Facilitate dialogue on food safety and standards among stakeholders along the food value chain	
4.3.1. Participate in awareness campaigns on food safety and standards	
4.3.2. Contribute to the review of Food Safety legislation, policies and guidelines.	
4.3.3 Support the incorporation of Food Safety, Sanitary and Phytosanitary standards into the Integrated Development Plan	
4.4.1. Develop WASH information Education and Communication (IEC) materials	
4.4.2. Participate in WASH campaigns and educational sessions	
4.4.3. Represent Zimbabwe/FNC at relevant fora	
Programme 5: Promotes food and nutrition security on the broader national economic and development agenda through strategic policy analysis and advice	
<b>Projects</b>	
5.1.1. Analyse the impact of global, national and sectoral commitments on Food and Nutrition security.	
5.1.2. Participate in global and regional food and nutrition policy networks and initiatives	
5.1.3. Produce policy briefs on emerging thematic issues in food and nutrition security	
5.2.1. Advocate for increased national budget allocation to social sectors	
5.2.2. Participate in sector policy development	
5.2.3. Monitor implementation of Food and Nutrition Policy and MFNSS	
5.2.4. Promote policies that encourage functionality of local markets	
Programme 6- Development of a robust multi-sectoral food and nutrition security knowledge management system	
<b>Projects</b>	
6.1.1. Coordinate quarterly Knowledge Management structures	
6.1.2. Strengthen Knowledge Management Capacity across FNC Units	
6.1.3. Review and disseminate the Zimbabwe Food and Nutrition Advocacy and Communication Strategy	
6.1.4. Strengthen knowledge management and communication capacity of FNSCS	
6.1.5. Coordinate the annual Knowledge Management Symposium	
6.2.1. Facilitate food and nutrition dialogue sessions	
6.2.2. Facilitate the synthesis of assessment reports into knowledge products	
6.2.3. Establish the Zimbabwe Food and Nutrition Knowledge Management Portal	
6.2.4. Document best practices, lessons learnt and novel innovation	
6.2.5. Coordinate the development of thematic technical/working papers	
6.3.1. Conduct advocacy and communication on food and nutrition security to inform perceptions and understanding of the issues among stakeholders	

	1 position paper	1 position paper	1 position paper	1 position paper	1 position paper
	1 best practices paper	1 best practices paper	1 best practices paper	1 best practices paper	1 best practices paper
	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report
	1 report	1 report	1 report	1 report	1 report
	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report
	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report
	2021	2022	2023	2024	2025
	1 facilitation	1 facilitation	1 facilitation	1 facilitation	1 facilitation
	4 meeting reports	4 meeting reports	4 meeting reports	4 meeting reports	4 meeting reports
	1 facilitation	1 facilitation	1 facilitation	1 facilitation	1 facilitation
	1 technical paper	1 technical paper	1 technical paper	1 technical paper	1 technical paper
	1 facilitation meeting	1 facilitation meeting	1 facilitation meeting	1 facilitation meeting	1 facilitation meeting
	1 meeting report	1 meeting report	1 meeting report	1 meeting report	1 meeting report
	1 meeting report	1 meeting report	1 meeting report	1 meeting report	1 meeting report
	1 meeting report	1 meeting report	1 meeting report	1 meeting report	1 meeting report
	1 IEC material	1 IEC material	1 IEC material	1 IEC material	1 IEC material
	1 meeting	1 meeting	1 meeting	1 meeting	1 meeting
	1 best practices paper	1 best practices paper	1 best practices paper	1 best practices paper	1 best practices paper
	2021	2022	2023	2024	2025
	1 position paper	1 position paper	1 position paper	1 position paper	1 position paper
	1 best practices paper	1 best practices paper	1 best practices paper	1 best practices paper	1 best practices paper
	1 policy brief	1 policy brief	1 policy brief	1 policy brief	1 policy brief
	1 position paper	1 position paper	1 position paper	1 position paper	1 position paper
	1 position paper	1 position paper	1 position paper	1 position paper	1 position paper
	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report	1 monitoring report
	1 policy brief	1 policy brief	1 policy brief	1 policy brief	1 policy brief
	2021	2022	2023	2024	2025
	Coordination meetings	Coordination meetings	Coordination meetings	Coordination meetings	Coordination meetings
	Best practices tool kit	Best practices tool kit	Best practices tool kit	Best practices tool kit	Best practices tool kit
	1 dissemination report	1 dissemination report	1 dissemination report	1 dissemination report	1 dissemination report
	1 training	1 training	1 training	1 training	1 training
	Best practices paper	Best practices paper	Best practices paper	Best practices paper	Best practices paper
	1 facilitation	1 facilitation	1 facilitation	1 facilitation	1 facilitation
	Knowledge products	Knowledge products	Knowledge products	Knowledge products	Knowledge products
	1 portal	1 portal	1 portal	1 portal	1 portal
	1 documentary	1 documentary	1 documentary	1 documentary	1 documentary
	1 thematic paper	1 thematic paper	1 thematic paper	1 thematic paper	1 thematic paper
	1 engagement	1 engagement	1 engagement	1 engagement	1 engagement

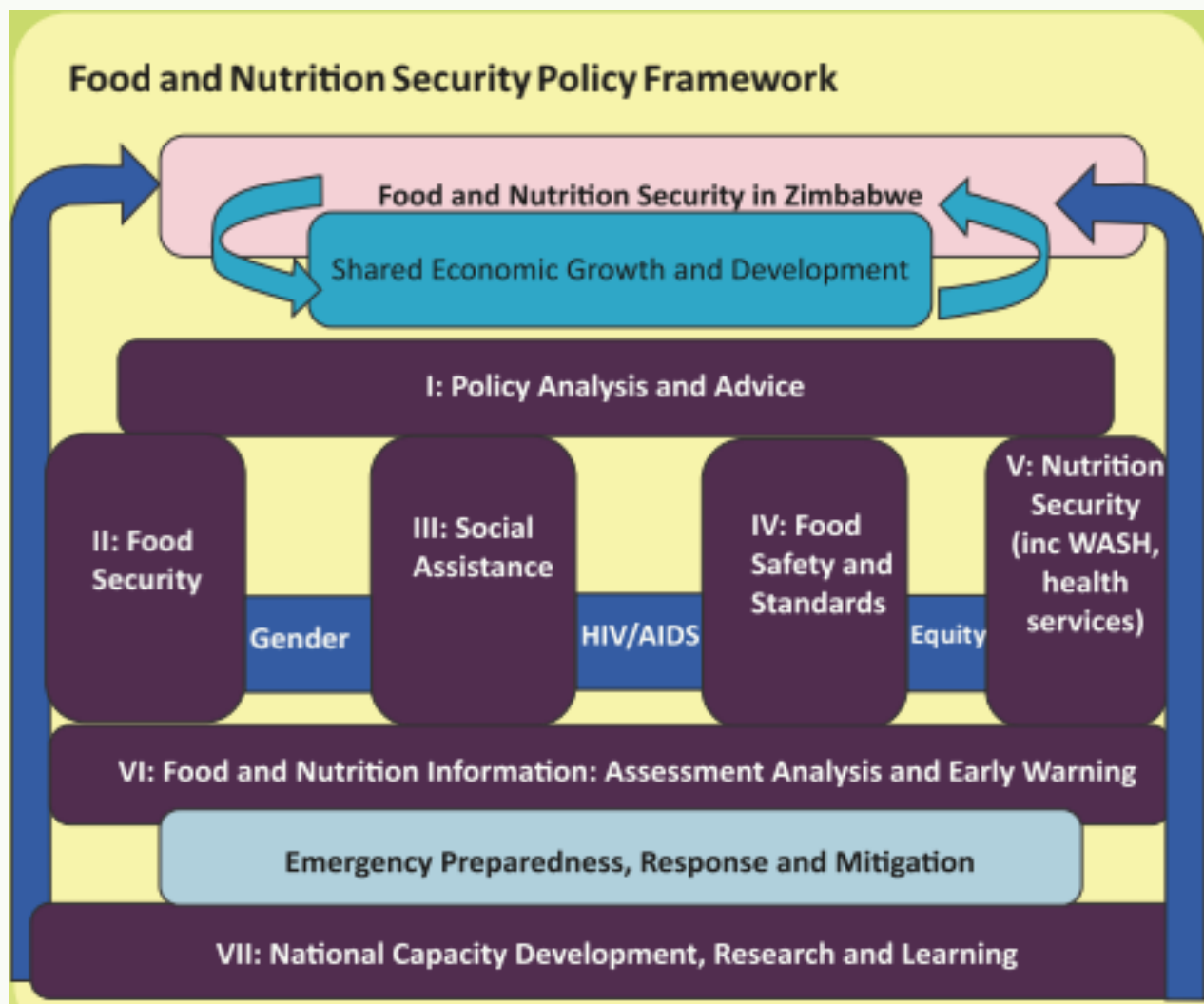
6.3.2. Facilitate use of electronic and print media for food and nutrition advocacy	
6.3.3. Strengthen visibility of the FNC Brand-Internal and External Stakeholder Relations	
6.3.4. Maintain functional dashboard, website and social media platforms	
6.3.5. Disseminate all food and nutrition knowledge products	
6.3.6. Represent Zimbabwe at national, global and regional fora	
7. Finance and Administration: Ensure that FNC has the appropriate operational (administration, IT, financial and logistics) capacity and systems in place to fulfil its mandate.	
Projects	
7.1.1. Develop FNC 5-year Strategy and annual plans	
7.1.2. Undertake FNC Monthly Meetings	
7.1.3. Conduct performance appraisal and review of Job descriptions	
7.1.4. Conduct staff capacity needs assessment	
7.2.1. Upgrade systems to monitor and track administrative equipment	
7.2.2. Production of income and expenditure accounts and quarterly management accounts	
7.2.3. Timely disbursement of funds.	
7.2.4. Payroll Administration	
7.2.5. Maintain asset inventory	
7.2.6. IT Support	
7.2.7. Budgeting and budgetary Control	
7.2.8. Risk Management and Auditing	
7.2.9. Maintaining existing Staff	
7.2.10. Recruitment of staff	
7.2.11. Resource Mobilization	
7.2.12. Purchase of Assets (Offices, Drones, Laptops, Tablets, Printers, Scanners, Shredders, Desks, Chairs, Board Room furniture, Safe Photocopiers, Switchboard and Cabinets)	
7.2.13. Human Resources Management	
7.2.14. Corporate Governance	
7.3.1. Acquisition of Motor Vehicles and Minibus	
7.3.2. Fleet management	
7.3.3. Licencing and Insuring of Motor Vehicles	

	1 media tour	1 media tour	1 media tour	1 media tour	1 media tour
	1 exhibition	1 exhibition	1 exhibition	1 exhibition	1 exhibition
	Management of FNC electronic platforms	Management of FNC electronic platforms	Management of FNC electronic platforms	Management of FNC electronic platforms	Management of FNC electronic platforms
	Dissemination report	Dissemination report	Dissemination report	Dissemination report	Dissemination report
	Best practices paper	Best practices paper	Best practices paper	Best practices paper	Best practices paper
	2021	2022	2023	2024	2025
	1 annual review meeting	1 annual review meeting	1 annual review meeting	1 annual review meeting	1 annual review meeting
	12 meetings	12 meetings	12 meetings	12 meetings	12 meetings
	2 appraisals	2 appraisals	2 appraisals	2 appraisals	2 appraisals
	Capacity needs assessment report	Capacity needs assessment report	Capacity needs assessment report	Capacity needs assessment report	Capacity needs assessment report
	System monitoring report	System monitoring report	System monitoring report	System monitoring report	System monitoring report
	4 management accounts	4 management accounts	4 management accounts	4 management accounts	4 management accounts
	Payment vouchers	Payment vouchers	Payment vouchers	Payment vouchers	Payment vouchers
	12 administrations	12 administrations	12 administrations	12 administrations	12 administrations
	2 maintenance processes	2 maintenance processes	2 maintenance processes	2 maintenance processes	2 maintenance processes
	System maintenance report	System maintenance report	System maintenance report	System maintenance report	System maintenance report
	budgets	budgets	budgets	budgets	budgets
	1 Audit	1 Audit	1 Audit	1 Audit	1 Audit
	Staff compliment	Staff compliment	Staff compliment	Staff compliment	Staff compliment
	Staff compliment	Staff compliment	Staff compliment	Staff compliment	Staff compliment
	Financial and technical resources	Financial and technical resources	Financial and technical resources	Financial and technical resources	Financial and technical resources
	Assets database	Assets database	Assets database	Assets database	Assets database
	Staff compliment	Staff compliment	Staff compliment	Staff compliment	Staff compliment
	Board Charter Biannual meetings Quarterly meetings	Biannual meetings Quarterly meetings	Biannual meetings Quarterly meetings	Biannual meetings Quarterly meetings	Biannual meetings Quarterly meetings
	1 acquisition	1 acquisition	1 acquisition	1 acquisition	1 acquisition
	1 scheduled maintenance	1 scheduled maintenance	1 scheduled maintenance	1 scheduled maintenance	1 scheduled maintenance
	Licences and insurance policies	Licences and insurance policies	Licences and insurance policies	Licences and insurance policies	Licences and insurance policies

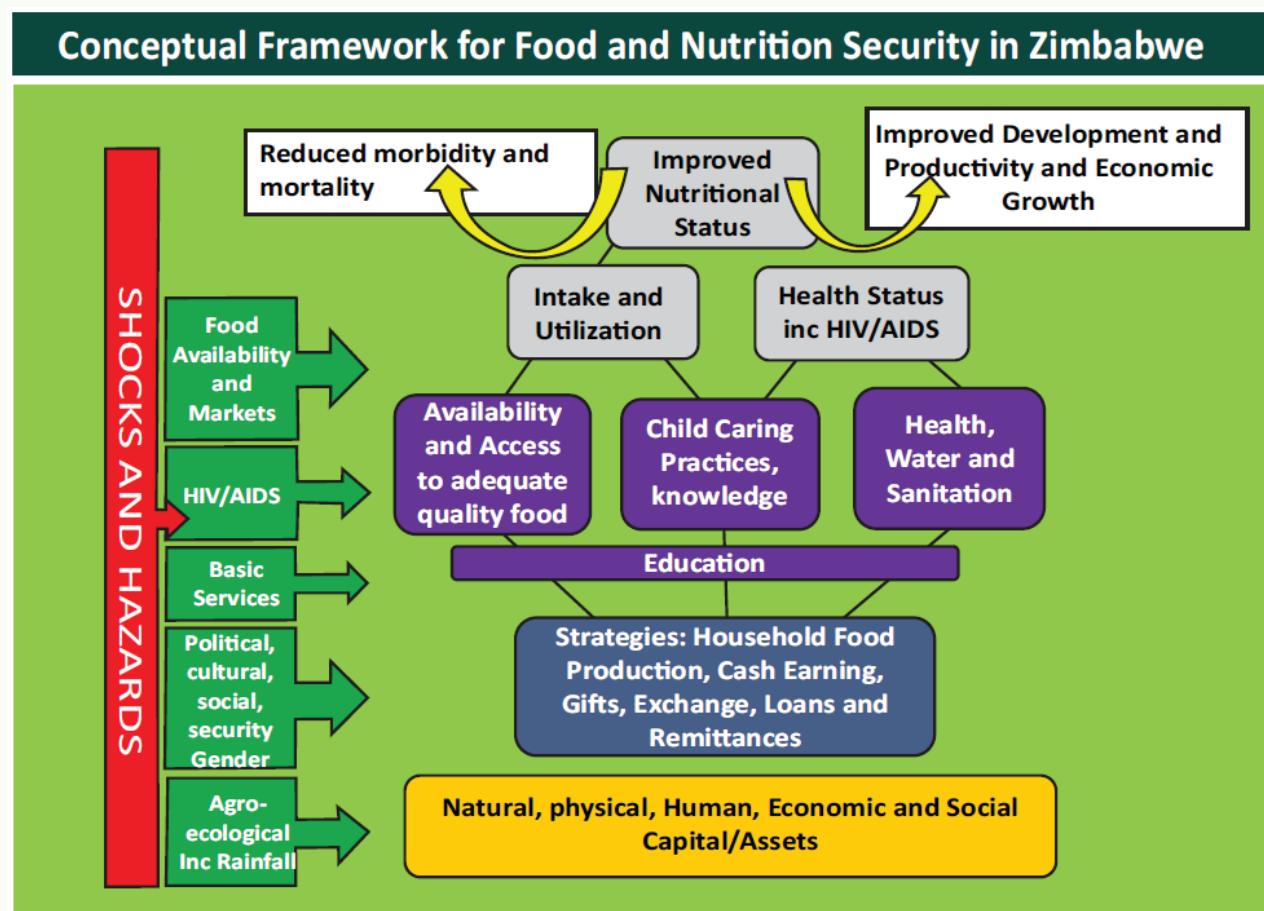


## SECTION VIII : ANNEXURES

### Annex 1- Food and Nutrition Security Policy Commitments

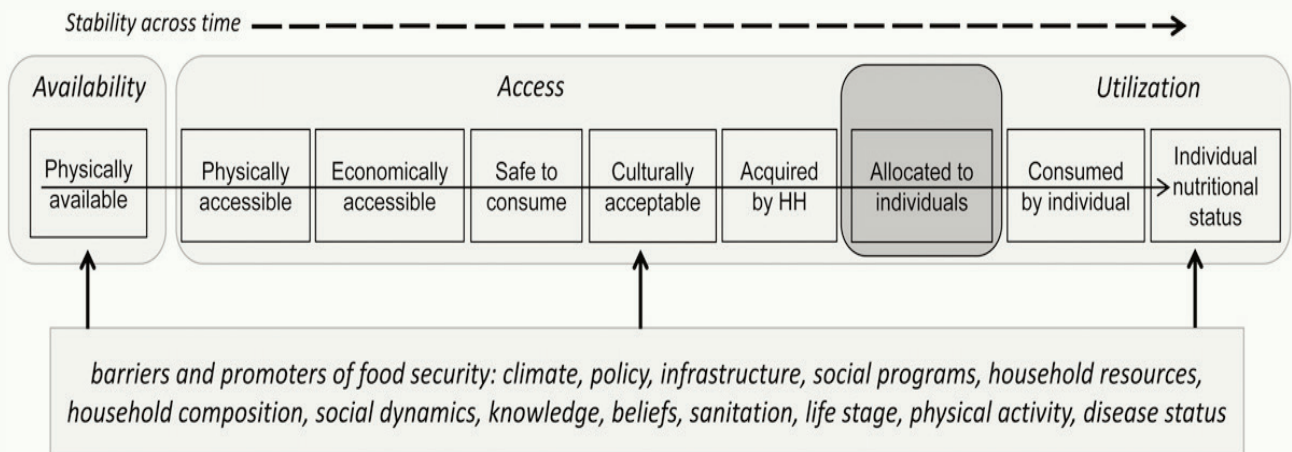


## Annex 2 : Conceptual Framework for Food and Nutrition Security in Zimbabwe

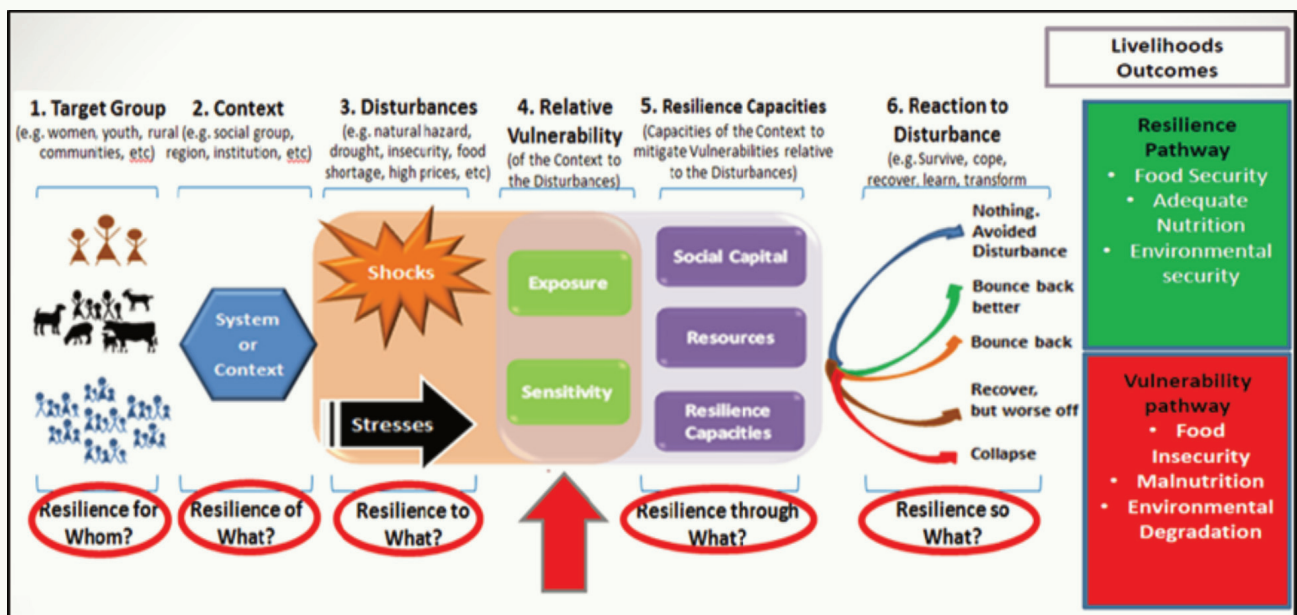


Source: FNC

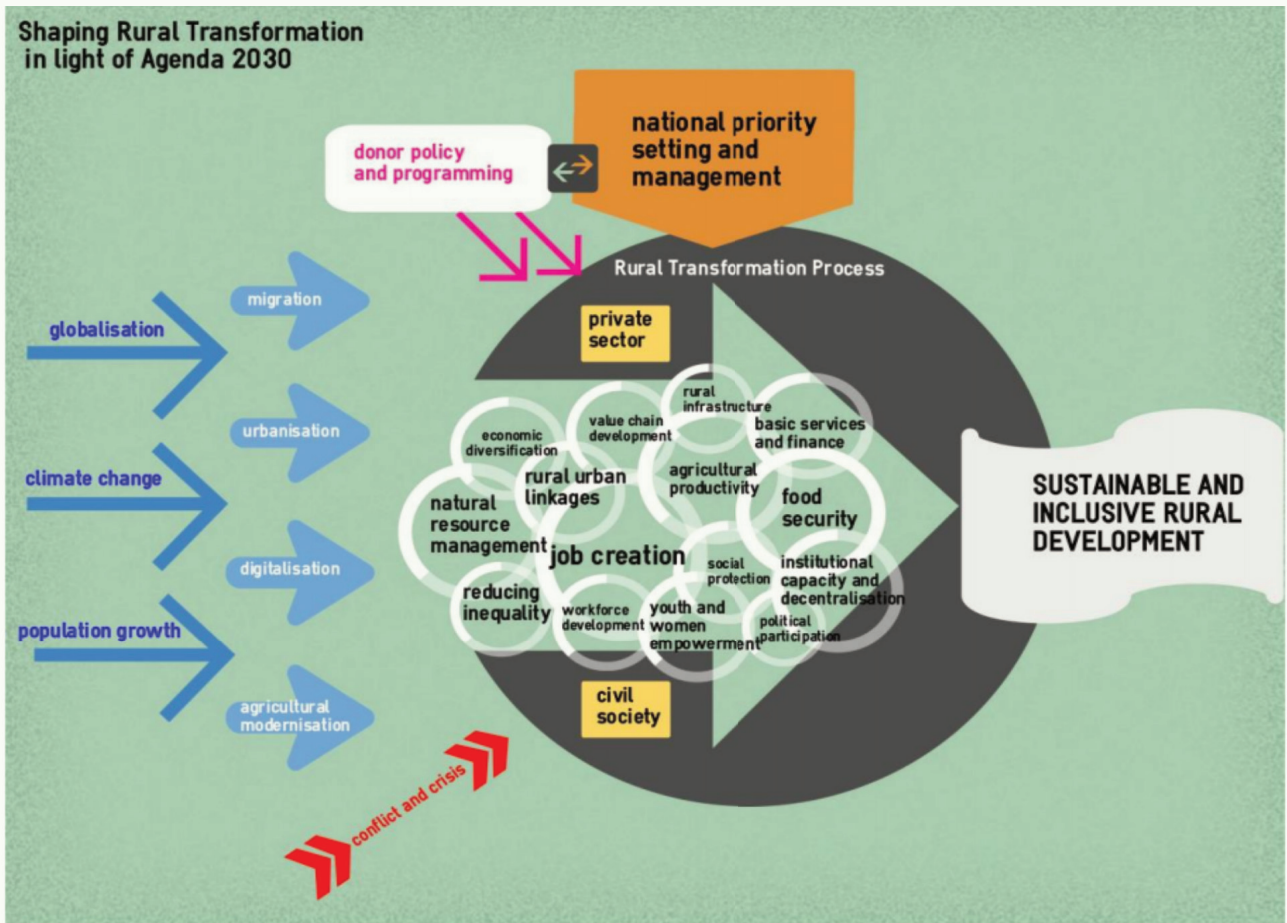
## Dimensions of food security-Jones et al



## Zimbabwe resilience framework (UNDP Zimbabwe, 2015)

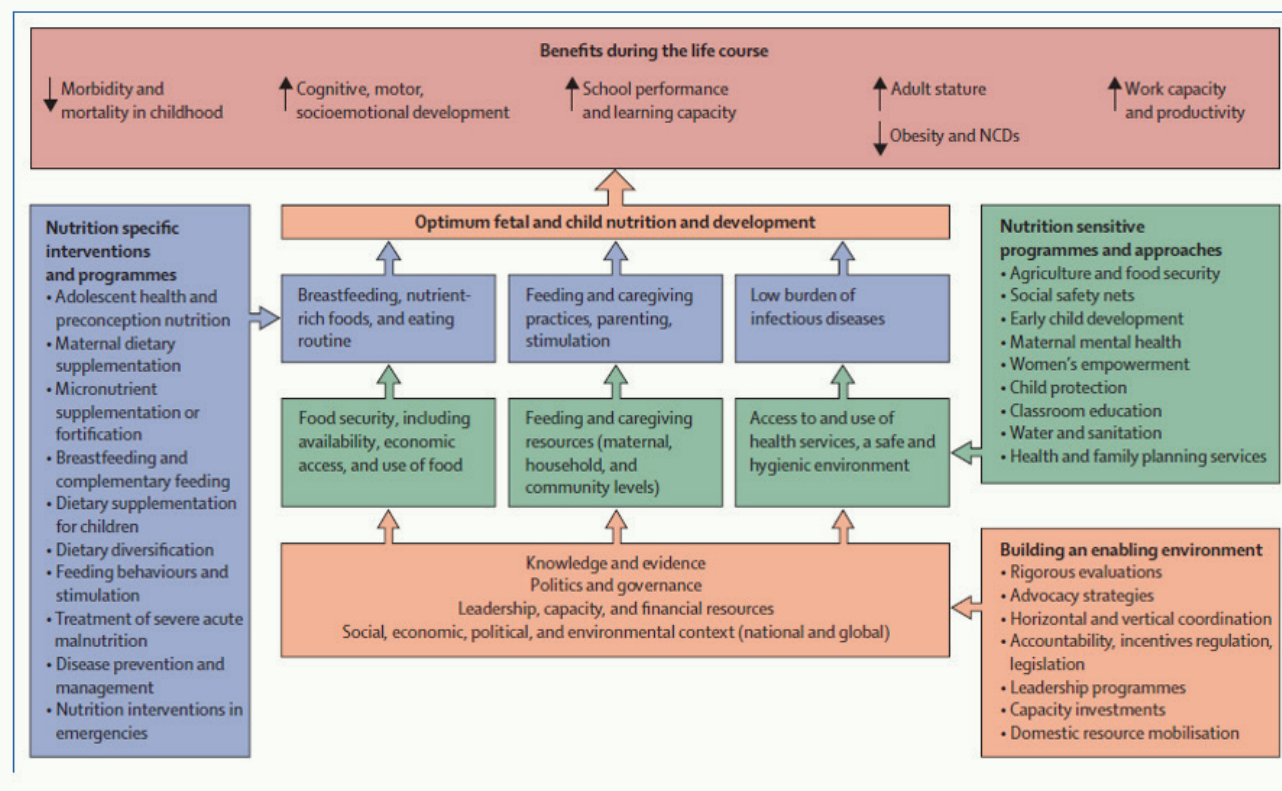


# Rural Transformation Framework

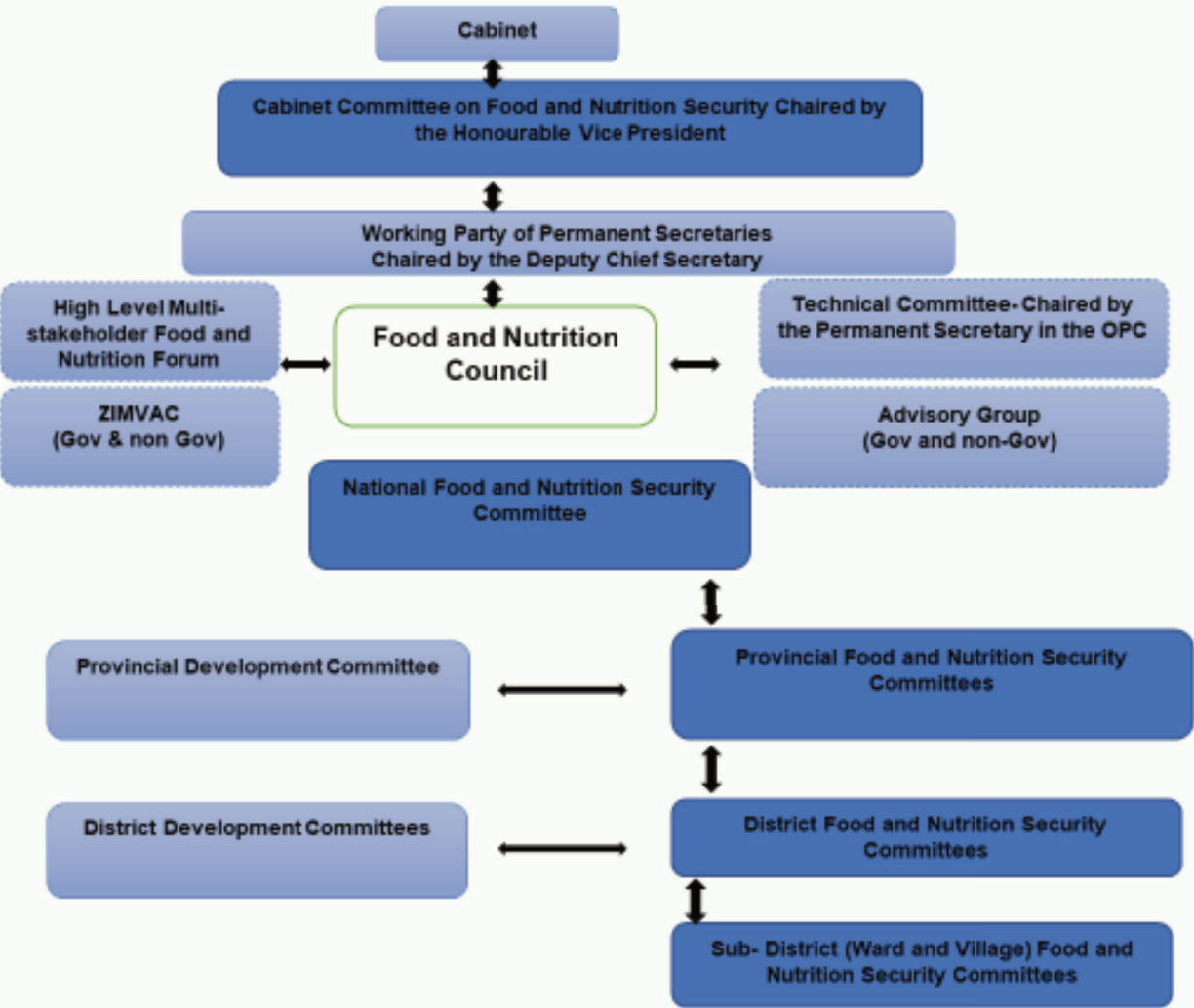


Source: Internal Working Document, GIZ Sectoral Project Rural Development (2016)

## Annex 3: The Lancet



## Annex 4: Multisectoral Structures





## Annex 5: Budget 2021-2025

SUMMARY	2021	2022	2023	2024	2025	TOTAL
KRA1 Assessment research Monitoring and Evaluation	192,400,000	241,640,000	411,704,000	283,774,400	308,051,840	1,437,570,240
KRA2 Multi Sectoral Coordination	224,400,000	224,400,000	224,400,000	224,400,000	224,400,000	1,122,000,000
KRA3 Nutrition	71,620,000	61,400,000	47,620,000	42,620,000	40,120,000	263,380,000
KRA4 Food Standards, Compliance and Innovation	12,400,000	13,500,000	14,500,000	15,000,000	15,000,000	70,400,000
KRA5 Policy Analysis and Advise	21,000,000	21,000,000	21,000,000	21,000,000	21,000,000	105,000,000
KRA6 Knowledge Management	114,400,000	116,600,000	122,800,000	129,000,000	135,200,000	618,000,000
KRA7 Finance and administration	182,082,000	444,244,000	448,562,000	383,188,000	516,700,000	1,974,776,000
TOTAL	818,302,000	1,122,784,000	1,290,586,000	1,098,982,400	1,260,471,840	5,591,126,240



## NOTES



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