

National Policy Stakeholder Workshop Synthesis Report - Zimbabwe



INITIATIVE ON
Agroecology

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National Policy Stakeholder Workshop Synthesis Report

Zimbabwe-WP4

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Organising a National Agroecology Policy Stakeholders Workshop under AE-I WP4 - Strengthening the policy and institutional enabling environment. The main purpose of this workshop was to analyse the potential for agroecological transition from a policy perspective and understand how best agroecology principles can be mainstreamed into policy processes at the national level. More specifically, the objectives of this assessment were to:

- Validate key policies, institutional arrangements, and strategies for agroecological transition and mainstreaming of agroecology principles (scaling up)
- Validate identified key policy stakeholders for agroecological transition and mainstreaming of agroecological principles at the national level informed by specific experiences in Mbire and Murehwa Districts
- Map out a preliminary policy stakeholders' interest-influence matrix
- Identify policy recommendation areas for agroecological transition and mainstreaming of agroecological principles

Executive Summary

Over the past two decades, the world and Africa have seen a change in climatic conditions as a result of climate change, which has resulted in droughts, floods, biodiversity loss and other climate-induced shocks. This, in turn, has impacted agricultural production, further plunging over 400 million people in sub-Saharan Africa in poverty and over 200 million in hunger. The vagaries of climate change have been particularly felt in Zimbabwe, where, on average, the country experiences three drought seasons every five years. The Government of Zimbabwe has taken a policy position to adopt Agroecology and other climate-smart agriculture practices as an adaptation and mitigation strategy to cope with climate change. CIMMYT, a member of the CGIAR research group, has been implementing Agroecology projects in Zimbabwe in districts such as Murehwa and Mbire, recognising stated government-stated policy priorities. A national Agroecology Stakeholder Policy Consultations was convened to analyse the potential for agroecological transition from a policy perspective and to understand how best Agroecology principles can be mainstreamed into policy processes at the national level. The specific objectives were to:

- Validate key policies, institutional arrangements, and strategies for agroecological transition and mainstreaming of Agroecology principles (scaling up).
- Validate identified key policy stakeholders for agroecological transition and mainstreaming of agroecological principles at the national level informed by specific experiences in Mbire and Murehwa Districts.
- Map out a preliminary policy stakeholders' interest-influence matrix
- Identify policy recommendation areas for agroecological transition and mainstreaming of agroecological principles.

After an interactive setting-the-scene process, three input presentations were made, followed by a process where workshop participants identified key policies, institutional arrangements, and strategies for agroecological transition and mainstreaming of Agroecology principles (scaling up) in the Zimbabwe context. They also identified all the key policy stakeholders and developed interest-influence stakeholder matrices in three groups. The analysis of the stakeholder matrices resulted in recommendations for managing the stakeholders and for agroecological transition and mainstreaming of agroecological principles.

The workshop recommended that:

a) For agroecological transition and the mainstreaming of agroecology principles.

- i) There should be the establishment of AE committees at ward, district, provincial and national levels to spearhead and oversee the field implementation of Agroecology principles.
- ii) There is a need to embark on a massive capacity building for extension staff in aspects of Agroecology, including a change in mindset to support farmers to transition and mainstream agroecology principles.

b) On policies, local institutions and governance structures.

The draft Agroecology policy should be finalised to provide clear and specific guidelines for Agroecological transition and mainstreaming of agroecology principles building on the lessons and achievements of the Conservation Agriculture Pfumvudza programme, the Agriculture policy framework, the Environmental Management policy and the Environment Management Act.

c) On Agroecology policy, stakeholder engagement

- i) The process of stakeholder analysis initiated here should be continued and deepened. Potential policy partners for agroecology transitions need to be engaged, and the process of identification of more partners will continue.
- ii) The priority agroecology policy stakeholders (the Ministries of the Agriculture, Water and Fisheries (extension and research), the Ministry of Environment and Tourism, United Nations Development agencies FAO, IFAD, UNDP and UNEP and some NGOs) need to forge a more sustained relationship that goes beyond policy formulation to include implementation and monitoring
- ii) International Research organisation and the academia should participate more in policy formulation to support the processes with science and globally sourced best practices.

d) To foster synergies and foster policy coherence

- i) Establish inter-ministerial information sharing and coordination platforms.

Introduction and Background

Organizing a National Agroecology Policy Stakeholders workshop on the Transformational agroecology across food, land, and water systems project was an activity under the Zimbabwe Agroecological Initiative (AE-I), Work Package (WP) 4- Strengthening the policy and institutional enabling environment. WP4 explores mechanisms to facilitate the policy integration (across sectors and scales) required to support agroecological transition. The workshop was a participatory activity on understanding how existing policies, local institutions, and governance structures impact agroecological transitions at agroecology and food system levels in different contexts. The main purpose of this workshop was to analyse the potential for agroecological transition from a policy perspective and understand how best agroecology principles can be mainstreamed into policy processes at the national level. More specifically, the objectives of this assessment were to:

- Validate key policies, institutional arrangements and strategies for agroecological transition and mainstreaming of agroecology principles (scaling up).
- Validate identified key policy stakeholders for agroecological transition and mainstreaming of agroecological principles at the national level informed by specific experiences in Mbire and Murehwa Districts.

Map out a preliminary policy stakeholders' interest-influence matrix

Identify policy recommendation areas for agroecological transition and mainstreaming of agroecological principles

Workshop approach and process

The Interaction processes

The workshop process was built on open interaction and debate among participants in a horizontal format to create the most fruitful learning atmosphere. Maximum time was given to discussion in working groups and plenary to bring out issues in depth and to, advance the conceptual thinking and share practical know-how on agroecology policy in Zimbabwe. The interaction process was based on the full commitment of the participants to their experience and knowledge. Formal presentation sessions were kept to a minimum, with priority being given to interactive discussions in small working groups.

Workshop participants composition

There were thirty participants representing eighteen organisations. The Stakeholder analysis revealed that participants were drawn from a wide range of professions and, therefore, had the needed diverse experiences and competencies in policy design and implementation. This diversity enabled policy issues from the different professions to be well articulated as policy is generated from evidence. There was weak representation from women experts and farmers' organisations. It was agreed that participants present needed to take into consideration the issues of those underrepresented in the discussions based on their experiences.

Presentations

Three input presentations were made to provide the background of agroecology policy work, shared understanding of key terms and concepts and also to give an update on the progress and results of the work carried out so far.

An overview of the Agroecology Policy Initiative

An overview of the CGIAR's initiative on Transformational Agroecology Across Food, Land and Water Systems (AE-I for short) was given. The presentation highlighted the challenges experienced worldwide on food, land and water systems to give the background to the initiative. It was noted that a focus on increasing yield and calories has not eliminated world hunger and malnutrition, nor has it reduced poverty in many rural areas and therefore, a different approach to address the challenges is required. It was argued that agroecology could be the solution, and a working definition of agroecology was put forward (Box 1a & b and Figure 1)

Box 1a: Definition of Agroecology

"An approach to food production that harnesses nature's goods and services whilst minimizing adverse environmental impacts, and improves farmer-consumer connectivity, knowledge co-creation and inclusive relationships among food system actors"

Box 1b: The 13 principles of Agroecology as indicated in the conceptual frameworks are:

- i) Recycling of biomass.
- ii) Enhancement of functional biodiversity.
- iii) Provision of favourable soil conditions for plant growth;
- iv) Minimization of losses;
- v) diversification of species and genetic resources in the agroecosystem;
- vi) enhancement of beneficial biological interactions and synergies
- vii) adopting management practices aiming to improve animal health
- viii) enhancing diversity within animal production systems to strengthen their resilience
- ix) resilience
- x) efficiency
- xi) co-creation
- Xii) responsible governance
- xiii) Human and Social values

The Goal of the AE-I is to develop and scale agroecological innovations for small-scale farmers and other agricultural and food-system actors across different socio-ecological contexts. The AE-I is being piloted in 7 countries, namely India (South Asia), Lao PDR (Southeast Asia), Tunisia (North Africa), Burkina Faso (West Africa), Kenya (East Africa), Zimbabwe (Southern Africa) and Peru (Latin America). In Zimbabwe, the project is being implemented in Murehwa district (Mashonaland East province) and Mbire district (Mashonaland Central province). The objectives of the project and its work packages were shared (box 2).

Box 2a Objectives of the Agro ecology project

1. Support scale-out and continuous innovation for agroecological transitions in geographically targeted food systems
2. Co-develop a knowledgebase that supports implementation of context appropriate agroecological innovations
3. Co-develop business models and financing modalities, linking bundled agroecological innovations to markets and investment
4. Promote recommendations to affect the cross-sectorial policy integration required to mainstream agroecological principles
5. Create understanding of mechanisms to drive behavioural change of farmers and consumers needed to implement agroecological transformation

Box 2b Working Packages of the AE-I

1. Developing an international network of Agroecology Living Labs (ALLs)
2. Evidence based assessments that enable comparison of benefits and trade-offs between 'business-as-usual' and agroecological alternatives across ALLs
3. Develop inclusive business models and financing strategies in the ALLs
4. Strengthen the policy enabling environment

The full presentation of the Overview of the Agroecology Policy Project is included with this report.

Presentation on Working Package 4 - Building an agroecological safe world

The work package four presentation was made virtually. The presentation outlined the current development challenges being faced by the African Continent. The point was to situate AE efforts in context because the next generation of agricultural development efforts must meet these challenges in a more agroecologically sound manner. In other words, the new approach must deliver on these challenges, including job creation (more than 70% of Africans depend on informal jobs and agriculture and related activities still account for more than 60% of jobs. While maize yields have doubled in the last 50 years (now at 2t/ha), this is still way below similar regions of the world, and 422 million Africans are below the poverty line;

Agroecology is about building strong social safety nets, investment in human capital and shared economic growth. The presentation concluded by proposing action areas that people need to think about in achieving an Agroecologically safe world, which will require to be based on solving these intractable challenges such as solving food insecurity, employing science-based production technologies, reducing food waste through better post-harvest technologies, removal of inefficiencies in food distribution because food waste leads to resource waste and makes it difficult to progress towards agroecological transition.

Agroecology Policy Environment in Zimbabwe: Key Policies and Institutions

A review of the Agroecology Policy Environment in Zimbabwe was presented to provide an update on the work carried out so far on the policy sub-project. After defining agroecology, the objectives of the policy review subcomponent of the project were presented. The objectives of the policy project sub-component are To review and summarize key policies relevant to the Agroecology transition. Map key policy stakeholders in each of the agroecological living labs.

So far, the review has revealed that in Government, the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD) and the Ministry of Environment Climate, Tourism and Hospitality Industry (MECTHI) are responsible for all policies that are environmental, and natural resources related. There are nine policies and policy instruments under Agriculture, four under Climate, two under Environment, two under Natural resources and 3 classified as other. They are presented in section 3.1 below.

Stakeholder matrix exercise

The workshop participants developed stakeholder matrices in three groups by answering the following questions: What is the stake of each stakeholder in policy for Agroecological transition? Creating a stakeholder matrix by plotting on an X- and Y-axis grid using two intersecting variables - Influence and interest. The grid identifies each variable as high or low, which creates four quadrants of categories - High, low - Low, low, -High, High, Low, high. Place each of the stakeholders on your matrix according to how you categorize them concerning interest and influence. Discuss the implication of the placing stakeholders in each quadrant. The results of this exercise informed the policy stakeholder analysis that is presented in sections 7.4 and 7.5.

Workshop outcomes

Agroecology policy environment in Zimbabwe

Based on the table group brainstorming session, the Agroecology policy environment presentation (section 2.3) and plenary discussions, all the policy instruments and programmes with a bearing on agroecology in Zimbabwe were identified. They are under the Ministries of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), Environment Climate, Tourism and Hospitality Industry (MECTHI), Local Government, Finance and Economic Planning, and Women Affairs. They are presented in box three and Figure 1.



Figure 1 - Brainstorming wall - agroecology policies and programmes in Zimbabwe

Box: 3 - All agroecology policy instruments and programmes in Zimbabwe

- Malabo declaration
- Africa Union agenda 2063
- Maputo declaration
- AMA act
- National Environment policy and strategy
- National climate policy
- Food systems Transformation policy
- Draft Agroecology policy
- National Agriculture policy framework
- Pfumvudza programme
- Veld Management in communal areas
- Agriculture recovery plan
- Horticulture recovery and growth plan
- Draft Traditional grains commercialisation strategy
- RBZ monetary policies
- Regional Agriculture policy
- Tobacco value chain transformation plan
- Zimbabwe Agriculture Investment plan 2017-2021
- Soil Conservation policy
- Fisheries and aquatic resources draft policy
- Forestry policy
- National wetlands policy
- Parks and wildlife act
- Communal lands and forest produce act
- Traditional leaders act
- Water policy
- Rural District councils act
- NDS - National Development strategies
- Zimbabwe Strategy and action plan on plant genetic resources for food and Agriculture
- Food and nutrition security policy
- Agriculture sector gender strategy
- Revised NDC's
- National climate change learning strategy
- Zimbabwe national climate change policy
- National gender policy
- Irrigation policy
- Agriculture 8.0 (Agriculture research, Innovation and Development strategy)
- Constitution of Zimbabwe
- Fiscal policies

Priority Agroecology policies and programmes

All the policies identified relate to some aspects of the use of natural resources and the protection of the environment in one way or another. However, most of them don't provide detailed theories of change, nor are there specific implementation guidelines to translate the policy principle into on-the-ground actions and mainstreaming. Thus, there is rather an implied relationship with the 13 agroecology principles (box 1b). Priority policy instruments and programmes identified are those that provide some guidelines on how to implement one or several of the thirteen principles of agroecology. The top priority policies and programmes are the *Conservation Agriculture Pfumvudza programme*, *Agriculture Policy Framework*, *Environment Management Agency (EMA) Policy* and the *Environment Management Agency (EMA) Act*. They are discussed briefly in the following sections.

Conservation Agriculture Pfumvudza programme

The Pfumvudza concept is considered a sustainable way of crop production intensification, whereby farmers conserve resources. It is based on the principles of Conservation Agriculture (box 4).

Therefore, the Pfumvudza programme concept directly relates to six principles of agroecology (Recycling of biomass, Enhancement of functional biodiversity, provision of favourable soil conditions for plant growth, Minimization of losses, diversification of species and genetic resources in the agroecosystem and enhancement of beneficial biological interactions and synergies). Key improvements to Pfumvudza to fully embrace agroecology will therefore include combining with policies focusing on broad stakeholder inclusion, stakeholder participation and governance issues. As practised at the moment by most smallholder farmers, it is mainly based on manual labour (digging of planting holes). More emphasis should be on mechanisation to reduce labour. It is also associated with subsidies and may raise sustainability issues as well as fears of the difficulties of graduating from these subsidies. It is feared that this is likely to encourage the dependency syndrome among farmers. Therefore, for further development of Pfumvudza to embrace agroecology more, it is necessary to link it with farmer empowerment programmes that emphasize the value of self-reliance.

Box 4: Conservation Agriculture principles underlying Pfumvudza

- **Minimum soil disturbance:** digging planting stations or making rip lines instead of ploughing
- **Mulching: covering the soil with crop residues ('stover')** or other dry organic material and controlling grazing.

Improves water Infiltration and reduces evaporation from soil surface.

- **Use of crop rotation and mixing:**

varying the crops that are planted each year on the same piece of land. Improves soil management and Increases crop diversity.

- **Timely Implementation of All Operations:**

Carrying out all operations at the best time of the year (preparation, planting, manuring and fertilisation, controlling weeds and pests)

- **Precise Operations:**

Paying attention to detail and doing all tasks carefully and completely.

- **Efficient Use of Inputs:**

Not wasting any resources including labour, time, seeds, stover, manure on a smaller piece of land, resulting in higher productivity from lower investment, hence higher profit margin.

The Comprehensive Agricultural Policy Framework

The Comprehensive Agricultural Policy Framework addresses issues concerning crop and livestock production, marketing and trade. In addressing these issues, the policy framework describes the current situation and constraints and gives broad policy goals and objectives and detailed policy statements.

The specific objectives of the agricultural sector policy are to:

- (i) Assure national and household food and nutrition security;
- (ii) Ensure that the existing agricultural resource base is maintained and improved;
- (iii) Generate income and employment to feasible optimum levels;
- (iv) Increase agriculture's contribution to the Gross Domestic Product (GDP);
- (v) Contribute to sustainable industrial development through the provision of home-grown agricultural raw materials; and
- (vi) Expand significantly the sector's contribution to the national balance of payments.

While these are broadly consistent with the sustainable intensification aspect of agroecology, the strategies tend not to be specific enough on how to transition to agroecology and mainstream agroecology. The only detail and somehow specific guidelines are in the crop sector policy issues and statements issues 2 - increasing crop diversification and the livestock sector policy issues and statements issue policy Issue 4 - crop-livestock interaction. For the policy to embrace agroecology more, implementation will need to be combined with other policy instruments and programmes that specifically provide guidelines on how to implement the Agroecology principles.

Environment Management Agency (EMA) policy and Environment Management Agency (EMA) Act

The EMA policy provides for the sustainable management of natural resources and protection of the environment, the prevention of pollution and environmental degradation, and the preparation of a *National Environmental Plan* and other plans for the management and protection of the environment. The EMA Act is the legal framework for the implementation of the policy. It is the law that forms a broad legal statement on environmental management in Zimbabwe and is the first consolidated piece of legislation on environmental matters in the country. The environmental rights and principles of environmental management of the act provide guidelines for a safe environment (box 5). It is, however, not specific on how the environment can be utilised by the resource-poor for the production of food to address poverty while protecting the environment. It, therefore, tends to contradict Agriculture policies that encourage the use of environmental resources for food production to address poverty. There is, therefore, a need to look closely at how the EMA legal framework can be harmonised with the agriculture policies.

Box 5: The environmental rights and principles of environmental management

- (a) All elements of the environment are linked and inter-related, therefore environmental management must be integrated and the best practicable environmental option pursued.
- (b) Environmental management must place people and their needs at the forefront of its concern.
- (c) The participation of all interested and affected parties in environmental governance must be promoted, and all people must be given an opportunity to develop the understanding, skills, and capacity necessary for achieving equitable and effective participation.
- (d) Environmental education, environmental awareness and the sharing of knowledge and experience must be promoted in order to increase the capacity of communities to address environmental issues and engender values, attitudes, skills and behaviour consistent with sustainable environmental management.
- (e) Development must be socially, environmentally, and economically sustainable.
- (f) Anticipated negative impact on the environment and on people's environmental rights shall be prevented, and where they cannot be altogether prevented, be minimized and remedied.
- (g) Any person who causes pollution or environmental degradation shall meet the cost of remedying such pollution or environmental degradation and any resultant adverse health effects, as well as the cost of preventing, controlling or minimizing further pollution, environmental damage or adverse health effects.
- (h) Global and international responsibilities relating to the environment must be discharged in the national interest.
- (i) Sensitive, vulnerable, and highly dynamic or stressed ecosystems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

Agroecology policy Stakeholders

All key stakeholders related to the agroecology policies in section 3.1.1 above were identified. The identification of all the stakeholders was meant to enable their analysis, including the identification of their stake and assessment of their interest influence status (stakeholder matrix). The full list of the stakeholders is presented in Table 4, together with their stake in agroecology policies. Results of the stakeholder matrix analysis are summarised in section 7.5, and all the matrices are presented in Annexe 3

Stake of the stakeholders

As per the definition of stakeholder, agroecology policy stakeholders are groups or individuals who are either affected or affect the agroecology policies. Those who are affected by agroecology policies are the ones who would find the policies

encouraging or discouraging the transition to Agroecology and mainstreaming of agroecology principles. These include farmers and other natural resource users, the private sector promoting products for agroecology or otherwise, and NGOs promoting programmes for agroecology or otherwise. Those that affect the policy are the ones that are involved in policy formulation, implementation and monitoring. All the Agroecology stakeholders and their stakes are presented in Table 4.

Table 4: All Agroecology policy stakeholders in Zimbabwe and their stake

Stakeholder	Stake
Farmers and other natural resource users	Encouraged or discouraged to transition to Agroecology by the policy
Private sectors	Policies can create an enabling environment that promotes or discourages uptake of their products that promote or discourage the transition to agroecology or otherwise.
Environmental Management Agency (EMA)	Implementation and monitoring of policies for Environmental protection
Ministry of Finance	Provide financial resources for and monitoring of policies.
Extension department - AGRITEX	Extension services - provide advice to farmers on the Implementation and monitoring of policies
DR&SS	Research and Innovation on elements of how to implement provisions of the policy
Forestry Commission	Implementation and monitoring of forest conservation policies
Ministry of education	Inclusion into the curriculum of how to implement provisions of the policy (Education 5.0)
Veterinary department, including Tsetse control	Implementation and monitoring of policies related to animal health and quarantine issues
Ministry of information	Information dissemination, publicity, awareness of the policies
National parks	Implementation and monitoring of policies for parks conservation, protection of water bodies and protected land
Ministry of Health	Implementation and monitoring of policies for community health and nutrition
Parastatals e.g. GMB	Implementation and monitoring of policies as they relate to strategic grain reserve and input distribution
Ministry of youth	Implementation and monitoring of policies for youth coordination and empowerment
Local Government	Implementation and monitoring of policies for Governance, custodians of natural resources, devolution agenda
ZINWA	Implementation and monitoring of policies for strategic water planning and management, dam construction, Borehole construction
Police	Implementation and monitoring of policies for civil protection, Crime prevention

Department of Irrigation	Implementation and monitoring of policies for the planning, design and develop irrigation projects, Construction and rehabilitation schemes, Research training and testing
Traditional and religious leaders	Uphold culture
Members of parliament	Policy formulation & Legislation
NGOs	Community development, mobilisation and research encouraged or otherwise by the policies
Universities	Research and innovation, teaching on Implementation and monitoring of policies
International research organisations	Research and technology development, provide technical and financial support in Government policy processes.
International Development agencies (FAO, UNDP, IFAD, UNEP)	Provide technical and financial support in Government policy processes

It is important to know the stakes of different stakeholders to be able to understand their attitude towards the policies and manage them accordingly. While all the above stakeholders are important for agroecological transition and the mainstreaming of agroecology principles, priority stakeholders were identified informed by the influence and interest Stakeholder matrices.

Priority policy stakeholders (Influence and Interest Stakeholder matrices results)

Stakeholder matrices were created by plotting on an X- and Y-axis grid using Influence and interest variables. The grid identified each variable as high or low, which created four quadrants of categories - High, low - Low, low, - High, high, Low, high. Stakeholders were placed on the matrix according to how they were categorized concerning interest and influence. The results informed the prioritisation of stakeholders and recommendations for managing relationships with the stakeholders.

Low interest and low influence - these are stakeholders that are or are perceived to be uninterested and have no power to influence the policy position. They probably don't see any benefit for themselves in the policies and probably also believe they are not considered important to be listened to. Therefore, it means they might be considered not very helpful to help lobby for a policy position, but they are also not a threat to lobby against. They might not be very helpful as partners, but they are also not difficult opposition. Their management will be to try to have them develop interest and also find their power base. With limited resources, it might not be a priority to put resources to change their position. In the workshop, they were identified to include the Ministry of Health and Child Care (MOHCC), Grain Marketing Board (GMB), Cotton Company and Youth Groups.

Low Interest and High Influence - these are stakeholders that are or are perceived to be uninterested but have the power to influence any policy position. They probably don't see any benefit for them in the policies, but they are so important that whatever they say is listened to. Therefore, as a partner, they might not help to push a position, but they can be very strong potential opposition. To manage them will require having them develop interest - that is, show them what is it for them and then use their strong influence to push a position together. It is a priority to work on changing their position by developing interest because they have the potential to be strong allies (and strong opposition). In the workshop, they were identified to include the Ministry of Information, the Ministry of Finance and Economic Development (MOFED) and the Ministry of Local Government and Public Works.

High Interest and Low Influence - these are stakeholders that are or are perceived to be interested but have no power to influence the policy position. They see the benefit for themselves in the policies, but they are not that important (they are too short) to be heard by the powers that be. It is nice to partner with them, but in their current state, they are not very helpful allies but not very difficult potential opposition anyway. It is a priority to help them find their power base so they can become very strong allies. In the workshop, they were identified to include Farmers, the Ministry of Primary and Secondary Education, the Ministry of Public Service Labour and Social Welfare (MoPSLSW), the Department of Social Welfare (DSW), the Zimbabwe National Water Authority (ZINWA), and the Academia.

High Interest and High Influence - these are stakeholders that are or are perceived to be interested and have the power to influence any policy position. They see the benefit for themselves in the policies, and they are really important that they are

(giants to stand to be) heard by the powers that be. It is necessary to partner with them as they can be very helpful and strong allies. They are the partners of choice. It is a priority to keep them interested so that they can use their position to help the movement of mountains together with the project. In the workshop, they were identified to include International development organisations (FAO, UNDP, IFAD, UNEP...), the Ministry of Agriculture, Water and Fisheries (extension and research departments), the Ministry of Environment and Tourism, Farmer Organisations, Private Sector (Banks and some Input suppliers), Members of Parliament (MPs) and some NGOs (with good rapport with Government).

Table 4b: Synthesized stakeholder matrix exercise results and recommendations to manage position stakeholders in different quadrants

Matrix	Examples of stakeholders in position	Key actions to manage stakeholder groups
<p>Low Interest</p> <p>High Influence</p>	<ul style="list-style-type: none"> • Ministry of Information • Ministry of Finance and Economic Development (MOFED) • Ministry of Local Government and Public Works 	<ul style="list-style-type: none"> • Sensitization to create interest by showcasing success stories sites and making them see what is in it for them. • Engage them to show the negative effects of the alternative to avoid them supporting the alternative
<p>High Interest</p> <p>High Influence</p>	<ul style="list-style-type: none"> • International Development Organizations (FAO, UNDP, IFAD, UNEP...). • Ministry of Agriculture, Water and Fisheries (Extension and Research). • Ministry of Environment and Tourism • Farmer Organizations • Private Sector (Banks and some Input suppliers) • Members of Parliament (MPs) • NGOs (with good rapport with the Government) 	<ul style="list-style-type: none"> • Inclusive planning, coordination, monitoring and evaluation • Give updates and consult regularly through reports (Information flow/ symmetry) • Continuous engagement (meetings) • Showcase success stories • Transparency and accountable use of resources
<p>Low Interest</p> <p>Low Influence</p>	<ul style="list-style-type: none"> • Ministry of Health and Child Care (MOHCC) • Grain Marketing Board (GMB) • Cottco • Youth Groups 	<ul style="list-style-type: none"> • Identify their areas of strength and leverage on that • Expose them to AE its benefits, such as sustainably producing enough for family and show how it benefits them. • Awareness creation to demonstrate relevance
<p>High Interest</p> <p>Low Influence</p>	<ul style="list-style-type: none"> • Farmers • Ministry of Primary and Secondary Education • Ministry of Public Service Labour and Social Welfare (MoPSSLW) <ul style="list-style-type: none"> ◦ Department of Social Welfare (DSW) • Zimbabwe National Water Authority (ZINWA) • Department of Irrigation (DOI) • Agriculture Research and Innovation Development (ARID) (formerly DRSS) • NGOs (some viewed/suspected of doing politics). • Academia • Research organisations • DDF 	<ul style="list-style-type: none"> • Identify areas of strength to leverage on them • Improves communication to improve the image with the powers that be.

Conclusion and recommendations

Agroecological Transition and mainstreaming of Agroecology principles in Zimbabwe

There is a general interest in agroecological transition in Zimbabwe, as shown by the active engagement of participants in the workshop. However, agroecology, being a complex knowledge-intensive concept, requires a very clear inclusive development and promotion strategy. That requires a vision for the policy, which clearly states where the country wants to go or to achieve after transitioning. All the key stakeholders need to be on board. Therefore, the process of stakeholder analysis initiated here needs to be continued and deepened. Potential policy partners for agroecology transitions need to be engaged, and the process of identification of more partners continued. Agroecology transition and wide adoption beyond transition requires new skills and technical expertise. It recommended putting in place robust capacity building and resource mobilisation strategies for agroecology transition and sustained adoption beyond transition. It is also recommended to establish AE committees at ward, district, provincial and national levels to spearhead and oversee the field implementation of Agroecology.

Extension staff are key for Agroecological transition and mainstreaming of agroecological principles. It is recommended to carry out a massive capacity building of extension staff in aspects of Agroecology, including how to change attitudes and mindset to support farmers to transition and mainstream agroecology principles.

Policies, local institutions, and governance Structures

It is noted that there is a wide range of policies and institutions related to agroecology. However, they tend to be scattered in different ministries. As a result, there is a need for coordination and harmonisation of the policies. It is concluded that currently, priority policies that provide some guidelines for agroecological transition are the *Conservation Agriculture Pfumvudza Programme*, the *Agriculture Policy Framework*, the *Environmental Management Policy* and the *Environment Management Act*. They, however, all tend to partially address the agroecology principles. It is therefore recommended to support the finalisation of the *Draft Agroecology Policy* that will provide clear and specific guidelines for agroecological transition and mainstreaming of agroecology principles.

Agroecology policy Stakeholders

Agroecology is cross-cutting, covering aspects that include mandates of, for example, Government Ministries of Agriculture, Environment, Water, Forestry, Fisheries and Social Development Ministries such as Women, Youth and Gender affairs. There are also NGOs, the private sector and international development organisations that are active players in agroecology policy discussions. There are, therefore, many agroecology-oriented policy stakeholders. In Zimbabwe, the priority agroecology policy stakeholders are the Ministries of the Agriculture, Water and Fisheries (extension and research), the Ministry of Environment and Tourism, United Nations Development agencies FAO, IFAD, UNDP and UNEP and some NGOs. Government Ministries are supposed to ensure the implementation and monitoring of policy provisions. They, however, tend to lack the resources to ensure proper implementation and monitoring. As a result, some very good policies have not had as much impact as expected. The Government departments have received technical and financial support for the formulation of agroecology-related policies from United Nations Development agencies (FAO, IFAD, UNDP, UNEP, etc). It is recommended to forge a more sustained relationship between government departments and United Nations Development agencies that goes beyond policy formulation to include implementation and monitoring. International Research organisations and academia have tended to review policies and assess their impact. It is recommended that international research organisations should participate more in policy formulation to support the processes with science and share global best practices.

Recommendations for Synergies

To foster synergies and minimise policy collision, it is recommended to establish Inter-ministerial information sharing and coordination platforms.

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