



ZAGP News

The Newsletter for the Zimbabwe Agricultural Growth Programme (ZAGP)

ISSUE 3 July 2019

Welcome to Issue 3 (July 2019) of ZAGP News, the monthly newsletter for the European Union (EU) funded, Zimbabwe Agricultural Growth Programme (ZAGP). The newsletter is one of the channels for the sharing of programme information and updates of activities across the different provinces of Zimbabwe.

This issue delves deeper into the Transforming Zimbabwe's Dairy Value Chain for the Future project being implemented by We Effect in partnership with the Zimbabwe Association of Dairy Farmers (ZADF), Zimbabwe Farmers Union (ZFU) and Zimbabwe Dairy Industry Trust (ZDIT). The project seeks to improve the economic, social and environmental performance of the DVC and also create an enabling environment for a sustainable and inclusive dairy sector.

According to ZADF, Zimbabwe requires at least 120 million litres of milk annually, yet the local dairy industry is

only able to supply 70 million litres with the balance being imported. The challenges in the dairy sector are largely due to high production costs, low cow herd, lack of equipment and poor adoption of modern breeding technologies among other issues. The efforts by government and other stakeholders are bearing fruit, as recent reports indicate that milk production jumped 13 percent in the first half of 2019 buoyed by increased efficiency with the production target for the year set at 95 million litres. The Dairy Value Chain project seeks to contribute to the revival of the sector by doubling milk production by strengthening the linkages between production, processing and financing.

We also provide updates on the other projects being implemented under ZAGP across the various provinces of the country.

We welcome your feedback on this and other issues of ZAGP News.

(Front cover photo provided by the VALUE project)

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ZAGP NEWS FOCUS

Transforming Zimbabwe's Dairy Value Chain for the Future



Bottlenecks affecting the performance of the Dairy Value Chain

Production

- Depleted herd size
- Climate and weather variability affecting optimal dairy production.
- Low farm production and productivity
- Limited knowledge on dairy farm management.
- High cost of production.
- Land tenure uncertainties hinders investment and growth.
- Limited access to dairy extension services.
- Lack of robust extension service delivery system.
- Farmer Unions - Inadequate coverage to meet member service needs
- The time lag between investment and return is high in dairy, which discourages new entrants.
- High staff turnover at farm level.

Input supply

- Input suppliers have limited presence in rural production areas; limited number and scale; informal feed, entrepreneurs
- Limited access and high cost of quality dairy breeds.
- Limited and Lack of artificial insemination resources and services.
- Erratic electric power supply
- Low public and private investment and collaboration in renewable energy sources
- Limited access to land.
- Lack of access to low cost finance
- High foreign exchange currencies
- High cost of feed especially dairy meals and concentrates.

Processing

- Limited number of Milk Collection Centres (MCCs) to meet smallholder demand.
- Poor governance resulting in low performance of MCC.
- Low milk supplies create higher processing costs per litre and low capacity utilisation.
- Higher sourcing costs.
- Some MCCs not strategically positioned around highest densities of milk
- High cost of compliance and obsolete and outdated equipment and technology (pushing processing costs higher).

Marketing & Distribution

- Low marketed milk volumes
- Competition from milk and milk product imports
- Cost of transport prohibitive to maintaining milk freshness.
- Linkages to processors aren't built for small/medium Farmers.

Consumption

- Ever-changing consumer preferences for milk and milk products.

Crosscutting bottlenecks

- Inadequate performance measurement mechanisms for the DVC -
- Stringent policy tariffs -
- Poor coordination of the Dairy Value chain at Industry level
- Overlapping of regulations resulting in multiple taxation.

- Outdated legislation (1952 Dairy Act) not meeting the needs of the DVC.
- Mismatch in supply and demand for skills and competences in the Dairy sector.
- High inflationary environment affecting price setting across the DVC.
- Lack of quality and safety standards in the dairy value chain in Zimbabwe affecting competitiveness.

BACKGROUND AND VISION FOR CHANGE

We Effect, in partnership with Zimbabwe Association of Dairy Farmers (ZADF), Zimbabwe Farmers Union (ZFU) and Zimbabwe Dairy Industry Trust (ZIDT) is implementing the Transforming Zimbabwe's Dairy Value Chain for the Future project under the Zimbabwe Agricultural Growth Programme (ZAGP).

The project aims to address the root causes and underlying systemic issues in the dairy value chain in Zimbabwe and setting a foundation for growth for the future. This will be achieved through a cohesive approach, strengthening linkages and integrating production, processing and financing.

The overall objective of the action is to contribute to the development of a diversified and efficient agriculture sector that promotes inclusive green economic growth. A three-pronged strategy (quantify, diversify and amplify) in the short, medium and long term will be supplemented by additional programs to achieve the vision of change.

Project key Components:

I. Dairy Value Chain Matching Grants

The matching grants component seeks to achieve the following:

- Promote the establishment of multilateral partnerships that leverage investments in dairy productive assets and infrastructure and to address some of the bottlenecks and or underlying challenges within the dairy value chain in Zimbabwe.
- Support to dairy breeding services through procurement and making available potential high-quality breeding heifers and semen towards dairy breed improvement.
- Promote entrepreneurial and enterprise development and enhancing participation of women and youth in the dairy business.
- Provide opportunities to successfully participate in formal domestic and international markets through improving production techniques, breed improvement, modernising dairy management systems, new product development, packaging, labelling and increasing investments in skills and technology.

The dairy value chain matching grants will be accessed through:

Window 1: Co-financing 50 percent investment needs for private sector actors including large scale farmers serving as integrators. This window is expected to support the establishment of 20 out-grower schemes with an average matching fund contribution of Euro 40,800 to each out-grower dairy scheme. Examples of investments include purchase of cooling facilities, pasteurising machines, among other requirements.

Window 2: Co-financing 70 percent investment needs for farmer owned Milk Collection Centres (MCCs) and small-scale processors. The budget allocation to this window is Euro 350,000 and is expected to support investments in 30 schemes with an average matching fund contribution of Euro 10,000 per scheme. This window will support investments in the establishment of bulking centres, technological upgrades, upgrading of bulking centres, procurement of cooling tanks and related cooling systems and small-scale processing equipment.

Window 3: Co-financing 70 percent investment needs for small scale farmers, and entrepreneurs with 50 percent investment allocation going towards youth and women. This window is expected to support around 500 farmers with an average matching fund contribution of Euro 2,000 per farmer for procuring irrigation equipment, fodder equipment among other requirements.

2. Climate Smart Dairy Production

The project will promote climate smart innovations, technologies and practices that improve dairy productivity while contributing to climate resilience (climate roofing) and greenhouse gas emissions mitigation. This will include own-farm sustainable fodder production, artificial insemination and breeding business management, water harvesting and conservation techniques. Focus will also be on the use of renewable energy solutions such as solar and biogas for milk pasteurisation, cold chain and pasture development.

Additionally, the project will support the drying, packaging and marketing of slurry (biogas waste) for organic farming. This will allow dairy farmers to diversify production at household level, further increasing household income.



The by-product of the biogas generation process is enriched organic slurry which is a perfect supplement to, or substitute for, chemical fertilizers.

3. Dairy Sector Information Needs and Knowledge

Harmonisation of dairy sector performance through a coordinated data collection system to develop a centralised database will be a key project component. The database will be accessible to core and extended dairy value chain actors for informed decision making and generation of sector performance reports.

The action will actively engage the value chain actors on joint strategic planning activities leading to the development of a dairy sector strategic plan to guide the activities of all industry players, including farmer organisations, organisations providing services to the dairy sector, processors and Government

4. Institutional Strengthening

Milk Collection Centres (MCCS) will be transformed to become Dairy Hubs to improve their service delivery capacity through partnerships with private sector actors. This will be achieved through partnerships with processors, anchor utilities and contracting private sector services.

This component will also focus on capacity building and strengthening of value chain service actors to improve co-ordination, provide regulatory and advisory services for dairy value chain optimisation.



Upgrading of Milk Collection Centres (MCCs) and milk processing by small and medium scale milk processors will result in a significant increase of milk production by small-scale farmers and increased access to the formal market.

5. Inclusive Business for Financial and Business Service Support.

Inclusive business models will be designed and implemented in supporting dairy value chain enterprise development and growth. This will be achieved through leveraging private sector dairy integrators to provide access to new and more secure markets, training, technical assistance, other business support and micro-finance services for smallholder dairy farmers and their MCCs.

Agro-dealer farmer networks will be established and strengthened to enhance access to low-cost dairy inputs such as feed to dairy farmers in the targeted areas.

6. Small-scale Processing and Value Addition.

Support will be extended to small scale processing enterprises with clear business growth opportunities and potential to contribute to local employment especially dairy hubs that are geographically isolated and depend on the local market demand.

The selected enterprises will receive business development support services from contracted service providers in milk hygiene handling, product development, product safety, quality and certification of milk products, management and traceability.

7. Small-scale Processing and Value Addition.

We Effect, and partners will support the establishment of an electronic dairy extension (e-Extension) and marketing system, **Mukaka-imali**, from which dairy farmers can receive information through the use of Smart Phones and also link them to other platforms.

ACTION IMPLEMENTATION APPROACH AND STRATEGIES

1. **Dairy Graduation** Clear graduation model offering smallholders a growth path from one level to the next towards commercialisation to ensure that different levels of dairy farmers can thrive with support tailored to their needs and pace of growth.
2. **Multi-stakeholder Platform** Bringing together the various dairy value chain actors, producers, processors, traders and other stakeholders together to strategically plan and identify constraints and opportunities in the dairy value chain. These include supply of affordable high-quality dairy feeds and fodder, artificial insemination services, milk quality, training and extension, and the raw milk market. Identification of areas for co-ordinated efforts and improve chain partnerships for enhanced value chain performance.
3. **Strengthening Producers and Processors** Strengthening dairy producer member organisations like cooperatives and farmer owned public companies that collect and bulk milk and provide services to their shareholders. Improve the dairy commercialisation capacity of these organisations and their farmers. This includes their ability to produce sufficient quantities and quality of milk, capacity to bulk and sell to the market, and in some cases to add value to their products. The project will also work with new, small, medium and large-scale processors that have a commitment to develop the supply chain and create loyalty, consistency and quality in the chain.
4. **Study Circles** The lead farmer/entrepreneur approach for establishment of demonstration plots, field days and practical demonstrations for participants in dairy study circle groups.

ACTION IMPLEMENTATION APPROACH AND STRATEGIES

- 5. Clustering And Strengthening Value Chain Service Providers** The project promotes the Business Hub Model to strengthen service provision in the dairy industry. Under this model, the project works with collection and bulking enterprises and other service providers, to train extension workers and lead farmers to establish demonstration farms, and develop sustainable extensions models. Local entrepreneurs (amongst them youth groups), will be supported to offer services to farmers, at a fee, in fodder production and preservation.
- 6. Partnerships** Promote and support public private producer impact-oriented partnerships in dairy in win-win situations to promote dairy investments and effective extension delivery to dairy farmers through a pluralistic extension approach.

PROJECT PROGRESS TO DATE

1. The National Milk Mapping exercise was conducted in partnership with ZADF, ZFU, Fintrac, Linkages for Economic Advancement of the Disadvantaged (LEAD), Government service departments, dairy services, the Department of Veterinary Services, Agritex and the Department of Research and Specialist Services (DR&SS).

The milk mapping exercise was conducted to map dairy infrastructure (functional and disused), milk production densities, practices, knowledge and innovations, input suppliers, availability of support services, needs and access to renewable energy options, among other issues.

As a result of the mapping exercise and the baseline survey, the project's geographical focus areas have been selected.

2. Dairy Stakeholder Consultative Workshop to assess and ascertain the emerging bottlenecks and systemic issues affecting the DVC performance and to identify areas for co-ordinated action.
3. The Dairy Matching Grants Validation and Due Diligence Committee have been set up and the call requirements, guidelines and advert have been flighted.
4. Milk and milk product standard development and review planning meetings have been conducted to identify the new standards for development and review of the old and outdated standards.
5. The dairy data collection or gathering system was developed and will be linked to the dairy performance database system accessible to all dairy value chain actors. The system will facilitate performance measurement through the production of evidence-based performance reports to enhance decision making and optimise the dairy value chain's performance. This will lead to a comprehensive information management system, enhance shared learnings and the development of a central repository on dairy.
6. Dairy value chain performance indicators information assessment needs workshop was conducted to improved understanding of the information needs, identify missing indicators and knowledge gaps to improve the dairy value chain performance.



An Enumerator collecting data during the Milk Mapping exercise.

PROJECT UPDATES

Beef Enterprise Strengthening and Transformation (BEST)

Establishment of Irrigated Pastures Restores Hope for Umguza Cattle Producers

The Beef Enterprise Strengthening and Transformation (BEST) project has established a partnership with Balu Pecan and Livestock Company who have a 25-year lease agreement with the Agriculture and Rural Development Authority (ARDA) on Balu Estate in Umguza district, Matabeleland South province. The Balu Cattle Business Centre currently under development, will have a 50-hectare pasture irrigated under centre pivot. The Cattle Business Centre (CBC) will focus on pre-finishing cattle along with a 60 head feedlot facility and five satellite CBCs at Lead Farmer locations, where the private sector will provide services to the community. Services will include bulling services, Artificial Insemination (AI) and embryo transfer, feeder finance, heifer/steer exchange, and fodder feeding for a fee. This will improve cattle genetics, husbandry, slaughter grades and carcass quality and increase return on investment for beef producers.

High nutrient irrigated pastures will provide feed to cattle during the dry season, allowing farmers to maintain their herd size during dry periods, instead of destocking. Productivity of breeding stock will be sustained through improved calving rates.

Bush clearing is currently underway and an irrigation consultant is assessing irrigation specifications before a call for private sector to install and erect the centre pivots is advertised.



Site clearing in progress at the Balu CBC.



The cleared site for the Balu CBC. It will create hubs of production, extension and marketing activities, access to inputs and markets, financial and reproductive services, fodder production and husbandry training.

PROJECT UPDATES**Value Alliance for Livestock Upgrading and Empowerment (VALUE)**

The VALUE consortium conducted corridor entry protocols in the six provinces of operation, for both the pork and goat value chains. These engagements were premised on clarifying project objectives and obtaining provincial clearances to kick start district entry protocols for the VALUE project in targeted areas.

Project partners finalised their detailed implementation plans for the goat and pork value chains. In addition, selection criterion for both value chains was developed together with the private integrators for champion farmers, anchor farmers, small to medium scale farmers and women and youth farmers. The selection of participating farmers will be guided by farmer experience, location, production unit, interest, available land and structures, gender among other pointers to ensure rightful candidates are selected.

The project organised a visit to Shamiso Farm for officials from the Mashonaland East Provincial Administrator's Office for them to acquaint themselves with the operation of the integrators and; further understand how the syndicate model proposed by the VALUE consortium would translate into commercialisation of the goat and pork value chains.



Officials from the Provincial Administrator's office touring the VALUE Consortium Integrator for Mashonaland East Corridor - Shamiso Farm.

Inclusive Poultry Value Chain (IPVC)

- The IPVC project was officially launched at the 9th annual Zimbabwe Poultry Association Poultry Indaba on the 4th of July 2019.
- The project implementation partners have commenced informal engagements with the some of the stakeholders and value chain actors, private and public sectors to introduce the IPVC project, highlighting its key objectives, activities and planned geographic and thematic focus areas.
- The project has commenced the process of observing formal public sector protocols allowing operations in selected rural districts. This is expected to be completed July 2019. At the same time, the project will commence private sector engagement with the publication of a formal Call for Interest.
- The Mapping of the poultry value chain actors will commence in July 2019, to be shortly followed by the baseline survey which will inform and validate activities identified under the project.

Zimbabwe Agricultural Knowledge and Innovation Services (ZAKIS)

District Agricultural Centres of Excellence (DACE) were launched in Matabeleland South in Matobo and Insiza districts. These centres will demonstrate the research being conducted at the Agricultural Centres of Excellence (ACE) at Chibero College of Agriculture in Mashonaland West and Matopos Research Institute in Matabeleland South, with the involvement of farmers.

Collaborations with the Centre for the Coordination of Agricultural Research and Development in Southern Africa (CCARDESA) are at an advanced stage. CCARDESA is an initiative by the South African Development Community (SADC) to achieve food security through research and innovation. An expert from the organisation is expected in Zimbabwe to give capacity building on building Virtual Agricultural Centres of Excellence (VACE).

ZAGP ISSUE FOCUSED COORDINATION MEETINGS

On a monthly basis, TA-ZAGP convenes Issue Focused Coordination Meetings with the Grantees, where various key project themes are discussed. In June 2019, the focus was on private sector engagement, where each Grantee provided an overview of how they are going to be working with the private sector. Below is a summary of the discussions:

Beef Enterprise Strengthening Project (BEST)

BEST seeks to create a robust, competitive beef value chain that promotes enhanced trade, employment creation, food security, and inclusive green economic growth for 24 900 small to medium as well as 100 commercial cattle farmers by 2023.

One of the key project strategies is the establishment of Cattle Business Centres (CBCs) managed by the private sector and owned by the community.

The CBCs will create hubs of production, extension and marketing activities for beef farmers who will access input and output markets, financial and reproductive services, fodder production and husbandry training.

Through the CBCs, the project is promoting utilisation of high-nutrient low cost livestock feeds, linking farmers to

input and output markets and facilitating training of farmers on business development services.

The private sector will be involved in the selection of locations for the Cattle Business Centres (CBCs), supplying breeds and managing the CBCs. They will also oversee the establishment of infrastructure and provision of services like pen fattening, cattle aggregation, artificial insemination and bulling services to farmers on a fee basis.

Private sector actors will include: off takers, input suppliers, universities, stock feed companies, associations and individuals.

Involvement of Private Sector Partners (PSP) in the management of CBC is aimed at ensuring sustainability of the CBC post project implementation.



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ZAGP ISSUE FOCUSED COORDINATION MEETINGS

Transforming Zimbabwe's Dairy Value Chain for the Future



Large scale farmers will also work as anchor farms for smallholder farmers, providing bulking, training and feed production source.

The action is piloting a matching grant funding facility to co-finance private sector funding applications, focusing on improving service provision to small-scale dairy farming enterprises. This initiative is expected to reduce the initial high transaction and search costs that are a disincentive for the private sector actors from doing business with micro and small enterprises.

Under the Matching Grant Facility, private sector players are expected to match on behalf of their farmers; Private Sector (PS) will also be involved in selection of breeds and engaging in policy dialogue for reduced compliance costs. Private sector actors will include but not limited to: input suppliers, financial institutions, processors, academic and research institutions.

a) Processors

The project is analysing the processors' milk supply development strategies to help them achieve their goals through adoption of innovations to make their milk supply development a success. The processors are also involved in the Matching Grants initiative as integrators, matching (50:50) for productive assets which will boost smallholder dairy activities. The processors will also be involved in livestock and semen matching for heifers on behalf of their farmers.

Lastly, they be involved in backward integration, assisting the project's Milk Collection Centres (MCCs) and farmers in making their business enterprises viable. MOUs will be established between processors and MCCs and/or farmers. Processors are prepared to match on behalf of both MCCs and farmers.

b) Centres of Excellence

Through Zimbabwe Agricultural Knowledge and Innovation Services (ZAKIS), the project will work with processors (Pro dairy and Kefalos) to develop centres of excellence that will serve as training facilities for farmers, extension staff and general public to attain dairy qualifications.

c) Large Scale Farmers

Large scale farmers will work as Integrators. They will be expected to match (50:50) in infrastructure and assets which will capacity build small scale farmers.

The large scale farmers will also work as anchor farms for smallholder farmers, providing bulking, training and feed production source.

d) Input and Drug Suppliers

These service providers will ensure smooth and efficient service delivery; these include check-off systems, combined trainings and use of low cost alternatives which promote green growth.

e) Financial Institutions

Financial institutions will be engaged to avail low cost financing for farmers with matching loans.

f) Academic Institutions

The project will work in consultation with ZAKIS for academic institutions to serve as centres for training, bulking and milk testing.

ZAGP ISSUE FOCUSED COORDINATION MEETINGS

Value Chain Alliance for Livestock Upgrading and Empowerment (VALUE)

VALUE is focused on pigs and goats value chains, and will work with private sector integrators strategically located along production/transportation corridors feeding into the major meat markets of Harare and Bulawayo.

a) Goat Value Chain

- Maintaining and supplying goat bloodlines.
- Farmer capacity building.
- Supply chain coordination (backward and forward logistics).
- Off-taking goats and stock feed ingredients via the Goat Production Business Associations (GPBAs).
- Bulk stock feed procurement manufacturing and sales.

b) Pork Value Chain

- Maintaining and supplying pig blood lines to anchor and champion farmers.
- Supplying 600 pig out-growers with weaners for finishing.
- Farmer capacity building.
- Supply chain coordination (backward and forward logistics).
- Off-taking porkers and stock feed ingredients via Pork Production Business Syndicates (PPBS).
- Bulk stock feed procurement manufacturing and sales.

Key private sector partners will also include:

- At least 2, 500 independent licensed butcheries servicing an underserved low-income market in high-density areas of Zimbabwe – Leveraging existing cold storage capacity of these butcheries with current capacity utilization of 40-60 percent
- Formal value chain financial service providers – exploring flexible and affordable funding mechanisms once value chain actors demonstrate capacity to meet requirement of financial institutions for value chain finance access.

Inclusive Poultry Value Chain (IPVC)

IPVC will address the challenges identified by engaging Small and Medium Producers (SMPs) (Project Beneficiaries), private and public sector actors (Potential Integrators) as well as external consultants in the co-development, implementation and support of practical, needs based, innovative, replicable and sustainable solutions. The inclusive approach towards value chain actors has been chosen to mitigate against risks around intervention relevance and continuation post project.

The project will engage with private sector players who include integrators, smaller scale off-takers, independent butcheries, financial institutions, input suppliers, large scale actors, emerging commercial entrepreneurs and other service suppliers. Engagement with these players is premised on the basis of:

- Measurable development impact:** the screening process is designed to ensure that all supported private sector models are full aligned with the specific objectives of the action;
- Additionality:** The action will act as a broker and intermediary that does not distort the market, but rather supports development of innovation through availing currently lacking business development services that can build bankable business models linked to interested financial service providers.

- Shared interest and co-financing:** the project will facilitate direct relationships between financial service providers and supported private sector business growth and innovation models. Where direct support is proposed, e.g., project extension staff secondments, innovative co-financing model will be proposed with the private sector eventually taking over full responsibility for seconded staff. Staff Secondment will take the form of an innovative 'co-financing' or 'cost sharing model' with project assisting with contributions to staff remuneration on a declining scale.
- Demonstration effect:** The central focus of the private-sector engagement is crowding-in investment through development of demonstrable, viable and sustainable business models linked to relevant financial services that are documented and replicable across the industry.
- Adherence to social, environmental and fiscal standards:** All selected private sector integrators will be required to demonstrate integration of the Quality Management System (QMS), Natural Resource Management (NRM) and Decent Rural Employment (DRE) minimum standards defined and promoted by the industry as part of this action.

ZAGP ISSUE FOCUSED COORDINATION MEETINGS

Transforming Zimbabwe's Animal Health, Sanitary and Phytosanitary (SPS)/ Food Safety Systems for the Future (SAFE)



Animal disease control is SAFE's key area for ensuring public health, animal health and welfare, and animal productivity and marketing.

SAFE's private sector engagement will focus on:

- Certification of facilities, for example, laboratories and standard operating procedure (SOPs). This will involve:
 - Assessment of diagnostic capacities and categorization of both public and private laboratories, to identify gaps in human resources, equipment, reagents and consumables needed for each laboratory.
 - Training of laboratory staff as necessary and recommend recruitment of appropriate personnel where critical skills gaps have been identified.
 - Conducting workshops for public and private laboratories to Standardize SOPs and harmonize quality of tests.
- Establishing an inclusive laboratory information exchange platform:
 - Developing or upgrading existing web based information management system at Central Veterinary Laboratory (CVL) and provide link to other labs (private and public) to facilitate easy access to all testing data for decision making by the competent authority.
- Training on diagnostics and laboratory procedures.
- Animal disease control using Animal Health and Management Centres (AHMCs), dip tanks. The project will explore the engagement youth entrepreneurs in this area.
- Vaccine production and sales.

Zimbabwe Agricultural Knowledge and Innovation Services (ZAKIS)

ZAKIS will develop private sector partnerships through investment within the Agriculture Centres of Excellence (ACE) at Chibero College of Agriculture and Matopos Research Institute and the digital/virtual ACE (VACE).

Private sector engagement and support at the ACEs will focus on:

- Support for the rehabilitation of existing infrastructure including laboratories for student practical training, research and service provision, for example, horticulture, poultry, aquaculture, feedlots, research crop security fencing among other topics.
- Engagement of private sector for research, contract production and service provision.
- Providing attachment for students to increase exposure to modern commercial production and business systems.