



# Open Space Technology

## Harare

### Report

Open Space Technology Workshop

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Celebration Centre, Borrowdale  
Harare, Zimbabwe

**“How a joint commodity council can help  
commodity associations to improve the service  
to their members?”**

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## **Introduction**

The Zimbabwe Farmers Union (ZFU) and the Commercial Farmers Union (CFU) signed a memorandum of understanding in August 2010 to increase cooperation and work together in areas of common interests. This would support the development of the agricultural sector and strengthen the unions. The Open Space Technology (OST) in Harare had the theme: **“How a joint commodity council can help commodity associations to improve the service to their members.”**

The German Development Service (DED) now part of the Gesellschaft für Internationale Zusammenarbeit (GIZ) is supporting this initiative. The unions and DED agreed that both unions would bring farmers and key representative to a participatory forum to discuss ideas and proposals generated within the two unions. Open Space Technology (OST) was chosen as the methodology to conduct the meeting.

ZFU and CFU have agreed that a joint commodity council would enhance the cooperation of the two unions and would bring tangible services to their members. Both unions have a number of commodity associations (9 for ZFU and 5 for CFU) and a joint commodity council can address multiple issues of these unions e.g. marketing, training, extension, lobbying and advocacy, etc.

The joint commodity council is part of an elaborate proposal which has been submitted to donors for funding. However, it still needs input from the membership that it has a wide support base among the members of the different commodity associations.

## **Reason to choose an Open Space approach**

(this part was copied from the concept note of Theo Groot for the ZFU CFU OST, March 2011, page 2).

OST is a new approach and it is difficult to forecast the outcome however it is a potent tool to foster participation. It focuses on what people themselves want to discuss and work on rather than waiting for outside solutions. Prior experiences show that an OST event has a very positive impact on the organization and the commitment of people. Providing members of commodity associations with a platform where they can raise their real concerns and prepare to take concrete action will be a powerful tool.

DED has already implemented several OST meetings in Malawi and Zimbabwe, which were particularly successful with regard to agriculture. For the future of the country it is important that farmers and communities themselves engage in identifying the way forward. Unions like other organizations have to build their strategies on priorities of their members and actively engage them in achieving intended goals.

ZFU Manicaland has experience with such an approach. In May last year an OST meeting was organized in Mutasa which brought together over 350 farmers (men and women). Together they discussed what they as community members can do to enhance rural economic development in their district. A total of 32 issues was raised and discussed in smaller groups. Through a ranking exercise participants indicated what they thought to be the most important issues to work on; irrigation and input supply ranked highest. This OST meeting and the Future Search Conference that followed it in August gave an interesting dynamic to the district and the ZFU membership.

(for more information on Open Space Technology (OST) see the Concept Note in the Annex)

## **The OST Makers**

### **The Zimbabwe Farmers Union (ZFU)**

**The Zimbabwe Farmers Union:** The ZFU is the biggest farmer's interest organization in Zimbabwe and represents over a million farming households. The Union draws its membership from the following sub sectors; communal, resettlement, small scale commercial, urban plot holders and emergent large-scale commercial farmers.

Zimbabwe Farmers Union was born on August 19<sup>th</sup> 1992 following the merger of the Zimbabwe National Farmers Union (ZNFU) and National Farmers Association of Zimbabwe (NFAZ). ZNFU was formed back in the mid-thirties as the then Bantu Farmers Union (BFU) Later renamed African Farmers Union (AFU) in 1942 and Zimbabwe National Farmers Union in 1980. NFAZ was formed in 1981 emerging from the Master Farmers Association which had existed in the then Victoria province (Masvingo) since the 1960s.

The Union is hierarchically structured starting from grassroots representation at club level, to district, through the province to the national level. Small-scale commercial farmers, large-scale indigenous farmers and plot holders join local ZFU associations whilst farmers in communal and resettlement areas join local clubs. The ZFU's district council represents the interests of the associations and the area councils of each district. The ZFU's provincial councils represent all the districts on a provincial level. Provincial representatives make up the national council.

Hierarchically structured in the same manner under the same umbrella are the ZFU's sub wings which include a women's wing and youth wing and commodity associations. These are represented in the respective councils at all levels.

#### **Vision:**

To be the leading farmer representative body in Zimbabwe

### **Mission Statement**

To promote and advance farmers interests and welfare through representation, networking, information dissemination, capacity building, formation of commercially viable enterprises, gender and HIV mainstreaming and mobilization of resources and members.

## **The Commercial Farmers Union (CFU)**

### **Who are we?**

**The Commercial Farmers Union of Zimbabwe (CFU)** is an independent and politically neutral membership driven organisation which represents and advances the interests of farmers in Zimbabwe and elsewhere in Africa. The CFU draws its membership from primarily large scale and Intensive Commercial Agricultural Producers, but membership is open to all regardless of scale. The CFU's main function is to promote a stable and competitive agricultural business environment; and to provide technical advice and support to farmers covering technical extension, inputs, marketing aspects, business management, labour relations and so on. We exist to serve our members who are deeply committed to the success of the agricultural sector in Zimbabwe. Our core belief is that only through an optimal business operating environment can our members' desire for maximum economic growth, farmer empowerment and sustainable poverty alleviation be achieved.

### **Our History**

The CFU and its predecessors have been serving farmers in Zimbabwe for over 100 years. As early as 1892, the Rhodesian Farmers' and Landowners' Association (RFLA) was formed by new settler farmers who saw value in an organised body to represent and advance their interests. By the 1920s the large scale commercial agricultural sector had grown in the country to such an extent that it was represented by two main provincial bodies, namely the Matabeleland Farmers' Association and the Rhodesian Agricultural Union. However, by 1943 it was evident that there was a need for one national body to represent the interests of commercial agriculture, and as a consequence, the main provincial bodies merged to form the Rhodesian National Farmers' Union (RNFU). At independence in 1980 the RNFU changed its name to the Commercial Farmers' Union (CFU). Today, the CFU continues to explore ways of empowering farmers regardless of scale and thereby seeks to ensure the success of Zimbabwe's agricultural sector

### **Our Structure**

The CFU members are structured in a democratic stratified system with district level farmers' associations feeding into provincial structures. Alongside the provincial structures are the affiliated commodity associations which can be broadly categorised as crops (consisting of producers of oilseeds, grains and cereals) and livestock (comprising Cattle Producers and Dairy Farmers). The primary decision making body of the Union is the National Council made up of a representative from each province and representatives from the commodity associations. The Council elects the Union's President and the Vice President(s).

## **The German Development Service (DED)**

**The German Development Service (DED)** is now part of the Gesellschaft für Internationale Zusammenarbeit (GIZ) a merger of three German organisations working in the field of development cooperation funded by the German Government. The three organisations are still growing together after the merger on the 1 January 2011 and the final set-up of the new organisation GIZ is still developed. The following outlines in short the history and activities of DED.

DED as one of the leading European development services for personnel cooperation. It was founded in 1963: since then more than 15 000 development workers have committed themselves to improve the living conditions of people in Africa, Asia and Latin America. Almost 1 200 development workers are currently working in 47 countries. Their aims are to fight poverty, promote a self-determined, sustainable development and to preserve natural resources. DED also offers its services to international clients.

In Zimbabwe the DED Head Office is based in Harare and at present 27 Development Advisors are working in all major cities across the country. In Zimbabwe “Rural Economic Development”, “Civil Society Development” und “Civil peace work” are the three areas of intervention the DED is engaged in.

## **The Facilitator**

Theo Groot (1955) is a development practitioner with over 30 years of experience in senior management and advisory positions in grass roots organizations and international development agencies. He is trained in agricultural education, social and cultural anthropology and holds an Msc in organization development and consultancy.

Theo is passionate about helping people and organizations grow and make a difference in their environment fighting poverty and promoting social justice.

Since 2006 he works as freelance advisor and facilitator. His primary focus is on whole system, whole person process facilitation and he is a trainer in the Genuine Contact Program. Since 2003 Theo has facilitated numerous large group interventions using Open Space Technology, Future Search, Appreciative Inquiry and World Cafe.

He is also an individual and organizational coach and mentor and helped many people, teams and organizations to find their purpose, to live their lives to the full and to bring their vision a step closer.

He has worked in Africa and elsewhere with a variety of clients like British Council, Danida, Cordaid, Afrika Studie Centrum, Broederlijk Delen, DED, CIDSE, AgroFair, Plan International, Royal Danish Embassy. He is committed in building partnerships with his clients and invites

them to engage change and to look for new ways of achieving their organizational purpose. Theo helps clients to recognize that they can make a difference in their own lives and in the world around them.

Furthermore he is an accredited trainer of the Healing Emotional Pain program of the Life Foundation School of Therapeutics. This training helps social workers, medical personal, educators and others who work with traumatized children and adults.

Determined to make a difference in his home community in Uganda Theo is an organic farmer and the founder of an education farm as well as the directors of the local Primary School in Kayunga the village where he lives near the capital Kampala.

Eight local facilitators from the Association of Certified Process Facilitators assisted Theo Groot with translation into Shona and Ndebele and group facilitation.

## **The Open Space Technology (OST) seminar**

### **Proceedings and theme**

The OST took place on the 29 April 2011 at the Celebration Centre in Harare. The OST had following theme:

**“How a joint commodity council can help commodity associations to improve the service to their members.”**

Almost 180 farmers (50 women, 126 men) participated in the proceedings. The Meeting started as scheduled at 9:30 and concluded at 16:30 hours. The participants came from ZFU (about 140), CFU (about 40) and staff from both unions (about 15).

After a short welcome addresses by the President of CFU and the Vice President of ZFU, the facilitator Theo Groot opened at 9:30 the Open Space Technology (OST) seminar at the Celebration Centre in Harare. Theo Groot explained the methodology and how the participants will set the agenda. Important points were that the participants will determine the agenda of the meeting, i.e. they decide the topics and agenda items to be discussed. In addition he emphasized that an OST follows four principles:

1. Whoever comes is the right person (Ivo vauya ndivo chaivo; Bona laba ababuyileyo yibo).
2. Whatever happens is the only right thing that could have happened (Zvaitika pano ndizvo chaizvo; Okwenzakale lapha yikho sibili).
3. Whenever it starts is the right time (Nguva yatinotanga ndiyo chaiyo; Isikathi esiqalisa ngaso yiso sibili).

4. When it is over it is over (Kana zvapera zvapera; Nxa sokupelile kupelile).

Then the participants made small groups and discussed for about 15 minutes issues they would like to discuss. The next step was to write down the topics from the groups and announce them in the open space before they were published on the news market (Musika; Umkhambo) wall.

## **The Market Place (Musika, Umkhambo)**

Below is a list of all topics brought forward by the participants and published on the market place:

### **Morning:**

1. Pricing of commodities; (P. Manjoko)
2. Security of land tenure; (G. Franceys)
3. Credit facility scheme; private sector support to farmers; (N. Chimbwedza)
4. Market research both internal and external; (Mataga)
5. Dairy: fodder species; water closer to farmers; dairy heifers; producer prices low; (S. Mhlanga)
6. Industrial crops: problems faced : lack of farming inputs; (Dzingo)
7. Marketing; Inputs; training; support farmers with implements; (Mhembere, Mauta, F. Chauke, J. Moyo)
8. Commodity Associations: Clear structure of the commodity forum, i.e. implementation/ process and strategies; remodelling the commodity forum on a success story, i.e. milk; (J. Manyiyo, B. G. Moyo)
9. Training of farmers; (F. Chitate)
10. Ways of removing corrupt practices among our group leaders; e.g. limited time for official duties; (C. T. Makoni)
11. Early disbursement of inputs; (Gabaza)
12. Consideration of disable persons in farming; ( T. Zacks)
13. Sicela sineedwe ngoku irrigate lwa indawo yabalimi; (assistance in irrigation); A. Ngulwe, Mguza)
14. Kuwana nombe dzokutenge sa (cattle to sell) and loans; (A. Machipisa)
15. Exclusion of non-members of the two unions; (R. van Vuuren)
16. Load shedding affecting dairy producers and leading to deforestation (Sangano Dairy, Changaliso)
17. Banking and finance (C. Henning)
18. Uncontrolled inputs; uncontrolled importation of heavily brined GMO fed chicken into Zimbabwe – unfair competition – resulting in limited unviable local production. Knock on problem also affects pig farmers, soya and maize farmers; (P. Drummond)



## Afternoon

19. Transport charges of milk to processing plant; DZL; (N. Mlambo)
20. Farmers to be trained in grading for quality products; (W. Mhamhiwa)
21. Livestock Yanhu vanoba mombe ngurva yose ZVE kuba mari yokutenga dzimbe ngombe; (people steal livestock); (C. Kamuriwo)
22. Chibege chinonoka kutengwa hachibarwi nokulunidza mbeu ino nonoka kuuya mari ishoma; (buyers of maize come late and offer low prices); (T. Tengerewa, N. Repasi, O. Hvadi, E. Siyapi)
23. Tobacco/ Pemhiwa and Cotton Kananga; Pricing of cotton and tobacco; (Kananga)
24. Water supply in dairy schemes; (D. Hlokomoya)
25. Methods of improving production; (Matopo)
26. Segregation of women in farming and accessing loans; (N. Mugogo)
27. Conservation farming for improvement; (T. Ngerima)
28. Support for crop farming should be same as animal farming; (E. Masisa)
29. Membership card to have discount when buying; (E. Masisa)
30. Inputs like seeds e.g. cotton seed should be on the open market; (not recorded)
31. Resuscitation of coffee and macadamia crops; (S. Mhlansa)
32. Affordability of dairy heifers which suit the environment; (I. Kanyati)
33. Mombe mbudzi hwai nguruve (we have cows, goats and sheep) but marketing problems; (K. Muswonga, K. Zuipfuyo)
34. Price of stock feeds production; (A. Manyarara)
35. Title deed to access loans; (L. Mukengami)

## Other topics (which were mentioned and then included in or combined with similar topics):

36. Expensive inputs; (Dzimbabhete)
37. Quality products; our products must be on a high quality so that to have a special market; (R. Mutalo)
38. Transport to market; (L. Mpofu)
39. Seed, inputs kunoka kutengwa kwe cotton, magiredi tino bafirwa ne company, transport and time masakati (on cotton buying and grading, we are exploited by companies, transporters and middlemen); (J. Magarira, K. Donje)
40. Cost of production; sharing of information; improving services to members; identifying areas of need; capacity building; facilitation of dialogue; (B. S. and A. S. ZFU Masvingo)
41. Need for value addition to produce before selling and to increase shelf live of perishable commodities; (J. Makute)
42. Value addition; peanut butter processing; (S. Mutimaodpo)
43. Tinorima wheat, but price ye GMB neinozo tengwa nehurumende kunze zvine mutsauko (we grow wheat but price of GMB is very low); (E. Matengo)
44. Marketing tobacco, crops, beef; (T Mukono, 3 M's)

## **Discussion circles**

Forty four topics were presented on the Market Place (Musika, Umkhambo) and after consolidation 18 topics were discussed in the morning and 17 in the afternoon. However, during the group discussion the participants amended topics according to their conversations and felt priorities. The discussion circles followed two laws which are contributing to the success of an OST seminar and allow for unrestricted participation:

1. Be ready to be surprised (Gadzirirai kushamisika; Lungiselela ukumangala).
2. Law of the two feet (Mutemo wetsoka mbiri; Umthetho wenyawo ezimbili).

Therefore participants changed the space to attend to another topic, because they were not interested or another participant dominated the discussions. The biggest discussion circles were around the topics dealing with marketing, training and commodity associations. A few groups had only 2 or 3 members.

The members of the two unions also mixed in the discussion circles and thus the views from the different farmers are reflected in most of the topics. The members of the two unions started to talk and listen to each other.

During the discussion circles the participant consolidated the number of topics further and so in the end 24 reports were published on the News Wall (Nhau; Indaba) and then the participants prioritised the issues.

## **News Wall (Nhau, Indaba)**

The reports of the discussion group were published on the news wall for everybody to read.

### **1. TOPIC: PRICING OF COMMODITIES**

Morning; Space 13

Participants: 24 (16 male and 8 female)

Reporter: T. Stamps

It was the aim of zeal of the farmers all around Zimbabwe that they discuss issues that affect them as farmers and discuss on the way forward to resolve their challenges and problems. Among the topics which were revised and discussed was one on pricing of commodities. These commodities ranged from the initial inputs which are herbicides, seed, fertilizers as well as other basics like diesel and machinery like tractors for those that do not have. The prices of these inputs resulted in low or inadequate production at the end, because they are expensive and unaffordable. Apart from this, it did not end there because the pegged selling prices made it all to be wastage. When products were sold at a lower than the

expected rate, then the farmer will not break even and make a loss. Comparing the inputs and the outputs it revealed, under this discussion that production was more expensive than the market value of products. The whole farming process from buying goods / commodities and the producing of crops or products did not tally with the revenue. In summary inputs are expensive and the sales prices for the produce is low. Nonetheless as a way forward the farmer came up with the following as recommendations.

### **Key issues of discussion**

- Input prices effect on commodity prices (fertilizer is biggest issue);
- Seller should dictate price of raw commodity.
- Basic prices should be set using a production cost plus a set margin; middlemen or processors should be limited also to a set margin, based on regional processing costs (we can't be liable as producers for processors overheads).
- Wheat export price is much higher than local price.
- Knowledge on how to lower production costs.
- Processors/middlemen need to be heavily regulated as they prey on our dependency on them.
- Pricing committee/governing body favouring production
- Transparent grading procedures are imperative
- We need united unions and we must work together with them and the unions for us.
- Government should be active in making means of production affordable.
- Tobacco/cotton transporters leave all liability to farmers. They should be strictly regulated
- Pricing guides are coming out too late
- Farmers are put under very harsh regulations with imprisonment penalties. What about corrupt police, middlemen, processors, transporters, etc, etc.

### **Possible actions to move the issue forward**

- We need to be the ones to start the process we need to create our own informal communication channels and be to others what we want them to be to us.
- We need strict regulations concerning margins. Farmers should have the highest margins as we have the greatest risk/liability and longest turnover period.
- Farmers should be protected
- Farmers should have right to import licenses for fertiliser and other inputs.
- Eliminate unregistered agro retailers, middlemen etc.
- Promote more import related retailers to increase competition and reduce price, especially fertiliser.
- A board to govern new legislation on product pricing
- Gazetting of all prices, raw materials, wholesale and retail in time and at all times including publication of processors authorized margins and audited accounts yearly.

- Prison sentences for processors/middlemen who abuse farmers/producers rights to make profit.
- Input transport assistance by government to help small farmers
- Subsidized inputs are a risk concerning black markets but government must find ways of reducing input costs.
- The ZFU should take the lead and access the inputs so that they will sell them with their farmers at an affordable price that will allow better or increased production.
- The ZFU confronts responsible people like the Ministry to banish unregistered dealers from selling and accessing commodities for these are the same people that increase the price of commodities.
- The farmer acquired an import license either as a union or at ward level that they also import inputs straight from the manufacturers and reduce a J channels that make inputs expensive when they reach them. Also let an insurance underwrite the transportation of your goods.
- There be unity among lowest producers/farmers so that grievances are passed on collectively instead of individually.
- That the government increase funding to subsidise farming inputs.
- The government should do away or develop a mechanism that allows farmers inputs to pass through different channels before they reach their destination.
- The government should ensure a system that will enable farmers to contribute in the pegging of commodity prices.
- That there be a transparent grading of products in all selling outlets that is TPZ, GMB, Dairy Board etc.
- There be an independent board that will be responsible for pricing of commodities and monitor the prices.
- Selling prices should be gazetted prior to selling and harvesting time.

## **2. TOPIC : SECURITY OF LAND TENURE**

Morning, space 4

Number of participants: 10 to 13

Reporter: G. Williamson

### **Key elements of the conversations**

- Ownership of land
- Ownership gives long term security on: Investment and improvements and this will result in productivity.
- Zimbabwe's biggest asset is the land and it has at present no value.

- Government needs to formulate policies and legislation to give ownership to farmers.
- Leases (99 year leasehold, etc.) offer no security at present.
- Need to have security to use in the banks
- Any business goes around financially, so the land should be an asset to use to get other things and make profit for business
- Need land to support the farmers so that they can be viable
- Everybody needs tenure and ownership of land
- The 99 year lease does not give security of tenure and need to be improved. Or else the 99 year lease can be amended and try to at least give farmers a base
- Zimbabwe's biggest asset (land) has no value
- Ownership gives productivity, investment and value

#### **Possible actions to move the issue forward**

- Title to land
- The title deed is respected in law.
- To lobby the government to; provide security of tenure through the use of the two unions-the unions must talk with a strong voice to the Ministry of Agriculture
- There is need to see that both the farmer and the bank benefits
- Farmers can have ownership through being registered owners of land for improvement in farming comes from ownership
- The government should find a formula to give ownership to the farmers

### **3. TOPIC: PRIVATE SECTOR SUPPORT TO THE AGRICULTURE INDUSTRY ON ZIMBABWE**

Morning, space 10

Total number of Participants 21

Reporter: Marc Carrie-Wilson

#### **Key elements of the conversations**

- Contract farming / private sector credit schemes; Give farmers time to pay for inputs after harvest; tie this to training and marketing.
- Cheaper loans as the interest is currently very high
- Insurance schemes to support farmers.
- Government should support private sector support of farmers.
- Associations must have strong viable commodities associations for the financial sector to get confidence in farmers. Use the joint commodity council to recommend farmers with good credit rating, information exchange, lobbying and sharing experiences.

- Farmers should pay loans and keep the cycle going.
- Need credit schemes from corporates, input suppliers, stock feed manufactures, equipment suppliers (e.g. National Foods, Blue Ribbon etc.)
- Finances and loans from the banks must be available in time, i.e. before the season.
- Contract farming
- Restocking and increase of the number of livestock to be financed by private auctioneers, AFC, CSC etc.
- What about training (chemical, disease control etc.); Workshops should be financed by financial institutions involved in the agricultural sector.
- Marketing of cattle; invest in research and best practice.
- Affordable finance credit schemes (Windmill, ZFC credit schemes )
- Farmers must pay back credit!!!
- Need inputs locally on credit.
- Training in reducing the use of feeds, i.e. become more efficient in use of feeds.
- Farmers must get quality products e.g. disease control, medicines (Anthrax), training by extension services,
- Only good proven farmers must get credit; Credit bureau – use farmer structures to identify reliable farmers.
- Benefits of credit – the plan must be financed in full
- Inputs must be availed on time to ensure success.
- Organise people in groups or associations who get loans e.g. Commodity Associations.
- Insurance companies must support it and insurance of cattle and movables.
- In a province there should a provincial commodity council (ZFU/CFU) to approve loans and recommend on how to pay back.
- How to organise a commodity council (has to be discussed in another meeting not enough time!)

#### **Possible actions to move the issue forward**

- Farmers must unite to lobby for assistance/help.
- Private sector must assist on training and marketing.
- Give farmers proof of training in form of certificates.
- Formation of viable commodity associations which must have assets (helps to register),
- Statistics, training centres etc, gives financial institutions confidence in farmers as an individual.
- Commodity Associations must encourage individual and group financing.
- Government must make it more conducive for private sector players to support agriculture, better business environment, underwrite loans or low interest.

#### **4. TOPIC: MARKET RESEARCH: INTERNAL AND EXTERNAL**

Morning, Space 16

Number of participants: 6

Reporter: M. Masekume

##### **Key elements of the conversations**

- Research conducted by ZFU on the behalf of farmers
- External report on price variations of cotton and tobacco
- Research and compare on the prices between external and internal markets
- Understanding on external prices of commodities in order to determine local price.
- Research in the Liverpool index to determine the price of cotton in international markets.
- The research is to be carried out by farmers union.
- Consolidation and balance between foreign market prices and domestic prices of commodities
- Advise commodity associations on prices of crops in world markets.
- Commodity associations to liaise with buyers to come out with a fair pricing system.
- Training of members in marketing
- Skills development for farmers in order to personally monitor prices in the world market.
- Research
- Asking the unions to evaluate commodity prices on the international market, e.g. the Liverpool index (cotton), tobacco etc.
- The unions should advice commodity associations on the world market prices.
- Members need training in marketing of their produce.

##### **Possible actions to move the issue forward**

- Skills development in marketing techniques
- Access to information material in order to monitor world market price variations
- Training of members in marketing of all products
- Access to computers (ICT)
- Advanced training in computer knowledge such as internet usage to access actual world market prices and other commodity related issues/information.

#### **5. TOPIC : DAIRY HEIFERS AND FARMING**

Morning, Space 14

Number of participants: 20 (15 males and 5 females)

Reporter: J. Makute

### **Key elements of the conversations**

- Farmers do not have proper dairy heifers.
- Farmers have no capacity (money) to buy heifers.
- Dairy heifers are not available on the market.
- Indigenous breeds do not produce much milk and have a shorter lactation period.
- Dairy heifers if available are expensive.
- Most banks do not give loans to smallholder farmers to buy heifers.
- Establishment of improved pastures and maintenance them a challenge.
- Erratic power supply (electricity) is a great hindrance to develop dairy farms.
- Lack of clean water.
- Lack of training on dairy husbandry.

### **Possible actions to move the issue forward**

- Use of artificial insemination (AI) on indigenous heifers.
- Farmers who sell heifers should provide breeding records
- Need for joint commodity council that will assist farmers on sector specific issues in association with unions.
- Need for farmers to undergo training on dairy husbandry.
- Joint Commodity Council to have representatives at district, provincial and national level.
- Need to have a working committee to look onto the formation of a Joint Commodity Council.
- Access to loans for inputs acquisition.
- Heifers should be sold at affordable prices.
- Need for a closer bond between AGRITEX and farmers.
- Joint Commodity Council to research all commodity sectors.

## **6. TOPIC: LIVESTOCK PRODUCTION IN ZIMBABWE**

Morning; space 14

Number of participants: ??

Reporter: O. J. Muchindu

### **Key elements of the conversations**

- The animals should get enough feeds and all inputs for good production
- Animals should be kept in normal ways for example pork structures, cattle paddocks.



- The government should have an effort to provide framers with livestock production from other regions.
- The government should provide all kinds of breeds to farmers and in turn the farmers can sell/produce to others.
- Cattle production should be encouraged by the government to all farmers because cattle are a source of wealth.
- Cattle production should be done carefully: 1).select types of cattle that suits your area/environment; 2). The grazing land should be adequate and health; 3).cattle production should be a way of wealth creation; 4)the farmer should have access to basic knowledge about cattle production; 5).availability of soft and affordable laons; 6).availability of bulls and cows to the farmer.
- Commodity workshops should be done to encourage information sharing and best practices
- Livestock production farmers should do so for productive purposes so that the livelihoods of household can be improved from livestock, for example cattle
- Livestock production should not be a burden to the farmer.
- Encouraging production of crossbreeds in order to retain good livestock quality for example goats, cattle etc. The crossbreeds are very good in resisting drought and diseases.
- Livestock farmers should form an association of cattle e.g. heifers, in order to enhance production.
- Higher quality breeds which fetch higher prices.
- To maintain good structures and good paddocks.
- Source of income.
- Source of meat.
- Improve breeds.
- Draughts don't affect livestock
- Friendliness with animals.
- Contact insurance companies.

#### **Possible actions to move the issue forward**

- Training in stock feeds production, marketing in all livestock disciplines.
- Credit services (cheap/lower priced fertilizers); launch of credit scheme facilities.
- Supplying cheaper vaccines
- Exchange visits to/by other farmers
- Club courses
- Training which covers all commodities in livestock
- Improve breeding system to include artificial insemination and bulling
- Provision of incubators at local level
- Provision of livestock production and commodity association at local level

- Formation of stronger associations
- Formation of clubs and having a regular meeting place (house).
- Conducting of stakeholder workshops.
- Improving billing system.

## **7. TOPIC: COMMODITY ASSOCIATION**

Morning, Space 2

Participants: 8 (all male)

Reporter: T. Muchindu

### **Key Elements of the conversations**

- Structure of commodity associations.
- Constitution of commodity associations
- Representation of and within commodity associations.
- Registration of commodity associations.
- Sharing of information among members and commodity associations.
- Benefits to members.
- Training opportunities.
- Support in projects. Operationalisation and the formation of a working council structure.
- Formation of Joint Commodity Council.
- Each sector to be represented in the council.
- Draft constitution to legalize the functions of the joint commodity council.
- Elected district members, provincial and national council to represent the farmers.
- ZFU and CFU must come together and the council to help farmers.

### **Possible actions to move the issue forward**

- Commodity Associations meetings at national level (ZFU/ CFU).
- To combine individual associations into one commodity association.
- All commodity associations to meet and form the main association, i.e. the joint commodity council.
- All commodities should be represented in the joint commodity council.
- Agree on how to draft a constitution for the joint commodity council.
- Full representation at all levels (district, province, and national).
- Access to benefits and trainings of farmers, learn how to share information.
- All unions should work together to create the Joint Commodity Council
- Commodity Council should be mandatory for non-members of the unions.

- Union needs to be more active and visible at farm level
- Unions need to merge (be one farmer union in Zimbabwe);
- Exclusion of non ZFU/CFU members on the commodity council/forum;

## **8. TOPIC: TRAINING OF FARMERS**

Morning, Space 5

Number of participants: 19 (male ??; female ??)

Reporter: O. T. Muchindu

### **Key elements of the conversations**

- Training will improve product quality and can easily get market even regionally.
- Importance of quality seed and how this will result in a best product.
- Resource mobilization and how to use it efficiently.
- Land utilization.
- Animal husbandry and crop production;
- Leadership training
- How to maintain and service agricultural equipment.
- Handling of chemicals

### **Possible actions to move the issue forward**

- Commodity associations to be strengthened at all levels from both ZFU and CFU.
- Revival of Master Farmer training.
- Joint commodity council should lobby for export licences.
- Each association/union should have a club house in the area to meet frequently
- Government should have a clear policy stating that every farmer must be trained
- Joining farmer organizations

## **9. TOPIC: TRAINING OF FARMERS IN GRADING FOR QUALITY PRODUCTS**

Afternoon; Space 5;

Number of participants: 12

Reporter: W. Mhamhiwa

### **Key issue of the conversations**

- Farmers should be trained in grading and packaging in order to obtain best quality products

- Good commodities will result in a farmer who has confidence in selling his/her produce.
- Quality products can be exported anywhere.
- Quality products will get a better market

**Possible actions to move the issue forward**

- Farmers must be trained in grading through workshops.
- Training of farmers in: Stock feeds production, Marketing, all livestock disciplines
- Farmers should have access to credit schemes facilities
- Farmers should have a club house in their areas for regular meetings and information exchange.
- Stakeholder workshop to address the issue of grading for quality products
- Supply cheaper vaccines
- Improve the billing system
- Formation of stronger associations
- Support of research and development.
- Commodity associations should be strengthened at all level from all farmer unions.
- Farmers should be trained in grading through workshops, field days and other activities.
- Joint commodity council to lobby for export licenses.

**10. TOPIC : BANKING AND FINANCE**

Morning, space 6

Number of participants: 9 (male??, female??)

Reporter: H. Musukutwa

**Key elements of discussion:**

- Farming is a business it needs finance (money)
- Lack of collateral and security
- Short term money and high interest rates – not viable.
- Adopt proven methods of agricultural finance and don't re-invent the wheel.

**Possible actions to move the issue forward**

- Security to the land tenure as collateral.
- Business management workshops and other business training.
- Pave the way for net export environment not net import.
- Lobbying from both unions for donor organizations to support agricultural finance/assistance.

- Lobbying for policy change
- Government to demonstrate its willingness and support the banks to avail long term loans at low interest rates (below market rates).

## **11. TOPIC: CHICKEN IMPORTS**

Morning, space 9

Number of participants: 6 (4 male and 2 female)

Reporter: P. Drummond

### **Key elements of the conversations**

- Chicken imports destroy local production
- Unfair competition with GMOs stockfeeds and brining of slaughtered chicken.
- Corruption at the borders and officials.
- Stock feeds - lack of maize and soya.
- Knock of the effect for other commodities, i.e. pork, beef, fish, soya and maize
- Destroys land reform program and contribute raising levels of unemployment, importers only employ a few

### **Possible actions to move the issue forward**

- Ban all imports of protein products
- Financial support of all farmers for capital and running costs
- Botswana, Zambia and Malawi have banned imports and are now self sufficient
- Application of import tariffs
- Roundtable agreement with the responsible ministry and the joint commodity council of ZFU and CFU

## **12. TOPIC: TRANSPORT COST ( SPECIAL REFERENCE TO THE CHARGES OF TRANSPORTING MILK TO PROCESSING PLANT AT DAIRY BOARD ZIMBABWE Limited)**

Afternoon, space 11

No. of participants: 24

Reporter: M. Mlambo

### **Key elements of the conversations**

- Transport cost of milk and other agricultural produce to the processing plant/market is very expensive (US \$ 1000 to transport a heifer);

- Farmers have to take the risk (loss, accident etc.) of transporting goods to the market.

**Possible actions to move the issue forward**

- Insurance for transporters in order to protect loss of property because of disasters.
- Transport cost to be covered by the buyer.
- Collaboration with local farmers union to access transport.
- Transport rates to be based on weight of products and distance covered.
- Documentation of farming activities to highlight the disparities and high transport costs.
- Farmers to research and understand prices within the transport sector.
- Commodity based allocation of resources.
- Registration of tobacco, cotton transporters to enable regulation of transport in the sector.

**13. TOPIC: WAYS OF IMPROVING PRODUCTION**

Afternoon, space 15

Number of participants: 15 (males??, females??)

Reporter: E. Nhongo

**Key elements of the conversations**

- Finance / capital for buying implement and inputs.
- Inputs to be available in time and affordable.
- Technical knowledge on good farming methods.
- Machinery to work the land is available.
- Availability of productive breeds (both crops and animals).
- Accessible information on prices.
- Unity amongst farmers.
- Water and electricity availability for irrigation and dairy farming

**Possible actions to move the issue forward**

- Provide farmers with loans to buy inputs and implements.
- The farmers unions to carry forward farmer problems to the government.
- Inputs to be available on time and affordable.
- Through AGRITEX farmers should be trained on crops that do best in their areas.
- Government through the unions provide implements and productive breeds (crops and livestock) to farmers.

- Prices for commodities should be announced early so that farmers can concentrate on profitable crops and animals.
- Adequate supply of water and electricity for irrigation and other farming activities.
- Information on successful farmers should be disseminated to encourage others.

#### **14. TOPIC: DISABILITY ISSUES – REPRESENTATION AS SPECIAL INTEREST GROUPS.**

Morning, space 8;

Number of participants: 2

Reporter: G. Moyo

##### **Key elements of the conversations**

- Unions to create representation of the disabled to encourage participation.
- Special needs in all commodity activities to be addressed to create level – field of actions.
- Affirmative allocation of resources for empowerment.
- Removal of discrimination.

##### **Possible actions to move the issue forward; Action points**

- Union and commodity associations to recognize disability issues and needs by creating a well defined representation.
- Participatory inclusion.
- Affirmative/equal allocation or distribution of resources.

#### **15. TOPIC: PRICING OF TOBACCO AND COTTON**

Afternoon; Space 3;

Number of participants 15 to 18

Reporter: T. Muchindu

##### **Key elements of the conversations**

- Unstable prices
- Transport challenges
- Shortage of auction floors/buyers
- Standardized scale
- Rehandlers
- Costs of inputs too high
- Contract farming

- Decentralization of auction floors
- Training opportunities to lower levels inexperienced farmers in cotton and tobacco production
- Providing irrigation facility to small holder farmer.
- Grading, farmers don't understand the grading system;
- Adjustments on payments.
- Shortage of inputs supplied by companies.

**Possible actions to move the issue forward**

- Gazetted prices for certain grades.
- Controlled transportation charges.
- To lobby for more auction floors.
- Lobby and network for more merchants that there is more competition on the auction floors.
- Regularly monitor the equipment (weighing scales etc) and the application of the grading system.
- Rehandlers (class B buyers, middlemen etc) to be monitored.
- To acquire permits to produce inputs at low cost
- Unions should monitor contracts between farmers and companies.
- Training to produce quality products, i.e. tobacco and cotton.
- Irrigation facility to be introduced to improve production and address the needs of farmers.
- Cotton should have only two grades, i.e. A and B;
- No adjustments on prices.
- Farmers should be supplied with adequate inputs.

**16. TOPIC : SUPPLY OF WATER IN DAIRY SCHEMES**

Afternoon, Space 6

Number of participants: not known

Reporter: Ndaimani

**Key Elements of the conversations**

- Transportation of water to where it is required.
- Availability of equipment e.g. pipes, engines.
- Training of farm management
- Treated water (clean water which confirms to hygienic standards required in dairy production).



- Infrastructure e.g. storage tanks, fencing

**Possible actions to move the issue forward**

- Dam construction and drilling boreholes.
- Availability of loans to buy engines
- Contributions from farmers or members of money to buy the required equipment
- Union should train farm staff on management of the farms
- Farmers should write proposals of what they want to be done for them by the unions.
- Contributions from organised/involved farmers to buy drugs and resell them to farmers and continue to buy drugs for resale from the proceeds.
- Collective labour in moulding bricks to build infrastructure for storage of water

**17. TOPIC: SEGREGATION OF WOMEN IN FARMING AND ACCESSING LOANS.**

Afternoon, space 17

Number of participants 21 (6 males, 15 females)

Reporter: M. Muradzikwa and F. Turo

**Key elements of the conversations**

- Need for direct access to loans for women.
- Requirements to access loans are made difficult/complicated for women.
- Gender sensitization (equal rights to all farmers regardless of sex)
- No transparency in financial assistance.
- Lack of collateral security which applies for almost all women reduces the chances of getting the loans.
- Language barriers causing difficulties in communication.
- Discrimination based on sex.
- A Provincial Commodity Council should be formed from ZFU and CFU.
- This Council should be the one to recommend people to be given loans.
- How are we going to get the response to our question and contributions today???

**Possible actions to move the issue forward**

- Government in conjunction with ZFU and CFU should create programs supporting women.
- Banks should establish funding specifically to support women farmers, e.g. for tractors equipment, fertiliser etc.
- Lobby for equal opportunities for both men and women.
- Education, training and information dissemination.

- Transparency on loan facilities for women in farming.
- Direct access to loans specifically for women
- Removal of collateral security for women because as women we don't have any assets in our names.
- We need communication in our mother languages
- Direct benefits of farming equipment to women
- Reintroduction of incentives to increase membership, e.g. discounts to card holders in shops selling inputs.
- Reduction of interest rate on all loans, in particular for women.
- Full representation of women from the grass root to the top.

## **18. TOPIC: CONSERVATION FARMING (FARMING GOD'S WAY)**

Afternoon, Space 16

Reporter: C. Chaminuka

### **Key elements of the conversations**

- Poor farming practices especially in Southern parts of Zimbabwe could lead to depletion of agricultural land.
- Farmers tend to migrate because their areas have been depleted.
- Conservation Farming is a new farming innovation that encourages farmers to grow crops in harmony with nature.
- Conservation farming results in minimum disturbance of the soil and the use of the mulch retains moisture.
- Conservation Farming also reduces run-off thereby curbing soil erosion.
- Though labour requirements are high in the first year, subsequent years have shown to consume less labour as the ground covered by mulch and previous years planting stations are maintained.
- Zimbabwe is continuing to realize low yields every year, this indicates that there is need to use water harvesting techniques, for instance potholes, deepened contour ridges and the fanyadue systems.

### **Possible way forward**

- Proper training and technical assistance to those who are actively involved in the farming fraternity.

**19. TOPIC: SUPPORT GIVEN TO CROP FARMERS MUST ALSO BE GIVEN TO CATTLE PRODUCERS.**

Afternoon, Space 1

No. of participants: 7 (5 Male, 2 Female)

Reporter: E. Masisa

The government as well as other interested institutions have been giving crop producers a lot of support. These crop producers received support in terms of fertilizers and seeds but such a thing has never been done to cattle producers. In terms of being given vaccines. Besides the inputs given to crop producers, the support is also extended with the selling of the crops were some produce are exported but this was different from cattle producers. Farmers raised a concern that there should be a same level of support because there are other arid regions where crops were unsustainable but cattle were suitable like in Matebeleland. The farmers were of the concern that a lot of points were raised. Support was being channelled to crop producers that after receiving inadequate rains they had inputs all be given ramp to take them through. The only board which seemed to give support was Dairyboard and CSC.

**Key Elements of the conversations**

- Help given to livestock farmer (Cattle production) should also be given to crop farmers.
- Formation of club banks.
- Assistance given to crop farmers should also be given to livestock farmers
- Formation of clubs in areas where we stay can enable us to form club banks which in turn uplift our livelihoods
- Livestock theft should be prevented
- Regular dipping and vaccination of cattle helps to fetch higher prices when selling the livestock
- Small scale and communal farmers have inadequate pastures/ grazing land and the existing pastures should be used sustainable.
- Farmers need training on production of different crops as well as market information
- Market intelligence

**Way forward**

- Livestock farmers should form associations
- Communities should meet regularly to update each other on developments taking place either as communities or clubs
- Marketing should be organised
- Government should put in a place loan facilities for livestock farmers

- That they start club banks where cattle producers gather regularly and contribute certain amount of money to support cattle rearing.
- That they have regular meetings for the sake of information dissemination.
- The government should allocate a budget towards cattle producers.
- The government should subsidise stock feeds.
- That there be an independent board from the ZFU and CFU that will ensure a stable price in selling of cattle countrywide rather some being sold at a low rate than the other parts of the country.
- The cattle producers unite and create a union that will lobby the government to give the cattle producers the same amount of support as they give the crop producers.
- There should be trainings which should be given to cattle producers for them to know the value of their products, the importance of vaccination.
- Have combined efforts of cattle producers by cattle producers in selling the cattle not to do it individually.
- That there should be a board that will determine the sell of cattle and where only people can access cattle if they need to buy instead of people buying them everywhere.

## **20. TOPIC: RESUSCITATION OF COFFEE PRODUCTION**

Afternoon, Space 7;

Number of participants: 4 (male??, female??)

Reporter: J. M. Gabaza

### **Key elements of the conversations**

- Coffee is a major foreign currency earner at US\$5.30/kg
- The joint commodity council should assist in reviving coffee production which has gone into decline
- There are vast plantations of coffee being neglected on most coffee growing farms.
- Similarly a lot of coffee processing equipment including pulping machines and driers are lying idle.

### **Possible action to move issue forward**

- The joint commodity council should assist in mobilizing funds to resuscitate coffee growing in Zimbabwe.
- Joint commodity council should mobilize resources to train new coffee farmers.
- Joint commodity council should seek donor funding for repairing of derelict coffee processing equipment.

## **21. TOPIC: COST OF PRODUCTION**

Afternoon, space 18

No of participants: 17 (16 male; 1 female)

Reporter: T. Stamps

### **Key elements of conversations**

- Information dissemination as old channels have mostly collapsed.
- Costing models.
- Concerns of regional costs as well.
- Competing with incomparable inputs, price and type (other countries subsidize inputs, allow inputs not allowed/available in Zimbabwe etc.)
- Electricity or lack thereof is a major contributor to cost.
- Labour cost is relatively high.
- Technology starvation in Zimbabwe.
- Poor leadership/governance as the minister never attends commodity meetings.
- Officials are not paid adequately.
- Government is more political and legislation is not focused on production within Zimbabwe itself.
- Unutilized current capacity (high overhead costs)
- Infrastructure has crumbled.
- Wrong farmers are on the land, who are not using it productively.
- Corruption at Border : making a mockery of bans/embargoes
- Minister abolished a good importation restriction/ management council.
- Government officials are underpaid to be trustworthy with national budgets /affairs.
- Are the board members qualified to do their job?

### **Possible way to move issue forward;**

- Field days to share information
- Unity among members – strength in numbers.
- Become more efficient by using better machines.
- Involvement of government with producers, start communication and dialogue.
- Lobby and advocacy with minister and other stakeholders.
- Resuscitate old councils / authorities / regulations.
- Legalization of genetically modified organism (GMO's).
- Fix infrastructures: electricity and road access and railways.
- Board members should all be producers.

**22. TOPIC: NEED FOR VALUE ADDITION TO PRODUCE BEFORE SELLING  
(and WAYS OF REMOVING CORRUPT PRACTICES)**

Afternoon; space ??

Participants: 3 (2 male; 1 female)

Reporter: J. Makute

**Key elements of the conversations**

- Farmers should be assisted to purchase machinery to convert their farm produce to refined state e.g. ground nuts to peanut butter, sunflower to cooking oil.
- Farmers should get full value of weighed produce e.g. a cow, a pig, etc. buyers do not pay for some of the parts yet those parts make the required animals.

**Possible way to move issue forward**

- To remove corrupt practices we should create a strong common constitution that protects every member.
- No one should be above the proposed constitution.
- Representatives should be reshuffled seasonally.

**23. TOPIC: CATTLE LOANS**

Time???:; Space???

Participants: 9 (male??, female??)

Reporter: A. Ngulube

**Key elements of the conversations**

- Selling of cattle
- Cattle should be good for meat and milk
- Helps the farmers to plough, provides manure and school fees etc.
- Cattle provide hides and leather for many purposes.
- Helps to raise money for Lobola (bride price) and other cases.
- Cattle give us meat, milk and money (forex0.
- Transport on the farm (scotch cart, oxen drawn implements, etc.)

**Possible way to move issue forward**

- Advice from Union or commodity associations
- Get loans for cattle
- Veterinary Department to vaccinate cattle and provide training to farmers

## **24. TOPIC: MARKETING OF CROPS AND LIVESTOCK**

Time??, space ??

Participants: 28 (male ?; female?)

Reporter: T. Mukono

### **Key elements of the conversation**

- Late payments and too little.
- Markets are not functional.
- Sub-depots provided to all crops, buying points should be closer to the farmers;
- Training of grading.
- Auction language confusing to farmers so there is need for translation.
- Value addition to all crops.
- Unfair grading on cotton, tobacco, maize etc.
- Publishing of prices of all crops before the crops are planted.
- Transport problems as roads are in bad state.
- Loan payments required before harvest.
- Input costs are higher than revenue from sales.
- Horticulture: provision of outside markets to improve poor markets available at present.
- Late provision of inputs.

### **Way Forward**

- Buyer should pay farmers instantly.
- Market rehabilitation (infrastructure, set-up of markets, etc.).
- Training of how to grade all crops and livestock (farmers have to understand the grading systems applied in cotton, tobacco, maize, beef, etc).
- Sub depots closer to the farmers or the areas of production to be established.
- Interpretation and translation of language used at the auction.
- Training of farmers in value addition of all crops.
- All crops should have their prices published before planting (pre-planting prices for all crops)
- Early delivery of inputs (April for wheat and July for other crops).
- Input finance to be paid back on delivery of crops for sale, i.e. when farmer is paid.
- Introduction of external markets, e.g. for exporting to address marketing problems in crops and beef.

## Ranking exercise:

Each participant received 5 beans and then could place them (one or up to five) according to his/her priorities into an envelope attached to each topic report displayed on the News Market (Nhau; Indaba). The results are as follows:

Rank	Topic number in report	Topic	Votes
1	24	Marketing of crops and livestock	72
2	8	Training of farmers	70
3	23	Cattle loans	65
4	7	Commodity associations	53
5	17	Segregation of women in farming and accessing land	45
6	6	Livestock production in Zimbabwe	43
7	2	Security of land tenure	41
8	15	Pricing of tobacco and cotton	38
9	9	Training of farmers in grading for quality products	37
10	5	Dairy heifers and dairy farming	36
11	11	Pricing of commodities	33
12	3	Private sector support to agricultural industry in Zimbabwe	31
13	4	Market research	28
14	10	Banking and finance	28
15	18	Conservation farming	21
16	22	Need for value addition before selling	20
17	21	Cost of production	20
18	16	Supply of water in dairy schemes and its challenges	17
19	12	transport	15
20	11	Chicken imports	10
21	20	Resuscitation of coffee production	6
22	19	Support given to crop farmers should also be given to cattle producers	5
23	14	Disability issues/representation as special interest	2
24*	13	Ways of improving production	0
<b>Total votes</b>			<b>736</b>

736 votes means about 147 people voted in the priority exercise.

- \* Topic 13 – Ways of improving production – ranked 24, was discussed and a report published, but there is no record that it was part of the prioritising exercise, because it received no vote.



# Appendix

## Concept note

16<sup>th</sup> March 2011  
Preparation OST meeting ZFU – CFU  
By Theo Groot

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### Introduction

The Zimbabwe Farmers Union (ZFU) and the Commercial Farmers Union (CFU) want to increase the cooperation among the two unions as a way forward to strengthen the agricultural sector in Zimbabwe and the unions as well.

DED is supportive of this initiative and is willing to help the unions in achieving their goal. It was suggested to bring a good representation of the membership together in a real participatory process so that ideas for the way forward can be generated from within the unions. The suggested way of doing this is to organize an Open Space meeting.

At the level of the leadership of both ZFU and CFU it was decided that the creation of a joint commodity council could be an important issue to work on together. Both unions have a number of commodity associations (9 for ZFU and 5 for CFU) and creating a **joint commodity council** will help the unions in their lobby and advocacy work. Furthermore such a council can look into agro-practical issues as extension work, training, marketing etc.

The idea of a joint commodity council is still in its infancy stage and both unions are eager to move forward. However, such a council needs to have a wide support base among the members of the different commodity associations for it to be successful.

One way to create such a base is through an Open Space Meeting that will bring together the different stakeholders from within the unions. Such a meeting can create the passion and commitment needed, however at the same time it is good to realize that it is just a, albeit important, step in a longer process. But the leadership of both unions is committed to this process and together with the support of DED and its advisors chances for a positive development are high.

### Reasons to choose an Open Space approach

OST is a new approach and it is difficult to forecast the outcome however it is a potent tool to foster participation. It focuses on what people themselves want to discuss and work on rather than waiting for outside solutions. Prior experiences show that an OST event has a very positive impact on the organization and the commitment of people. Providing members of commodity associations with a platform where they can raise their real concerns and prepare to take concrete action will be a powerful tool.

DED has already implemented several OST meetings in Malawi and Zimbabwe, which were particularly successful with regard to agriculture. For the future of the country it is important that farmers and communities themselves engage in identifying the way forward. Unions like other organizations have to build their strategies on priorities of their members and actively engage them in achieving intended goals.

ZFU Manicaland has experience with such an approach. In May last year an OST meeting was organized in Mutasa which brought together over 350 farmers (men and women). Together they discussed what they as community members can do to enhance rural economic development in their district. A total of 32 issues was raised and discussed in smaller groups. Through a ranking exercise participants indicated what they thought to be the most important issues to work on; irrigation and input supply ranked highest. This OST meeting and the Future Search Conference that followed it in August gave an interesting dynamic to the district and the ZFU membership.

### **Outline of Open Space Meetings**

The following is a brief outline of what Open Space Technology is and how it works.

**OST is a simple meeting methodology involving from 10-500 or more people, that achieves maximum participation and "buy-in" during the meeting and afterwards during implementation, promotes creativity, unleashes unlimited inspiration, and produces results.**

"Open Space Technology" is the name given to a meeting without a predetermined agenda. Developed in the late eighties by Harrison Owen, this meeting methodology is now used around the world as an effective process for facilitating change in both organisational and community settings.

Open Space Technology meetings are simple to organise, require very little lead-in time and are effective for any sized group from around ten to even a thousand people. They are effective for private, public and voluntary sector organisations and coalitions as well as teams and communities. They enable the building of energy and participation in ways that few other processes do. Open Space Technology meetings create the conditions for interactive processes that allow leadership to surface naturally.

Open Space Technology is best used when there is an important issue to be addressed; there is a diversity of people involved; there is complexity; and when decisions need to be made quickly. All these criteria apply to the OST both unions want to organize.

Open Space Technology operates on four principles and one law. The principles are:

1. Whoever comes are the right people. Choice of participants is important and should include people from all the different layers of the unions: leaders as

well as farmers, men, women and young people. Together they have the wisdom to achieve solutions. During the meeting people are free to choose the topics they have interest in and they want to commit themselves to.

2. Whatever happens is the only thing that could have. This keeps the attention on the best possible effort in the present, not worrying about "what we should have done". Focus is not on analysing problems from the past but finding solutions for the future. This does not ignore the context and the past, but avoids the past to dominate the future. It also refers to the need for leadership of the unions to allow voices to be heard. In the present OST participants are invited to contribute to the reflection and to suggest possible ways forward. Final decisions will be taken in the appropriate organs of the unions. It is important that the status of the meeting is clear to all.
3. Whenever it starts is the right time. This reminds people that creativity cannot be controlled. With an OST we create an environment where it is safe for people to speak their mind and heart but we cannot force them to do so.
4. When it's over, it's over. This encourages people to continue their discussion so long as there is energy for it. Some sessions will finish well within the anticipated time. Others will run longer than the time allotted.

The one law or rule is called The Law of Mobility, also known as The Law of Two Feet. This indicates that people can enter or leave a conversation session as they choose. If the session you are in is not meeting your needs for either contributing or learning, go to another one. Nothing drains energy more than being in a meeting that has no interest to you, where you do not learn and where you cannot make a contribution. In that case people are invited to move to another group.

### **So how does it work?**

An Open Space meeting is announced. Duration is most commonly between one and three days, though they can be shorter. The venue is a large conference room with lots of "break-out" or session rooms or areas adjacent. It can also be done in the open provided there is enough shade for people to sit in. When people arrive for the Open Space Technology meeting, they initially come to the plenary meeting place and find a venue in which there is an empty room, except for a large circle of chairs. The circle is an invitation to communication with no barriers.

The workshop begins with a welcome by the sponsor that is brief, in this case perhaps a brief word of welcome from both presidents, highlighting the theme and the "givens" and then a facilitator who explains how the Open Space Technology workshop will operate. The broad purpose of the workshop is stated again, as are the "givens" or constraints. One of the givens of this particular meeting is that it is a consultative meeting to help the leadership and the different organs to take the right decision in creating the joint commodity council.

In the middle of the circle is a collection of A4 paper and marker pens. Participants are then invited to create the agenda for the workshop. It works like this.

- i. Anyone who has any ideas at all that relate to the theme of the meeting is invited to take a sheet of paper and along the top write their topic of interest or passion. People are asked for ideas for which they have passion and for

- which they are prepared to take the responsibility of leading a discussion group on that idea (they do not need to have had previous experience in leading a discussion group but simply to get their topic started and to be sure that everyone who comes to their discussion has a chance to speak), and to make sure a record of the discussion is recorded (report forms are provided). The sheets announcing each of the ideas, along with the name of the person who put up the idea and a note of when the topic will be addressed and which breakout area it will be in are affixed to a blank wall. Participants can put up ideas for which they have a lot of information including having handouts that they have brought to the meeting for the purpose of sharing the information, or they might know nothing more about the idea than to have a question.
- ii. The next step involves a "market-place". All workshop participants go to the market wall to look at the ideas outlined on each sheet. When they find the topic of most interest to them, they sign up, by writing their name on the sheet beneath the topic.
  - iii. The next step involves participants going to the break out spaces to participate in the topics of their choice. As far as possible, each session is defined by a circle of chairs and no other furniture, though it may have flip charts, and marker pens, etc. The person who posted the idea is responsible for leading the session in whatever way s/he chooses. The facilitator has no involvement whatsoever. The only requirement is that, at the end of the session, the session leader brings back to a central point a summary of main points recorded during the session on the pro-forma provided. It is important to record the highlights of the discussion in such a way that they can be understood by people who were not part of the discussion. In our case we will have independent recorders sitting with the group who will make a report in English. Someone chosen among the participants will write the key insights on a flip chart paper in the language used in the group. These papers will be posted on the wall under the heading "Breaking news"
  - iv. Once all the conversations have taken place participants have the opportunity to read the reports discussed and to indicate the level of importance they give to this particular issue. This leads to a ranking of the different issues.

Open Space Technology has one outstanding characteristic - the generation of energy and commitment. Provided the constraints are recognized and spelt out very clearly at the start, and the areas where discretion and freedom to be creative ("defining the space") are also made clear, Open Space Technology can be a powerful tool for harnessing commitment and responsibility. Several organisation-wide Open Space Technology meetings within a short time frame will start to shift an organisational culture from something that might be de-energised into a more vibrant organic networked community that is effectively producing results.

More information on OST can be found on the following websites:

<http://www.openspaceworld.org/> and

[http://en.wikipedia.org/wiki/Open\\_Space\\_Technology](http://en.wikipedia.org/wiki/Open_Space_Technology)

**Theme** for the OST meeting:

Since the leadership of both unions has decided on the creation of a joint commodity council, it was felt that this could be a good theme for the OST meeting. On the one

hand it is broad enough to allow for the creative thinking of the participants, on the other hand it is precise enough to focus the discussion.

### **How can a joint commodity council help commodity associations to improve the service to their members?**

A theme needs to be broad enough to allow for different opinions, ideas and reflections; on the other hand it needs to be precise enough to allow for concrete action to follow. The theme of this OST meets an important topic within the unions. Since ideas on how exactly to concretise such a joint commodity council are still growing this timing of the OST is very appropriate. The meetings will bring up all kind of ideas that can help the leadership of both unions in moving this idea forward. At the same time the theme invites the different commodity associations to reflect on their own service to their members as it is obvious that a joint commodity council can only function if there are vibrant commodity associations.

In annex I add a sample of how the invitation could look like. Feel free to adapt as long as the invitation makes it clear that this is a different type of meeting where active participation is required.

#### **Objectives** for the OST meeting:

- leadership and members of key commodity associations raise and discuss issues they consider important related to the creation of a joint commodity council. The results of those conversations will be captured in a report.
- members of both ZFU and CFU get an opportunity to meet and to discuss issues of common interest
- participants in the OST meeting rank the different topics discussed and identify the key issues that need to be addressed first

#### **Participants** to be invited

It is important to select participants carefully; the greater the diversity the better the contributions. The following is to be considered:

- max of 150 participants
- only members from commodity associations that are active and promising will be invited to participate in the OST, others can still join the process in a later stage. But it is important to work with the existing positive core in order to make progress quickly
- participants should be the broadest possible reflection of the commodity associations: leadership at different levels, active farmers, youth and women. The idea is not to have every region represented but to have a good representation of the membership of the different commodity associations

- participants should have the trust of the other members, be willing to devote time to building this joint commodity council together and be able to communicate the findings of the OST clearly to their fellow members

In order to make sure that selected participants are able to bring to the meeting the opinions of the membership in general, each participant will be asked to organize one or more smaller meetings with members around him/her. The steering committee could come up with a couple of questions that could guide those conversations; the questions inserted in the invitation are meant as a source of inspiration.

## **Venue**

A suitable venue will be identified within the coming weeks. Given the overall situation in the country it was decided to organize the OST somewhere around Harare at a private venue. We need a big place where 150 people can be seated in concentric circles. Chairs would be nice because this allows people to easily move with their chair to break-out groups, but we also managed with school desks. Somewhere near the place where the circle is, we need a big wall to post the agenda items. Given the fact that wind can be a great nuisance it would be good if this place could be shielded from the wind (not an issue if we work inside). We furthermore need enough wall space to put up all the reports.

## **Date**

Participants will arrive the evening of Thursday 28<sup>th</sup> of April. The OST will be the whole day on **Friday 29<sup>th</sup> of April** and most probably most participants will travel back home the next morning.

## **Facilitation**

The OST will be facilitated by Theo Groot. He will be assisted by a number of recently trained OST facilitators of Zimbabwe. The facilitator will speak in English and translation in both Shona and Ndebele will be provided. I attach a brief bio to present myself.

## **Report**

The conversations in each group will be captured by an external reporter in English. Where possible the trained OST facilitators in Zimbabwe will take on this responsibility. The report of the OST will be available within ten days after the event. After each conversation a brief summary on a flip chart paper will be made in the language in which the small group meeting took place. This summary will be posted during the event.

## **Materials needed**

Open Space can be done fairly low tech. We need a sufficient quantity of flipchart paper (roughly 100 sheets), a few roles of masking tape, one rime of A4 paper and

some 50 marker pens. For the ranking exercise we need 50 A5 sized envelopes and ½ kg of beans so that every participant can get 5 beans to 'vote'.



## Invitation to the OST



### **The Zimbabwe Farmers Union (ZFU) and the Commercial Farmers Union (CFU) cordially invite**

Mr./Mrs./Ms

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Harare, 28 April 2011

#### **INVITATION TO THE OPEN SPACE TECHNOLOGY (OST) SEMINAR ON THE 29 APRIL 2011 AT THE CELEBRATION CENTRE IN HARARE**

Dear Sir, Madam

We have the pleasure to invite you for an Open Space meeting that will bring together some 150 participants from the different commodity associations of ZFU and CFU. As leadership of both unions we seek to work together more closely and we think that a joint commodity council is way forward to achieve this and to strengthen the agricultural sector in Zimbabwe,

You are yourself closely involved in one of the commodity associations of either of the two unions. We invite you for this meeting because we think you can make a valuable contribution. The main purpose of this OST meeting is to tap into the collective wisdom of the members. We, as leadership of the unions, need your insight, experience and critical reflection to make this proposed joint commodity council a reality. No final decisions will be made during the meeting but it is an excellent opportunity for you to share your views and to raise questions that need to

be considered. We promise that we will listen carefully and consider all the suggestions you will make.

Open Space Technology is a meeting methodology that invites participants to create their own agenda around a chosen theme. Participants are free to choose agenda items they want to discuss more in depth and at the end the results of all the conversations will be captured and shared with everyone. You will then be asked to indicate what topics should have priority in your view.

Although you are invited on personal title we encourage you to discuss the theme of a joint commodity council with fellow farmers and farm leaders through informal conversations. These conversations we hope will give you an even broader insight in what lives within the membership. The following questions could help you guide these conversations:

- What can we be proud of in our commodity association?
- What made it possible for us to achieve what we achieved?
- What could we do to be even more successful in the future?
- What are particular challenges or barriers that prevent us from making more progress?
- What are examples of barriers that we have already overcome successfully, how did we do that?
- How can a closer collaboration between ZFU and CFU members help all of us to move forward?

The theme of the meeting is:

**How a joint commodity council can help commodity associations to improve the service to their members?**

The meeting will take place on the 29<sup>th</sup> of April 2011; you are invited to arrive at the hotel (Cresta Oasis in 124 Nelson Mandela Avenue) the afternoon before the event and you will be able to travel back the morning after the event. Transport arrangements are as follows: Kindly use public transport and a bus will be provided from Cresta Oasis to the venue Celebration Centre.

The event will take place at Celebration Centre in 162 Swan Drive, Borrowdale.

This is a meeting that is of great importance for the future of our commodity associations and it serves our own interests. No allowances, except for transport, will be available. In order to make the necessary preparations we kindly request you to confirm your participation by phone or email or fax to a ZFU or CFU office nearby.

We are looking forward to welcome you on the 29<sup>th</sup> of April 2011.

Signed by:

## Program for the meeting

28<sup>th</sup> April (afternoon)

Registration of participants for accommodation at Cresta Oasis Hotel, Harare

29<sup>th</sup> April

8:00	Registration of participants
09:30	Word of welcome by the presidents of the Unions
09:45	Opening the space; explanation of how an Open Space works and the creation of the agenda for the day.
11:00	First round of conversations in small groups
12:30	LUNCH
13:30	Possibility to add new topics
13:40	Second round of conversations in small groups
14:40	All reports to be posted on 'The News Wall' and reading of reports
15:15	Ranking exercise
15:30	Closing circle
16:30	End

30<sup>th</sup> April (morning)

Participants return home

## Overview of topics

### Proposed and original schedule for group discussions

Number	Topic	Proposed by	Time to be discussed	Room/Space
1.	Pricing of commodities	P. Manjoko	Morning	Space 13
2.	Security of land tenure	Graham Franceys	Morning	Space 4
3.	Credit facility scheme; private sector support to farmers	N Chimbwedza	Morning	Space 10
4.	Market research both internal and external	Mataga	Morning	Space 16
5.	Dairy: fodder species; water closer to farmers; dairy heifers; producer prices low;	S Mhlanga	Morning	Space 14
6.	Industrial crops: problems faced : lack of farming inputs	Mr. Dzingo	morning	Space 11
7.	Marketing; Inputs; Training; Support farmers with implements	Mhembere; Mauta; F. Chauke; J. Moyo;	Morning	Space 1
8.	Commodity Associations: Clear structure of the commodity forum, i.e. implementation/ process and strategies; remodelling the commodity forum on a success story, i.e. milk.	Manyiyo; B G Moyo;	Morning	Space 2
9.	Training of farmers	F. Chitate	Morning	Space 5
10.	Ways of removing corrupt practices among our group leaders; e.g. limited time for official duties	C. T. Makoni	Morning	Space 15
11.	Early disbursement of inputs	Gabaza	Morning	Space 12
12.	Consideration of disable persons in farming	Toperesu Zacks	Morning	Space 8
13.	Sicela sineedwe ngoku irrigate lwa indawo yabalimi; ( <i>we are asking for assistance in irrigation</i> );	Adam Ngulwe and Mguza (Mat North)	Morning	Space 17
14.	Kuwana nombe dzokutenge sa loan; ( <i>We have cattle to sell and need loans</i> );	A Machipisa (Masvingo)	Morning	Space 3
15.	Exclusion of non-members of the two unions	Rob	Morning	Space 7
16.	Load shedding affecting dairy producers. Leading to deforestation	Sangano Dairy, Changaliso	Morning	Space 18
17.	Banking and finance	Henning	Morning	Space 6

Number	Topic	Proposed by	Time to be discussed	Room/Space
18.	Uncontrolled inputs; uncontrolled importation of heavily brined GMO fed chicken into Zimbabwe – unfair competition – resulting in limited unviable local production. Knock on problem also affects pig farmers and soya and maize farmers	Peter Drummond;	Morning	Space 9
19.	Transport charges of milk to processing plant; DZL;	N. Mlambo	Afternoon	Space 11
20.	Farmers to be trained in Grading for quality products	William Mhamhiwa	Afternoon	Space 5
21.	Livestock Yanhu vanoba mombe ngurva yose ZVE kuba mari yokutenga dzimbe ngombe; <i>(people steal livestock);</i>	C. Kamuriwo	Afternoon	Space 14
22.	Chibege chinonoka kutengwa hachibarwi nokulunidza mbeu ino nonoka kuuya mari ishoma; <i>(Buyers of maize come late and offer low prices);</i>	Tino Tengerewa: Negiade Repasi; Opah Hvadi and Siyapi Evelyn	Afternoon	Space 12
23.	Tobacco/ Pemhiwa and Cotton Kananga; <i>(Pricing of cotton and tobacco);</i>	Kananga (Mash West)	Afternoon	Space 3
24.	Water supply in dairy schemes	D. Hlokomoya	Afternoon	Space 6
25.	Methods of improving production	Mrs Matopo	Afternoon	Space 15
26.	Segregation of women in farming and assessing loans	N Mugogo	Afternoon	Space 17
27.	Conservation for farming improvement	T. Ngerima	Afternoon	Space 16
28.	Support for crop farming should be same as animal farming;	Enock Masisa	Afternoon	Space 1
29.	Inputs like seeds e.g. cotton seed should be on the open market;	??	Afternoon	Space 9
30.	Resuscitation of coffee and macadamia crops	S. Mhlansa	Afternoon	Space 7
31.	Affordability of dairy heifers which suit the environment	I Kanyati	Afternoon	Space 10
32.	Mombe mbudzi hwai ngurube but marketing problem kumakorowyera; <i>(we have cows, goats and sheep, but we cannot find buyers);</i>	Kuka Muswonga; Kupfuya Zuipfuyo	Afternoon	Space 4
33.	Price of stock feeds production	A Manyarara	Afternoon	Space 18
34.	Title deed to access loans	L. Mukengami	Afternoon	Space 8
35.	Support given to crop farmers should also be given to cattle producers	???	Afternoon	Space 13
36.	Membership card to have discount when buying	Enock Masisa	?????	????

Number	Topic	Proposed by	Time to be discussed	Room/Space
37.	Expensive inputs	Dzimbabhetete (Gokwe)	????	???
38.	Quality products; our products must be on a high quality so that to have a special market	R. Mutalo	????	????
39.	Transport to market	Lucy Mpofu	???	???
40.	Seed, inputs kunoka kutengwa kwe cotton, magiredi tino bafirwa ne company, transport and time masikati ( <i>on cotton buying and grading, we are exploited by companies, transporters and middlemen</i> );	J Magarira; Kurima Donje	???	???
41.	Cost of production; sharing of information; improving services to members; identifying areas of need; capacity building; facilitation of dialogue;	B. S. ZFU Masvingo; A. S.;	?????	????
42.	Need for value addition to produce before selling and to increase shelf live of perishable commodities	J. Makute (Gokwe South)	???	???
43.	Value addition; peanut butter processing	S. Mutimaodpo (Masvingo)	????	?????
44.	Tinorima wheat. But price ye GMB neinozo tengwa nehurumende kunze zvine mutsauko; ( <i>we are growing wheat, but prices are low, e.g. from GMB</i> );	E Matengo (Mash East)	????	????
45.	Marketing tobacco, crops, beef	T Mukono; Group name 3 M's	?????	????

## List of participants

### Registration List Open Space Technology (OST)

Friday 29th April 2011 at Celebration Centre Harare

#	Surname	First name	Sex	Address(Village/Province)	Province	Union
1	Chaminuka	Cleves	M	Shurugwi	Midlands	
2	Chauke	Felisters	F	Mwenezi	Masvingo	ZFU
3	Chidakwa	Isiah	M	Box 1, Murombedzi	Mashonaland West	ZFU
4	Chigama	Walter	M		Mashonaland East	ZFU
5	Chigwanda	Maria	F	Nyanga	Manicaland	ZFU
6	Chimbwedza	Nicholas	M	Shawlands Farm, Kwekwe	Midlands	ZFU
7	Chimwanda	Jeremiah	M	Provincial Manager Masvingo,	Masvingo	ZFU
8	Chingono	Charles	M	Box 497 Rusape, MANICALAND	Manicaland	ZFU
9	Chingoriwo	Bartholomen	M	Murehwa	Mashonaland East	ZFU
10	Chipupu	Tracy	F	Muzarabani	Mashonaland Central	ZFU
11	Chirima	Never	M	Chiwaka Dairy Box 78,		NADF
12	Chirubvu	B	M	Farm 46, Maranwgwe Seke		NADF
13	Chitate	Frank	M	Mazoe	Mashonaland Central	ZFU
14	Chivasa	Loveness	F	Bag 47, Goromonzi	Mashonaland Central	NADF
15	Dakwa	Taylor C	M	Guruwe	Mashonaland Central	ZFU
16	Dzimbanhete	Stephene	F	Gokwe South	Midlands	
17	Dzingo	Jacob	M	bag 702D, Mungwezi,	Masvingo	ZFU
18	Dzinomarira	Elijah	M	B.B.C 7323, Mutare,	Manicaland	ZFU
19	Fisher	Mugole	M	Songwa Sch Hwange	Matebeleland North	
20	Gabaza	James	M	Box 424 Chipinge	Manicaland	ZFU
21	Ganye	Norma	F		Mashonaland Central	ZFU
22	Gombwe	Eveline	F	Chaivamba	Masvingo	ZFU
23	Gondo	Nyengetera	N	Bikita	Masvingo	ZFU
24	Gonomundiro	Hatidani	M	Box 497 Rusape, MANICALAND	Manicaland	ZFU
25	Havadi	Opah	F	Gokwe South	Midlands	
26	Hlokomaya	David	M		Manicaland	ZFU
27	Hoshiki	Magret	F	Box 10, Murombedzi	Mashonaland West	ZFU
28	Hungwa	Knowledge	M	Manyiica School B.261 Guruve		ZFU
29	Jawi	Jemson	M	Chikomba	Mashonaland East	ZFU
30	Kache	Stella	F		Mashonaland Central	ZFU
31	Kambarami	Edmand	M	BBC 7039, Mutare Manicaland	Manicaland	ZFU
32	Kamuriwo	Clever	M	UMP	Mashonaland East	ZFU
33	Kananga	Matrix	M	Plot 49 Perere Farm, Karoi	Mashonaland West	ZFU
34	Kandekande	Elliah	M	Box 490 Rusape	Manicaland	ZFU
35	Kanyati	Itai	M	Box 36 Watsomba	Manicaland	ZFU
36	Karengoni	Garikayi	M	Mazoe	Mashonaland Central	ZFU

#	Surname	First name	Sex	Address(Village/Province)	Province	Union
37	Kuhuni	Brian	M	Provincial Officer Bulawayo	Matebeleland North	ZFU
38	Kupaka	Christine	F	Chiwaka Dairy Box 78,		NADF
39	Kurakwedekwe	Masvaura	M	Mutoko	Mashonaland East	ZFU
40	Kuruneri	Chirandata	M	Farm 84 Zowa, Chinhoyi	Mashonaland West	ZFU
41	Mabhutsu	Solomon	M	Gokwe South	Midlands	
42	Machaka	Garikai	M	Kadoma	Mashonaland West	ZFU
43	Machemedze	Doreen	F	Box 51 Karoi	Mashonaland West	ZFU
44	Machipisa	Angeline	F	Bag 9213, Gokomere	Masvingo	ZFU
45	Madiro	Joel	M	Box 96 Kariba	Mashonaland West	ZFU
46	Madzivo	Peter SH	M	Bikita	Masvingo	ZFU
47	Madziwa	Peter	M	522 Nyika		ZFU
48	Magarira	Jeremiah	M	Chininga, Binga	Matebeleland North	ZFU
49	Magwara	Lenna	F	Box 54 Gwanda	Matebeleland South	ZFU
50	Mahlanga	Saneliso	M	Box 5816 Esigodini	Matebeleland South	ZFU
51	Mahlangu	Amon	M	127 Musengeu	Mashonaland West	ZFU
52	Makoni	Cornelius	M	St Faith Box 8011 Rusape	Manicaland	ZFU
53	Makute	Julius	M	Gokwe South	Midlands	
54	Makuvaza	Innocent	M	Gutu	Masvingo	ZFU
55	Mandemwa	Ignatius	M	Mwenezi	Masvingo	ZFU
56	Mandigora	Patrick	M	Box 26 Hauna	Manicaland	ZFU
57	Mandimutsira	Evelyn	F	Box 35 Watsomba	Manicaland	ZFU
58	Manjoko	Peter	M	Bag 2045, Chipinge	Manicaland	ZFU
59	Manjoro	William	M	Box 490 Rusape	Manicaland	ZFU
60	Manyanga	Grace	F	Box1619 Mutasa	Manicaland	ZFU
61	Manyarara	Agness	F	Box 490 Rusape	Manicaland	ZFU
62	Manyiyo	Josphat	M	Box 55 Nyanga, Manicaland	Manicaland	ZFU
63	Manzonza	Loyd	M	Bag 50, Zaka, Mutema	Masvingo	ZFU
64	Mapfumo	Pauline	F	Gweru	Midlands	
65	Maphosa	Simanga	M	Zvishavane	Midlands	
66	Maphosa	E. D.	M	Farm 25 Marirrew		ZFU
67	Mapondera	Aaron	M	Box 50 Hauna, Manicaland	Manicaland	ZFU
68	Mashozhera	Joseph	M	Chihota	Mashonaland West	ZFU
69	Masiwa	Progress	M	Provincial Manager Bindura	Mashonaland Central	ZFU
70	Masukume	Madala	M	Box 97 Filabusi	Matebeleland South	ZFU
71	Masunda	Auxillia	F	Zaka	Masvingo	ZFU
72	Matanga	Ben	M	Mberengwa	Midlands	
73	Mataranyika	Vennah	F	Box 96 Nyazura	Manicaland	ZFU
74	Matengo	Edna	F	Marondera	Mashonaland East	ZFU
75	Mauta	Phillip	M	Plot 20, Hippo Valley, Masvingo	Masvingo	ZFU
76	Mauta	Peter	M	Bag 7081, Chiredzi	Masvingo	ZFU
77	Mhamhiwa	William	M	Maywood Farm, Kwekwe	Midlands	ZFU
78	Mharapara	Memory	F	Bikita	Masvingo	ZFU
79	Mhembere	Charles	M	Box 618 Chinhoyi	Mashonaland West	ZFU
80	Mhlanga	Samuel	M	Box 358 Chipinge, Manicaland	Manicaland	ZFU
81	Mhlanga	Willis	M	Fidelity House , Mutare	Manicaland	ZFU



#	Surname	First name	Sex	Address(Village/Province)	Province	Union
82	Mlambo	Noah	M	Bag 2045, Chipinge	Manicaland	ZFU
83	Mlilo	Kesari	M	Box 97 Filabusi	Matebeleland South	ZFU
84	Mlolo	F. T.	M	Provincial Manager, Gwanda	Matebeleland South	ZFU
85	Moyo	Gladys	F	Dongamuzi, Lupane	Matebeleland North	ZFU
86	Moyo	Mariko	F	Gokwe South	Midlands	
87	Moyo	Laiza	F	Box 5814 Muzingwani	Matebeleland South	ZFU
88	Moyo	Jestina	F	Mwenezi	Masvingo	ZFU
89	Mpofu	Lucie	F	Lupane	Matebeleland North	ZFU
90	Mubaiwa	Sylvester	M	Seke	Mashonaland East	ZFU
91	Mubare	Hudson	M	Box 46 Hauna, Manicaland	Manicaland	ZFU
92	Muchindu	Temba	M	Bag 2002, Murombedzi	Mashonaland West	ZFU
93	Muchindu	Oliver T.	M	Box 136, Chegutu	Mashonaland West	ZFU
94	Mukovodziva	Tendai	M	Mushandike	Masvingo	ZFU
95	Mukwada	Rumbidzai	F	Farm 171, Zowa	Mashonaland West	ZFU
96	Mungazi	Daniel	M	Provincial Officer Marondera	Mashonaland East	ZFU
97	Mupfeki	Frank	M	Bindura	Mashonaland Central	ZFU
98	Muradzikwa	Mercy	F	Bikita	Masvingo	ZFU
99	Muringami	Leonard	M	Box436 Rusape	Manicaland	ZFU
100	Musanhi	Robson	M		Mashonaland Central	ZFU
101	Mushanga	Martin	M	103 Mude		ZFU
102	Mushonga	Kufa	M		Mashonaland East	ZFU
103	Musoso	Nomatter	M	Gweru	Midlands	ZFU
104	Mutale	Redson	M	Chininga, Binga	Matebeleland North	ZFU
105	Mutasa	Esau	M	Guruwe	Mashonaland Central	ZFU
106	Mutendadzamera	Wilbert	M	Box Biriri Chimanimani	Manicaland	ZFU
107	Mutinodyo	Semani	F	Bag 530, Chivi	Masvingo	ZFU
108	Mutoko	Mavis	F		Mashonaland Central	ZFU
109	Mutori	Cephas	M		Mashonaland Central	ZFU
110	Mutunami	Bright	M		Matebeleland South	ZFU
111	Mutyaraviri	Sarudzai	F	Muzarabani	Mashonaland Central	ZFU
112	Muzvagwa	Martha	F	Mwenezi	Masvingo	ZFU
113	Mwanza	Simon	M	Provincial Manager, Gweru	Midlands	ZFU
114	Mwenje	Toperesu	M	Mvuma	Midlands	ZFU
115	Nangadzo	Aaron	M	Box 467 Rusape	Manicaland	ZFU
116	Ncube	Mabel	F	Box 5816 Esigodini	Matebeleland South	ZFU
117	Ndaimani	Edson	M	Chipinoa Pools, Bag 7003, CHR,	Masvingo	ZFU
118	Ndlovu	M. Enock	M		Matebeleland South	ZFU
119	Ngaluba	Adam	M	Umguza	Matebeleland North	
120	Ngouma	Tavengwa	M	Mwenezi	Masvingo	ZFU
121	Ngwenya	Sthokozile	F		Matebeleland South	ZFU
122	Nhema	Haruperi	M	Mushandike	Masvingo	ZFU
123	Nheredzo	Dorcas	F	Box 31 Hauna	Manicaland	ZFU
124	Nhongo	Edmond	M	Box 227, Chiredzi	Masvingo	ZFU
125	Nkomazi	Usebert	M	Setini Sec School 1767; Umguza	Matebeleland North	
126	Nkomo	Last	M	Tsholotsho	Matebeleland North	

#	Surname	First name	Sex	Address(Village/Province)	Province	Union
127	Nyamangara	Lilian	F	Shamva	Mashonaland Central	ZFU
128	Nyamukondiwa	Mike	M	Mudzi	Mashonaland East	ZFU
129	Nyathi	Jolleen	F	Box 148 Gwanda	Matebeleland South	ZFU
130	Nyathi	Nomagugu	F		Matebeleland South	ZFU
131	Nyoni	Vincent	M	Hwange	Matebeleland North	ZFU
132	Pemhiwa	Korias	M	Box 3198 Magunje	Mashonaland West	ZFU
133	Phiri	Maria	F	Box 1 Gwanda	Matebeleland South	ZFU
134	Ruziwa	James	M	Box 08 Nyanga	Manicaland	ZFU
135	Sagonda	Washington	M	Box 36 Watsomba	Manicaland	ZFU
136	Sakupwanyanya	Kuda	F	Box 1619 Mutasa	Manicaland	ZFU
137	Sibanda	Douglas	M		Matebeleland South	ZFU
138	Sibanda	O. A.	M	Farm 43, Mamrakwa, Seke		NADF
139	Simeke	Meshock	M		Matebeleland South	ZFU
140	Simelu	Misheck	M		Matebeleland South	ZFU
141	Siyaphi	Evelyn	F	Gweru	Midlands	ZFU
142	Sikepa	Fungai	F	Rushinga	Mashonaland Central	ZFU
143	Tawadzana	Garikai	M	Chiwaka Dairy Box 78,		NADF
144	Tawhasha	Shacky	M	Box 10, Murombedzi	Mashonaland West	ZFU
145	Tobaiwa	Phineas	M	Manungo Village, Shurugwi	Midlands	ZFU
146	Tsau	Mtambo	F	Bubi	Matebeleland North	ZFU
147	Tshabalala	Agness	F	Nkayo	Matebeleland North	ZFU
148	Tshuma	Siphatisiwe	F	Nkayi	Matebeleland North	ZFU
149	Tsuro	Frasiah	M	Tsholotsho	Matebeleland North	ZFU
150	Vera	Joyce	F	Mutoko	Mashonaland East	ZFU
151	Guthrie	Angus	M	Crops		CFU
152	Bean	Doug	M	pigs		CFU
153	Lapham	Dennis	M	Crops		CFU
154	Brooke	Nick	M	ART		CFU
155	Drummond	Pete	M	chickens		CFU
156	Zarwe	Solomon	M	chickens		CFU
157	Zartman	Derek	M			CFU
158	Cloete	Colin	M	crops		CFU
159	Sandamu	Basilio	M	Secretariat HPC,		CFU
160	Swales	Adrian	M	ZTA		CFU
161	Beverly	Bob	M	Cattle		CFU
162	Matienga	Martin	M			CFU
163	Simon	Jean	F	Cattle		CFU
164	Bwerinofa	Vaneka	F	Dairy		NADF
165	Zimbandu	Emanuel	M	Dairy		NADF
166	Anderson	Doug	M	Dairy		NADF
167	de Bruin	Peter	M	Dairy		NADF
168	Franceys	Graham	M			CFU
169	Folwell	Craig	M	Bulawayo	Matebeleland North	CFU
170	Stamps	Telfan (Dr)	M			CFU
171	Moyo	B G (Dr)	M	Bulawayo, Dairy	Matebeleland North	NADF

#	Surname	First name	Sex	Address(Village/Province)	Province	Union
172	Dhlodhlo	G	M	Bulawayo, Dairy	Matebeleland North	NADF
173	Steyl	P. L.	M			CFU
174	Henning	Clarke	M	Cotton,		CFU
175	Zimbawdu	E.	M	Dairy		NADF
176	Musukutwa	Hilda	F	Dairy		NADF
<b>Leadership</b>						
177	Nyathi	Abdul	M	Vice president,102 Fife Avenue	Harare	ZFU
178	Theron	Deon	M	President CFU, Agric. House	Harare	CFU
179	Taffs	Charles	M	Vice President,CFU Agric House	Harare	CFU
<b>Staff</b>						
180	Wright	Neil	M	Economist, Agricultural House	Harare	CFU
181	Carrie-Wilson	Marc	M	Legal Advisor, Agric. House	Harare	CFU
182	van Vuuren	Rob	M	NADF coordinator, Agric. House	Harare	NADF
183	Glen-Williamson	Starr	M	Agricultural House, Harare	Harare	CFU
184	Zirima	Elvina	F	102 Fife Avenue, Harare	Harare	ZFU
185	Mukaro	Edward	M	102 Fife Avenue, Harare	Harare	ZFU
186	Tobaiwa	Drake	M	102 Fife Avenue, Harare	Harare	ZFU
187	Chitsvare	Egneta	F	102 Fife Avenue, Harare	Harare	ZFU
188	Mubayiwa	Robert	M	102 Fife Avenue, Harare	Harare	ZFU
189	Gwaringa	Jabulani	M	102 Fife Avenue, Harare	Harare	ZFU
190	Kuipa	Prince	M	102 Fife Avenue, Harare	Harare	ZFU
191	Makomva	Theresa	F	102 Fife Avenue, Harare	Harare	ZFU
192	Schoop	Bettina	F	Advisor Bulawayo	Matebeleland North	ZFU
193	Fischer	Franz	M	Advisor Harare	Harare	ZFU
<b>Facilitators</b>				<b>Translating</b>		
	Madara	Gladys	F	Facilitator Harare, 0772907713	Shona	
	Chanza	Titsi	F	Facilitator Harare, 0775739179	Shona	
	Hamandishe	Antonetta	F	Facilitator Harare, 0773808253	Shona	
	Mafuka	Nyasha	F	Facilitator Bulawayo, 0772850866	Nedebele	
	Munyoro	Kumbiri	M	Facilitator Harare 0735005629	Shona	
	Moyo	Mgcini	M	Facilitator Bulawayo, 0778250174	Nedebele	
	Mupfudze	Lloyd	M	Facilitator Harare 0773582595	Shona	
	Mandizvidza	Absoleme	M	Facilitator Harare, 0734178209	Shona	
	Groot	Theo	M	Main facilitator Uganda	English	