

PIG INDUSTRY BOARD

Better Nutrition. Better Health.

**STRATEGIC PLAN
2026 - 2030**

SECTION A: PROFILE OF THE PIG INDUSTRY BOARD OCTOBER 2026

i) FOREWORD

The Pig Industry Board's Strategic Plan for the period **2026 to 2030** is a blueprint that charts our course towards a vibrant, inclusive, and sustainable pig industry in Zimbabwe.

Over the past decades, the Pig Industry Board (PIB) remained steadfast in its mandate to promote the growth and development of the pig sector through research, training, and advisory services. The 2026-2030 strategic plan builds on those strong foundations while aligning our vision with national priorities articulated in the successes of **National Development Strategy 1 (NDS1)**, the **current National Development Strategy 2(NDS2)** and the broader **Vision 2030** agenda, which seeks to transform Zimbabwe from a low income to an inclusive, diverse, modern and prosperous upper middle-class economy.

AFSRTS 2, the country's new agriculture road-map strategy will continue to build on the successes of AFSRTS1, which saw the pig industry registering a significant growth in terms of tonnage of pork produced through registered abattoirs of 48 % from 14,152 tons of pork in 2021 to 21,000tons in 2025.

The period ahead presents both opportunities and challenges. Climate change, feed costs, bio-security risks, and market access remain pressing issues, yet they also inspire innovation and renewed commitment. The 2026–2030 Strategic Plan therefore places strong emphasis on **production efficiency, value chain strengthening, genetic upgrading and capacity building**. It envisions a modernized and competitive pig industry that will continue to contribute meaningfully to national food security, nutrition security and improved livelihoods.

The crafting of this strategic plan was informed by a consultative process involving key stakeholders across the pig value chain. Their contributions are gratefully acknowledged and will continue to be vital during the implementation phase.

As we embark on this new strategic period, the Pig Industry Board commits itself to **excellence, integrity, and innovation** in the pursuit of its mission. We call upon all stakeholders to support the implementation of this plan and to work with us in transforming Zimbabwe’s pig industry into a model of productivity and sustainability, while leaving no one and no place behind.


C. DAVENPORT

BOARD CHAIRMAN



ACRONYMS

AGM	Annual general meeting
ARDAS	Agriculture Rural Development and Advisory Services
AMA	Agricultural Marketing Authority
ARDA	Agricultural and Rural Development Authority
CCZ	Consumer Council of Zimbabwe
CZI	Confederation of Zimbabwean Industries
CGU	Corporate Governance Unit
DVS	Division of Veterinary Services
EMA	Environmental Management Agency
GDP	Gross Domestic Product
GMB	Grain Marketing Board
GMO	Genetically modified organisms
ICT	Information and Communication Technology
IPA	Integrated Performance Agreement
KRA	Key Result Area
LMAC	Livestock and Meat Advisory Council
M&E	Monitoring and Evaluation
MoEPD	Ministry of Energy and Power Development
MoLAFWRD	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development
MoFED	Ministry of Finance and Economic Development



MoI&C	Ministry of Industry and Commerce
MoIPBS	Ministry of Information, Publicity and Broadcasting Services
NDS	National Development Strategy
NGOs	Non-Governmental Organizations
OPC	Office of the President and Cabinet
PIB	Pig Industry Board
PPAZ	Pig Producers Association of Zimbabwe
PPP	Public Private Sector Partnerships
TSP	Transitional Stabilization Program
ZIMRA	Zimbabwe Revenue Authority
ZIMSTAT	Zimbabwe Statistical Agency
ZINWA	Zimbabwe National Water Authority

ii) Introduction

This document constitutes the Strategic Plan for the Pig Industry Board (PIB) of Zimbabwe for the period 2026-2030 following the end of the government blue print, NDS 1 strategy which had the pork value chain contribution clearly spelt out for action in the preceding AFSRTS1 and now AFSRTS 2 going forward.

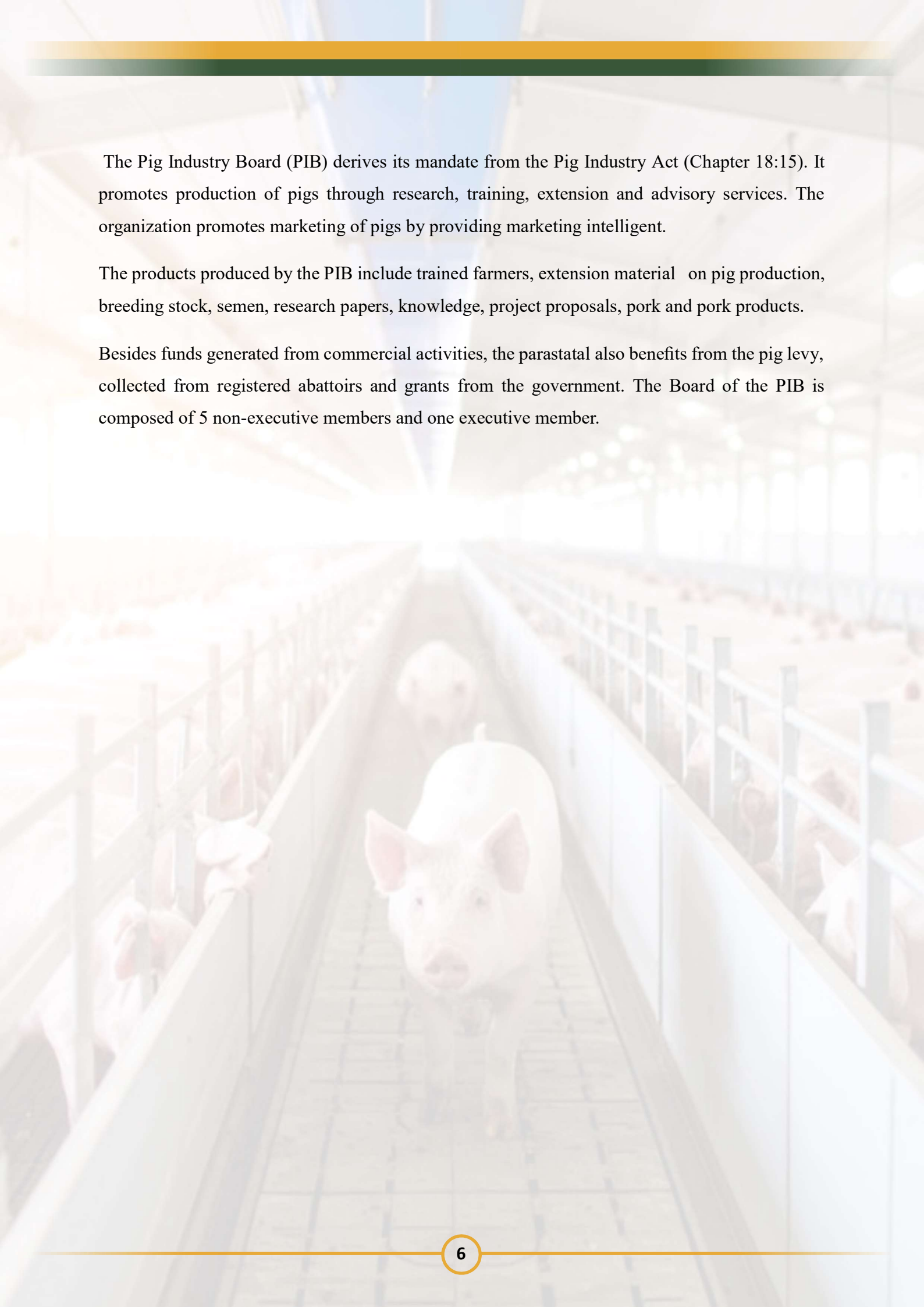
The new strategy is in line with the National Development Strategy 2 (NDS2), the Government guiding document set to move the country towards Vision 2030, 'Towards an Upper Middle-Income Economy'. The Integrated Results-Based Management (IRBM) system remains the guiding principle of the new strategy.

The PIB is directed to be the lead facilitator for the attainment of pork and pork products national self-sufficiency. A commercially viable PIB in addition will lead innovative pig breeds research and provide cost effective feeds development while capacitating growers and value chain actors for increased production, productivity and profitability.

The transformation strategy of PIB will thus involve strengthening its commercial operations in order to increase revenue generation. The generated revenue will be used to support the PIB mandate with the aim of reducing reliance on government support. The ultimate goal by the PIB is to increase knowledge and skills through research, training and extension service provision.

iii) Background

PIB is a parastatal under the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MoLAFWRD). It was founded in 1937 to assist farmers to venture into pig production. In 1952 a research station, was established in Arcturus, 25.5 km along Harare-Nyamapanda Road. In 1988, a second station was established outside Bulawayo, 15km along Harare-Bulawayo Road. The Arcturus and Bulawayo stations are 191.4 and 87.9 hectares in extent respectively. 90 hectares at the Arcturus station is arable and dry-land energy crops grown. The PIB's headquarters is at Arcturus station. In addition to the two stations the PIB also owns a 7.6-hectare plot in Arcturus that it uses as a pig quarantine station to service farmers requiring the facility.

A photograph of a pig farm aisle. A single pig is walking towards the camera in the center of the aisle. The aisle is flanked by metal railings and has a tiled floor. The background shows other pigs in pens, slightly out of focus. The lighting is bright and even.

The Pig Industry Board (PIB) derives its mandate from the Pig Industry Act (Chapter 18:15). It promotes production of pigs through research, training, extension and advisory services. The organization promotes marketing of pigs by providing marketing intelligent.

The products produced by the PIB include trained farmers, extension material on pig production, breeding stock, semen, research papers, knowledge, project proposals, pork and pork products.

Besides funds generated from commercial activities, the parastatal also benefits from the pig levy, collected from registered abattoirs and grants from the government. The Board of the PIB is composed of 5 non-executive members and one executive member.

iv) National Level Contribution

a. **National Vision:** Towards a Prosperous and Empowered Upper Middle-Income Society by 2030

b. **National Priorities Areas the Pig Industry Board is contributing to:**

National Ref	NPA/s Name	National Key Result Area	National Tertiary Outcome/s	TOUC Ref
NPA 4	Agriculture, food, climate and environment	1. Food and Nutrition Security	1.Improved Food Security	8
		2. Climate and Environmental Protection	2. Improved Nutrition Security	9
			3. Improved Climate Resilience and Environmental Sustainability	10
NPA 6	Job Creation, Youth Development, Creative Industry and Culture	1. Job Creation 2. Youth Development	1.Enhanced Youth Participation in National Development	18
NPA 10	Good Governance, Institution Building, Peace and Security	Public Service Delivery	1. Enhanced inclusive service delivery	31

vi) Sectoral Level Contribution:

a. Sectoral Level

Sector Ref	Sector/s Name	Sector Key Result Area	Sector Outcome/s	Intermediate	Ref
8	Food Security, Climate Resilience and Environmental Management	1.Agricultural production and resilience 2.Nutrition 3.Environmental Protection	1.Improved Food Sufficiency 2.Improved Nutrition Status 3.Improved Climate Action	Self	23 24 25
10	Economic (Job Creation)	1. Skills development	1.Improved employability and skills of the workforce		33
11	Youth Empowerment	1. Entrepreneurship	1 Increased youth owned enterprises		37
15	Good Governance	1. Public Service Delivery	1. Enhanced Governance and Accountability 2. Enhanced Transparency and Accountability	Inclusive and	65 66

VISION

A vibrant and viable pig industry by 2030

MISSION

To facilitate the development of the Zimbabwean pig industry through research, training, extension and marketing services.

CORE VALUES

Sustainability

We strive to prioritize environmental stewardship in all aspects of the pig production

Integrity

We uphold honesty, transparency and fairness in all our interactions

Accountability

We are open in our transactions and take responsibility for our actions

Professionalism

We are a cohesive team committed to achieving the highest standards of performance in providing services

Innovation

We strive to be highly creative in applying demand driven research for development in addressing challenges along the pig value chain

6. Terms of Reference:

Pig Industry Act [Chapter 18:15]

7. Overall Functions:

- To carry out pig research in Zimbabwe
- To promote and advise the Minister on all matters relating to the production and marketing of pigs and
- To do the things which the Act requires shall be done by the Board and, with the approval of the Minister, to do such other things as are necessary in the opinion of the Board to assist the development of the pig industry in Zimbabwe

Departments in the Pig Industry Board and their functions

1. Administration

- The administration department as defined by directorate, accounting and finance, procurement and human resources will be responsible for the different support services to the four units described below.

2. Research training and extension

-The technical division will deal with research, training, extension, genetic improvement and industry stewardship. The outputs from the technical division will be knowledge, trained farmers, literature on pig production, proceedings of stakeholder meetings and workshops and advisory farm visits.

3. Farm and cropping

-The cropping division will deal with crop production and the workshop. Outputs from the cropping division will be cereals, oil seeds crops and horticultural crops.

4. Piggeries

-To produce slaughter pigs, breeding animals, weaners and semen. The piggery managers at the Arcturus and Bulawayo stations will be responsible for the achievement of set targets. The piggery managers will also be responsible for marketing breeding animal, weaners and semen.

5. Abattoir and Butchery

- Abattoir and Butchery section will be responsible for the marketing, selling of pork, value addition and slaughter services.

10. Environmental Scan

a. PESTLEG Analysis

Political Factors	Positive	Negative
	<p>Political stability in the country- Production is enhanced</p> <p>National youth development strategy Agrarian reform policy- Opportunities to get land for emerging farmers –Title deeds</p> <p>Government support e.g. Policy direction, enabling schemes Presidential input scheme-</p> <p>Trade agreements with regional bodies Devolution Policy-increases efficiency of doing business</p>	<p>Perceived country risk and illegal sanctions-Affects business operations</p> <p>Changes in government priorities</p>
Economic Factors	<p>Stability of the economic environment- economic growth</p> <p>Import restrictions</p>	<p>Competition from imports</p> <p>Poor infrastructure (road, rail, power and water)- increased cost of business</p> <p>Foreign exchange shortages limit importations of inputs</p> <p>Multicurrency system -results in distortions in prices and revenue</p> <p>High interest rates</p> <p>Limited credit facilities</p>
Social Factors	<p>Consumer preferences and demand for pork and products</p>	<p>Cultural and religious beliefs- reduces demand for pork</p> <p>Price sensitivity among low-income consumers</p> <p>Pandemics -affect flow of business</p>

Technological Factors	<p>Opportunities for ICT innovation- i.e. digital platforms for input supply, market links and information sharing, mobile based extension</p> <p>New agricultural technologies - reduces costs of production</p>	<p>Low technology adoption</p> <p>Limited cold chain facilities</p> <p>Laboratory capacity concentrated in major centres</p> <p>Variable transportation networks</p> <p>Internet and digital connectivity are improving-gaps in some rural areas</p> <p>High cost of technologies</p>
Legal factors	Availability of Regulatory framework	Variability in compliance levels Policy inconsistency,
Environmental Factors	Favourable climatic conditions	<p>Climate change - recurring severe droughts- reduces production efficiency</p> <p>Land degradation</p> <p>Pollution</p> <p>Land use change into residential stands- reduces productive land</p>
Governance issues	<p>Enforcement of Corporate Governance by the government- improves transparency</p> <p>-Appointment of Boards by the Ministry- improves accountability</p> <p>-strategic alignment with national development plans (NDS1,2 Vision 2030)</p> <p>-Transparent and accountable institutional leadership builds stakeholders trust</p>	<p>Bureaucratic red tape- reduces efficiency</p> <p>Overlapping roles between institutions which can cause duplication and inefficiencies</p> <p>Lack of adaptive governance structures</p>

b. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • The PIB is an established player in the Zimbabwean pig industry • Linkages with research and educational institutions, government, private players and other stakeholders in Zimbabwe • Availability of arable land • Superior genetics • Competent and dedicated staff • government support • established institutional framework • well-structured board with clear mandates 	<ul style="list-style-type: none"> • Skilled staff turnover • Slow adoption of modern technologies • Limited geographical coverage • Limited tools of trade. • Inadequate financial resources • Aging and inadequate infrastructure

<ul style="list-style-type: none"> • comparative advantage 	
Opportunities	Threats
<ul style="list-style-type: none"> • Technological advancement in tools of trade to increase efficiency • To fully utilize existing land • Potential investors in pig farming which increases demand for breeding stock • Government support • Growing demand for pork • Use of e-governance platforms to enhance business efficiencies • Collaborations with development partners creating sources of funding • Joint ventures to form Public Private Partnership • Increased pork and pork products demand • Exports into the region and beyond • Use of biogas as a source of Renewable energy • Manufacturing of Organic fertilisers from pig manure 	<ul style="list-style-type: none"> • Disease and pests outbreaks • Escalating cost of production • Cheap meat imports • Increase in the production of alternative protein products • climate change shocks • Theft • Conflicts between miners and farmers • Increase of unregistered slaughter facilities • Power cuts that disrupt business operations • High borrowing rates

11. PIB Programmes and Outcomes

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	SDG Ref
P1	Governance and Administration	Improved governance and administration	40	Administration, Farm and cropping, Piggeries, Abattoir and Butchery	MoFEDIP MoLAFWRD OPC Development partners Food And Nutrition Council	Financial support Policy direction	23 24 25 37 65 66	1,2,3 ,5,8, 9,12, 13,1 7
P2	Pig Industry Development and Management	Improved national pig production and productivity	60	Research, training and extension Piggeries	MoLAFWRD, MoFEDIP; Universities and Research institutions, Agro-industry, Commodity associations Farmer unions, GMB, AMA, ARDA, ZINWA, SILO Foods industries, AGRIBANK, Ministry of Environment Ministry of Energy and Power Development, EMA,	Manpower support Technical Financial Consumables Knowledge and skills	23 24 25 37 65 66	1,2,3 ,5,8, 9,12, 13,1 7

	External Policy	Prog- ramme Ref	Internal Policy	Prog- ramme Ref
1.	Constitution of Zimbabwe	1,2	Strategic plan	1,2
2.	National Development Strategy 2	1,2	PIB Code of Conduct	1,2
3.	Zimbabwe vision 2030	1,2	PIB credit policy	1
4.	Public Health Act [Chapter15:09	1,2	PIB training and development policy	1,2
5.	Abattoir and Slaughter Regulations	1	PIB staff promotion policy	1,2
6.	Comprehensive Africa Agriculture Development Program (CAADP)	2	PIB procurement policy	1
7.	Nutrition Policy	1,2	PIB risk policy	1
8.	National Agricultural Policy Framework (1995-2020)	1,2	PIB Fraud risk policy	1,2
10	Livestock Development Policy	1,2	Asset Impairment policy	1
11	Livestock Recovery and Growth Plan (2020-25)	1,2	Biological Asset policy	1,2
12	Labour Act [Chapter 28:01]	1,2	Research Policy	1,2
13	Sustainable Development Goals	1,2	Housing Policy	1,2
14	Agriculture Recovery Plan	1,2	Petty Cash Policy	1
15	Fertilizers, Farm Feeds and Remedies Act [Chapter 18:12]	1,2	Anti-corruption Policy	1,2
16	Scientific Experiments on Animals Act [Chapter 19:12]	2		
17	Research Act [Chapter 10:22]	1,2		
18	Gender Policy	1,2		
19	Agriculture and Food Systems Transformation Strategy	1,2		
20	Zimbabwe United Nations Development Assistance Framework	1,2		
21	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]	1		
22	Public Finance Management Act [Chapter 22:19]	1		
23	Public Entities Corporate Governance Act [Chapter 10:31]	1		
21	Regional and international agreements/ treaties	1,2		
25	Prevention of Cruelty to Animals Act [Chapter 19:09]	1,2		

26	Monetary Policy	1,2		
27	Environmental Management Act [Chapter 20:27]	1,2		
28	National Agricultural Policy Framework draft	1,2		
29	National Water Policy	1,2		
30	Zimbabwe Agriculture Investment Plan	1,2		
31	Land Reform Document as amended 2004	1,2		
32	National budget	1,2		
33	Industrial Development Policy	1,2		
34	Energy Policy	1,2		
35	Accelerated Irrigation Development Strategy	1,2		

12. Policies Applicable

13. Client needs/Problems analysis

Direct Clients	Needs/Problems	Extent
<ul style="list-style-type: none"> • Farmers 	<p style="text-align: center;">Need</p> <ul style="list-style-type: none"> • Training • Accessibility to production information • Access to high quality breeding stock and semen • Market access and linkages • Affordable feed ingredients and drugs • Low-cost slaughter facilities <p style="text-align: center;">Problem</p> <ul style="list-style-type: none"> • Lack of knowledge and skills • High cost of compliance <p style="text-align: center;">Causes</p> <ul style="list-style-type: none"> • High number of emerging farmers 	<ul style="list-style-type: none"> • High • High
<p>Meat Consumers</p>	<p style="text-align: center;">Needs</p> <ul style="list-style-type: none"> • Quality and affordable pork, pork products • Easy access to PIB pork, pork products outlets <p style="text-align: center;">Problem</p> <ul style="list-style-type: none"> • Adulterated meat pork products <p style="text-align: center;">Causes</p> <ul style="list-style-type: none"> • High number of emerging processors • Socio-economic status 	<ul style="list-style-type: none"> • High • High
<p>PIB Employees</p>	<p style="text-align: center;">Needs</p> <ul style="list-style-type: none"> • Skills, continuous development and in service training • Safe working environment <p style="text-align: center;">Problem</p> <ul style="list-style-type: none"> • Scarce formal sector employment opportunities <p style="text-align: center;">Causes</p> <ul style="list-style-type: none"> • High number of informal sector businesses 	<ul style="list-style-type: none"> • Medium • Medium

14. Stakeholder analysis

Direct Stakeholders	Demands/ Expectations	Extent
Ministry of lands, agriculture, fisheries, water and rural development	Demands <ul style="list-style-type: none"> ● compliance with regulations and standards. Expectations <ul style="list-style-type: none"> ● for contribution to the national economy and vision 2030 	High
Ministry of finance	Demands <ul style="list-style-type: none"> ● Transparent financial reporting and adherence to budgetary allocations and tax compliance Expectations <ul style="list-style-type: none"> ● accountability and managing within budget ● Effective utilization of funds for the development and growth of the pig industry. 	High
Corporate Governance Unit	Demands <ul style="list-style-type: none"> ● Compliance with laws, regulations and policies Expectations <ul style="list-style-type: none"> ● Accountability and good governance practices ● Regular performance evaluations 	High
Auditor general	Demands <ul style="list-style-type: none"> ● Audited financial statements Expectations <ul style="list-style-type: none"> ● Timely submissions 	High
Agribusiness	Demands <ul style="list-style-type: none"> ● Market access Expectations <ul style="list-style-type: none"> ● Collaborations 	Medium
Parliamentary portfolio committee	Demands <ul style="list-style-type: none"> ● Regular reports ● Compliance with laws and regulations ● Strategic plans and performance targets Expectations <ul style="list-style-type: none"> ● Financial sustainability ● Good governance ● Accurate and timely information 	High
Universities, colleges and research institutions	Demands <ul style="list-style-type: none"> ● Good quality service ● Research collaborations and data access ● Practical training and industrial attachment Expectations <ul style="list-style-type: none"> ● Support in academic activities 	Medium
Employee associations	Demands <ul style="list-style-type: none"> ● Competitive salaries and benefits ● Job security ● Safe working environment Expectations	High

	<ul style="list-style-type: none"> ● Recognition and rewards ● Supportive management ● Enabling environment ● Career development opportunities 	
Regulatory authorities (AMA, EMA)	Demands <ul style="list-style-type: none"> ● Compliance with regulation Expectations <ul style="list-style-type: none"> ● Raise regulatory awareness 	High
Community	Demands <ul style="list-style-type: none"> ● Compliance with environmental regulations Expectations <ul style="list-style-type: none"> ● Social responsibility ● Employment opportunities 	High
Ministry of local government and public works	Demands <ul style="list-style-type: none"> ● Compliance with laws and regulations Expectations <ul style="list-style-type: none"> ● Collaborations 	High

Strategies, assumptions, risks and mitigations

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Governance and Administration				
Outcome: Improved Governance				
Budget Year (2026)	Upscale the implementation of staff retention schemes	Senior management buying	Competing priorities	Implementing a phased approach
	Expedite system digitalization	Availability of ICT infrastructure and capacity Availability of technical expertise	Inertia Skills flight	Continuous Engagement Implement staff retention schemes
	Intensify staff capacitation	Employee cooperation	Skills flight Late disbursement of funds	Look for alternative sources
	Upscale infrastructural renovations	Senior management buying in	Competing priorities	Exploring alternative sources of finance
	Expand pork distribution capacity	Increased Pork production capacity Adequate market demand	Disease outbreaks and drought	Strict bio-security measures Adopting use of small grains and smart agriculture strategies
	Adoption of climate smart technologies	Availability of technical expertise Availability of suitable waste	Staff turnover Rodent damage	Use of treated equipment

	Strengthen institutional brand visibility	Buy in by stakeholders	Negative perceptions Being perceived as competitors	To undertake needs-based research Stakeholder engagement
2-3 Years	Upscale the implementation of staff retention schemes	Senior management buying	Competing priorities	Implementing a phased approach
	Expedite system digitalization	Availability of ICT infrastructure and capacity Availability of technical expertise	Inertia Skills flight	Continuous Engagement Implement staff retention schemes
	Intensify staff capacitation	Employee cooperation	Skills flight Late disbursement of funds	Alternative sources
	Adoption of climate smart technologies	Availability of technical expertise Availability of suitable waste	Staff turnover Rodent damage	Use of treated equipment
	Strengthen institutional brand visibility	Buy in by stakeholders	Negative perceptions Being perceived as competitors	To undertake needs-based research Stakeholder engagement
4-5 Years	Upscale the implementation of staff	Senior management buying	Competing priorities	Implementing a phased approach

	retention schemes			
	Expedite system digitalization	Availability of ICT infrastructure and capacity Availability of technical expertise	Inertia Skills flight	Continuous Engagement Implement staff retention schemes
	Intensify staff capacitation	Employee cooperation	Skills flight Late disbursement of funds	Alternative sources
	Adoption of climate smart technologies	Availability of technical expertise Availability of suitable waste	Staff turnover Rodent damage	Use of treated equipment

Programme 2: Pig Industry Development and Management

Outcome: Improved National Pig Production and Productivity

Period	Strategies	Assumptions	Risks	Mitigations
Budget year (2026)	Upscale farmer training	Willingness by farmers Affordability of training Availability of training expertise	Disease outbreaks Viability of the industry	Provision of online training Strict bio-security measures
	Enhance extension service provision through training of trainer	Availability of the trainers to be trained	Budgetary constraints Effectiveness of trained personnel	Alternative financing Continuous engagement with trainers
	Intensify research programs	There is scope to do the relevant research	Competing priorities Financial loss	Availability of research partners

				Limit the research population
	Upgrading genetics	Availability and access to diverse genetic material Compatibility of imported genetics with local environment Acceptance by farmers Favourable import regulations	Disease outbreaks High import cost Industry viability	Strengthening bio-security measures Group importations Stakeholder engagement Lobby for favourable industry regulations Offer educational programs on management of imported genetics in partnership with the supplier
	Commence gender mainstreaming programs	Willingness of participants Availability of infrastructure for participants	Sustainability of the project	Selection training and close monitoring of the projects
2-3 years	Upscale farmer training	Willingness by farmers Affordability of training Availability of training expertise	Disease outbreaks Viability of the industry	Provision of online trainings Strict biosecurity measures
	Enhance extension service provision through training of trainer	Availability of the trainers to be trained	Budgetary constraints Effectiveness of trained personnel	Alternative financing continuous engagement with trainers

	Intensify research programs	There is scope to do the relevant research	Competing priorities Financial loss	Availability of research partners Limit the research population
	Upgrading genetics	Availability and access to diverse genetic material Compatibility of imported genetics with local environment Acceptance by farmers Favourable import regulations	Disease outbreaks High import cost Industry viability	Strengthening biosecurity measures Group importations Stakeholder engagement Lobby for favourable industry regulations Offer educational programs on management of imported genetics in partnership with the supplier
	Commence gender mainstreaming programs	Willingness of participants Availability of infrastructure for participants	Sustainability of the project	Selection training and close monitoring of the projects
	Facilitate establishment of low-cost slaughter facilities	Department of Veterinary Services buying in		
4-5 years	Upscale farmer training	Willingness by farmers Affordability of training	Disease outbreaks Viability of the industry	Provision of online trainings Strict biosecurity measures

		Availability of training expertise		
	Enhance extension service provision through training of trainer	Availability of the trainers to be trained	Budgetary constraints Effectiveness of trained personnel	Alternative financing continuous engagement with trainers
	Intensify research programs	There is scope to do the relevant research	Competing priorities Financial loss	Availability of research partners Limit the research population
	Upgrading genetics	Availability and access to diverse genetic material Compatibility of imported genetics with local environment Acceptance by farmers Favourable import regulations	Disease outbreaks High import cost Industry viability	Strengthening bio-security measures Group importations Stakeholder engagement Lobby for favourable industry regulations Offer educational programs on management of imported genetics in partnership with the supplier
	Commence gender mainstreaming programs	Willingness of participants Availability of infrastructure for participants	Sustainability of the project	Selection training and close monitoring of the projects
	Facilitate establishment of	Department of Veterinary Services buying in	Sustainability Sub -standard health protocols	Regular inspections
	low-cost slaughter facilities			

SECTION B: PERFORMANCE FRAMEWORK FOR THE PIB

16. Programme Performance Framework

a. Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion	Baseline		TARGETS									
				Year	Value	2026		2027		2028		2029		2030	
						T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OUC 1	Improved governance and administration	Client satisfaction with PIB services	%	2025	95	75	+/-2	76	+/-2	77	+/-2	78	+/-2	80	+/-2
		Compliance levels	%	2025	100	100	0	100	0	100	0	100	0	100	0
		Employees satisfaction index	%	2025	46	60	+/-2	65	+/-2	70	+/-2	75	+/-2	80	+/-2
		Financial Sustainability	%	-	-	100	0	100	0	100	0	100	0	100	0
OUT 2	Improved National Pig Production and Productivity	Tonnage of pork produced	Mt	2025	18705.658	25000	+/-2500	25000	+/-2500	28000	+/-2800	30000	+/-5	33000	+/-3300

T = Target; ALV = Allowable Variance, - = No Baselines

No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
			Value	Year	2026		2027		2028		2029		2030	
					T	AV	T	AV	T	ALV	T	ALV	T	ALV
Programme 1: Governance and Administration														
Outcome 1: Improved Governance and administration														
OP 1.1	NDS2 aligned Strategic Plan implemented	5	1	2025	1	0	1	0	1	0	1	0	1	0
OP 1.2	Strategic Plan Reviewed				1	0	1	0	1	0	1	0	1	0
OP 1.3	Policies Developed and submitted.	5	2	2025	1	0	1	0	1	0	0	0	1	0
OP 1.4	Performance Contracts Signed		-	-	14	0	14	0	14	0	14	0	14	0
OP 1.5	Performance contract review reports produced	140	-	-	30	0	30	0	30	0	30	0	30	0
OP 1.6	Annual Report Produced.	5	1	2025	1	0	1	0	1	0	1	0	1	0
OP 1.7	Audited Financial	5	1	2025	1	0	1	0	1	0	1	0	1	0

	Statements submitted.													
OP 1.8	Annual General Meeting Convened.	5	1	2025	1	0	1	1	1	0	1	0	1	0
OP 1.9	Procurement plan produced.	5	1	2025	1	0	1	0	1	0	1	0	1	0
OP 1.10	Asset disposal plan produced.	5	1	2025	1	0	1	0	1	0	1	0	1	0
OP 1.11	Internal control systems strengthened	4	-	.	4	0	0	0	0	0	0	0	0	0
OP 1.12	Revenue Generated (USD\$ millions)	4.8	1.1 M	2025	1.85	+/- 0.110	2.125	+/- 0.110	2.55	+/- 0.110	2.8	+/- 0.110	3	+/- 0.110
OP 1.13	Bulawayo Milling Shed Constructed	100%	-	.	0	0	0	0	50	+/-5	50	+/-5	0	0
OP 1.14	Breeding Station Pig Housing	100%	30	2025	30	+3	60	+/-6	100	+/-10	0	0	0	0
	Constructed (% Completion)													
OP 1.15	Infrastructure renovated (%)	100	-	.	20	0	40	0	60	0	80	0	100	0
OP 1.16	50ha Irrigation equipment procured	50ha	-	;	20	0	15	0	15	0	0	0	0	0
OP 1.17	Biogas Digesters Constructed (No.)	2	---	;	1	0	0	0	1	0	0	0	0	0
OP 1.18	Employee capacitation programs conducted	30	-	.	6	0	6	0	6	0	6	0	6	0
OP 1.19	Staff recruited	14	-	.	8	0	6	0	0	0	0	0	0	0
OP 1.20	Staff retention schemes implemented	4	-	.	3	0	0	0	1	0	0	0	0	0

OP 1.21	Systems digitalised	2	-	-	2	0	0	0	0	0	0	0	0	0
OP 1.22	Social media platforms established	3	1	2025	3	0	0	0	0	0	0	0	0	0
Programme 2: Pig industry Development and Management														
Outcome 2: Improved National Pig Production and Productivity														
OP 2.1	Research conducted	15	4	2025	4	0	4	0	4	0	3	+/-1	3	+/-1
OP 2.2	Research results disseminated	10	1	2025	2	0	4	0	4	0	2	+/-1	2	+/-1
OP 2.3	TOT programs conducted	15	-	-	2	0	3	0	3	0	3	0	3	0
OP 2.4	Farmers Trained (No.)	4000	795	2025	900	+/-90	900	+/-90	900	+/-80	800	+/-80	800	+/-80
OP 2.5	Advisory Farm Visits Undertaken	1500	173	2025	300	+/-30	300	-167	300	+/-30	300	+/-20	210	+/-21
OP 2.6	Stakeholder meetings convened	15	1	2025	2	0	3	0	3	0	3	0	3	0
OP 2.7	Grand Parent stock imported	60	11	2025	12	+/-1	12	+/-1	12	+/-1	12	+/-1	12	+/-1
OP 2.8	Weaners supplied	1500	72	2025	200	+/-30	200	+/-30	300	+/-30	300	+/-30	300	+/-20
OP 2.9	Breeding stock supplied	6200	1261	2025	1440	+/-120	1550	+/-120	1600	+/-120	1650	+/-120	1700	+/-120
OP 2.10	Semen doses supplied	28800	5858	2025	6600	+/-660	6600	+/-660	6600	+/-660	6600	+/-660	6600	+/-660

Outputs Performance Framework

T = Target A = Actual AV = Actual Variance - =No Baselines ALV = Allowable Variance

18. Programme Based Budget

Programme	Preliminary Outcome	Programme Outputs	Budget	Budget	Budget	Budget	Budget	Budget	Budget
			Last Year (2025) USD	Current Year (2026)	Year 1	Year 2	Year 3	Year 4	Year 5
					2026	2027	2028	2029	2030
Programme 1	Improved Governance and administration	Annual Report produced	500	1200	1200	1200	1200	1200	1200
		Audited Financial Statements submitted	8000	14000	8000	13000	13000	13000	13000
		Annual General Meeting Convened	1500	2500	2500	4000	4000	4000	4000
		Revenue Generated (USDS millions)	958008	1.66	1.66	1.95	2.1	2.3	2.47
		Bulawayo Milling Shade Renovated	-	6000	6000	0	0	0	0
		Breeding Station Pig Housing Constructed (%)	75000	16000	16000	160000	0	0	0

	Completion)							
	Bulawayo Guest house renovated	-	3500	3500	0	0	0	
	Bulawayo trainee house renovated	-	1500	1500	0	0	0	
	50(ha) irrigation equipment procured	- 650000	52000	52000	60000	60000	0	0
	Infrastructure renovated	12000	20000	20000	29250	29250	29250	29250
	Biogas Digesters Constructed (No.)	-	6000	6000	8000	0	0	0
	Employees capacitati on programs	6000	6700	6700	6700	6700	6700	6700
	Staff recruited	-	38000	38000	38000	38000	38000	38000
	Staff retention schemes	-	128000	128000	51612	56538	61538	68181

		implemented							
		Systems digitalised	-	1900	1900	1900	2000	2000	2100
		Social media platforms established	-	5000	5000	200	200	200	200
		Strategic plan reviewed	3500	4000	4000	4000	4000	4000	4000
		Total Programme Budget		1960300	1960300	2327862	2314888	2459888	2636631
	Improved National Pig Production and Productivity	Research conducted	20000	15000	15000	15000	20000	20000	20000
		Research disseminated	-4000	1000	1000	1000	1000	1000	1000
		TOT programs conducted	-	5000	5000	5000	5000	5000	5000
		Farmers Trained (No.)	7163	5000	5000	5000	5000	5000	5000
		Advisory Farm Visits Undertaken	-3415	5000	5000	5000	5000	5000	5000

	Stakeholder meetings convened	7962	6000	6000	6000	6000	6000	6000
	Granda Parents stock imported	20000	24000	24000	24000	24000	24000	24000
	Weaners supplied	48420	9000	9000	9000	9000	9000	9000
	Semen doses supplied to farmers	- 17640	17640	17640	17640	17640	17640	17640
	Total Programme 2 Budget		87640	87640	87640	92640	92640	92640
TOTAL BUDGET	MDA		2047940	2191940	2415502	2407528	2552528	2729271

- = Not Budgeted for in the previous year

19. Human Resources for the Strategic Period

No.	Category	Programme 1	Programme 2	PIB Total Personnel Requirements by Category
1	Top Management	1	1	2
2	Middle Management	6	6	12
3	Supervisory Management	4	0	4
4	Operational and Support staff	37	40	77
5	Total	48	47	95

20. Other Resources and Projects

i. Materials, Equipment and ICTs

Material s/ Equipm ent /ICT	2026		2027		2028		2029		2030	
	Quanti ty	Cost (US\$)	Quantity	Cost (US\$)	Quantity	Cost (US\$)	Quantity	Cost (US\$)	Quantity	Cost (US\$)
Motor Vehicles	2	75000	0	0	0	0	0	0	0	0
Lorry (7t)	0	0	1	45000	0	0	0	0	0	0
Meat delivery van	0	0	1	30000	1	20000	0	0	1	20000
Sausage Filler	1	500	0	0	0	0	0	0	0	0
A.I Air Conditio ner	2	2500	0	0	0	0	0	0	0	0
A.I Water distiller	1	1000	0	0	0	0	0	0	0	0
A.I Water Bath	1	1000	0	0	0	0	0	0	0	0
Pregnanc y tester and Backfat tester	2	2000	0	0	0	0	0	0	2	2000

Printers	2	1200	2	1200	1	200	2	2 000	0	0
Laptops	15	18000	10	12000	3	3000		5 000	0	0
Desktop Computers	5	6000	5	5 000	4	4000	1	1 000	0	0
Planter	0	0	0	0	1	15000	0	0	0	0
Trailers	1	8000	0	0	0	0	0	0	1	5000
Tractor mower	0	0	1	4000	1	7,000	1	4000	0	0
Disc plough	0	0	1	6000	0	0	0	0	0	0
Cell phones	15	11000	7	4900	7	4900	7	4900	2	1400
Generators	3	12000	0	0	1	7,000	0	0	0	0
Solar Extension	1	10000	0	0	0	0	0	0	0	0
Office furniture	--	15000	0	0	0	0	10	5000	0	0
Scalding tank and dehairer	1	6500	0	0	0	0	0	0	0	0
Biogas plant	1	6000	0	0	0	0	0	0	0	0
Pressure Washer	1	3000	0	0	0	0	0	0	0	0
Grass Cutter	2	2000	0	0	0	0	0	0	0	0
Gs tank and Stove	1	500	0	0	0	0	0	0	0	0

ii. Space Requirements

Project Name	Location	2026		2027		2028		2029		2030	
		Quantity (m2)	Cost (USD 000)	Quantity (m2)	Cost (USD 000)	Quantity (m2)	Cost (USD 000)	Quantity (m2)	Cost (USD 000)	Quantity (m2)	Cost (USD 000)
staff houses (3)	Arcturus	0	0	90	1.2	90	1.2	90	1.2		
Bulawayo Wholesale point	Bulawayo	0	0	90	1.2	0	0	0	0	0	0
AI extension	Arcturus	24	5.5	0	0	0	0	0	0	0	0
New administration block	Arcturus	0	0	0	0	0	0	250	3.25	250	3.25

iii. Projects for the period

Project Name	2026		2027		2028		2029		2030	
	% completion	cost	% completion	cost	% completion	cost	% completion	cost	% completion	cost
A.I Extension	100	7000								
50ha Irrigation equipment	25	52000	62.5	60000	100	60000	0	0	0	0
Bulawayo Milling shed renovated	100	6000	0	0	0	0	0	0	0	0
Breeding station houses	52	1600000	62	3200000	72	32000	87	48000	100	41600
Bulawayo Wholesale point	0	0	100	14000	0	0	0	0	0	0
Staff houses	0	0	3	15000	3	15000	3	15000	4	1500
New administration block	0	0	0	0	0	0	50	42000	50	42000

Addendum

Internal Control Systems Strengthened; Cash Handling, Fuel Requisition And Utilization, Procurement Procedures And Stores Procedures

Infrastructure To Be Renovated: Bulawayo Guest House, Bulawayo Trainee House Renovated, Bulawayo Milling Shade Renovated, Breeding Station Verandar Pens, Abattoir And Butchery Renovated, Old Farrowing House, Grower House 6 Weaner house 2, Dry House Stalls

Employee Capacitation Programs; Danbred Herd Records System Training, Butchery And Accounts Pastel And Workshop Safety Protocols

Retension Schemes; Bonded Educational Assistance, Competitive Compensation And Personal Loan

Stuff Recruited; Extension Officer, Mechanic, 2 Security Members, 1 Welder, Bulawayo Piggery Manager And 2 Stockman, Bandsaw operator.

Systemes Digitalised: Pastel Manufaccturing, Herd Performance Records

Social Media Platforms Established; Tik Tok, Youtube Channel

Gs Tank And Stove; Arcturus 4 Plate x1, Byo2 Plate x2

List of participants

Mr. C. Davenport	Board Chairman
DR J. T. Chipunza	Board Member
Dr T. Ncube	Board Member
Ms F. Machona	Monitoring and Evaluation Officer
Dr. S. Ncube	Chief Executive Officer
Mrs E L Takaindisa	Director Operations
Mr J. Muchena	Accountant
Ms. N Musvaire	Procurement Manager
Mr. C. Kavhai	Piggery Manager: Breeding Section
Ms M, Ngazimbi	Piggery Manager: Commercial Section
Mr.L. Mahovo	Abattoir and Butchery Manager
Mr .T. Shava	Farm Manager
Miss L. Vambe	Research, Training and Extension Manager
Ms R. Ndlovu	Human Resources and Administration Officer
Mr S. Machedu	Training Officer (Public Service Commission)
Mr I. Musasa	Facilitator Public Service Commission



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