Food and Agriculture Organization of the United Nations

Initiative on Soaring Food Prices

Lessons Learning from FAO's Initiative on Soaring Food Prices in Zambia

28 October 2010

ACKNOWLEDGEMENTS

The Consultant would like to express his appreciation for the guidance provided by FAO in the formulation of this report, especially to Mr Christian Chomba (Assistant FAOR) and to Mr Jacques de Graaf and Mr Luis DiasPereira from the Initiative on Soaring Food Prices (ISFP) Secretariat. The Consultant would also like to thank all those who participated in the study, providing insights on how the ISFP and EU Food Facility programmes operated and the successes gained, challenges overcome and lessons learned from these experiences. The list of people consulted is attached as Annex 2. Furthermore, appreciation is extended to those who attended the lessons learned draft report dissemination workshop. The list of the workshop participants is attached as Annex 3. The guidance from FAO and the input from people interviewed as well as the workshop participants greatly contributed to this report.

Submitted to

FAO Zambia

by

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EXECUTIVE SUMMARY

In response to the global food crisis, the Food and Agriculture Organization of the United Nations (FAO) launched its Initiative on Soaring Food Prices (ISFP), combining the promotion of quick-response agricultural growth led by small-scale farmers (SSFs), with targeted programmes to ensure that both food-insecure consumers and smallholder producers have access to adequate food. In Zambia the ISFP provided support through: 1) emergency ISFP projects, TCP/RAF/3206 (08/VIII/RAF/262) and TCP/ZAM/3201 (08/VI/ZAM/209); 2) an interagency rapid assessment mission with the Government of Zambia-FAO-WFP (20 July -15 August 2008); and 3) the EU Food Facility, GCP/ZAM/066 EC (June 2009 – July 2011).

It is essential to draw lessons from the support provided under the umbrella of ISFP projects, especially the inputs distribution programme, policy support and technical assistance in order for FAO to respond more effectively to similar crises in the future.

Zambia was selected among the ISFP beneficiary countries to carry out the lessons learning exercise. The objective of this study is to show areas where this kind of support can be improved and highlight strengths and good practices that can be replicated in the future. This study looks at how the ISFP activities in Zambia were implemented and how the expected outcomes were achieved, rather than looking at the products/activities themselves. The focus is on how the ISFP programmes in Zambia have been perceived by the different stakeholders involved.

The reports present a brief background on FAO interventions in Zambia and the methodology used, followed by views and perceptions of the different stakeholders interviewed. Finally the main lessons learned and recommendations are summarized. This exercise was carried out from July until October 2010.

The following are the main lessons learned:

(i) this study shows that it is important that projects work through existing structures and entities and complement and build synergies and partnerships with ongoing national and international projects to increase impact and enhance sustainability. This would also allow the scaling-up of successful project components. In addition, the mainstreaming of programmes in regular institutions, both public and private, will help tap into the institutional memories of each stakeholder to support the needs assessment for each programme that is being planned. This contributes to a more effective identification of perceived beneficiary needs and the improved choice of project activities and inputs to address these needs. The merging of emergency programmes into development oriented programmes should also be considered at the outset of operations;

(ii) farmer registration, training and follow-up mechanisms need to be strengthened. Stakeholders suggested that farmers need better support in the correct use of agrochemicals as it has been verified that over-dilution can reduce the effectiveness of weeding, resulting in lower productivity;

(iii) it is essential that input vouchers be distributed in time for the planting season and in line with conservation agriculture principles. This means that inputs should be delivered to the farmers as early as August so that they can include them in allocating labour and land for their use;

(iv) there is a need to facilitate the strengthening of agro-dealer networks so that competition increases among them, leading to the wider availability of a broad range of inputs to the farming community. This may also help prevent some agro-dealers from inflating their prices as they have a guaranteed market through the voucher system;

(v) the introduction of the electronic voucher system has significantly reduced the bureaucracy involved in subsidised input supply and stimulated competition among the agro-dealers;

(vi) in the case of the Farmer Input Support Response Initiative (FISRI) project, inputs delivery is done in the context of conservation agriculture and it is believed that this has contributed to enhancing sustainability at farm level. Additionally, most of the activities are implemented by existing provincial and district government staff, which have also contributed to enhancing sustainability. The free delivery of inputs, however, may be a heavy burden for the Government of Zambia to continue in the future and exit strategies need to be designed.

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LIST OF ACRONYMS

CA	Conservation Agriculture
CAC	Camp Agricultural Committee
CASPP	Conservation Agriculture Scaling Up for Increased Productivity and Production
CEO	Camp Extension Officer
CFU	Conservation Farming Unit
DACO	District Agricultural Coordinator
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FISP	Farmer Input Support Programme
FISRI	Farmer Input Support Response Initiative
FRA	Food Reserve Agency
FSP	Fertilizer Support Programme
GART	Golden Valley Agricultural Research Trust
ISFP	Initiative on Soaring Food Prices
MACO	Ministry of Agriculture and Cooperatives
NAP	National Agricultural Policy
PACO	Provincial Agricultural Coordinator
SSF	Small-Scale Farmers
TCP	Technical Cooperation Programme
WFP	World Food Programme
ZAMACE	Zambia Commodity Exchange

1 BACKGROUND

Food security in the Republic of Zambia is largely dependent on rainfed agriculture, with maize as the primary staple crop. Over 80 percent of the national food requirement is produced by smallholder farmers. Zambia is also one of the countries at high risk of being negatively affected by soaring agricultural commodity and input prices. Fertilizer prices increased by 40 to 50 percent between January and May 2008, while at the same time maize prices rose by over 25 percent. Based on the current input prices, the Government has forecasted a possible overall reduction in the country's food production, which may impact on food prices. The challenges faced by small-scale farmers include low farm productivity and continuing yield decline as a result of soil degradation associated with inappropriate farming practices. HIV/AIDS, together with the high costs of external inputs and the vagaries of climate change, continue to negatively impact agricultural production.

In December 2007, in response to the global food crisis, the FAO launched the ISFP to assist member countries to put in place urgent measures for boosting agricultural production and productivity. The ISFP combined the promotion of quick-response agricultural growth, led by SSFs, with targeted medium-term programmes to ensure that both food-insecure consumers and smallholder producers have access to adequate food. In Zambia, the major support provided by the ISFP included: 1) emergency ISFP projects, TCP/RAF/3206 (08/VIII/RAF/262) and TCP/ZAM/3201 (08/VI/ZAM/209); 2) an interagency rapid assessment mission with the Government of Zambia-FAO-WFP (20 July -15 August 2008); and 3) the EU Food Facility project, GCP/ZAM/066 EC.

It is essential to draw lessons from the support provided under the umbrella of the ISFP projects, especially the inputs distribution programme, policy support and technical assistance so that FAO can respond more effectively to similar crises in the future.

This exercise focused on the processes, i.e. how the ISFP projects were implemented and how the expected outcomes were achieved, rather than end products or activities. For example, an analysis was undertaken on why ISFP activities in Zambia were successful or not and how they had been implemented, focusing on how these activities were perceived by the different stakeholders. Direct and indirect project beneficiaries and/or people with an interest in the project were consulted. This was done through field work.

In this report, reference is also made to other programmes like the Conservation Agriculture Support Programme (CASPP) and the Farmer Input Support Programme (FISP) as their experiences informed the planning of the Technical Cooperation Programme (TCP) project and the Farmer Input Support Response Initiative (FISRI) projects. They also provided the broader perspective on agricultural practices in Zambia.

It is important to note that in this lessons learning exercise emphasis has been given to two projects: (i) *Input supply to vulnerable populations under ISFP* (TCP/ZAM/3201 E); (ii) *Farmer Input Support Response Initiative (FISRI) to Rising Prices of Agricultural Commodities in Zambia* (GCP/ ZAM/066/EC). This was done because a similar exercise had already been conducted for the Regional TCP in 2009. The IAA was not considered since there was only a draft report and no institutional memory

2 METHODOLOGY

The main objectives of this exercise were to investigate why ISFP activities in Zambia were successful (or not), how the ISFP activities had been implemented and whether the expected outcomes had been achieved or not. The analysis was focused on perceptions and experiences of different stakeholders involved in ISFP activities. This lessons learning exercise aimed at identifying what worked and what did not work in ISFP projects, and determining constraints, opportunities and suggestions for improving this kind of support in the

future. For the sake of clarity, in this report, a lesson learned is defined as "knowledge gained through experience, which if shared, would benefit the work of others".

The methods of data collection were qualitative and consisted of:

1. In-depth, open-ended interviews with key informants and project stakeholders. These interviews were guided by the checklists of questions that were formulated for each of the key informants (Annexes 4-7). In total, about 80 stakeholders were consulted including beneficiary farmers, lead farmers, extension workers, government officials, private sector, FAO etc. (see Annexes 2 and 3).
2. Participatory focus group discussions with farmers in the selected districts. These discussions provided a platform for data collection and participatory data analysis in Kapiri Mposhi and Petauke Districts for the FISRI Project and in Serenje District for the TCP project.
3. Direct observations during field visits in Kapiri Mposhi, Serenje and Petauke Districts.
4. Literature review, including project field reports, EU ROM reports and other available materials.
5. Workshops with key stakeholders for feedback on the draft report, discussion on lessons learned and the formulation of recommendations based on a consensus of the main findings.

Data collection was carried out from 26 July to 25 August 2010. The data collection was undertaken in Lusaka, Chongwe and Chibombo Districts. A mission from FAO/HQ also facilitated the preparation of the methodology, data collection instruments and sampling of the areas to be visited. Data collection in Kapiri Mposhi and Serenje Districts was done from 16 – 20 August 2010 and in Petauke District from 23 – 25 August 2010.

3 BRIEF SUMMARY OF THE PROJECTS

(i) The Technical Cooperation Programme project: *"Input supply to vulnerable populations under ISFP"* (TCP/ZAM/3201 E), worth USD 500,000, was implemented in Zambia by FAO during the 2008/2009 agricultural season in collaboration with the Ministry of Agriculture and Cooperatives (MACO). The project was linked to the Government's Fertilizer Support Programme (FSP) in that the beneficiaries were selected according to the FSP criteria.

The overall objective was "to hasten agricultural productivity and production among the resource-poor small-scale farmers through urgent input support". The specific objective of the project was "to contribute to national and household food security and income generation through improved access to a diversified FSP input pack".

The original plan was to reach 8,845 beneficiaries by supplying them with fertilizers and maize seed. Because the TCP resources were limited, however, the project management decided to distribute legumes instead (sugar beans, cowpeas and groundnuts). It was felt that this would also contribute to diversifying the nutritional content of the farmers' crop production. The project was able to reach 17,188 beneficiaries since these seeds were less expensive than the fertilizer and hybrid maize seed. The TCP project was implemented from July 2008 to March 2010 in the districts of Chibombo, Mumbwa, and Serenje in Central Province; Kafue in Lusaka District; and Samfya in Luapula Province. Project implementation ended in 2009. Related activities undertaken in 2010 included a study on the impact of the project, financed by the project's remaining funds.

(ii) The EU Food Facility project*: Farmer Input Support Response Initiative (FISRI) to Rising Prices of Agricultural Commodities in Zambia (GCP/ ZAM/066/EC)*

The overall objective of FISRI is to increase food production through improved access to agricultural inputs and promotion of conservation agriculture (CA) principles among SSFs in selected districts of the Central,

Lusaka, Western, Southern and Eastern Provinces, in order to mitigate the effects of soaring food prices. The FISRI project, which had a budget of USD 10,364,151 million, had the following specific objectives:

- to increase agricultural productivity and production through the provision of yield-enhancing inputs, such as fertilizers and improved seed varieties of legumes and cereals;
- to increase household income through increased agricultural production and competitiveness; and
- to improve cost effectiveness and efficiency of agricultural input use through farmer training in good agricultural practices and the basic tenets of CA.

The project targeted 3,920 small-scale farmers and 400 camp extension workers. Each of the 3,920 selected small-scale farmers is considered to be a so-called lead farmer. This community-led approach draws on the skills of the farmers themselves and empowers them to 'show the way to success' to their fellow farmers. The lead farmers were supposed to train 15 other participating farmers, bringing the total number of beneficiary farmers to 58,800. In the first year, the project was initially implemented in the following districts: Chipata, Katete and Petauke in Eastern Province; Kapiri-Mposhi and Mumbwa in Central Province; Mazabuka, Monze, Choma and Kalomo in Southern Province; Kaoma in Western province and Chongwe in Lusaka Province. Following a request from the Government, the project was revised to include: Mansa, Mwense, Kawambwa, Chiengi and Samfya in Luapula Province; Mpongwe in the Copperbelt Province and Sesheke in Western Province; Lundazi, Nyimba and Chadiza in Eastern Province; Isoka in Northern Province; and Kazungula and Sinazongwe in the Southern Province. The FISRI will extend its activities to 16 additional districts in the coming 2010/2011 agricultural season. It is important to note that the FISRI project interfaces with the Conservation Agriculture Support Programme (CASPP) and hence reference is also made to the CASPP in this report (although this was not implemented under the ISFP).

The inputs were distributed through paper vouchers during the 2009/2010 agricultural season; however, electronic vouchers have been introduced for the (2010/2011) season. The voucher system is elaborated further in the section on lessons learned.

The project was planned to be carried out in conjunction with the Norwegian funded Conservation Agriculture Programme, implemented by the Conservation Farming Unit (CFU), and the other Norwegian-funded programme CASPP, implemented by the Ministry of Agriculture and Cooperatives. FISRI is using the same approaches and methodologies to ensure consistency and coherence among all major ongoing initiatives related to conservation agriculture/conservation farming. FISRI implementation began in May 2009 and will end in June 2011.

4 MAIN FINDINGS: STAKEHOLDERS' VIEWS AND PERCEPTIONS

4.1 Addressing perceived needs

A majority of the beneficiary farmers and lead farmers felt that the TCP and FISRI projects responded to their perceived needs by increasing their access to agricultural inputs and technical knowledge about conservation agriculture. They noted that the projects contributed to improving their productivity, production and labour utilisation.

The beneficiaries of the TCP project were generally satisfied because the project addressed their needs as it supported sugar bean production through free input distribution. Nevertheless, some concerns were raised as to the type of beans provided, e.g. a new sugar bean variety instead of the local beans or the sugar bean variety that had been previously provided through the Programme Against Malnutrition. Some concern was also expressed about the quality of the seed as a lot of chaff was found in some bags. The benefiting farmers also explained that they believed that the variety was not pure enough as the seeds they harvested appeared physically different from the planting seed they had received from the project.

The FISRI and CASPP beneficiaries were satisfied that the projects provided them with skills on the utilisation of inputs. They were also satisfied that the implementation of the CA methodology utilising the lead farmer concept was building sustainability into the project processes.

4.2 Alignment with national policies

According to various stakeholders, especially those representing the Government and the international donor community, FISRI's CA approach fits in well with Zambia's National Agricultural Policy (NAP) 2004-2015. Its (NAP) vision for the agricultural sector being "*to promote development of an efficient, competitive and sustainable agricultural sector, which assures food security and increased income*".

Some of the specific objectives of the NAP that the FISRI projects address include the maintenance and improvement of the agricultural resource base and the generation of income and employment. To achieve these objectives, the NAP strategies emphasise the importance of diversifying agricultural production, strengthening the provision of agricultural services, using appropriate technology and promoting sustainable and environmentally sound agricultural practices (mainly through CA).

The FISRI project also responded to three of the four pillars of the Comprehensive Africa Agriculture Development Programme (CAADP), namely extending the area under sustainable land management, increasing food supply, reducing hunger and disseminating and adopting new technologies. Furthermore, consistent with CAADP, the FISRI was developed in accordance with the Joint Assistance Strategy for Zambia to harmonise assistance provided by cooperating partners, thus taking into account the Paris Declaration.

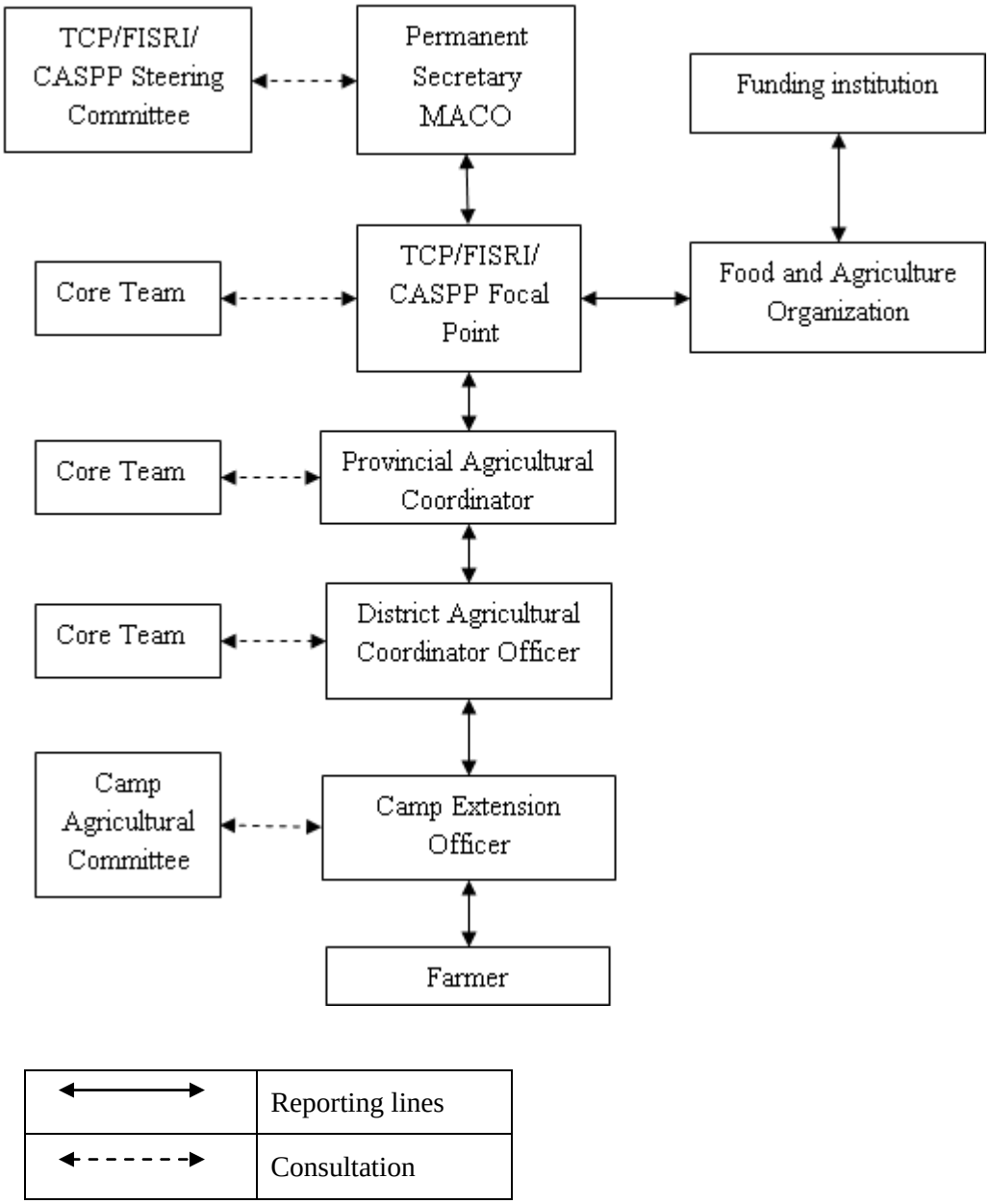
4.3 Harmonisation with Government system

Figure 1 illustrates that the FISRI, TCP and CASPP were imbedded into the regular government systems. The coordination of FISRI was purposely imbedded into the existing TCP/CASPP Steering Committee to reduce duplication of an institutional framework and enhance knowledge and practice sharing among the programmes.

The FISRI Project Steering Committee (PSC) comprises 16 members from government departments, non-governmental organisations, civil society organisations and the private sector interested in conservation farming. It is chaired by the MACO Permanent Secretary. The PSC meets once a year and provides guidance to project implementation.

The national FISRI Core Team is comprised of the Coordinator (Deputy Director – crops agronomy), Monitoring and Evaluation Officer, Land Husbandry Officer and the Farm Power and Machinery Specialist (all of whom are MACO staff). This core team is replicated at provincial and district levels and chaired by the Provincial and District Agricultural Coordinators (PACO and DACO), respectively.

Figure 1: Organigram for the FISRI/TCP implementation



Source: Reproduced from interviews

4.4 Project planning and implementation

Planning

The FAO Country Office held several consultative meetings about the TCP project with MACO and with representatives of the FSP to agree on modalities for determining project intervention areas and project implementation strategies. The Provincial and District Agricultural Coordinators were consulted for their suggestions on project areas, implementation and technical issues such as the type of agricultural inputs to be procured. The TCP was initially planned to provide maize seed and fertilizer. Based on the above mentioned and other consultations, however, it was decided that the TCP would provide legume seeds (cowpeas, groundnuts and sugar beans) only to farmers who had already received maize seed and fertilizer from the

FISP. The legumes would contribute to the diversification of agricultural production and possibly lead to a higher intake of protein by the beneficiary households.

As the FISRI was implemented after the CASPP had already started, its operations were aligned to what had already been adopted for the latter. This reduced duplication of institutional setup, implementation arrangements and provision of adequate technologies.

The PACO's and DACOs' offices were consulted on the content of each of the projects. Staff from these offices received training before project start-up.

The activities of the CASPP and the FISRI were harmonised so that each project catered for a set of camps within a district. This helped to reduce overlap and duplication. The geographic operational areas for the CASPP and the FISRI were also planned so as not to duplicate areas where the Conservation Farming Unit was running CA activities.

Beneficiary targeting

Beneficiaries of the TCP were selected by the Camp Agricultural Committee (CAC) based on the same criteria used by the FISPand upon the recommendation of the cooperative/farmer organisation s/he belongs to. The FSP criteria noted that the farmer should:

- be a small-scale farmer and actively involved in farming within the camp coverage area;
- have the capacity to grow at least 0.5 ha (2 limas) of maize;
- have the capacity to pay K50,000 per 50 kg bag of fertilizer and 50% of the cost of seed;
- not concurrently benefit from the Food Security Pack; and
- not be a defaulter from the FRA and/or any other agricultural credit programme, even if s/he belongs to an eligible cooperative/farmer organisation.

For practical reasons, beneficiaries for the FISRI were chosen by the Camp Extension Officers (CEOs) despite the project document stating that "households in each targeted agricultural camp will thus be expected to choose 28 people called lead farmers or own farm facilitators (OFFs) from the agricultural committees to represent them in the project". The CEOs were used to choose the lead farmers as they knew best the farmers' willingness to adopt new technologies and their attitudes towards sharing information with other farmers. The following criteria were used to choose the lead farmers:

- willingness to practice CA;
- ability to disseminate CA;
- not involved in an NGO project; and
- resident in the camp.

It was observed by some stakeholders that some of the benefiting farmers did not fit the TCP or FISRI criteria. It was noted by various stakeholders that the issue of beneficiary targeting is delicate and may have the potential to cause friction in the implementation of agricultural programmes. This is because farmers do not identify themselves as belonging to the FISRI, CASP, Conservation Farming Unit, MACO or any other organisation. They simply look at themselves as farmers trying to earn an income. Many new programmes, however, come in with different types of criteria and programme implementation modalities. It would, therefore, be important that a level of harmonisation in selecting criteria for targeting farmers be established to reduce "competition" for clients by programmes and enhance coordination efforts between the

programmes. The use of two different farmer categorisation criteria by the TCP/FISP and FISRI, quoted above, further highlighted the need to document existing criteria to inform the criteria harmonisation process.

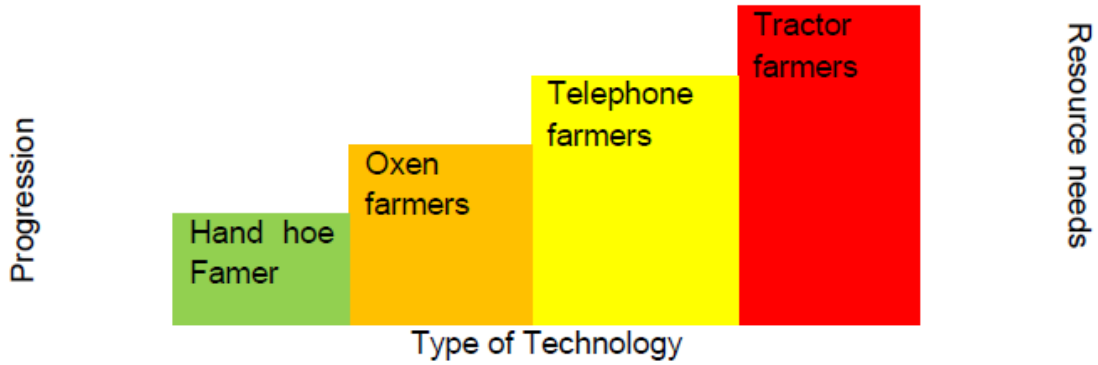
The Government categorisation of farmers has usually focused on the amount of land cropped. The Government categorises farmers as follows: Category A – less than 2 hectares; Category B – 2 to 5 hectares; and Category C – more than 5 but less than 20 hectares. The diagram below shows an alternative example of how farmers could be categorised based on the Golden Valley Agricultural Research Trust (GART) categorisation.

The GART uses the *technology adoption* for categorization whereas MACO uses *the area under cultivation.* The GART farmer categories are defined as follows:

- hand hoe farmers who are mostly farmers by default not choice;
- oxen farmers who should be targeted for increased productivity and production;
- telephone farmers who are knowledge hungry and who only plant based on adequate knowledge. They are usually the newly rich who do not engage in hands-on farming themselves; and
- tractor farmers who are already knowledgeable and who attempt to minimise costs of production and for whom conservation agriculture is cost efficient.

This GART farmer categorisation, illustrated in Figure 2 below, may inform future dialogue on establishing harmonised criteria for categorising farmers in Zambia.

Figure 2: Example of categorisation of farmers



Source: Adapted from the interview with Stephen Muliokela (Dr)

Training

Both the CFU and GART have long-standing experience with CA practices and were engaged by the FISRI project to train the MACO staff, including the CEO's, in CA. Most of the CEO's already had prior knowledge of CA but did not have sufficient practical experience and were appreciative of the training received.

The CEO's would then transfer their knowledge in CA to 28 lead farmers during extension days at Farmer Field Schools (FFS). They were also supposed to undertake follow-up visits to the lead farmers' farms to advise them on how to manage the CA demonstration plots. Subsidized FISRI inputs were used for the demonstration plots. The lead farmers were then supposed to train 15 other participating farmers during the second year of the FISRI implementation in the 2010/2011 agricultural season. The FFS already existed in some camps, especially those in which the ASP was implemented.

The agro-dealers approved to participate in the FISRI received training on how to process both the paper and electronic vouchers. It is essential for them to understand the products they sell so they can instruct farmers on proper usage. One agro-dealer discovered that some farmers had misapplied the herbicides they procured in the 2009/2010 season using the FISRI vouchers. Hence various stakeholders suggested that farmers need better support in the correct utilization of agrochemicals as it has been verified that over-dilution can reduce the effectiveness of weeding, thus resulting in lower productivity. MACO had made similar observations and included training in agriculture-related weeding technologies in its training sessions for its staff in 2010.

Due to time constraints, the emergency TCP did not undertake any training activities per se, and relied on the farmers' prior knowledge of the production of the legumes. Nevertheless, the Government's extension service provided some training on legume production.

An important activity, developed under the FISRI project, related to soil testing in order to develop updated soil fertility recommendations in relation to conservation agriculture practices. The results are presented in the text box below.

Box 1 - Soil testing

GART participated in the FISRI and undertook the assessment of macro and micro nutrients in soils in selected FISRI project areas of Kalomo, Choma and Monze Districts. It was found that most of the soils had deficiencies in micro or macro nutrients. Some examples of the results generated by GART are in Table 1 below.

GART recommended that the tests be replicated in other parts of the country. It also recommended that greenhouse crop trials be undertaken to ascertain whether there are significant crop responses to the application/deficiency of the above nutrients to the soil.

Nutrient	**Percentage of soil found very low in macro and micro nutrients**
Nitrogen	87
Phosphorous	83
Potassium	26
Sulphur	64.5
Magnesium	10
Boron	90
Manganese	3

Source: GART, Final FISRI Progress Report

It was observed that soil testing should not be limited to agro-ecological regions but rather carried out in each district. The current broad cropping recommendations based on the existing definitions of agro-ecological regions may be a contributing factor to low productivity as the soils are variable in structure and fertility within districts. Soil testing is even more relevant given the climate changes effects vis-à-vis soil fertility. This may inform decisions on agricultural diversification and agriculture-related risk reduction. The Zambia Agricultural Research Institute is already working to undertake a mapping of the agro-ecological zones in Zambia, including sub-region areas.

Input procurement, distribution and use of vouchers

The TCP inputs were centrally procured by FAO and delivered to the DACO offices in the districts where the project was implemented. As the TCP was designed as an emergency intervention, it was envisaged that transportation and input distribution in the district would be carried out through the FISP in order to try to get the inputs delivered on time to the farmers. Due to timing and logistical constraints, however, the TCP inputs were delivered after the FISP inputs had already been delivered to depots in the villages. Unfortunately, this resulted in the costs of TCP input distribution being passed on to the DACO offices. In addition, some CEO's mentioned that the project motorbikes had not been delivered even a year after project start-up. Some of the CEOs had to rely on borrowing motorbikes to undertake their fieldwork, thus hindering their mobility, despite the availability of monthly allowances for fuel, stationary and other expenses.

It was also reported by MACO staff and beneficiary farmers that the procured sugar bean seed contained a lot of chaff. This resulted in increased labour by farmers to clean the seed. The amount of chaff cleaned out from the seed was estimated to be around 15 percent of the total seed weight, resulting in farmers having less than 10 kilograms of seed to plant. This incidence highlighted the need for strengthening quality control in input procurement and distribution.

Some respondents also reported that the sugar bean variety procured was not as tasty as the local variety. They expected that this would limit the sale on the local market as their clients were not used to its taste. Some of the respondents also reported that the beans took longer to cook. However, there were others who said they liked the taste.

The distribution of the 2009/2010 FISRI inputs started late as vouchers were only distributed in November (when the planting season had started). This was not in line with the conservation agriculture farming principles of early land preparation and planting.

The delayed start of the FISRI project in the first season meant that the agro-dealers were involved only after they had already acquired their planned inputs for the season. Due to the above, some required inputs were not immediately available to farmers when they went to redeem their vouchers. This resulted in farmers having to make two trips to collect inputs. One agro-dealer's price for conservation agriculture inputs, purchased specifically for FISRI, was higher for the beneficiaries as the dealer argued that their procurement process was rushed resulting in higher prices from their sources.

Key features and differences in procurement and distribution can be summarised as follows:

- agricultural inputs can be sourced locally and from international suppliers;
- the Government FISP procures inputs centrally and supplies them directly to the farmers through the cooperatives they belong to;
- other Government-supported input supply programmes, e.g. the Programme Against Malnutrition Food Security Programme (FSP), have engaged and paid non-governmental organisations to procure and distribute inputs to farmers;
- the TCP inputs were procured centrally and supplied directly to farmers through the DACOs' offices;
- the FISRI and CASPP centrally sourced funds that were allocated to individual farmers for the procurement of CA inputs through electronic or paper vouchers. The types of inputs to be paid for through the vouchers were centrally determined for these two projects. The farmers bought the inputs based on their individual needs;
- farmers also purchased inputs directly from agro-dealers using their own resources.

The CASPP and FISRI distributed input vouchers to lead farmers, which they could redeem at appointed agro-dealers for inputs. Farmers decide what to procure out of a range of available conservation agriculture

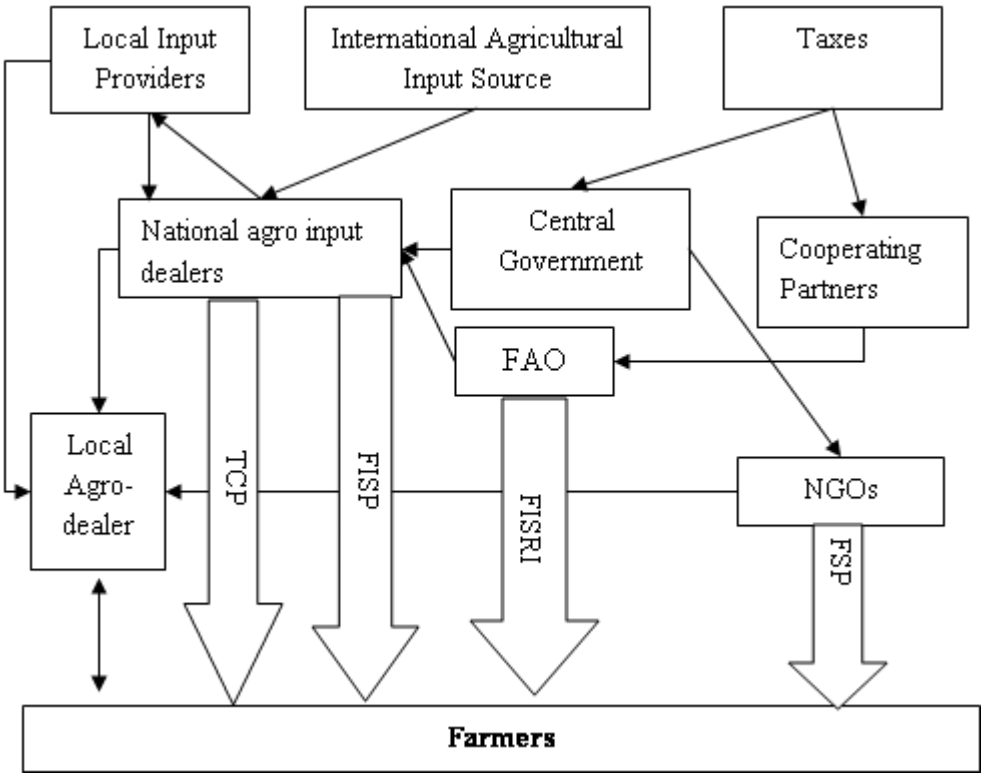
inputs. Although some lead farmers said they appreciated receiving the inputs (and training) they also mentioned that some inputs were not available or too expensive, while other products were sub-standard, e.g. chains for animal traction were too short.

It was mentioned that the lead farmers redeemed their vouchers in groups of up to 56 farmers. Some agro-dealers were overwhelmed by this turnout and requested a reduced number of farmers to deal with on any single day. The lead farmers further noted that this underscored the need for increasing the number of approved FISRI agro-dealers in each district.

The use of the voucher systems was believed to facilitate the creation of client-supplier relationships between smallholder farmers and the agro-dealers. As mentioned above, the voucher system empowered farmers to make decisions on the choice of crops and varieties to grow (and on other tools to acquire) This is important to consider in input distribution as farmers have specific criteria for choosing crops and the varieties they want to grow. The farmers' criteria may differ from the professional agronomic choices that may be made by institutions supporting the provision of agricultural inputs. The empowerment of farmers to choose the inputs they want also has the potential to reduce complaints about the types of inputs distributed as the choice is theirs. It was argued by various stakeholders, however, that educating farmers on the suitability and use of agricultural inputs is very important.

Figure 3 below illustrates the different ways the projects (TCP, FISRI and Farmer Input Support Programme (FISP)) procured and distributed inputs to the farmers.

Figure 3 Input Distribution System



TCP: Technical Cooperation Programme
FISP: Farmer Input Support Programme
FSP: Food Security Pack
FISRI: Farmer Input Support Response Initiative

It was argued that products acquired with a voucher should specify the content of the product rather than the brand name. For example, an agro-dealer may have had a product that contained the required chemicals but with a different brand name. This led farmers to refuse the product even though it was just as effective as the one mentioned by its brand name on the voucher.

It is essential to share information with agro-dealers and farmers on the classification of agricultural inputs by public enforcement agencies and international institutions, particularly inputs classified as "restricted use" (for example Paraquat). This is a relevant issue, as many smallholder farmers did not follow the recommended safety precautions when applying agricultural chemicals. For example, many failed to wear protective clothing, thus allowing the chemicals to come into direct contact with their skin. It was recommended that safety clothing and equipment be included with the chemicals and sprayers that are accessed with the vouchers, and that education on the environmental impact of chemicals be encouraged.

It was felt important to expand the reach of the agro-dealer network. In Chongwe District, for example, the vouchers are worth Kwacha (K) 500,000, but it cost some lead farmers from the remote Shikabeta Camp about K 240,000 to collect and transport the goods. It was suggested that it could be advantageous for agro-dealers to look into the possibility of expanding their networks through various means. For example, this could include opening new depots, running mobile depots or engaging camp agricultural committees/ cooperatives/farmer organisations as input distribution and collection agents.

Vouchers

In the first year of the FISRI project (2008/2009) a paper voucher system was used. Various stakeholders viewed this as cumbersome as each voucher had to be handled at least twice by FAO and agro-dealers, i.e. upon distribution and for verification of payments. In addition, some agro-dealers mentioned that their capital got tied up longer when dealing with paper vouchers as they took longer to process than the electronic vouchers. The agro-dealers who have local dealerships in districts had to further verify these paper vouchers and stock reports at their Lusaka offices before they were submitted to FAO for their internal audit purposes. This added to the time taken to process the vouchers. They expressed satisfaction with the electronic voucher system because it allowed for the immediate transfer of funds into their bank account as soon as the farmers redeemed the voucher and collected the inputs.

Therefore, for the 2010/2011 planting season, the FISRI project decided to use an electronic vouchers system since it is more efficient than paper vouchers (see Figure 4). The electronic transactions are managed by a private company, Mobile Transactions, and the transactions are guaranteed by the Bank of Zambia.

Electronic vouchers reduce the amount of human interface that may raise the potential for corruption. Electronic vouchers also allowed most farmers to collect their inputs on time and apply the conservation agriculture principles.

Despite the positive response of stakeholders to the electronic vouchers, it was noted that caution is needed in relation to the availability of a cell phone network required to complete the voucher redeeming process. There were problems in camps where the vouchers had been distributed to the farmers but the contact details were not logged on to the Mobile Transactions Zamia Limited system as these camps did not have cell phone connectivity. This resulted in instances where the agro-dealers failed to upload the voucher transactions into the Mobile Transactions system after scratching the voucher. The farmers could not redeem their vouchers for inputs and were uncomfortable with the idea of being given back the scratched vouchers when they had not received their inputs at that particular time. Concern was also raised regarding situations when the network at district level was not stable, e.g. in Petauke District. There should be measures to ensure good connectivity so that the redeeming of input vouchers by farmers is not delayed due to network challenges.

Engaging agro-dealers

The TCP project identified the agro-dealers through a public tendering process. The winning bidders provided the inputs that were delivered to the DACOs. The FISRI participating agro-dealers were identified by the DACO offices and verified by the FAO.

The agro-dealers that participated in CASPP/FISRI were satisfied that the local market had been expanded through the disbursement of vouchers to the SSFs for redeeming at local agro-dealer shops. The agro-dealers mentioned that they had difficulty in estimating the stocking levels for inputs such as, for example, *chaka* hoes for digging basins and herbicides for weed control. As such, the dealers observed the need for longer-term planning for the inputs that they should procure in support of the CASPP/FISRI projects.

The dealers observed that the introduction of new technologies benefits from financing mechanisms that create a ready market for them. The assessment of the adoption of these supported technologies, however, should take into consideration what would happen when the support is no longer there.

The suppliers who provide inputs to the agro-dealers currently train them in their use so that they can advise their clients accordingly. As such, the agro-dealers have become part of the national private sector extension system by advising farmers on how to utilise the inputs they sell. The information the agro-dealers provide their clients is input specific. The agro-dealers refer their clients to MACO staff for technical issues. Hence, additional training needs to be provided.

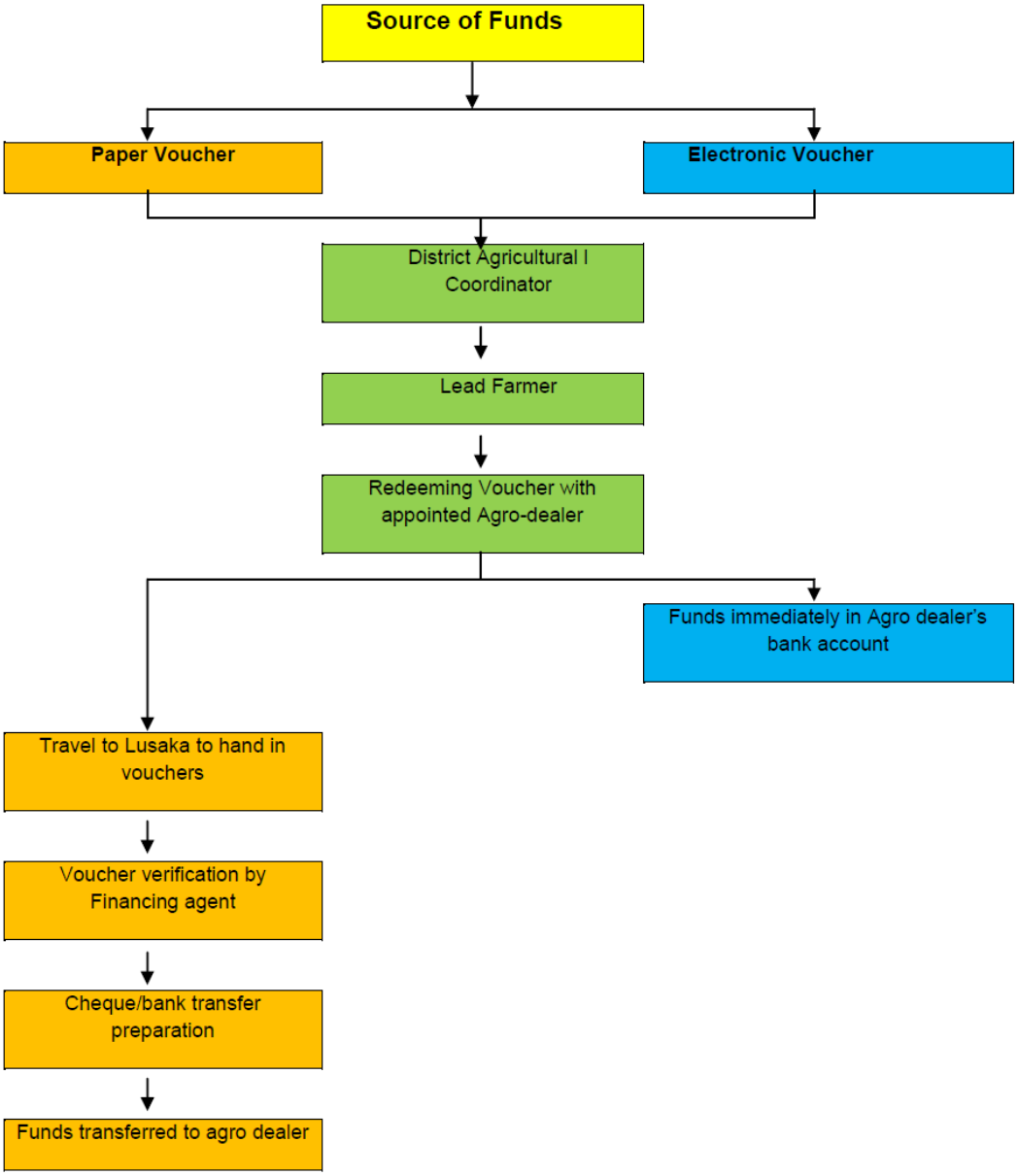
The agro-dealers mainly deal with input supply. They observed that as they have a long-term presence in the districts, it would be beneficial to enhance their capacity to participate in the rest of the agricultural cycle.

Box 2 - Expanding the agro-dealer network

Becoming a professional agro-dealer requires many skills, including record keeping, so that the progress of their business can be assessed. The growth in the number of agro-dealer shops should grow organically in line with their capacity to finance and manage them. It is essential for agro-dealers to build integrity into their operations so that trust is created with both input and service suppliers and farmers. This can build the confidence of their suppliers who in turn could consider providing consistent lines of credit. These lines of credit may function as an alternative financing mechanism to expensive bank loans. The building of confidence into the agro-dealer networks could also be supported by a Credit Reference Bureau.

Source: Taken from interviews with agro-dealers

Figure 4: Voucher path



Source: Distilled from interviews

Marketing

None of the projects supported the marketing of produce and the project beneficiaries sold their agricultural produce either to the Food Reserve Agency (FRA), processors (millers, brewers) or small-scale traders and local consumers. That the projects did not support marketing seemed consistent since it is recognised that either the FRA or the private sector would undertake most marketing of agricultural produce in Zambia.

For instance, during the 2009/2010 marketing season, the total production of maize came in at 2,795,483 metric tonnes, a marketable surplus of 1,352,012 metric tonnes out of which the FRA planned to purchase 300,000 metric tonnes. The private sector was therefore expected to market 1,052,012 metric tonnes, i.e.78 percent of marketable surplus. The marketing of the other produce like beans, groundnuts, pineapples, fruits, cassava, sweet potatoes and livestock that are not marketed to a large extent by FRA is done by the private sector.

It was recognised that marketing would be served well by the creation of "actionable information", i.e. setting-up a data collection and distribution system that provides stakeholders with real time data. In contrast, MACO's Agriculture Market Information Centre's system currently provides information that is at least two weeks old. The cell phone-based price access system piloted by the Smallholder Enterprise and Marketing Programme has been adopted by the ZNFU and provides up-to-date price data. The actionable information informs farmers' decisions on the best available markets and which crops and livestock to produce at any given time so that they can maximise their returns.

An additional marketing channel was identified, namely the Zambia Commodity Exchange (ZAMACE), to which farmers could sell their products. Is has been suggested that ZAMACE could facilitate marketing through bulk purchasing and enhance sales between willing sellers and willing buyers. It could also provide a market-based price discovery and setting mechanism. It was argued that agro-dealers could be involved in marketing, but this would require, among others, developing the capacity of agro-dealers to meet the commodity standards set by ZAMACE so that they can participate in ZAMACE's certified warehouse system. Recognising the value of the certified warehouse receipt can make it a tradable instrument enabling agro-dealers to discount it so that they can have access to more working capital.

Furthermore, capitalising on ZAMACE may require the creation of areas of concentrated production for particular products to enable cost effective bulking up. Bulk marketing has the potential of increasing the farmers' negotiation power on prices and reducing the marketing costs as traders can access large amounts of produce in one place.

It was also recognised that innovation can be introduced into the marketing of produce. One trader capitalised on the poor local market for sugar beans by purchasing them at a lower price to mix in with the preferred variety for selling at the local market.

4.5 Monitoring and Evaluation

The monitoring and evaluation at CAC level is based on the operations of the FFS training sessions and follow-up with the participating farmers by the lead farmers and the CEO's. The CEO's prepare reports that they present to the monthly district Planning and Review Meeting. The DACO's and their core teams backstop the CEO and follow up on the lead farmers. The DACO's prepare and submit reports to the PACO. The PACO's prepare reports that they submit to the FISRI National Coordinator. The coordinator prepares reports for MACO, which are submitted to FAO whose role is to liaise with the funding agency.

The CEO's receive a monthly allowance of USD 200 from which they can pay for motor bike maintenance, fuel, stationery and other expenses. The CEO's thought the funds were adequate except those who had not received new motorbikes. The DACO office receives USD 200 for monitoring and evaluation purposes The DACO's found the funds to be too low for effective field monitoring of the FISRI. Given that FISRI activities are completely aligned to the MACO programmes, these funds supplemented the GRZ supervision funds.

The European Union FISRI monitoring mission observed the need for further strengthening of the monitoring systems to inform impact assessments. It is for this reason that MACO is strengthening its Monitoring and Evaluation Unit.

The delays in funds distribution to PACOs and DACOs were attributed to inefficient banking transactions. This was particularly the case when different banks had to be involved at the national and district level.

4.6 Sustainability

Projects implemented outside mainstream government can deliver results and pilot new technologies. They benefit, however, from being made part of government processes if the activities they support and the

outputs they produce are to be scaled-up. As such, the implementation of the TCP and the FISRI using government structures at national, provincial, district, camp and community levels is likely to facilitate long-term sustainability of the projects.

The Government-funded FISP is one avenue that can be tapped into sustaining the principles and practice of CA. The FISP currently relies on the MACO extension system to educate the farmers on how to use the inputs that are distributed. It would thus be useful for the FISP inputs to be delivered and applied in line with the CA principles. This would literally double the efficiency of fertilizer productivity, reduce the FISP cost per beneficiary, as less fertilizer would be required per unit area, and potentially increase the land under cultivation. This could also help the Government achieve its intended target of 600,000 small-scale farmers practicing conservation agriculture by 2015.

It was noted by different stakeholders that the sustainability of the FISRI CA activities will rely, to a large extent, on the Government's commitment to implementing its policy on CA adopted in 1998. MACO already has a manual on CA. As such, it is important that the Government consistently supports CA over time to ensure its sustainability. This requires including CA in the annual national budget to cater for training and logistics.

It was also noted that the provision of free inputs may become a heavy burden for MACO. The question of the need to continue free input distribution may have to be revisited and project exit strategies developed.
MACO should set up policies and systems that facilitate improved agricultural productivity so that the country becomes competitive in the region. As such, the MACO policies and operations should pull in, rather than crowd out, its partners.

5 MAIN LESSONS LEARNED AND RECOMMENDATIONS

- The study has confirmed that it is important that projects, such as the FISRI, **work through existing structures and entities and complement and build synergies and partnerships** with ongoing national and international projects to increase impact and enhance sustainability. This would also allow the scaling-up of successful project components. In addition, the mainstreaming of programmes in regular institutions, both public and private, will help tap into the institutional memories of each stakeholder to support the needs assessment for each programme that is being planned. This contributes to a more effective identification of perceived beneficiary needs and the improved choice of project activities and inputs to address these needs. The merging of emergency programmes into development oriented programmes should also be considered at the outset of operations.

- This study has clearly shown that it is **very important to recognise, utilise and build upon existing expertise in existing training programmes.** This facilitates building the capacity of staff in institutions that have long-term mandates. It is important that the CEO's become trainer of trainers in CA. It was reported that some CEO's also accessed the projects' input vouchers, which enabled them to run demonstration plots as a learning tool in addition to the demonstration plots set up by lead farmers and FFSs.

- The **inclusion of as many stakeholders as possible** in the planning process results in more relevant and acceptable programmes with a greater degree of local ownership.

- It is important to **strengthen farmer registration and follow-up mechanisms** in order to facilitate the identification of beneficiaries based on documented evidence. This farmer registration system ought to inform the coaching of farmers to progress from lower levels of production and technology to higher ones. This is especially important for non-emergency programmes like FISRI where beneficiaries are already asking for more assistance.
- There is a need to rethink the **categorisation of the farming community** in its totality so that agricultural programmes can be better targeted. This should also include recognition that some people may be in agriculture by default, but are not really farmers by orientation. Alternative programmes may be created for the latter to cater for their livelihoods or to re-orient them to adopt agriculture as a profitable business venture like any other economic undertaking.
- Recognising the existence of different farming systems and agro-ecological zones in Zambia, **most stakeholders perceive that conservation agriculture can play a role in increasing farm productivity and profitability**. However, it is **also important that a ready markets exists** to make the most of the incremental improvements in productivity and production that CA produces. Hence future projects need to consider addressing this issue.

- One market option that has been initiated is **the purchasing of locally produced products through the Zambia Commodity Exchange**. Another option worth investigating is investing in a national school feeding programme that can easily absorb much of what is considered as surplus produce. The WFP is already supporting this initiative. The surplus sometimes goes to waste. A national school feeding programme would be an investment as it has been internationally recognised to be a useful mechanism for improved child health and better school attendance and performance.

- The use of the vouchers in FISRI has illustrated how the **private sector can be encouraged – and partnered with –** at the local level, contributing to enhanced local economic development and the creation of more client-supplier relationships. There is a need for **advance planning on which inputs the farmers will purchase** so that agro-dealers can procure the inputs well ahead of the growing season. This would enable them to source inputs from the most cost-effective suppliers. The above will ensure that the farmers get the inputs on time.

- There is also a need to facilitate the **strengthening of agro-dealer networks** so that there is competition among them. This should improve service delivery to the farmers in addition to having a wider choice. This is because some agro-dealers inflated their prices as they had a guaranteed market through the voucher system.

- The **electronic voucher** has been implemented by CFU, CASPP, FISRI and the WFP and **was found to be more advantageous than the paper voucher**. One lesson learned is that it could be used for FISP input distribution. This would reduce the bureaucracy involved in subsidised input supply and stimulate competition among the agro-dealers. This would also encourage the development of agro-dealer networks, as FISP pumps at least USD 100 million into the economy every year through the procurement of agricultural inputs. The electronic voucher **can increase the turnaround time** of the agro-dealers' capital, facilitating better restocking of inputs. This can leverage the public funds that are invested in public infrastructure like roads and healthcare facilities for the SSFs.
- It is not effective to set up farmer-based organisation for the sole purpose of the FISP. **The viability of farmer-based organisations may be improved by their performance of more agricultural activities than the FISP mentioned above**. The experiences of the CACs like the Chimupati CAC in Serenje District, which negotiated and became a distributor for MRI[1] seeds, can be used to inform the CAC participation in service delivery and income generating activities. This type of entrepreneurship has the potential to contribute to local economic development and income for the CAC and provide greater cohesion of the CAC as a team in undertaking a business venture.
- The agro-dealer networks are profit-oriented and this informs their decision making on which locations to set up new shops. The dealerships are usually in areas where there is good interaction with the farming community and may leave out the outlying areas. **Mechanisms on how best to deliver goods and services to remote areas need to be studied and supported.** Avenues on how to build the capacity of agro-dealers to access resources need to be explored as their financial capacity is constrained by borrowing costs. Agro-dealers should be knowledgeable about the products they sell and their uses so that they can effectively extend knowledge to farmers on the input application.
- The programming for emergency interventions should be informed by the Zambia Meteorological Department seasonal forecasts, MACO's National Early Warning Unit work and the Disaster Management and Mitigation Unit's experiences. **The national disaster preparedness plans should include a menu of mechanisms that can inform the appropriate responses for each district**. This will enable quicker decision-making for responses to disasters. Non-emergency programmes should be well informed by conditions on the ground and the gestation period of the planning should be appreciated by planners so that it is built into the programme planning and implementation.
- The existing **country-wide recommended fertilizer application regime may need to be revised** taking into account the soil nutrient status in the three agro-ecological regions. Furthermore, changing rainfall patterns may also require **a review of the crop suitability for each region, district and camp.**
- Besides MACO at the national level, the **PACOs and DACOs are best suited** to harmonise the agricultural practices at provincial and district levels MACO has already formulated a national participatory agricultural extension manual that is available for all stakeholders. The Ministry is also reviewing the feasibility of setting up a national focal point to assist in harmonising the agricultural practices of the Government with those of its partners. An issue that needs to be addressed is that some partners bypass the MACO and work directly with farmers, which may lead to duplication of efforts or mixed extension messages that may "confuse" smallholder farmers.
- The sustainability of the FISRI activities should be encouraged by ensuring that farmers manage their farming activities as "a business" from which they reap profits. It is suggested that additional information on **business and farm management could be incorporated** into the CA training documents and manuals.

[1] MRI SEED is the first and only private seed company in Zambia that has bred locally and sells high quality maize seed that is extremely well adapted to the Sub-saharan region of Africa.

ANNEXES

ANNEX 1: NATIONAL CONSULTANTS' TERMS OF REFERENCE

Terms of Reference
Lesson Learning Activity in the context of ISFP

Under the direct supervision of the FAO Representative and in close collaboration with the Emergency Coordinator and FAO Project Managers involved in projects in Zambia the national consultant will be in charge of developing the field work and producing a comprehensive report with main findings and recommendations, more specifically he/she will be in charge of:

1. Review the status of implementation of Initiative on Soaring Food Prices (ISFP) projects in Zambia and identification of three representative areas where the lessons learning exercise will take place, in close consultation with the Project Managers, Emergency Coordinator and the FAO Representative.

2. Adapt and further develop the methodology provided to the national context, with the support of ISFP officers.

3. Stakeholder identification: identify the key people in the area involved or affected by the intervention: private sector, NGOS and other agencies working in the area of agricultural and rural development, farmer's organizations, etc.

4. Conduct interviews with key stakeholders identified and conduct participatory focus groups discussions with selected beneficiary farmers and farmer's organizations.

5. Produce a concise synthesis report of main findings for each of the study regions identifying: what works (best practices) and did not work, the most effective and efficient modalities, the critical gaps and opportunities and constraints for similar activities in the future and what should be done to make use of the opportunities and address the constraints.

6. Organize a national workshop with involved stakeholders to present the results of the field studies and collect their views and suggestions.

7. Summarize the main findings and recommendation issues of the field work and the national workshop in a clear and concise final report, identifying opportunities and constraints, and to serve as guidelines for this kind of interventions in the future.

This activity will be developed under the overall guidance of the Programme Officers of the Initiative on Soaring Food Prices (ISFP) and the Agricultural Policy Support Service (TCAS),

Duty station: Lusaka, Zambia, with extensive travel throughout the country as required, including remote rural locations.

Duration: 2 months

Qualifications: Agronomist or any related field with at least 5 years of field experience with agricultural development and/or relief operations.

All information used and documents revised/prepared are confidential and remain the property of FAO.

Annex 2: List of people consulted

NAME	INSTITUTION	POSITION	CONTACT (email)
Government Officials			
Mr. Alick Daka	Ministry of Agriculture and Cooperatives (MACO)	Deputy- Director, Crop Branch, Department of Agriculture	alick_daka@yahoo.com
Dr Hyde Haantuba	Agricultural Consultative Forum	Co-ordinator	acfs@microlink.zm
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Mr. Pablo Recalde	WFP	Representative/(FAO OIC)	Pablo.recalde@wfp.org
Mr. Christian Chomba	FAO	Assistant FAOR (P)	Christian.Chomba@fao.org
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Donor Representatives			
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Bazak Zakeyo	Delegation of the European Union	Programme Officer Economics and Rural Development	bazak-zakeyo.lungu@ec.europa.eu
Other (civil society, private sector)			
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Ms. Raffaella Rucci	Egypt National Child Rights	Liaison Officer	raffaella.rucci@encro.org
Ms. Ayah Aman	Shorouk newspaper	Journalist	aaman@shorouknews.com
Rob Munro	USAID PROFIT	Senior Market Development Advisor	rob@profit.org.zm
Mrs. Rose Zimba	Ronezi Enterprises	Director	
Mr. Charles Simulunda	MACO Chongwe	DACO-	
Mr. John Lungu	MACO Chongwe	Senior Agricultural Officer	
Mrs. Selley Namanje	MACO Chongwe	Camp Extension Officer Chainda Camp	
Mrs Oliver Phiri	Chongwe District	Lead Farmer FISRI	
Mr. Thomas Ndlovu	Chongwe District	Lead Farmer FISRI	
Mrs. Sarah Lungu Muyuya	Chongwe District	Lead Farmer FISRI	
Mr. Francis Malunga	Chongwe District	Lead Farmer FISRI	
Mr.Benson Nkulumbwe	Agrochem Chongwe	Areas Sales Business Assistant	
Mr. Coillard Hamusimbi	Zambia National Farmers Union	Head Outreach, Member Services and Administration	
Dr. Stephen Muliokela	Golden Valley Agricultural Research Trust	Director	
Mrs. Chuma	MACO – Central Province	Principal Agricultural	

NAME	INSTITUTION	POSITION	CONTACT (email)
		Officer	
Mr. Benny Tembo	MACO – Kapiri Mposhi	DACO	
Mr. Kanyanta Muchula	MACO – Kapiri Mposhi	Senior Agricultural Officer	
Mr Mubiana	Minelands Agro Dealers	Manager	
Mr. Chibo	Mukango Dealers	Proprietor	
Mrs. Jenifer Mulenga	MACO – Kapiri Mposhi	Camp Extension Officer – Ndeke Camp FISRI	
Mr. LF Kazembe	Smallholder Farmer Kapiri Mposhi	Lead Farmer – FISRI	
Mr Patrick Musonda	MACO – Kapiri Mposhi	Camp extension Officer Lukanga Camp CASPP	
Mr. Munyinda	MACO – Kapiri Mposhi	Farm Management Officer	
Winwell Yamba	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Oliver Kawaya	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Beatrice Njamba	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Gasmill Hamusonde	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Lenshina Hichikaka	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Justine Banda	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Charles Machila	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Gilbert Maingano	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Participating Farmer	
Daines Njovu	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Participating Farmer	
Joseph Mananga	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Participating Farmer	
Better Choonga	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Moonga	Smallholder Farmer, Lukanga Camp, Kapiri Mposhi District	Lead Farmer	
Benny Chimase	Smallholder Farmer, Lukanga Camp, Kapiri	Participating Farmer	

NAME	INSTITUTION	POSITION	CONTACT (email)
	Mposhi District		
Mr. K Mulenga	MACO- Serenje	DACO	kennedy@yahoo.com; 0977408730
Mr Mubita Mweetwa	MACO- Serenje	Farm Manager farm Training Centre	
Mr. Chela	MACO- Serenje	Senior Agricultural Officer	
Mrs. Priscilla Nambeya	MACO- Serenje	Food and Nutrition Officer	
Mr. Lengwe	MACO- Serenje	Crops Specialist	
Mr. Simonga	MACO- Serenje	Block Extension Officer, Muchinka Block	
Mr Titus Mwami	Smallholder Farmer	Beneficiary Farmer	
Mr Peter Kabamba	MACO- Serenje	Camp Extension Officer- Chimpati Camp	
Mr. Martin Mulenga	Chimupati Camp Agricultrual Committee, Serenje	Treasurer	
Mr Joseph Chobela	Chimupati Camp Agricultrual Committee, Serenje	Member	
Mr Emson Bwalya	Chimupati Camp Agricultrual Committee, Serenje	Secretary	
Mr. Boniface Chishimba	MACO Serenje	Camp Extension officer, Chibobo Camp	
Mrs. Beatrice Kalenga	Smallholder Farmer Chibobo Camp Serenje	TCP Beneficiary farmer	
Mrs. Eunice Mutoka	Smallholder Farmer Chibobo Camp Serenje	TCP Beneficiary farmer	
Mr. Lastone Bwalya	Smallholder Farmer Chibobo Camp Serenje	TCP Beneficiary farmer	
Boyd Chilekwa	Smallholder Farmer Chibobo Camp Serenje	Chair Chibobo Agricultural Camp	
Mr. Friday Sikombe	MACO- Petauke District	Acting SAO/Acting DACO	
Mr. Cheelo	MACO- Petauke District	Agricultural Specialist	
Ms. Jamila Lungu	Roches Business Centre	Sales Lady	
Ms. Evelyne Banda	Roches Business Centre	Sales Lady	
Mr. Ephraim J. Phiri	MACO- Petauke District	Camp Extension Officer, Chimutanda Camp, CASPP	
Mrs. Sarah Phiri	Smallholder Farmer, Chimutanda Camp, Petauke District	Lead Farmer – CASPP	
Mr. Moses Daka	Smallholder Farmer, Chimutanda Camp, Petauke District	Lead Farmer – CASPP	
Mr. Caephas Zulu	Smallholder Farmer, Chimutanda Camp, Petauke District	Lead Farmer – CASPP	
Mr Isaac Mwanza	Smallholder Farmer,	Lead Farmer – CASPP	

NAME	INSTITUTION	POSITION	CONTACT (email)
	Chimutanda Camp, Petauke District		
Mrs. Agnes Phiri	Smallholder Farmer, Chimutanda Camp, Petauke District	Lead Farmer – CASPP	
Mr. Evans Chileshe	MACO - Petauke	Camp Extension Officer, Kakwiya Camp, FISRI	
Mr. Simon Mwenda	Smallholder Farmer, Kakwiya Camp, Petauke District	Lead Farmer - FISRI	
Mr. Christopher Mwale	Smallholder Farmer, Kakwiya Camp, Petauke District	Lead Farmer – FISRI	
Mr. Mr. Fredrick Mwanza	Smallholder Farmer, Kakwiya Camp, Petauke District	Lead Farmer – FISRI	
Mr Tembo	Conservation Farming Unit, Petauke District	Field Supervisor	
Mrs. Robina Njovu	Agro Dealer	Proprietor	

Annex 3: List of participants ISFP Lessons Learned Workshop

ISFP Draft Lessons Learned Workshop
Held at
Chresta Golf View Hotel, Lusaka, Zambia
on 22nd October 2010.

Name	Organisation	Email address	Cell
Titus Kabongo	Namipeza Investment Chongwe	kabongot@yahoo.co.uk	0975 024363
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Rose N.M. Zimba	Ronezi Enterprise	ronezienterprise@yahoo.com	0977 711922
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Charles Simulunda	DACO Chongwe		0977379383
Mubalu Christine	MACO Chongwe		0979542544
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Gregory C. Chilufya	Consultant	gregory_chilufya@yahoo.com	

Annex 4: Checklist for Lusaka Key Informant interviews and Literature review

1. Did the project meet the priority needs of the producers?
2. Were the modalities adopted by the projects considered adequate by stakeholders? Which aspects worked and which did not and why?
3. What do they suggest as improvement for the future?
4. What can be learned from processes through which the support was designed? How inclusive was it? How much effort was done to identify the needs of those whom the support was provided? For example, stakeholder consultation and participation, institutional issues and constraints, donor consultations, communication and dissemination?
5. What kind of policy support and technical assistance were provided?
6. How integrated were FAO projects with other projects and programmes, including existing mechanisms and organisations in place?
7. Were the modalities adopted by the project supportive to a sustainable productivity of farmers and in particular to a sustainable access to inputs

Annex 5: Check list for district staff and literature review

1. Did the project meet the priority needs of the producers?
2. Were the modalities adopted by the project adequate for MACO at District, Camp and community levels? Were they adequate for private sector participation? Which aspects worked and which did not and what are your suggestions for improvement for the future?
3. How did you participate in the design of the project? What can be learned from processes through which the support was designed? How inclusive was it? How much effort was done to identify the needs of those whom the support was provided? For example, stakeholder consultation and participation, institutional issues and constraints, donor consultations, communication and dissemination?
4. What kind of policy support and technical assistance were provided?
5. How integrated were FAO projects with other projects and programmes, including existing mechanisms and organisations in place?
6. Were the modalities adopted by the project supportive to a sustainable productivity of farmers and in particular to a sustainable access to inputs?
7. What lessons have you learned from participating in the programme?

Annex 6: Checklist for Lead farmers and Literature review

1. How were you chosen to participate in the project?
2. What is your motivation for accepting to be a Lead Farmer?
3. What are the activities that you carry out?
4. Did you have the skills to undertake the activities a Lead Farmer has to do before being chosen as Lead Farmer?
5. What training have you received from the project?
6. Of what value are the skills you are taught?

7. What will you use the skills you have acquired for when there is no further project support in the future?

Annex 7: Checklist for Agro Dealers and Literature review

1. How did you get to know about the project?
2. How do you participate in the project?
3. What is your motivation for participating?
4. What training have you receive to participate in the programme?
5. What resources do you provide for the project activities?
6. What resources does government provide for your participation in the programme?
7. What effect would the termination of project activities have on your business?
8. What lessons have you learned from participating in the programme?