



Food and Agriculture Organization  
of the United Nations



## *“Strengthening linkages between small actors and buyers in the Roots and Tubers sector in Africa”*

### **WORK PLAN MALAWI**

#### **Introduction**

This document defines the work plan for the implementation of activities of the project “Strengthening linkages between small actors and buyers in the Roots and Tubers sector in Africa”. The project is funded by the EU under the intra-ACP programme and will be implemented by the Food and Agriculture Organization of the United Nations (FAO) in close collaboration with the Ministry of Agriculture, Irrigation and Water Development (MAIWD) and other partners in Malawi. The overall objective (development goal) to which the project will contribute is increased food security and incomes for small producers. In Malawi the project will focus on the cassava sector.

#### **Expected Project Outputs**

1. Existing national and regional strategies are aligned with initiatives supporting the development of improved regional market integration for the cassava sector.
2. Improved competitiveness and viability of cassava value chains through improved sustainable intensification of production and value chain coordination.
3. Access to information services and finance is improved for smallholders.
4. Small producers have access to climatic risk management instruments.

Inputs for this work plan were sourced from a rapid desk review and bilateral stakeholder consultations to identify related initiatives in the cassava commodity chain and R&T sector. This was followed by an inception workshop with representatives from government institutions, development partners, research institutes, NGOs, the private sector, financial institutions and farmers’ organizations.

Workshop participants were briefed on government policies and plans for the sector; an overview of the cassava commodity value chain with key challenges and opportunities, the project framework and a brief from each of the key stakeholder groups on their activities and how it related to the project framework. On the basis of these inputs stakeholders discussed the proposed project activities and identified gaps the project could address, areas to be reinforced, or proposed project activities that needed to be eliminated.<sup>1</sup>

The following short analysis of the cassava sector in Malawi and the work plan are the result of this process.

---

<sup>1</sup> For more details on the presentations and discussions, see the workshop report

## The cassava sector in Malawi

### Policy framework and government programmes

Traditionally agricultural development policies in Malawi have targeted maize as the main staple crop and tobacco, tea and sugar as the main export crops. However, now the government of Malawi is advocating crop diversification through the Malawi Growth and Development Strategies I & II, the Economic Recovery Plan (ERP) and the National Export Strategy (NES).

These policies are operationalized by the Agriculture Sector Wide Approach (ASWAp) and the Trade, Industry and Private Sector Wide Approach (TIPSWAp). The goal is to improve food and nutrition sufficiency and income at household and national level through the promotion of commercialization, agro-processing and market development. These policies are geared towards promoting smallholder competitiveness and increasing capacity to supply both domestic and export markets.

Within the Department of Crop Development (DCD) of MAIWD, cassava falls under the scope of the Horticulture Section. The Vision of the Ministry of Agriculture is for people to no longer view cassava only as the poor men's crop but also as an income-generating crop, while remaining important for food security. A new Seed Act and Policy Standards for cassava multiplication have been developed. Meanwhile, the Ministry of Trade, Industry and Private Sector Development is responsible for the registration and training of cooperatives and for creating an enabling environment for private sector operations in the country.

The Roots and Tubers Crops Innovation Platform (RTCIP) was established in 2010 with support from FAO and other organizations. The mandate of the RTCIP is to provide services in accelerating innovation and commercialization that will improve the contribution of roots and tuber crops to the social and economic development of Malawi. The RTCIP secretariat is under the MAIWD in the Department of Agriculture Research Services (DARS). The RTCIP has had no financial basis but the IFAD funded RLEEP project will now fund a full time national coordinator for two years (starting March 2015) and GIZ will provide a technical advisor.

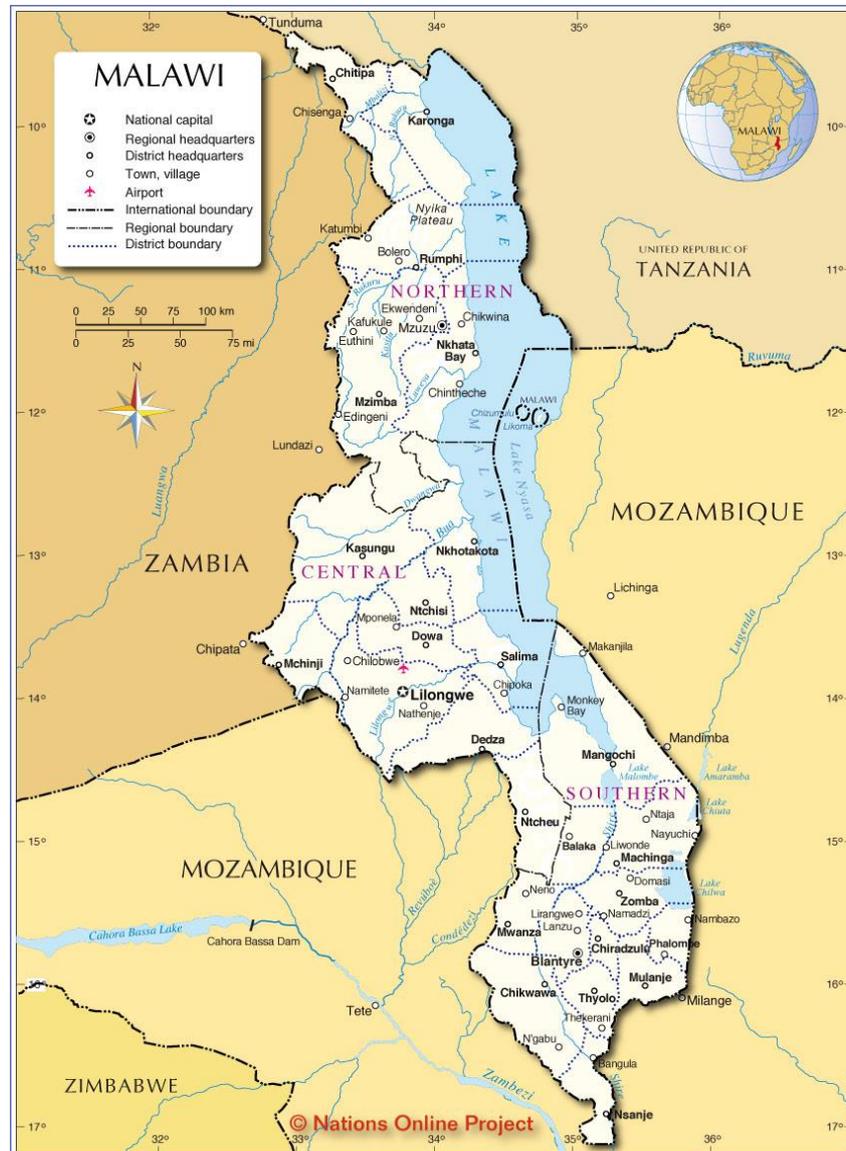
### Production and Seed system

Production of cassava in Malawi has almost tripled in 10 years from around 1,700,000 MT in 2003 to around 5,000,000 in 2013. This is thanks to both increased yields (from 15.7 MT/ha to 22.8 MT per ha) and increased area harvested. The remarkable yield increase is ascribed to a combination of the introduction of improved varieties and the expansion from marginal areas to new areas with better soil fertility. However, variability in farmers' yields is very high, with a survey in 2007 finding yields ranging from 8 MT/ha to 39 MT/ha.

Cassava is the second most important staple crop after maize, and it is the main staple crop in the lake shore districts (Karonga, Rumphu, Nkhata Bay and Nkhotakota).

The Department of Agricultural Research Services (DARS) is responsible for breeding, seed multiplication and dissemination of improved varieties. Local best varieties were released in 1980s and locally bred and introduced improved varieties were released since 1999. Mbundumali is the most preferred sweet variety (by farmer, consumers and commercially). However, Gomani, which is a bitter variety, is preferred in areas where cassava is the staple crop.

Among the major production constraints are cassava mosaic virus disease (CMD) and cassava brown streak virus disease (CBSD) which are both prevalent in Malawi. Farmers' access to improved varieties and clean planting material is still very limited due to a lack of multiplication capacity. This forces farmers to harvest in the period from August to October so they have cuttings to plant at the start of the rainy season.



### Value chain linkages, access to finance and climate risk management tools

For the fresh market, traders usually buy the whole field from farmers and transport the roots to the nearest retail market. Traders at large markets are accused of forming cartels.

For processed products, the largest market is formed by small scale bakeries and mandazi and kanyenya producers, with an estimated total potential demand, albeit fragmented, of an estimated 15,000 MT. However, bakeries, mandazi makers and shops selling flour need to be trained on using HQCF as a substitute for wheat. This was done successfully by FAO FSCA & ACP projects and the Cassava: Adding Value for Africa (C:AVA) Project in Nkhatakota and Salima districts. These projects also provided equipment and trained entrepreneurs to become SME cassava processors. In this value chain, farmers sell fresh roots directly to SME processors by the kg.

In an analysis by C:AVA , capital expenditure requirements for setting up an SME with equipment to produce sun-dried high quality cassava flour (HQCF) is only around US\$7,000, and the business is profitable even considering depreciation and maintenance.

The single largest potential market for HQCF would be the breweries, especially Carlsberg brewery. They would need to be supplied in large volumes. Currently only Universal Industries has a large HQCF production capacity with a flash dryer in Blantyre, which supplies the packaging industry and its own biscuit factory. Fresh roots come from a core 100 ha farm and from farmer cooperatives. However, the facility is operating below capacity (4MT/day requiring 20MT/day fresh roots) due to lack of supply of fresh roots.

An alternative would be to supply the dryer with wet cake produced by SMEs and farmer groups. This would reduce transport costs and increase the catchment area of the dryer up to 100 km, as far as the southern lake shore where more cassava is grown and farmers also have access to water in the dry season to wash the roots. When stored properly, wet cake also has a shelf life of a few months, which would make it possible to bridge periods of low fresh root supply.

Through a Public Private partnership with Universal, C:AVA is supporting farmer cooperatives around Blantyre to increase production and delivery to Universal through contract farming arrangements and plans to introduce the wet cake delivery alternative.

In the chips or grits value chain, farmers peel and cut the cassava manually or SME processors use motorized chippers. They sell the chips to large scale processors who mill them into industrial grade flour (IGCF). The processors such as Rab Processors that use IGCF for the lower quality biscuits complain about quality of the supplied chips. There seems to be not much potential for growth of the chips or grits market in the short term as it is not competitive enough to replace maize in poultry feed for example.

In general, access to financial services in rural areas is increasing thanks to a growing microfinance sector and Savings and Credit Cooperative (SACCOs). OIBM also launched mobile banking services in 2008 and National bank of Malawi (NMB) and NBS Bank followed. However, most banks have no experience with the cassava sector and only MFIs like Opportunity International Bank (OIBM) sometimes provide loans to cassava farmers.

Recent droughts and floods testify of the vulnerability of Malawi to climate and weather related risks. Cassava is considered a climate smart crop as it is able to resist droughts better than most other crops. However, yields will still be affected by adverse weather conditions, and when other crops fail more, cassava will be consumed by rural households leaving fewer surpluses for processing industries. However, cassava is currently not included in the analysis of climate impacts on inter-annual production variability.

## Proposed activities for Malawi

*The project will build on achievements from the earlier FAO project in Malawi.*

### **Output 1. National and regional strategies are aligned with the development of improved regional market integration for the cassava sector**

Many policies and strategies have been formulated recently geared to crop diversification and increased competitiveness of smallholders, which will also benefit the cassava sector. However, policies are scattered and implementing them is often a challenge. The Roots and Tubers Crops Innovation Platform (RTCIP) could play an important role in the R&T sector, but the capacity of some of its members to participate effectively is low.

The following activities will address these issues:

#### **Sub-output 1.1 Enabling policy, legislation and institutions strengthened**

- Mapping and analysis of key policies and institutional arrangements affecting domestic and regional trade in cassava and cassava products; analysis of weaknesses and misalignments; identification of required reforms, including gender sensitive reforms. Policies to consider include: cooperative policy, trade and industrial policy, SME policy, seed act, trade laws, agricultural laws. Particular attention should be given to their implementation and enforcement.
- Based on the outcome of the mapping and analysis, a training workshop will be organized for members of the RTCIP and for additional staff from relevant ministries.

#### **Sub-output 1.2 Capacity to formulate and implement agri-food sector strategies improved**

- Following the training, the project will support the RTCIP to develop a cassava strategy.
- During the rest of the project duration, follow-up support will be provided towards the implementation of the strategy, in collaboration with the RLEEP project and GIZ

Key partners: RTCIP, MAIWD, MTIPSD, RLEEP, GIZ, C:AVA

#### **Outputs:**

- Analysis of key policies and institutional arrangements
- Increased technical capacity of RTCIP members
- Cassava sector development strategy

### **Output 2 Improved competitiveness and viability of cassava value chains through improved sustainable intensification of production and value chain coordination.**

The past support to SME processors selling HQCF to shops for the small scale bakeries and mandazi makers has successfully created employment opportunities and income for cassava farmers, but is still confined to a small geographic area. Furthermore, there are opportunities for more farmer cooperatives to sell fresh roots to Universal Industries Ltd.(UIL) and to explore the alternative of local cooperatives and SMEs producing wet cake to supply to UIL. C:AVA is providing support to both chains but there is a need to scale out this support to other SMEs and cooperatives.

To meet existing and potential demand, cassava production volumes have to increase further. The main constraint is the lack of availability of clean planting material of high-yielding varieties with the characteristics demanded by the market, due to insufficient capacity of government institutions and farmer organizations for varietal cleaning and rapid multiplication.

The following activities will address these issues:

### **Sub-Output 2.1 Inclusive business model development for domestic and regional procurement**

#### a) Large processor business model in the south

- Detailed feasibility study for wet cake supply to Universal Industries, including assessment of various options for organizational arrangements (e.g. processing by cooperatives, lead farmers or independent SMEs), production calendars, transport arrangements etc. For the most promising options, farmer groups (preferably in Mulanje or Zomba district), processors and other supply side actors will be identified to participate in a pilot.
- The results of the feasibility study will be discussed with Universal and follow-up meetings between Universal and the identified supply side actors will be organized to create mutual trust and understanding of needs and requirements and to progressively prepare for the pilot operations.
- Linkages with potential investors (MFIs, AgDevCo, MICF etc.) will be facilitated for loans or grants to invest in graters and presses and working capital for the supply side actors.
- Support will be provided to the development of contracts between the various actors in the pilot
- Support will continue during the pilot to facilitate coordination between the actors, and training to farmers, farmer groups, and SMEs will be provided under output 2.2, 2.3 and 2.4.
- After the first year of the pilot, results will be evaluated in a participatory approach and support provided to find and implement solutions for identified problems and to improve efficiency.

#### b) SME business model along the lake shore (Nkhotakota and Nkhata Bay) and Lilongwe

- Appraisal of existing SME business models. This will capture the development of turnover and volumes achieved over time, when the break-even point was reached, profitability in the face of interest on loans for the purchasing of equipment, etc. as well as what an acceptable interest rate would be. In addition, activities will gauge how business skills and the need for training and coaching have developed over time, both on the producer and buyer side (wheat substitution).

The appraisal will lead to recommendations on how the model can be replicated in other districts (out-scaling), which investments could be taken over by the financial services sector and which will continue to depend on project/donor support.

The following out-scaling activities are envisioned, but they will be adapted according to the lessons learned from the analysis of existing SMEs:

- Entrepreneurs will be identified through an open application and screening process, as was used for the FSCA and ACP projects.
- These entrepreneurs will be trained in the basics of the cassava value chain. Visits will be organized to successful SMEs trained under the former projects (FAO & C:AVA). The entrepreneurs will be asked to commit themselves to develop a cassava processing SME through the signing of a MoU with the project and to enrol in the rest of the training and support programme. They will receive further training on processing and business management under sub-output 2.4.
- The project will facilitate linkages with MFIs or other projects for loans or grants (depending on the results of the analysis of existing SMEs) to buy equipment and for working capital.

- The project will sensitize people in the area of the selected entrepreneurs on the possibilities of substituting wheat with cassava flour by radio and other appropriate mass media. Subsequently, the entrepreneurs will be supported to identify farmer groups in the area to supply the fresh roots and to identify potential buyers of HQCF (shopkeepers, bakeries and mandazi makers) who will be trained under sub-output 2.2 & 2.3 and 2.4.
- The project will facilitate contract negotiations between entrepreneurs, buyers and farmer groups
- At the end of the first harvest and processing season, the results will be evaluated in a participatory approach and support will be provided to find and implement solutions to identified bottlenecks.
- A regional workshop will be organized to learn lessons from the implementation of the business models and to identify recommendations for policy-makers for upscaling good practices. This will result in a report on good practices and policy guidance on the promotion and bringing to scale of inclusive business models in the roots and tubers value chain.

Key partners: C:AVA, Land O'Lakes, Universal Industries

### **Output 2.2 Sustainable market-led production intensification**

- Update existing studies on the status of the cassava seed system, inputs and agronomic practices, taking into account new challenges like the cassava brown streak disease and quality requirements from different markets (fresh, processing etc.).
- Regional workshop to learn from African countries where cassava seed systems work well.
- Based on this update, in collaboration with the Department of Agricultural Research Services (DARS), International Institute of Tropical Agriculture (IITA), Lilongwe University of Agriculture & Natural Resources (LUANAR), the Department of Crop Development (DCD) and the RTCIP, develop a strategy to increase farmer access to high yielding varieties and clean planting materials suited to prevailing agro-ecological contexts and end uses. This strategy may then be used to attract investment in multiplication and varietal cleaning capacity in the country.
- Support DARS and LUANAR in cleaning and dissemination of disease-free cassava cuttings.
- Update Farmer Field School (FFS) modules for cassava reflecting the identified new challenges and technical knowledge, and include rapid multiplication techniques and harvest forecasting in the curriculum. In addition, include weather and seasonal climate information products developed under output 4.1
- Training of trainers for the FFS programme in the districts where the farmer cooperatives selected under sub-output 2.1 are located. Buyers will also be invited to the training to explain their needs in terms of varieties (bitter or sweet, starch content, fibres etc.), harvesting periods, delivery volumes, post-harvest handling etc.
- Train farmers of the farmer groups selected under sub-output 2.1 using the FFS approach in the adoption of environmentally sound agronomic practices, input use efficiency, natural resource management, control of biotic stress agents (CMV, CBSD), use of high-yielding varieties with characteristics that respond to buyers' demands, production planning and rapid multiplication techniques of clean planting material.
- A regional workshop will be organized to exchange lessons on improved sustainable production technologies and improving access to clean planting materials and high-yielding varieties.

Key partners: DARS, DAES, IITA, LUANAR, DCD, C:AVA, RTCIP, (Total Land Care)

### **Sub-Output 2.3 Producer organization skills enhanced in agribusiness management practices**

- Two year training programme for Farmer Organizations selected under 2.1, including female leaders, on agribusiness management practices, building on materials developed under the ACP project and customized to the local context. The training will include proper crop forecasting and estimation of volumes to avoid failing to deliver agreed quantities. Literacy, numeracy and interpersonal skills training will be offered as necessary.
- Organize exchange visits to farmer organizations already successfully supplying Universal Industries or SME processors.
- Share lessons and tools for agribusiness capacity building for farmer organizations with LUANAR and discuss options to use it in their training /educational curricula.

Key partners: Implementing NGO (e.g. Total Land Care, Land O'Lakes, Technoserve, ACDI/VOCA)  
C:AVA, LUANAR

#### **Sub-Output 2.4 Strengthened SMEs in value addition and better business practices**

- Training for processing SMEs identified under 2.1 in equipment operation and maintenance, good manufacturing practices and HACCP, quality monitoring tools, product development, packaging and marketing, agribusiness management.
- Training for identified buyers of HQCF in Nkhata Bay, Nkhotakota and Lilongwe (shopkeepers, bakeries and mandazi makers) on the use of HQCF as wheat substitute.
- Capacity building of the national cassava processor association, which groups SME processors; training on collective bargaining power and support for their effective participation in the RTCIP.

Key partners: NGO (e.g. Total Land Care, Land O'Lakes, Technoserve, ACDI/VOCA), C:AVA

#### **Outputs under output 2**

- Feasibility study for wet cake supply to flash dryer
- Farmer organizations and SMEs are linked to financial service providers and obtain grants or loans for investments in cassava production and processing
- Contracts between farmer organizations and SMEs and between SMEs and buyers of HQCF
- Evaluation reports of pilot deliveries and the first operational season of the supported SMEs and supply chains
- Updated status of the cassava seed and production system
- Strategy to increase farmers' access to clean planting materials and high-yielding varieties
- Increased farmer capacity to produce cassava in response to market demand
- Increased capacity of farmer organizations in agribusiness management and to supply processors with fresh cassava according to demand
- Existing and new SMEs improved or acquired technical and managerial capacity in cassava procurement, processing and marketing operations
- Shopkeepers, bakeries and mandazi makers know how to use HQCF as a substitute for wheat flour in their products
- Increased capacity of NCPA to effectively represent SME members in the RTCIP and policy dialogue

#### **Output 3 Access to information and financial services is improved**

Although the growing microfinance sector is improving access to financial services for farmers and SMEs, knowledge about commercial potential of cassava is limited and most commercial banks have

never dealt with the sector at all. Stakeholders in the cassava sector are currently not aware of any projects that are addressing access to financial services for actors in the cassava chain.

The following activities will address this issue:

### **Sub-output 3.1 Inclusive financial instruments for smallholder developed**

- Identify information gaps at financial service providers on the cassava sector and identify ways to address this, involving representatives of producers, processors, the financial sector and the Ministry of Trade.
- Convene meetings between producer groups identified under 2.1 and local financial service providers to exchange information on their business models and ensure better mutual understanding to make investments, manage risk and shape financial products.
- Training to financial service providers on value chain finance approaches to develop inclusive financial instruments suitable to stakeholders in cassava value chains. The training will draw on local experts knowing the context and regulations and external experts.
- Training to farmer groups and SMEs identified under 2.1 on financial literacy and management and on the preparation of business plans in order to obtain loans or matching grants.

### **Sub-output 3.2**

- Conduct round-table discussions with agribusiness and financial service providers and value chain stakeholders to conduct risk assessments and design investment strategies for better financial services in the cassava sector.
- Share lessons with ministries and financial regulatory bodies on legal frameworks and enabling environments that improve access to finance and inclusive investment in food staple value chains.
- Training to financial service providers, farmer groups and SMEs identified under 2.1 on contract farming and term loan options and implications.

Key partners: Malawi Microfinance Network

### **Outputs:**

- Financial service providers have increased knowledge of the needs of the cassava sector for financial services
- Inclusive financial service instruments suitable for the cassava value chains
- Improved capacity of farmer organizations and SMEs to access financial services and to negotiate and participate in contract farming arrangements
- Increased capacity of service providers to conduct risk assessments and design investment strategies

### **Output 4 Climate change risk management tools**

Cassava is currently not included in the analysis of climate impacts on inter-annual production variability. However, it will be important to understand the impact of climate change on cassava

productivity and on how its use for household food security affects the availability of cassava for marketing and processing.

The following activities will address this gap.

#### **Sub-output 4.1 Climate information services developed**

- Work with the Department of Climate Change and Meteorological Services (DCCMS) to include cassava in their analysis of climate impacts on inter-annual production variability and price fluctuations and to analyse climate impacts on smallholder decisions related to production and marketing versus household consumption of cassava.
- With DCCMS, design weather and seasonal climate information packages with information on potential impacts on crops, including roots and tubers, and work with Airtel for distribution, possibly to integrate this with other information weather related information systems. The information products will also be made available to the FFS programme implemented under output 2.2.

#### **4.2 Climate risk management tools developed**

- Based on analysis under 4.1, development of location specific risk management strategies using historical area specific weather data for the last 30 years or longer.
- Training of frontline extension workers and lead farmers on the use of climate information disseminated under 4.1 and on climate risk management tools to reduce production variability.

Key partners: DCCMS

Outputs:

- Cassava is included in climate impact analysis by DCCMS
- Cassava farmers receive value added climate information
- Location specific climate change risk management strategies

#### **Implementation arrangements**

Implementation will begin as soon as the work plan has been validated and will be updated on an annual basis and after the mid-term evaluation.

Implementation arrangements will depend on the type of activity, as indicated in the following table. Oversight will be assured by the project focal point within the Ministry of Agriculture. Activities will be carried out in close collaboration with key partners as indicated above, to avoid duplication of efforts and reinforce synergies.

Project coordination will be assured by the project coordinators in Rome and Accra as well as by the FAO Representation in Malawi.

## Proposed Activity schedule, implementation modalities

Act. N° prodoc	Activity	Implementation modality and partners	2015	2016	2017	2018
all	Preparatory consultation & project inception workshop					
<b>Output 1 Strategies are aligned with regional market integration</b>						
<b>1.1 Enabling policy, legislation and institutions</b>						
1.1 i	Mapping and analysis of key policies and institutional arrangement affecting domestic and regional trade of cassava.	Consultant Partners: Ministries, RTCIP, RLEEP, GIZ, C:AVA	X			
1.1 ii	Training workshop for RTCIP and ministry staff based on results of the analysis.		X			
<b>1.2 Capacity to formulate and implement agri-food sector strategies</b>						
1.2 i	Support to RTCIP to develop a cassava strategy			X		
1.2 ii &iv	Support to RTCIP to implement the cassava strategy			X	X	
<b>Output 2 Improved competitiveness of the cassava value chain</b>						
<b>2.1 Inclusive Business model development</b>						
<i>a) Large processor business model</i>		<i>Consultant contract</i>				
2.1 ii	Detailed feasibility study for wet cake to supply Universal Industries and identification of farmer groups, SME processors and other actors		X			
2.1 iii	Producer-buyer meetings between Universal and identified supply side actors to create mutual understanding		X			
2.1 v	Facilitation of linkages with potential investors for equipment and working capital loans		X			
	Support to the development of contracts between the various actors in the pilot		X			
	Support during the pilot to facilitate coordination between the actors (training under 2.2, 2.3 and 2.4)			X		
	Participatory evaluation of the first year of the pilot and assistance to implement solutions for identified bottlenecks			X	X	

Act. N° prodoc	Activity	Implementation modality and partners	2015	2016	2017	2018
	<i>b) SME business model</i>	<i>Support through LoA with NGO</i>				
	Identification of entrepreneurs in Nkhatakota, Nkhata Bay and Lilongwe districts	Application and screening process (using FSCA&ACP project approach)	X			
	Basic training of entrepreneurs and visits to successful SMEs trained under former projects: entrepreneurs to sign MoU with project		X			
	Facilitation of linkages with local MFIs for loans or other projects for grants for equipment and working capital		X			
	Sensitization campaign on use of HQCF as substitute for wheat. Support to identify cassava farmer groups and buyers of HQCF (shops, bakeries and mandazi makers etc.)		X	X		
	Facilitation of contract negotiations between entrepreneurs, buyers and farmer groups			X		
	Participatory evaluation after first year of operations and support to implement solutions for identified bottlenecks			X	X	
2.1 vi, vii 2.3 v, 2.4 v	Regional workshop (with Cameroun, Benin, Ghana and Côte d'Ivoire) to learn lessons and identify recommendations for policy makers for upscaling					X
<b>2.2 Sustainable production intensification</b>						
2.2 i	Update existing diagnostic studies on the status of the cassava seed system, inputs and agronomic practices, considering CBSD and changing market requirements		X			
2.2 vii	Regional workshop on cassava seed systems			X		
2.2 iii	Develop a strategy to increase farmer access to high yielding varieties and clean planting materials	With DARS, IITA, LUANAR, DCD, RTCIP		X		
2.2 vi	Support DARS and LUANAR in cleaning and dissemination of disease-free cassava cutting		X	X		
2.2 iv	Update FFFS modules, including rapid multiplication techniques		X			

Act. N° prodoc	Activity	Implementation modality and partners	2015	2016	2017	2018
2.2 v	Training of trainers for the FFS programme	Invite buyers	X			
2.2 ii	Train farmers using the FFS approach			X	X	
	<b>2.3 FO agribusiness management skills</b>					
2.3 i & ii	2-yr training programme for FOs, including female leaders on agribusiness management practices	LoA Land O'Lakes Coordination with C:AVA		X	X	
2.3 iii	Organize exchange visits to farmer organizations already successfully supplying Universal Industries or SME processors.	Consultant (UIL) Land O'Lakes (SMEs) Coordination with C:AVA		X	X	
2.3 iv	Share lessons and tools on agribusiness capacity building for farmer organizations with LUANAR and discuss options to include it in their training	FAO project team with LUANAR			X	
	<b>2.4 SME value addition and management skills</b>					
2.4 i	Training for entrepreneurs/SMEs in equipment operation and maintenance, HACCP, packaging, quality monitoring, marketing, logistics and business and financial management			X	X	
[2.4 ii]	Training for identified buyers of HQCF (shopkeepers, bakeries, mandazi makers) on the use of HQCF as wheat substitute			X		
2.4 iii	Capacity building of the National Cassava Processors Association and support to their participation in the RTCIP		X	X	X	
<b>Output 3 Access to financial services</b>						
	<b>3.1 Inclusive financial instruments developed</b>					
3.1 i	Identify information gaps at financial service providers on the cassava sector and solutions		X			
3.1 ii	Convene meetings between producer groups and local financial service providers for better mutual understanding		X			
3.1.iii	Training to financial service providers to develop inclusive financial instruments for the cassava value chains			X		
3.1 iv	Training to farmer groups and SMEs on financial literacy and financial management			X		

Act. N° prodoc	Activity	Implementation modality and partners	2015	2016	2017	2018
	<b>3.2 Strategies for increasing investments</b>					
3.2 i	Conduct round-table discussions with agribusiness and financial service providers and stakeholders to conduct risk assessments and design investment strategies				X	
3.2 ii	Share lessons with ministries and financial regulatory bodies on legal frameworks and enabling environments that improve access to finance				X	
3.2.iii	Training to financial service providers, FOs and SMEs on contract farming and term loan options			X		
	<b>Output 4 Climate change risk management tools</b>					
	<b>4.1 Climate information services</b>					
4.1 i	Include cassava in analysis of climate impacts on inter-annual production variability, price fluctuation and smallholder decisions on production and cassava utilisation	In collaboration with DCCMS	X			
4.1 ii	Design climate information packages for cassava producers and processors	With DCCMS and Airtel		X		
	<b>4.2 Climate risk management tools</b>					
4.2 i	Based on 4.1i develop location specific risk management strategies			X		
4.2. ii	Training of frontline extension workers and lead farmers on the use of climate information and climate risk management tools			X	X	
4.2 iii	Regional workshop to exchange lessons on value added climate information services and location specific risk strategies					X

**This document is unedited and made available as presented by its authors.**

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO, 2015

FAO encourages the use, reproduction and dissemination of material in this information product. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that appropriate acknowledgement of FAO as the source and copyright holder is given and that FAO's endorsement of users' views, products or services is not implied in any way.

All requests for translation and adaptation rights, and for resale and other commercial use rights should be made via [www.fao.org/contact-us/licence-request](http://www.fao.org/contact-us/licence-request) or addressed to [copyright@fao.org](mailto:copyright@fao.org).

FAO information products are available on the FAO website ([www.fao.org/publications](http://www.fao.org/publications)) and can be purchased through [publications-sales@fao.org](mailto:publications-sales@fao.org).