

ZAMBIA CASSAVA SECTOR STRATEGY DEVELOPMENT IMPLEMENTATION PLAN FINAL DRAFT JUNE 2010										Costing	
Objective	sub-objective	Activity	Beneficiaries	Leading Institution	Potential Implementing partners	Resources needed	Progress indicators	TOTAL USD			
1	IMPROVE INFORMATION FLOW AND KNOWLEDGE MANAGEMENT FOR ENHANCED DECISION-MAKING IN THE CASSAVA SUB SECTOR	To define data and information needs and improve their collection	1.11 - Year 1	<p>Identify value chain actors: Create a database with the names and contact information of all actors in the value chain, including buyers using different channels, support services and organisations, and processors (actual and potential) to be periodically updated.</p> <p>Define type of data to be collected, review available sources of information and develop an updatable cassava relational database. Data and information will have to be organized as follows:</p> <p>-Supply side information Total acreage of planted cassava per year and per province Total estimated production (volume and yields) of cassava per year and province Farmers to provide information on cassava varieties planted, ZARI must provide varieties developed, released and adopted Update farmer listings and farmers register with a focus on cassava Mapping of current farming organisations and services provided Mapping of current production systems and socio-economic characteristics of farmers' types</p> <p>-Demand side information: Existing and potential buyer listing, buyer requirements (price, timing of delivery, quantity required and varieties, availability of transport, intermediaries used)</p> <p>Define survey tools by adapting existing census questionnaires and creating additional targeted surveys and other tools to elicit data from wholesalers, processors, commercial farmers and consumers to create baseline information and update the relational database and other existing data bases</p>	Farmers, processors, consumers, traders, industrial users	MACO- Dept of Planning & Policy/ Agribusiness.	ACF/FSRP, PAM, Millers Association, Farmers Association, CSO, ITC, CORPODRP, CODER	Consultancy, human resource, office equipment, stationery, vehicles	Data to be collected identified, Database developed (Development stages of an updatable and relational database)	20,000.00	20,000
			1.12 - Year 2	<p>Define and undertake three types of market research</p> <ol style="list-style-type: none"> On an annual basis, survey investigate the total quantities of cassava and subproducts consumed in Zambia for each of the existing distribution channels (human consumption, animal feed, industrial) Market potential and demand survey at domestic and international levels (Angola, Namibia, Great Lakes Region, Europe, Asia and USA) Consumer preferences to understand consumer patterns of cassava products and those which can be substituted by cassava (volume bought, price, type of consumer buying etc) <p>Market research to be done by adopting a value chain approach for all analysis and processing procedures to generate information, using a holistic value chain map</p>	Sector stakeholders	ZDA, MACO	ITC, FAO, CODER	Consultancy, Market research fees	3 mkt briefs in 2010 updated every 5 months	120,000.00	120,000
			1.13 - Year 2	<p>Identify existing government agencies or sector associations that could collect, maintain and/or disseminate identified components of database information and establish agreements and commitment to this role in the cassava strategy.</p> <p>Assess possibility of private sector provision of data collection, maintenance and/or dissemination, select potential partners, and establish agreements and commitment to this role in the cassava strategy.</p> <p>Develop a strategy for the provision of market intelligence and its use in the development of Cassava Value Chain through participation and equity among stakeholders</p>	Sector stakeholders	Cassava Sector Coordination Unit (CSCU)	ACF	Administrative, Communication tools	No. of broadcasts done, No and type of IEC materials produced No of identified institutions and achieved agreements to play the role Information provided by the strategy to improve the value chain development	20,000.00	20,000
		Ensure high quality of data and information and set commercial targets per segment	1.21 - Year 2	Adopt the value chain approach and run periodic focus groups with different value chain actors to validate and analyse information	All stakeholders	MACO	ZDA, ITC, ILO	None	Value chain approach incorporated in both support institutions and stakeholders organizations	20,000.00	20,000
			1.22 - Year 2	To develop a decision-support system for all segments of the value chain, integrating biophysical (GIS) and Socio-economic components to make decisions based on a value chain approach (This system should be maintained with a consistent data input from market, services, infrastructure on local basis)	All stakeholders	Central Statistical Office, ZDA, MACO	Sector stakeholders, ITC, CORPODRP	Training consultants/fees	No of components of the decision support system developed and being used by others objectives of the strategy	120,000.00	120,000
			1.23 - Year 3	Build capacity in data collection and analysis for all the value chain actors to improve knowledge and contribute to effective participation in the development of the sector.	All stakeholders	MACO	ZDA and Central Statistical Office	None	No of selected potential participants	40,000.00	40,000
		Dissemination of updated data on a timely and targeted basis	1.31 - Year 2	<p>Identify existing key players in information dissemination using a two way participatory approach.</p> <p>Develop dissemination techniques according to the targeted stakeholder and the type of information to be supplied: -Develop appropriate dissemination techniques for farmers and farmers associations. -Identify targeted and sample information (like prices) and disseminate through radio, SMS and community meetings</p>	Producers, processors, Marketers	MACO-NAIS ZDA	Farmer associations, ZAMCOM, Community radio stations, PLARD	Human resource, Communication equipment, IEC material	No. of key players identified No of dissemination techniques for each stakeholder and No of radio messages, sms agreement to be used by stakeholders and No of community meetings to disseminate information	50,000.00	50,000
			1.32 - Year 3	<p>Validate, adapt or develop dissemination techniques and approaches, considering their cost-effectiveness and success.</p> <p>Create a multi-level approach for information dissemination that starts from regular meetings among representatives of value chain stakeholders in order to provide information on quantities supplied and demanded, varieties and prices for farmers to be able to plan their production and be aware of market outlet</p> <p>Employ different channels of information dissemination: - Radio (national and community) and television - Media institutions (public and private) - Group fora and farmer associations - Investigate on the feasibility of dissemination through the web or via mobile phones</p>	Producers, processors, Marketers	MACO-NAIS	Farmer associations, ZAMCOM, Community radio stations, PLARD	Human resource, Communication equipment, IEC material	Techniques developed, multi-level approach dissemination approaches developed	100,000.00	100,000
		To develop and enhance promotional campaigns for Cassava	1.41 - Year 1	<p>Develop a participatory Communication branding and promotional strategy to raise awareness and stimulate consumption at national and international levels.</p> <p>Target of campaign: Government, Private investors, Hospitality industry and other users of cassava.</p> <p>Develop promotional materials to communicate contribution of Cassava sector to farmer and consumer community livelihoods.</p>	Consumers, processors, Government	Cassava Sector Coordinating Unit	PAM, ZNFU, Sylva catering, Animal feed companies, Millers, NFNC, MACO-Agribusiness and Marketing dept, ITC	Lobby groups, forum	No. of components of the communication and branding strategy No of promotional material developed, published and distributed among targets of campaigns	160,000.00	160,000
			1.42 - Year 1	Develop and deliver awareness raising materials on activities related to use, process, business benefit, and market potential for Cassava.	Consumers, processors, Government	MACO-Agribusiness and Marketing dept	PAM, ZNFU, Sylva catering, Animal feed companies, Millers, NFNC, CORPPDRP	Consultancy, Promotional materials, Broadcasting services, (mass media)	Increased usage of Cassava products, No. of awareness activities. No of awareness raising materials and activities develop and delivered	100,000.00	100,000
			1.43 - Year 1	Undertake a cassava based food buffet for high level policy makers.	All stakeholders	Cassava Subsector Committee	PAM, ZNFU, Sylva catering, Animal feed companies, Millers, NFNC, CORPPDRP	None	No. and type of IEC materials distributed	20,000.00	20,000
			1.45 - Year 1	Promote food recipes that use cassava through mass media, super-markets and hospitality industry. Organise 'cassava campaigns' for the public and private sector	All stakeholders	Cassava Subsector Committee	PAM, ZNFU, Sylva catering, Animal feed companies, Millers, NFNC, CORPPDRP, WFP, ILO	Promotional Materials	Selected and disseminated recipes No of encouraged Chef and designed menus No of trained cooks	50,000.00	50,000

Objective	sub-objective	Activity	Beneficiaries	Leading Institution	Potential Implementing partners	Resources needed	Progress indicators		
2	Improve access to finance to 80% of sector stakeholders by 2015 and ensure necessary funding for the implementation of the strategy	Undertake a finance and risk profile for cassava	<p>Undertake a Finance and Risk profile for the Cassava sub-sector.</p> <p>The finance profile will include:</p> <ul style="list-style-type: none"> Overview of the current situation on the supply of finance to the agricultural sector including cassava. Review financial schemes available and possibility of extending those schemes to the cassava sector (functioning, type of products, interest rates, required collateral obligations) Demand side assessment of finance needs of all stakeholders in the cassava value chain (short term financing with a focus on: hired labour, acquisition of improved varieties and long term financing with a focus on needs for storage facilities and first processing machinery) Review of existing market linkages (farmer and buyer) and ways to enhance and stabilize them in order to boost access to finance and investment in the sector. Emphasis should be placed on financial mechanisms that allow banks to provide money to farmers upon delivery of products <p>The risk profile will include:</p> <ul style="list-style-type: none"> Overview of the risks affecting cassava value chain stakeholders; weather vagaries affecting production such as flooding; price fluctuations affecting both buyers and farmers earnings; pest and diseases affecting cassava yields; any other source of risk affecting cassava sector functioning at the different levels, micro (household level), meso and macro 	The entire Cassava sector (farmers, processors, retailers, financial institutions, Ministry of Finance and Ministry of Agriculture)	MACO-Agribusiness and Marketing dept, Zambian Development Agency, Zambian Development Bank	Ministry of Commerce, Trade and industry, FAO, AFRICARE, Madison Premier Finance	Consultancy	A finance and risk profile for the cassava sector at the end of the second quarter	20,000.00
			<p>Undertake a finance and risk profile for the Agri-Business Centres as described in Objective 5.1 of the Strategy</p>	The entire Cassava sector (farmers, processors, retailers, financial institutions, Ministry of Finance and Ministry of Agriculture)	MACO-Agribusiness and Marketing dept, Zambian Development Agency, Zambian Development Bank	Ministry of Commerce, Trade and industry, FAO, ITC, AFRICARE, Madison Premier Finance	Consultancy	A finance and risk profile for the business centers at the end of the second quarter of 2010	20,000.00
		Develop financial services for the sector and ensure delivery mechanisms target all stakeholders	<p>Develop a risk management and financial strategy for the cassava sector and for the agribusiness centres described in Objective 5.1:</p> <ul style="list-style-type: none"> Drawing from the "Risk and Finance profile" in Sub-Objective 2.1, design specific tools to mitigate stakeholders risks and develop alternative forms of collateral to compensate the lack of guarantee (land titles) to access credit. Among the tools to be investigated: <ul style="list-style-type: none"> Mutual funds Guarantee funds, Production contracts, Toprotic agreements between banks, processors and farmers, Saving and credit groups at community level and other mechanisms for securing funding to the sector at community level New technologies, Trade and structured finance Revolving fund Price financing mechanisms Insurance 	The entire Cassava sector (farmers, processors, retailers, financial institutions, Ministry of Finance and Ministry of Agriculture)	MACO-Agribusiness and Marketing dept, Zambian Development Agency, Zambian Development Bank	Ministry of Commerce, Trade and industry, FAO, ITC, UNDP, ILO, AFRICARE, Madison Premier Finance NATSAVE, Micro Bankers Trust, ZANACO	Consultancy	A risk management and financial strategy developed at the end of the first year	70,000.00
			<p>Validation of the proposed strategies with the different farmers communities, buyers, processors and financial institutions</p> <p>(The identified risk management and finance mechanisms will be evaluated through pre-feasibility studies and used to make farmers and processors/ buyers more bankable and also be able to access public funds for business development (eg. the Zambian Development Bank loans, the Citizen economic empowerment fund and financial institutions' facilities and other resources available for piloting and start ups)</p>	The entire Cassava sector (farmers, processors, retailers, financial institutions, Ministry of Finance and Ministry of Agriculture)	IFAD, FAO, Africare, Citizen Economic Empowerment Fund, ITC, MACO-Agribusiness and Marketing dept, Zambian Development Agency, Zambian Development Bank	Ministry of Commerce, Trade and industry, FAO, ITC, UNDP, ILO, AFRICARE, Madison Premier Finance, NATSAVE, Micro Bankers Trust, ZANACO	Consultancy and meetings with relevant stakeholders to validate results and plan for piloting activities	Financial mechanisms identified and validated Financial mechanisms tested	145,000.00
		Investment promotion in the cassava sector to ensure necessary funding for the strategy implementation	<p>Lobby for mobilisation for guaranteed facility.</p> <ul style="list-style-type: none"> Investigate on the availability of this facility both in terms of injection of funds by the World Bank and definition of the framework, terms and conditions to use these resources Identify specific business initiatives and business plans who could benefit from DBZ loans and organize sensitization workshops with DBZ representatives and selected private stakeholders 	Farmers, processors	Representatives from the private sector/ associations MACO Agribusiness and Marketing Department	ACF, Ministry of Finance and National Planning, Rural Finance Programme, commercial Banking sector	Funds for mobilizing farmers, and other stakeholders	Increased loan disbursement to farmers, Credit Guarantee facility in place	10,000.00
			<p>Promote investment for technology development at Community farmer level</p> <ul style="list-style-type: none"> Assessment on primary processing needs, with a focus on women Assessment of secondary processing needs Analysis of the implications of transferring technology to farmer groups also in terms of financial arrangements needed (machinery leasing through farmers credit groups). 	Farmers, processors, traders	Cassava sector coordinating committee	GIDD in collaboration with UNDP	Funds for registration of association	Farmer association registered	500,000.00
			<p>Establish Public sector cassava fund to boost research and development:</p> <p>The fund should provide support to:</p> <ul style="list-style-type: none"> analysis and trial (shelf life of products, nutritional values) of new products at the processing level (nisa/zabs) support Research institutions in the development of new varieties as a response to the requirements of the industry explore the opportunity of establishing a public/private partnership 	Farmers, processors	Technology Development Advisory Unit (UNZA).	School of Agric. (Food technology) UNZA	Consultancy	No. of Farmers and processors access technology	450,000.00
			<p>Development of a business plan for the commercial agribusiness centres in the strategy targeting the following:</p> <ul style="list-style-type: none"> International donors; Government and funding agencies, NGOs; Private sector Other 	All sector stakeholders	the Cassava Strategy Coordinating Committee	ITC and CORPODRP		Business plan approved by the committee at the first quarter of 2010	50,000.00

Objective	sub-objective	Activity	Beneficiaries	Leading Institution	Potential Implementing partners	Resources needed	Progress indicators		1,285,000	
Build capacity to improve value chain performance and sustainability in responding to the projected demand of 4 Mt by 2015	Training Needs Assessment and Planning	3.11 - Year 1.2.3	Conduct a value chain training needs assessment on the basis of the "business center" using participatory approaches (cross check training needs) PROCESS: Identify the key value chain stakeholders based on the value chain analysis, develop needs assessment tools and draw conclusion on the training needs.	Producers, marketers (sell raw products), processors, retailers (sell processed products), consumers, extension staff, Youths, Agricultural training institutions	Cassava Coordinating Committee	SARRNET, FAO, In-Service Training Trust (ISTT), NRDC, Zambia Bureau of Standards, UNZA, MACO, MCDSS, Ministry of Education, Ministry of Health, Seed Control and Certification Institute, FSPF, buyers associations, farmers associations, PAM, ITA, SARRNET, JICA, UNZA, ZDA, ILO	Consultancy fees, Human resource, transport, computers and accessories, Stationery, financial resources (DSA, venue, accommodation)	A detailed profile of needs by business center to be supported by training and knowledge.	100,000.00	100,000
		3.12 - Year 1.2.3	Develop a comprehensive and participatory training strategy for the different value chain stakeholders for short and medium term goals. - Assess existing training packages, material and capacity. - Identify training institutions that have had successful approaches and explore opportunities for replication. - Adapt training packages and materials. - build on indigenous knowledge	All stakeholders - national document	Cassava Coordinating Committee	In-Service Training Trust, UNZA, ACF, ZABS, National Institute of Science and Industrial Research, MACO, MCDSS, MOE, MoH, PAM, ITA, SARRNET, JICA, NRDC, ILO, FAO, ZDA	Consultancy fees, finances for meetings and workshops	Specific training programmes and projects by business center approved by stakeholders	50,000.00	50,000
		3.13 - Year 1.2.3	Formulate a comprehensive training plan covering AGRONOMIC and ENTERPRISE MANAGEMENT for the different value chain stakeholders based on needs assessment.	stakeholders and support institutions	Cassava Coordinating Committee	In-Service Training Trust, UNZA, ACF, ZABS, National Institute of Science and Industrial Research, MACO, MCDSS, MOE, MoH, PAM, ITA, SARRNET, JICA, NRDC, ILO, FAO, ZDA	Consultancy fees, finances for meetings and workshops	An specific programme by each business center	5,000.00	5,000
	Delivery of Training to trainers	3.21 - Year 1.2.3	Identify people to be trained as trainers from relevant institutions (farmers' and processors' associations and NGOs etc.)	Producers, Marketers Processors, Retailers, Consumers, Extension staff, Youth, Agricultural Training Institutions	ACF, National Cassava Sector Coordinating Committee	MACO, MCTI, MCDSS, MOE, MOH, MCDSS, PAM, ZNFU, ISTT, Farmers Associations, CODER, CORPODRP	Human resource, communication, stationery, finances	No. of potential people to be training in TOT	1,000.00	1,000
		3.22 - Year 1.2.3	Conduct tailor made training at national level to strengthen capacity of both public and private sector stakeholders	Producers, marketers (sell raw products), processors, retailers (sell processed products), consumers, extension staff, Youths, Agricultural training institutions	Cassava Coordinating Committee and member of the alliance by business center	CORPODRP, ITA, CIAT, CLAYUCA, CODER, CIRAD	None	TOT plans by business center and number of conducted events	70,000.00	70,000
		3.23 - Year 1.2.3	Conduct training of trainers with different stakeholders - Conduct performance assessment using a participatory monitoring and impact evaluation system.	GRZ	Cassava Coordinating Committee	FAO, ILO, WFP, ZDA	None	No of trained persons with performance objective	70,000.00	70,000
	Delivery of Training to Farmers	3.31 - Year 2	Establish pilot training sites by Agro-Business Centers in cassava production areas.	Producers, marketers (sell raw products), processors, retailers (sell processed products), consumers, extension staff, Youths, Agricultural training institutions	ISTT MACO/PAM	FAO, JICA, CORPODRP, PRGA, SYSTEMWIDE	Transport, stationery, human & financial resources	No of Conducted events on the matter	250,000.00	250,000
		3.32 - Year 2	Facilitate farmers attendance of regional and international trade fairs or hosting foreign country buyer missions.	Farmers	Cassava Coordinating Committee and member of the alliance by business center	ITC, ZDA, CORPODRP, FAO	None	No of established pilot sites with objectives and working plan	300,000.00	300,000
		3.33 - Year 2.3	Promote participatory approach and integrated crop management models, to improve farmers knowledge and skills about high technology for cassava production	Farmers	Cassava Coordinating Committee and member of the alliance by business center	CIAT, JICA, CLAYUCA, CORPODRP, ITA	None	Number of farmers by business center attending each mission	750,000.00	750,000
		3.34 - Year 2.3	Promote participatory approach and processing models at Agro-Business Centers, to improve farmers knowledge and skills about high technology for cassava integral processing	Farmers	Cassava Coordinating Committee and member of the alliance by business center	CLAYUCA, ITA, CORPODRP, ITC	None	Number of farmers to be trained in correspondence with training needs by business center, including an evaluation system of trained farmers	200,000.00	200,000
		3.35 - Year 2.3	Promote participatory approaches following agro-enterprise models to improve farmers knowledge and skills about planning, creation, development and management of cassava based businesses including social capital and economic aspects of the agro-enterprise.	Farmers	Cassava Coordinating Committee and member of the alliance by business center	CLAYUCA, ITA, CIAT, MACO	None	Number of farmers to be trained in correspondence with training needs by business center, including an evaluation system of trained farmers	200,000.00	200,000
	Delivery of Training to processors	3.41 - Year 2.3	Deliver capacity building through modular training with practical on-factory hands on. Determine number and development of modules (Quality, Management, GMP, HACCP Food health and hygiene standards, processing techniques, operations, sales and marketing, packaging)	Farmers	Cassava Coordinating Committee and member of the alliance by business center	MACO, FAO	None	Number of farmers to be trained in correspondence with training needs by business center, including an evaluation system of trained farmers	200,000.00	200,000
		3.42 - Year 2.3	Implement a specific technology transfer programme on processing by Agro-Business Center based on training need assessment and product development: Promote processing technologies: Assist enterprises develop and promote improved recipes, which match consumer's needs, are compatible with the use of existing equipment and reduce production costs. Distribute information on technologies & best practices for processing	Processors	Cassava Coordinating Committee and member of the alliance by business center	CLAYUCA, CIAT, ITA, UNIVERSITY, UNIDO	None	Number of developed modules	200,000.00	200,000
		3.42 - Year 2.4	Facilitate Processors attendance of regional and international trade fairs or hosting foreign country buyer missions.	Processors	Cassava Coordinating Committee and member of the alliance by business center	CLAYUCA, CIAT, ITA, UNIVERSITY, CODER	None	Number of transference events and contents by business center	200,000.00	200,000
		3.42 - Year 2.5	Improve processors knowledge and skills about planning, creation, development and management of cassava based agroenterprises. This includes: social capital and economic aspects of the agro-enterprise.	Farmers	Cassava Coordinating Committee and member of the alliance by business center	CIAT, JICA, CLAYUCA, CORPODRP, ITA	None	Number of processors attending missions annually	200,000.00	200,000
	Delivery of Training to Extension Service Officers	3.52 - Year 2.3	Develop a participatory programme designed to train extension workers from private, public and NGO's on cassava processing: - respond using an integrated participatory approach to demands from farmers, businesses and exporters on compliance with market and buyer requirements / standards by Agro-Business Center and by type of cassava derived product. - Integrate resources in farms: participatory plant breeding trials, research station trials and integrated crop management models by business center	Extension service personnel	Cassava Coordinating Committee and member of the alliance by business center	NRDC, ISTT, ZDA, CIAT, JICA, CLAYUCA, CORPODRP, ITA	Stationery, finances, transport, DSA, venue, accommodation, technical equipment	Number of processors to be trained in correspondence with training needs by business center, including an evaluation system of trained farmers	100,000.00	100,000
		3.53 - Year 2.3	Train extension officers in GAP and GMP.	Extension service personnel	Cassava Coordinating Committee and member of the alliance by business center	NRDC, ISTT, ZDA, CIAT, JICA, CLAYUCA, CORPODRP, ITA		No. of trained extensionist and knowledge acquisition effectiveness	100,000.00	100,000
		3.54 - Year 2.3	Involve extension officers in the participatory breeding and integrated crop management sub-programmes to facilitate dissemination of technologies under development	Extension officers, Farmers, Processors, Consumers	Cassava Coordinating Committee and member of the alliance by business center	ITA, CIAT, University, CIRAD, CORPODRP	Funds, Training Materials, Human Resource, Transport, Equipment	No. of trained extensionist and knowledge acquisition effectiveness	200,000.00	200,000
		3.55 - Year 2.3	Develop specific publications (papers, booklets, books, audio-visuals, radio) translated local languages for extension workers and decision-makers	Extension officers, Researchers, farmers, Processors, Consumers, Policy-makers	Cassava Coordinating Committee and member of the alliance by business center	CORPODRP, CLAYUCA	Funds, Human Resource, Transport, Technologies, Equipment	No. of extensionist being part of both sub-programmes with specific role and responsibilities, and knowledge acquisition effectiveness	70,000.00	70,000
	Develop training programmes on finance for Financial Institutions and sector stakeholders	3.61 - Year 2.3	Develop training modules for farmers undertake a specific knowledge transfer programme at Agro-Business Center on: - How to elicit, process and analyse costs of operation; - How to manage an Agro-Business Center and associated financial activities; Development and delivery of the training modules for farmers should be the result of a collaboration between financial institutions and extension on the information needed especially in terms of stakeholders cost structure.	Extension officers, farmers, processors, Consumers	Cassava Coordinating Committee and member of the alliance by business center	NFNC, NRDC, PAM, WVI, UNZA, MCDSS, MoE, NSIR, ZARI, ZABS, MoH, CORPODRP, CLAYUCA	Funds, Land, Human Resource, Transport, Equipment	Annual No. and types of publications by business center	100,000.00	100,000
		3.62 - Year 2.3	Sensitize financial institutions on Cassava value chain functioning, focusing on: - production activity - peculiarity of crop cycles and cash flows - potential business opportunities - appropriate technology as a support for competitiveness and low risk	Farmers and banks	Cassava Coordinating Committee and member of the alliance by business center	Financial and extension institutions	Human resource, stationery, Administrative	Validated modules in farmers language	20,000.00	20,000
	Capacity building to ensure effective management of safety and quality standards	3.71 - Year 2.3	Identify, procure and install laboratory equipment	Entire Sub sector players	MACO Agribusiness and Marketing Department, private sector associations	Madison Premier Finance, NATSAVE, Micro Bankers Trust, ZANACO, Development Bank of Zambia	Consultancy, meetings, seminars	Number of institutions sensitized, No. of seminars and meetings conducted, technical documents supporting sensitization	500,000.00	500,000
		3.72 - Year 2.3	Integrate Cassava quality and food safety into existing regulatory framework after trials have been performed, defining quality cassava products.	All stakeholders	ZABS	TDAU, NSIR, UNZA, SCCI, ZARI, OPPAZ	Financial and human resources, stationery	No. & types of lab equipment identified, procured, installed and/or rehabilitated. Reports	230,000.00	230,000
		3.73 - Year 2.3	Integrate indigenous and scientific knowledge to develop and adapt standards for planting materials, processed products.	All stakeholders	ZABS	Food Science dept., Animal science dept., (UNZA), FDL, MoH	Consultancy, Administrative costs	Enforcement of safety and quality standards	100,000.00	100,000
		3.74 - Year 2.3	Conduct sensitization on cassava products (e.g. chips & flour) standards for various stakeholder groups.	All stakeholders	ZARI, CORPODRP, ITC	ZABS, PECCO, OPPAZ, TDAU, NSIR, SCCI, FDL, UNZA, MACO, ZABS	Human and financial resources, appropriate equipment, inputs products, resource materials from	No. & types of standards developed, Progress reports	80,000.00	80,000
		3.75 - Year 2.3	Establish farmer business and field schools, associated with high yielding and clean (free of synthetic inputs) production techniques.	All stakeholders	ZABS	MACO, MCTI, MOH, NFNC, NRDC, UNZA,	Electronic and print media, drama, IEC materials	No. of sensitization meetings held. Reports	300,000.00	300,000

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5	Improve linkages within the value chain and increase global production, processing and commercialization to respond to a demand of 4 million Mt by 2015	Pilot commercially driven collection and distribution centers for cassava to increase volume, quality and consistency of supply	5.11- Year 1	Conduct feasibility studies for the Agro-Business Centres. Develop business plans for the five centers and terms of reference for its managers and function. Establish five commercially driven collection and distribution Agro-Business Centres to encourage production and processing close to production areas. Define roles of and type of services that will be provided to Value Chain operators and the structure in which these centers will be operated and managed.	Farmers, processors	Coordinating Committee, ZDA, MACO	ITC, ILO, CORPODRP	Administrative, human resource, computers, stationary and other accessories.	Number and type of centres established and services provided (transport, sorting, grading, processing, washing, packaging and distribution)	2,500,000	1,378,000
			5.12- Year 1	Explore and validate the relevance of the following outputs of the stakeholder thematic groups: Business centre functions: Bulking of supply, provision of training and finance to farmers, distribution to several markets and types of buyers, price negotiation (with farmers and with buyers) and marketing Business centre platform: set up an electronic platform that will enable real time information on volume, availability, quality and price. This would enable the centre to bulk demand from different buyers in different segments and then split it into different suppliers. Suppliers structured at the block level and at ultimately at the farmer level (two levels, at the camp or village and at the block) Supply side network: Depending on the location area/district, explore whether the best structure for the Agro-Business Centres is through strengthened farmer associations and market intermediaries or processors. Scope: Define the geographical coverage for each Agro-Business Center and develop a cropping strategy to ease business transactions (Use information such as market, agricultural census, road and infrastructure quality, DACO's office advice and knowledge at the district level) Transactions with farmers: The Centre should enter into contracts with farmer groupings regarding quantities, varieties and hectareage to be planted. Contract should include minimum guaranteed price to be paid upon delivery, transport costs to be borne by the Center, provision of credit and training. The final price will be set closer to harvest date under common understanding between buyer, Centre and farmer (Negotiation). Price to be set with floating bands.	Farmers, processors	Coordinating Committee, ZDA, MACO	ITC, ILO, CORPODRP	None	Center structure and center price policy and bulk demand by period	50,000	50,000
			5.13- Year 1,2	Business Centre staff: Selection of staff will be the result of consultations between buyers and farmers. be placed on the ability and knowledge of professional personnel to provide services for both farmers and buyers. Recruit professional management through a competitive process to be advertised in local business media. Farmers and buyers should be represented on the panel. The panel for the renewal of contracts for managers of the centers should be held every two years or when need arise. Business centre governance: A board composed of farmers, processors should oversee center operations.	Farmers, processors	Coordinating Committee, ZDA, MACO	ITC, ILO, CORPODRP	Resources for advertising	A simple organization of the member of the alliance by center	360,000	360,000
			5.14- Year 1,2	Design operations manuals for the five centres. Activities that can be implemented by means of the Agro-Business centers: indirectly buyers. Establish a direct link with buyers from different distribution channels, distribution channels (radio, SMS and direct/crocut visits) Identify potential intermediate processors for a consistent supply to the end product processor Fix a minimum guaranteed price on a short term basis and when placing orders to farmers and buyers. Provide finance for farmer operators using the produce as a guarantee. Deliver practical training to farmers on quality and type of cassava needed, Workout selling prices with farmers and buyers. Planning of production based on agro-economic fit and demand (linkage to distribution) Provision of Extension services and Agronomic support to farmers. E.g high yielding varieties)	Farmers, processors	Coordinating Committee, ZDA, MACO	ITC, ILO, CORPODRP	None	Feasibility indicators	0	0
			5.15- Year 1,2	Develop a Funding strategy for the Centers so that its is autonomous and it can cover the initial cost of set up.	Farmers, processors	Coordinating Committee, ZDA, MACO	ITC, ILO, CORPODRP	None	Fund raising plan	0	0
			5.16- Year 1,2	Facilitate, explore additional social protection services that could be provided (ie Medicare, insurance) in order to motivate farmers to make partnerships under a trust relationship..	Farmers, processors	Coordinating Committee, ZDA, MACO	ZAMACE, ZNFU, FRA, PVT Companies	Administrative, funds for mobilization of stakeholders	Additional services portfolio by business center	60,000	60,000
			5.21- Year 1,2,3	Disseminate information regarding Agro-Business Centers' functions and availability of raw materials.	Processing companies, farmers, consumers	Coordinating Committee and members of the alliance by Business Center	PAM, Cassava sector Association, Sector Coordinating Unit, Financial institutions, CEEC, ZDA	None	Food safety and quality standard requirements to be achieved by period by business center	50,000	50,000
			5.22- Year 1,2,3		All stakeholders	MACO AgrBusiness and Marketing Dept, ZDA	Zambia Manufacturers Association	Consultancy	Success parameters of models under evaluation by center and specific cassava product	20,000	20,000
			5.23- Year 1,2,3		Traders, Farmers, Farmer groups and processors	Coordinating Committee and members of the alliance by Business Center	Board of the alliance by Business Center	None	Portfolio of services and support by center to be disseminated	10,000	10,000
			5.24- Year 2,3	Conduct technical audits on cost benefit analysis of substituting cassava for maize and other commodities. trials on how and in which quantities cassava can be combined with other ingredients. saving benefits of substituting cassava. processes (GMP) hygiene, drying, labelling - Increase processing capacity and diversification	Traders, Farmers, Farmer groups and processors	Coordinating Committee and members of the alliance by Business Center	FAO, ITC	Consultancy	Sensitization campaigns held with processors	100,000	100,000
6	STRENGTHEN RESEARCH AND DEVELOPMENT AND EXTENSION SERVICES in order to respond to demand of 4 million Mt by 2015	TO ENHANCE BREEDING AND AGRONOMIC PRACTICES	6.11- Year 1,2	Identify suitable agro-environments for breeding and integrated crop management sub-programmes.	Farmers, researchers, extension workers, processors, industry	Coordinating Committee, ZARI/NISIR	MACO - DaA, GART, UNZA, SCCI, PAM, Seed growers, FoDS, FAO, CORPODRP	Human resource, germ plasma, transport, research funds, equipment, chemicals	Established and enhanced Suitable agro-environments prioritised for breeding and Business center	150,000	150,000
			6.12- Year 1,2	Incorporate and document stakeholders' indigenous knowledge on agro-environments and decision-making models for cassava production, processing and commercialization in the planning of an integrated crop management (ICM) programme and the decision support system	Farmers, Researchers, Industry, Processors	Coordinating Committee, ZARI	MACO - DaA, UNZA, GART, NISIR, MCTL, NGOs, CORPODRP	Funds, transport, human resource, materials	An IPM programme established with defined environments to be undertaken	100,000	100,000
			6.13- Year 1,2,3	Establish a Participatory Plant Breeding (PPB) and Participatory Varietal Selection (PVS) sub-program for rapid release of varieties.	Farmers, researchers, extension workers, Industry, Processors	Coordinating Committee, ZARI	MACO - DaA, GART, UNZA, SCCI, PAM, Seed growers, FoDS, NGOs, ITA, CIAT, CIRAD, CORPODRP	Human Resource, Materials, research funds, Transport, Equipment	An established a PPB and PVS programme. No. of types of stakeholders participating. No. of varieties released	150,000	150,000
			6.14- Year 1,2,3	Establish a Participatory Integrated cassava Crop Management (ICM) programme to develop agronomic packages	Farmers, Extension workers, Processors, Industry	Coordinating Committee, ZARI	MACO - DaA, GART, UNZA, SCCI, PAM, Seed growers, NGOs, (ITA, CIAT, CIRAD, FoDS), CORPODRP	Human Resources, Materials, Funds, Transport, Equipment	No of agronomic packages developed per agro-environment	100,000	100,000
			6.15- Year 1,2,3	Develop disease and pest control mechanism Enhance phytosanitary compliance.	Farmers and Extension Staff	ZARI, UNZA	MACO- ACCI, FORDIS	Funds, transport, human resource, planting materials, Land	Reduced prevalence of cassava crop diseases	500,000	500,000
			6.16- Year 1,2,3	Establish a decentralised participatory planting materials production system (three tier system). Enhance production and distribution of clean materials	Farmers, researchers, extension workers, Processors	Coordinating Committee, ZARI	MACO, GART, ZNS, UNZA, SCCI, PAM, Seed growers, FoDS, CORPODRP	Human resource, transport, research funds, land, materials, equipment - irrigation, computer hardware and software	No of cutting distributed No. of seed growers No. of farmers benefiting from clean planting material Hectares planted using clean material	150,000	150,000
			6.21- Year 1,2,3	Characterize all local and improved varieties using value chain requirements.	Farmers, Researchers, Processors, Industry, Consumers	Coordinating Committee, NISIR/ ZAR/Processors	MACO - DaA, SARRNET, GART, UNZA - Food Science, PAM, FAO, FoDS, CORPODRP/ITDAU	Human Resource, Raw Materials, Funds, Transport, equipment, chemicals	characterized Number of varieties according to market demands Characteristics of quality of varieties	60,000	60,000
			6.22- Year 1,2,3	Develop and adapt appropriate mechanical harvesting methods	Farmers, Researchers, Industry	Coordinating Committee, UNZA, School of Agric/ITDAU	UNZA, ZARI, GART, NTB, ITA / SARRNET, MACO - DaA, CORPODRP	Human Resource, Materials, Funds, Transport, Land, prototypes	mechanical harvesting methods accepted and adapted by farmers	100,000	100,000
			6.23- Year 1	Evaluate suitability of existing processing methods on the quality of primary products for the targeted markets of the strategy as a baseline.	Farmers, processors, Researchers, Industry, traders, Consumers	Coordinating Committee, UNZA - TDAU	ZARI, MACO - DaA, NFNC, SARRNET, ITA, UNZA, PAM, FAO, NTB, ZABS, Tiger Animal feeds, AFZ, CORPODRP	Human Resource, Raw Materials, Funds, Transport, prototype, facilities, Equipment, Chemicals, software	Parameters affecting quality of primary products by processing method	30,000	30,000
			6.24- Year 1,2,3	Develop, improve, and prioritize new processing technologies	processors, Researchers, traders, Industry, Consumers	Coordinating Committee, UNZA - TDAU	ZARI, MACO - DaA, NFNC, SARRNET, UNZA, PAM, FAO, NTB, ZABS, Tiger Animal feeds, FRESIPA, PECO, CORPODRP	Human Resource, Funds, Transport, facilities, Equipment	No harvesting equipment developed or adapted/ purchased	100,000	100,000
			6.25- Year 1,2,3	Develop cassava based products for the food and non food industries (glue, bio fuel etc) for the targeted markets based on national and regional market requirements	Researchers, Industry, processor and Consumers	Coordinating Committee, NISIR, FDA, Food Science	SAB Miller, Milling Co.s, Wood processors, Authentic foods, Tiger feeds, NTB, ZARI, MACO, NFNC, WFP, IFASARRNET, CIAT, LDT, PAM, FAO, ZABS, NISIR, MEND, CORPODRP/HCAZI/ ICH	Human Resource, Raw Materials, Funds, Transport, Equipment, facilities, Chemicals, computers	Processing technologies developed (purchased or adapted)	160,000	160,000
			6.26- Year 1,2,3	Develop quality control and assurance and food safety surveillance methods	Processors, Researchers, Industry, Consumers	Coordinating Committee, ZABS, FDA + NISIR, Food Science	Food and Drug Laboratory, ZARI, MACO, NISIR, ZABS, NFNC, Tiger feeds, LDT, Consumer Association, FAO, MSH, CORPODRP/ANIC (National Nutrition Commission Zambia)	Human Resource, Raw Materials, Funds, Transport, Equipment, Chemicals, computers	Methods developed, validated by market responses and accepted	50,000	50,000
			6.27- Year 1,2,3	Develop, adapt and validate methods of preserving fresh cassava roots and leaves	Farmers, Processors	Coordinating Committee, ZARI, GART, MACO	ITA, DaA, ZABS, SARRNET, UNZA, M&E, NFNC, PAM, ICDS, Fresh Mark, Freshly, CORPODRP	Human Resource, Raw Materials, Funds, Transport, Equipment, Chemicals, Information	No. of methods investigated, adapted and accepted	60,000	60,000
6.28- Year 1,2,3	Develop appropriate methods for storage of primary processed cassava products	Farmers, Extension workers,	Coordinating Committee, MACO	UNZA, PAM,	Human resources, training materials, Transport	No. of farmers and extension workers trained.	120,000	120,000			
									13,039,000.00	1,710,000	