

2016

Multi-stakeholder Workshop Report

Proceedings of a Multi-stakeholder
Workshop held on 14th– 15th June 2016, at
Crossroads Lodge, Solwezi Zambia



**Value Chain Innovation Platforms for Improved
Food Security in East and Southern Africa
(VIP4FS)
(FST/2014/093)**



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Proceedings of a Multi-stakeholder Workshop held in June 2016 in Solwezi, Zambia

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ACRONYMS

ACIAR	Australian Centre for Agricultural Research
ATS	Allterrain Services group
CBOS	Community Based Organizations
DCU	District Co-operative Union
DFA	District Farmer Associations
GRZ	Government of the Republic of Zambia
ICRAF	World Agroforestry Centre
ICTS	Information and Communications Technologies
IDE	International Development Enterprise
IFAD	International Fund for Agricultural Development
MCTI	Ministry of Commerce, Trade and Industry
MOA	Ministry of Agriculture
NATSAVE	National Savings and Credit Bank, Zambia
NGO	Non-Governmental organizations
NWCU	North-Western Co-operative Union
PAZ	Poultry Association of Zambia
PCU	Provincial Co-operative Union
SWOT	Strengths, Weaknesses, Opportunities and Threats
VIP4FS	Value Chain Innovation platform for improved Food security
WVZ	World Vision Zambia
ZANACO	Zambia National Commercial Bank
ZMK	Zambian Kwacha
ZNFU	Zambia National Farmers Union

Acknowledgments

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Introduction

The Value chain innovation platforms to improve food security (VIP4FS) project held a two-day multi-stakeholder workshop in Solwezi, Zambia on 14-15 June 2016. The workshop brought together multiple stakeholders interested in the selected value chains (Solwezi beans, soya beans and village chicken). The three value chains were selected based on a selection criteria endorsed by the local community where the project is being implemented. The aim of the workshop was to develop an understanding between stakeholders and bring on board those interested in jointly working together towards improving markets and household incomes. The workshop convened farmers, farmer associations, traders, processors, the private sector, financial institutions and government ministries operating in Solwezi district.

VIP4FS is a four year project funded by the Australian Centre for International Agricultural Research (ACIAR) and is operational in Solwezi district, Zambia and in Uganda (Kapchorwa and Manafwa districts). The project aims at developing cost-effective and scalable approaches for establishing value chain innovation platforms that enhance smallholder participation in sustainable markets thereby improving food security. VIP4FS project focuses on what makes value chain innovation platforms (VIPs) successful in terms of institutional, technological, market and policy factors.

Methodological approach

The workshop brought together different stakeholders interested in the three value chains of interest: Soya beans, Solwezi beans and village chicken. The criteria upon which value chains were selected include: potential for large impact, prospects for tractable interventions and comparisons, enterprises to be demand driven with respect to development partners, have identifiable private sector partnerships, co-benefit smallholder livelihood systems, match competence within the project team, have potential to impact women and young people, have access to institutions necessary for change and supportive policy environment.

Participatory methods such as group based discussions, role plays and participant presentations, were used during the workshop to enhance discussion, participation and communication among invited stakeholders.

The group discussions focused on analysis of production scenarios for all value chains, production and marketing constraints and best case scenarios for value chain development. Participants discussed the common challenges faced by different stakeholders along the value chains and identified other stakeholders that could assist in development of the value chains and their specific roles. In addition, each group also came up with preferred future scenarios that included vision maps of the different value chains.

Participants established action plans as an important step in the formation of innovation platforms. The action plans forecast scenarios and initiates coalition development processes as a basis for facilitating growth in development and marketing of products in the innovation platform. The joint action plans established future goals as well as specific strategies to achieving them. The plans entailed the vision/mandate of the platforms, the goals the platforms are set to achieve and specific strategies in attaining the goals. The platforms also defined roles and responsibilities, timelines for completion of activities and monitoring and evaluation strategy. The action plans were agreed upon by all the stakeholders present and will be used for future follow ups.

Participant groupings

Participants to this workshop were invited depending on their interests in the three (3) selected value chains. The participants included representatives from the following categories: producers (farmers, farmer groups), traders (small scale traders, buyers such as Shoprite, ATS (Allterrain Services group), agro dealers, financial service providers, mine representatives, development partners such as International Development Enterprise (IDE), World Vision, Ministry of Agriculture, processors (Mutanda farms and individual processors) and Zambia National Farmers Union (ZNFU). Facilitators from the local community were also involved to help in translation of workshop sessions and to take notes during group discussions.

During the workshop, participants were grouped depending on their interests in the different value chains. Stakeholders that were involved in more than one value chain were asked to choose a group they would contribute most to. Table 1 highlights categorization and proportions of invited participants.

Participants in each group were also asked to write their names and contacts to allow for further and future follow up. The names, contacts and organizations for the participants belonging to different groups are presented in Annex 1.

Table 1: Participant categorization

Category	Value Chains			
	Chicken	Soya beans	Solwezi beans	Cross cutting
Farmer	2 (M F) 1 urban broiler Chicken producer (Farm yard making own feed formulations)	2	2	1 Solwezi district farmer association
Cooperatives/Marketing	1	1	1	
ZNFU				1
DCU				1
Buyers/Traders (Shoprite, ATS, Agro dealers)	1	1	1	
Finance (NATSAVE)				1
Processors	1	1		
Transporters	1	1 for all beans		
Mines (Kansanshi- soya beans and Lumwana-crosscutting)		1		1
IDE				1
CBOs				1 Church buying soya beans)
WVI				1
Market (Kyawama representatives for beans and chicken)	1		1	
Middle men (Seasonal buyers)		1	1	
Mutanda farms				1

Official opening of the workshop

The workshop was officially opened by the Provincial Agricultural Coordinator, Mr Derrick Simukanye. In his speech he recognized the importance of the project in working with the communities and the work already undertaken by the project in Solwezi. He thanked all participants for availing themselves for the workshop and urged all stakeholders invited to work together towards better agricultural production and enhanced livelihoods.

DAY 1

Multi-stakeholder workshop proceedings outcomes

Day 1 of the workshop focused on participant familiarization, project introduction and workshop objectives. Participants were also grouped into categories and initial discussions on production and production potential of the three value chains.

Day 1-Session 1: Introductions of various stakeholders and stakeholder interest in the various value chains

Session facilitated by Shadreck Bwembya

The workshop started with participant familiarization and ice breaking. In this session each participant was to introduce themselves by stating their name, organizations/farmer/farmer group, their area of residence and interests in the three value chains (Solwezi beans, soya beans and village chicken). This session ensured facilitators understood the participants' interests and level of participation in the selected value chains. Table 2 shows the interests of participants.

Table 2: Interests of participants

Participants' interests

- Women empowerment
- What is discussed in the workshop is put into practice
- Empowerment of all farmers both women and men
- Interest in production and women empowerment
- Get to knowledge about of the project
- Chicken farming
- Solwezi beans production
- The improvement across the value chain in terms of income
- Value chain improvement and knowledge transfer to other farmers
- This project provides the objective we have aimed at achieving over a long period of time
- Happy to discuss the marketing of our farm produce
- Agro dealers association, interact and seek better markets
- Cooperative union leaders interest, knowledge especially on chicken and soya beans to disseminate to members
- ZNFU's members interest in Solwezi and soya beans production and poultry farming
- Lead farmer for Kanshashi foundation whose interests include soya beans and village chicken rearing
- Information sharing and developing common understanding of the value chains
- Opportunities in value chains for farmers
- The workshop should have practical application of areas of interventions on the value chains, industrializations and job creation
- A business person dealing with beans interested with learning new things
- Trader selling soya beans interested in soya bean production
- As trustee of Solwezi business association what is taught should be realized in the future

- More focus should be on small scale farmers
- To see value addition of products such as soya beans, eggs
- As a member of the Poultry Association of Zambia, he would like to see how association members and community could benefit
- See the implementation of current commerce and industrialization policy on the rural sector
- The workshop to be action orientated
- Diversification of the economy
- Challenges and constraints facing stakeholders

Day 1-Session 2: VIP4FS project introduction

In this session, Patricia Masikati, the ICRAF Zambia Project Focal Person, gave an overview of the VIP4FS project objective, its goals and intended impacts to the community of interest. The presentation also highlighted activities already implemented in Solwezi and the outcomes of each activity. The presentation summary is as follows:

VIP4FS project objectives and deliverables:

The project aims to identify principles and drivers that can support innovation platforms to improve food security by connecting more smallholder farmers to markets.

The project outputs are as follows:

- Evidence and guidelines that will assist stakeholders to invest in scaling up value chain IPs
- Guidelines identifying appropriate strategies for developing effective IPs
- Recommendations on options for enhanced policy instruments to support retail linkages with farmers especially women and youth
- Enhanced capacity of partners

The presentation also highlighted the fact that Solwezi was purposefully selected for the project activities as it has increased local markets due to the new mines. The area also has excellent climate with favorable rainfall hence high potential for production of variety of crops. It also has great forests, which is a source of food and income for the local community through game meat, timber and bee products (mushroom, honey and beeswax). The area has been in the development plans by the government to do capacity building of local communities and strengthening of local institutions

Activities already undertaken in Solwezi include:

1. Inception workshop in Lusaka and also field visits in Solwezi
2. Scoping study for institutions and market delivery systems
3. Household baseline survey of smallholder farmers, traders and processors

4. Visits to various project sites

The presentation also highlighted the findings from the household baselines survey held. Data had been collected from households that practice at least one of the selected value chains of interests: Solwezi beans, soya beans and village chicken. These were selected based on a nine point criteria. The production levels for the three selected value chains from the household survey are presented in (Table 3).

Table 3: Production and marketing of soya beans, Solwezi beans and village chicken

Block	Soya beans		Solwezi beans		Village chicken	
	Producing %	Selling %	Producing %	Selling %	Producing %	Selling %
St. Francis	7	33	72	92	90	56
Mutanda	15	83	66	72	80	61
Lunga	13	78	64	80	75	65
Mushindamo	68	100	50	88	80	58
Mukumbi	4	67	57	93	84	56
Total= N=437	17	85	63	83	82	60

From the table, most farmers planted soya beans in Mushindamo whereby 68% of farmers interviewed produce soya beans and 100% of the farmers sold the soya beans produced. For Solwezi beans otherwise commonly known as common beans, more than 50% of farmers interviewed in each block produce Solwezi beans. For village chicken at least 82% of farmers keep chicken with only 60 % selling them. Village chicken is traditionally owned by all North Western dwellers of Zambia but its production is marred with high mortality rate due to poor management by farmers and diseases.

Comments on the presentation
<ol style="list-style-type: none"> 1. What causes the high mortality rates of chicken- need to educate the farmers on proper management of poultry 2. Need to educate farmers on supply of drugs and vaccines. Farmers need to be sensitized on production and marketing opportunities for village chicken

Day 1-Session 3: Workshop objectives

Facilitator Joseph Tanui

The workshop objectives were presented and explained by Joseph Tanui. The objectives of the workshop as highlighted were:

1. To bring together various stakeholders involved/interested in selected value chains (Solwezi beans, soya beans and village chicken) and develop understanding, participation and level of interests by the stakeholders
2. Through a systematic participatory process, analyze current production levels, potential and constraints experienced
3. Further analyze markets and market niches for the different stakeholder types
4. Participatory development of vision maps, defining areas of collaboration
5. Undertake SWOT analysis for different value chains and identification of areas for intervention
6. Undertake stakeholder mapping and arrive at consensus on:
 - a. Requirements and production volumes
 - b. Agreements on value chain processes
 - c. Market identification and development
 - d. Potential and constraints experienced
 - e. Plans developed and estimates made
7. The need and potential role of different stakeholders
8. Formation of innovation platforms

Day 1-Session 4: Analysis of current production levels, potential and constraints experienced

Facilitator: Joseph Tanui

In this session, participants were asked to analyze the current production levels of soya beans, Solwezi beans and village chicken. The discussions were held in groups consisting of all actors; producers, processors, traders and policy/development partners. During the discussions each of the stakeholders was to share their perspectives on the current production levels. The levels had to be representative of other producers/traders. The findings from the discussions were later shared in plenary for discussions and questions. Participants were also asked to state constraints faced by farmers during production.

Current production levels for Soya beans

Current initial production of soya beans was thought to be 1- 2 Limas of land per farmer with an average yield of about 1100 kg/ha. The production has slightly risen in recent years due to market assurance for purchase of soya beans.

Future production is predicted to be higher with potential yield ranging from 2- 5 tonnes/ha due to the availability of a good market. Production of soya beans is often dependent on and influenced by market availability where farmers tend to produce more soya beans when market is good. Currently the market is offering to buy soya beans at ZM Kwacha 5000/ tonne.

Current production levels for Solwezi beans/ common beans

On average, production yields are $2.5 \times 50\text{kg}$ bags per Lima. Farmers revealed that beans is grown in two phases during the rainy season that is, the first phase is intercropped with maize and planted at the beginning of the rainy season; while the other phase is planted towards the end of the season and is single cropped. The production of beans when intercropped with maize and other agricultural crops is high compared to single cropped field.

Current production compared to 3 years as per farmers present in the meeting was as follows:

- $2 \times 50\text{ kg}$ from 1Lima; first time farmer (Lunga)
- $7 \times 50\text{kg}$ from 4 Lima of intercropped field
- $5 \times 50\text{kg}$ from 2 Lima single cropped field while there were no yields in the past three years due to pest infestation Kyafukuma)
- $3 \times 50\text{kg}$ from 1Lima and the same yields have been realized in the past 3 years.(St. Francis)
- $6 \times 50\text{kg}$ from 2 Lima while in the past 3 years production has been on average of $3 \times 50\text{kg}$ (on new soils in Kayonge area)

The ideal Solwezi bean productivity is up to 10 bags per Lima. This is achieved when best agricultural practices are applied.

Current production levels for village chicken

Smallholder farmers in Solwezi own an average of five (5) chickens per household. The current level of chicken is low due to:

- High chicken mortality rates due to poor management, limited knowledge on feeds and limited application of knowledge or training received.
- However with improved feeding practices and good management practices farmers can keep up to 60 chickens in a farm.



Figure 1: Participant group discussion in the village chicken group

Constraints faced by farmers

The groups also highlighted constraints faced at production and marketing levels by farmers and traders. Solwezi beans are planted in most districts and used mainly for home consumption and therefore little or no care is taken during its production. Most of it is sold with no value addition. Soya beans production is mainly for sale and as earlier highlighted, it is practiced by few households. Soya beans have however received a lot of attention by development partners. Production levels of soya beans are highly influenced by market demand. Village chicken production is mainly for home consumption and therefore little or no care is taken towards its production. Among constraints faced include high mortality rates and poor management. Table 4 highlights constraints faced by farmers during production and marketing.

Table 4: Production and marketing constraints in the selected value chains

Solwezi beans	Soya beans	Village chicken
<ul style="list-style-type: none"> • Inconsistence planting time – too early, or when raining too much; it is also too late – unpredictable rain patterns – usually plant around February to March. • Failure to keep records • They do not keep records of the inputs. • Most of them do not keep records of production costs, the buying prices, cost of transportation, accommodation, etc. • Chimbalama (beans planted towards the end of the season) do not do very well because of inconsistence rain pattern. • Low seed rates/ spacing in planting – (75-60, one hole gets 8 seeds) • Using recycled seed (non-certified seed) • Limited technical knowhow in management aspects • No standard price. Price depends on negotiations (farmers mostly sale out of desperation) • There are no standard prices when buying and selling due to competition. It seems farming is not treated as a business. • Lack of equipment to boost the 	<ul style="list-style-type: none"> • The cyclical changes in the current production levels have been influenced by the previous experiences such as lack of markets. • Soya beans are a labour intensive crop and labour has of late been a challenge with the coming in of the mines. • High cost of inputs. • Relatively inadequate knowledge on the growing of the crop. • Poor extension outreach was another challenge. • Lack of bulking centres to ease the buying process. • Infrastructure such as poor roads and market structures in the rural areas. • Lack of financing from the banking institutions to facilitate investing in Soya bean farming. The available loans being offered require farmers to have K1,400 to get K4,010 to invest in a hectare of soya beans. 	<ul style="list-style-type: none"> • Production of chicken is unexpectedly low • Failure to buy feeds due to low farmer incomes • Lack of knowledge leading to poor management • Farmers are not keeping chicken for business purposes hence little care is put into rearing them • Lack of financial management skills • Lack of business capacity and financial management opportunities • There is market for village chicken but farmers are not taking up the opportunity • Lack of financial opportunities that specifically target village chicken • No processing plant for chicken to add value. The market requires already prepared chicken for consumption leading to major markets acquiring chicken from other provinces • No access to credit due to strict conditions given by farmer institutions • No standard price – no calculation of production costs. • No deliberate programs that support village chicken

<p>production</p> <ul style="list-style-type: none"> • Limited access to financial services to boost production • Challenges highlighted by the trader • The suppliers' (producer) containers are tempered with, so they are not of normal sizes but are considered as 3kgs and priced at K25. • They do not use weights because the buyers refuse • The product (beans) is usually not sorted or graded that is, it's a mixture of different varieties) and buyers may want a single variety which creates more work to sort it. • There is no packaging, labeling and other value addition 		<ul style="list-style-type: none"> • Lack of information especially for farmers in the rural areas • Information received from Ministry of agriculture does not adequately cover the very remote places. • The Ministry only covers peri-urban areas • Existing programs mostly cover farmer groups but not individuals • Conditions set by markets such as mines do not favour the individual farmers: Farmers cannot sell chicken directly to Shoprite • Poor breeds of local chicken kept by farmers
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Existing opportunities for the value chains

After the discussions on constraints, participants were also requested to discuss the potential that exist for the value chains development in terms of production, market niches and partnerships support.

Solwezi beans

The potential that exist for Solwezi beans was mainly towards market access, with improved market access, production can be increased and better agricultural practices applied.

Private Sector – Support Systems

ATS Zambia is a company that provides cafeteria services to Lumwana Mine staff thereby, buying various agricultural products from farmers; beans inclusive. The following are some of the information derived from the company representative who was one of the value chain platform members:

- They buy beans on behalf of Lumwana
- They buy through groups of women which they have registered as their supplier.
- The group suppliers exclude anyone related or attached to the mine staff.
- This group has built bulking shades in Mangala Chief Mukumbi area.
- The group is funded to buy Solwezi beans from farmers in Mangala and then brand it as Mangala beans)
- ATS purchases about 1tonne per week on behalf of the mines from this group. It seems the group might fail to meet the demand due to low production levels in the area of interest. Therefore, ATS would want to include others as long as they help to meet their requirements.
- ATS organizes meetings with the financiers to see how they can help some farmers working with it to access financial aid.

Potential improvements of markets & production

- Access finance for equipment.
- Formation of empowerment groups
- Know how & access to the markets
- Empowerment to produce all year round by incorporating irrigation during the dry season.
- Improvement in production practices/productivity.
- Further processing like branded packaging, improved (graded) seed

The following are the possible markets

- Mines through ATS,
- Boarding schools
- Hospitals

- Chain stores - Shoprite (traders feel that Shoprite cannot manage to buy)

Soya beans

Soya beans have organized farmers and farmer groups who are committed to production and marketing of soya beans. The potential for soya production is as follows:

- i) There is a growing opportunity to develop and integrate local markets for the buying and processing of soya bean such as Soul mate Business portfolio, local producer groups such as the District Farmers Association which has engaged Novatec who have promised to buy up to 40 tonnes under the current season.
- ii) Other opportunities include possibilities under out grower schemes such as Butemwe milling which is being funded by IFAD and IDE.
- iii) There are 400 cooperative unions currently and these have the potential to pool resources and make inputs available at affordable prices.
- iv) The other opportunity relates to the natural environment such as good soils and prices that are better than that of maize.

Village chicken

Although production of village chicken is faced by myriad of challenges, there is potential for improvement in production through adoption of better agricultural practices, use of improved breeds, trainings of farmers on chicken and feed management. Local chicken farmers would also need to change their attitudes towards local chicken production. The opportunities as suggested by the village chicken group are as follows:

- i) Available banks financial institution to offer loans
- ii) There are already formed groups in Solwezi and most are receiving government support
- iii) Improved breed variety for local chicken
- iv) Improved management through capacity building
- v) Supply of good feed
- vi) Use of local knowledge for improved production such as use of aloe vera in chicken treatment
- vii) Forming of groups specifically for village chicken

Market opportunities

- i) Have a processing plant based in Solwezi
- ii) Farmers to improve quality of chicken that attract market
- iii) Value addition of chicken produced such as separating parts, initial processing
- iv) Improved and proper management of chicken
- v) Improved advertisement to attract market
- vi) Establishment of bulking centres

DAY 2

Stakeholder mapping and visioning

Second day of the workshop mainly focused on stakeholder mapping, vision mapping and work planning for each of the groups formed in first day of the workshop.

Day 2 Session 1: Stakeholder mapping and visioning

Facilitator: Alexandra Peralta and Joseph Tanui

Stakeholder mapping involves identifying stakeholders present in the location that could assist implement project objectives and that could be influenced by the project objectives. To assist get the message across, a role play on “the bus” was used by the facilitator.



Figure 2: Participant presents vision map for the Soya beans value chain group

The role play highlighted the importance of groups knowing their stakeholders, communication among group members and their leaders, gender considerations and respect in group activities. The groups should know where they are going (their vision), where their stakeholders are taking

them and whether they are taking the right steps to achieve their vision. The role play involved five (5) participants followed by guided plenary discussions.

During this session the participants also came up with vision maps, current map and 5-year vision maps for the different value chains. Exercise for this session involved participants defining the desired livelihood outcomes and to identify opportunities and assets that can be exploited. Visioning is a process by which a community envisions the future it wants and plans on how to achieve it. It also helps participants to come up with desired livelihood outcomes.

During the visioning exercise each stakeholder defined desired trajectory (past, present and future scenarios) of production /output and markets participation levels. From the groups discussions, participants came up with vision maps as shown in the following sections.

Group work presentations

Village chicken group

In the village chicken value chain group, current map shows there are not many stakeholders involved in promoting village chicken. The dotted plans shows that the services from these institutions are not continuous or are limited. The map shows that village chicken are currently sold directly to consumers with limited interactions with traders. The supply of services for village chicken are at intervals, Figure 3.

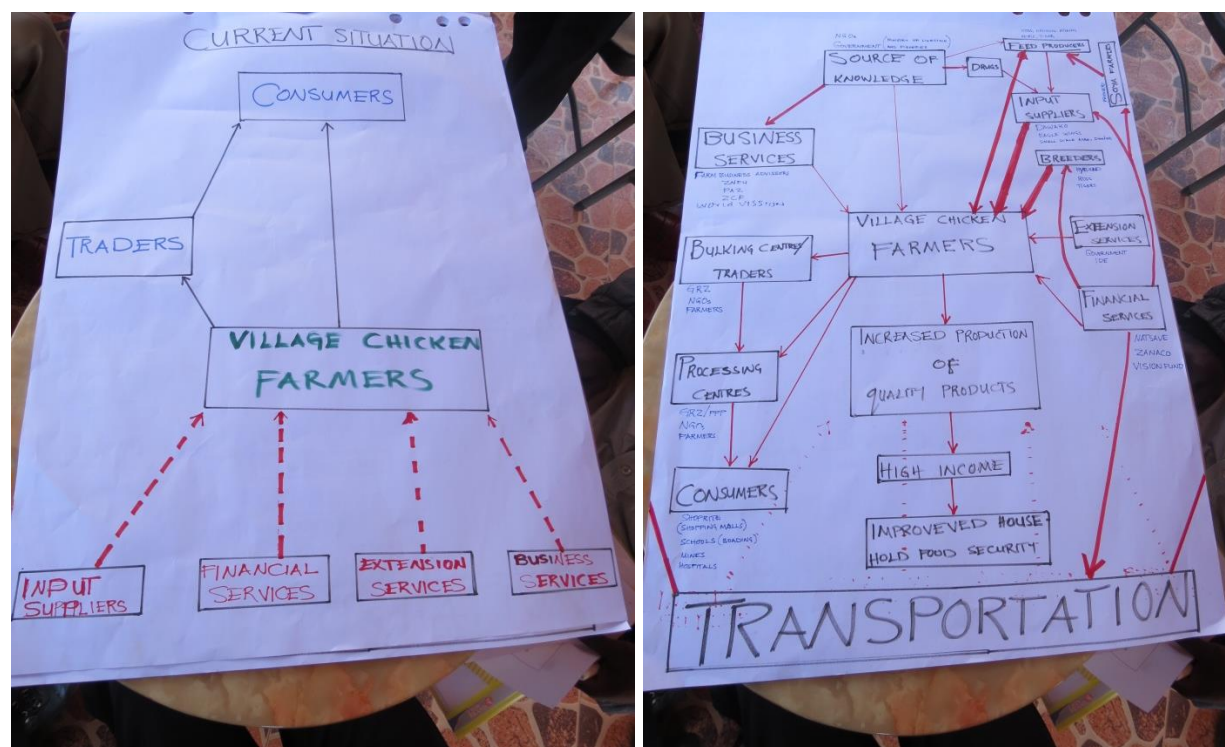


Figure 3: Visions maps for the village chicken value chain

For the five year vision, the farmers would like to improve production of local chicken through improved quantity and quality of chicken this would then in turn lead to increased incomes for farmers and improved household food security.

The participants would also want to create strong linkages with business service providers such as ZNFU, Poultry Association of Zambia (PAZ) and World Vision. They would also like to see strong linkages between farmers and feed processors, input suppliers and breeders for better quality chicken. Other vision is to create bulking centres for village chicken, which would provide quantities required at the market. These bulkers would in turn sell chicken to processors that would improve the quality of chicken produced through value addition and processing.

They would also like to have increased production of village chicken through enhanced knowledge to farmers. The participants also came up with ways to ensure communication and engagement of other stakeholders. Some of the suggestions include:

1. Formation of stakeholder committee
The formed committee would be responsible for organizing stakeholder meetings, giving updates and lobby for external support for funds
2. Formation of zonal centres
3. Communicating using information technologies, meetings and print media

Solwezi beans group

Currently there exists a number of stakeholders that promote Solwezi beans production. In the current map, farmer (producer) is linked to input suppliers such as Agro dealers (Dawako enterprises, Eagle wings) for fertilizer and chemicals, fellow farmer and retailers for seed supply. The producer is also linked to financiers (Vision Funds, NATSAVE -National Savings and Credit Bank, Zambia, ZANACO- Zambia National Commercial Bank, Micro finance)

Traders (Individuals, Cooperatives Foreign traders) link directly with farmers and sell products to retailers who in turn sell to consumers (households, Mines (ATS), schools, hospitals, hospitality industry export market). Business service providers include Transporters and extension services are MOA, IDE, ZNFU, WVZ, Kansanshi Foundation etc.

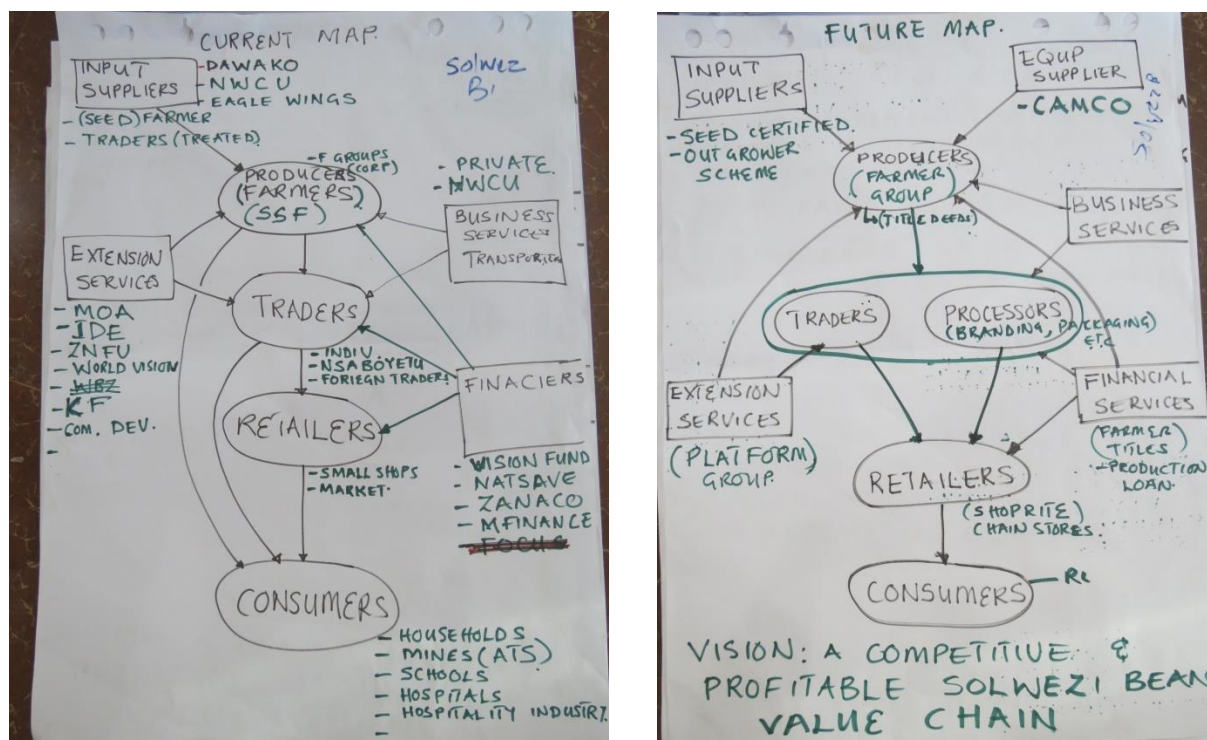


Figure 4: Vision maps for the Solwezi Beans Value chain

In five years, Solwezi beans group foresee competitive and profitable solwezi beans value chain. Their vision is to have a competitive and profitable value chain. The group came up with immediate strategies to attain its vision:

- i) Maximizing available land by producing more Solwezi beans
- ii) Mechanizing production by linking to equipment suppliers such as Camco Equipment
- iii) The trader perspective is to increase supply to a lot of customers such as hospitals, mines and schools
- iv) Have access to financiers
- v) Venture into contract farming
- vi) Delivery of good extension services by both government and the private sector

Solwezi beans group also suggested ways to communicate and engage with all stakeholders in an effective way through

- i) Improve communication and coordination among stakeholders by holding collaborative meetings
- ii) Create engagement platform for farmers and extension service providers
- iii) Strengthen the existing agricultural information centers (ZNFU) by having other stakeholders get on board to help
- iv) Engage farmers effectively by forming groups
- v)

Soya beans group

The group went into the brainstorming session to explore the value chain in terms of the current situation, current actors at different levels such as producers, input suppliers, labour market, transporters, traders, wholesalers and consumers.

The group managed to establish the linkages amongst the stakeholders in the value chains and stakeholder map for the next 5 years and also establish how effective communication can be achieved at all levels of stakeholders in the envisioned. The soya beans group current map, indicates producers are at the centre of the map and have weak linkages with processors. The producers also have limited access to business services such as extension, financial and input supply and rarely access labour for the soya bean production. Major buyers of soya beans are traders both local and international.

The vision map developed by the soya beans group is shown in Figure 6.

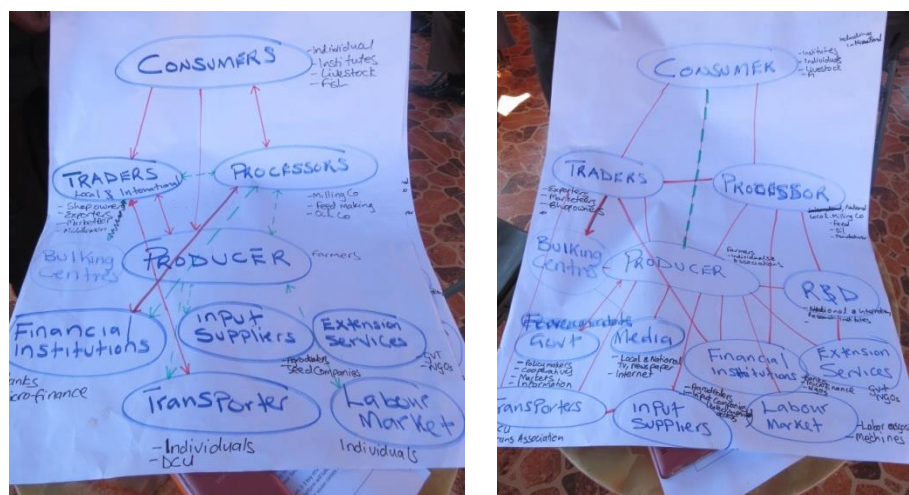


Figure 5: Vision maps for the Soya Bean value chains

In five years' time, the group would like to create strong linkages between all actors in the value chain. Producers to have better access to processors and traders, create bulking centres for soya beans and access all business development services and extension.

The group also suggested ways effectively engage and communicate in the platform:

1. Developing strong associations at different levels; grassroot, district, national and international
2. Develop and implement good policies e.g. information bill
3. Capacity building of stakeholders (hard and soft)
4. Symbiotic relationship between different stakeholders
5. Use of information communication technologies

Day 2 Session 2: Strengths, weaknesses, opportunities and threats (SWOT)

In this session, participants were asked to identify the strengths, weaknesses, opportunities and threats that exist for each value chain. Karl clarified that strengths and weaknesses are internal to the value chain while opportunities and threats are external to the value chain.

SWOT analysis provides an indication of where a group is performing well and the areas that need to be addressed or improved. The SWOT analysis helps in matching the group's resources and capabilities to the environment they work in, and provide a broad boundary to the group's future goals and plans.

This was used as a precursor to development of work plans. The strengths, weaknesses, opportunities and threats identified by each of the groups are as highlighted Table 5.



Figure 6: Participants during group discussions, Soya beans group

In all the groups, participants identified existence of arable land for the production of all value chains and presence of stakeholders to support the work as strength. The farmers also have some knowledge of production of Solwezi beans and rearing of chicken. For soya beans value chain, there are farmers that are willing and committed to its production.

Weaknesses identified in each value chain include capital and financial constraints, poor road networks to access markets, poor communication between existing stakeholders and limited technical skills by farmers. Opportunities that exist include available markets and promotion of good agricultural policies. Other opportunities include capacity building for farmers and establishment of bulking centres for village chicken. Bulking centres will ensure farmers have a standard market to purchase and also provide enough quantities as required by the “big” markets.

Table 5: SWOT analysis across value chains

Value chain groups	Strengths	Weaknesses	Opportunities	Threats
Soya beans	<ul style="list-style-type: none"> • Favourable climate • Arable land • Existence of Cooperatives • Other farmer institutions • Committed Soya bean farmers 	<ul style="list-style-type: none"> • Financial constraints. • Capital requirements Constraints. • Inadequate capacity in technical skills. • Poor networking. • Mistrust. • Production constraints(Manual labour) • Lack of collateral 	<ul style="list-style-type: none"> • Good Government Policies on Agriculture.(Diversification) • High market demand. • Availability of new technologies across all value chains. 	<ul style="list-style-type: none"> • Lack of credit facilities. • Poor service delivery. • Unfulfilled promises that demoralizes key players. • Diseases such as HIV/AIDS. • Land degradation(Mines) • Climate change.
Solwezi Beans	<ul style="list-style-type: none"> • The presence of various stakeholders within the platform • Knowledge on farming • Availability of startup resources such as fertile land , labour 	<ul style="list-style-type: none"> • Little entrepreneurship Knowledge • Venturing into production without business knowledge (planning) • Unable to reserve (store seed) • Inadequate extension services • Poor communication among stakeholders • Reduced demonstration sites • Limited knowledge on policies • Lack of initiative of ownership by the platform players 	<ul style="list-style-type: none"> • Subsidized inputs by government through E-voucher system • Availability of market • Good rainfall patterns • Capacity building • Availability of good policies 	<ul style="list-style-type: none"> • Lack of trust in other players because of past experience. • Deforestation due to charcoal burning which might affect the rainfall pattern • Poor health affects production

Village Chicken	<ul style="list-style-type: none"> • Land • Farmers • Available labour • Local knowledge • Available extension services • Available business service providers • Available markets • Financial institutions that are willing to help such as the vision fund 	<ul style="list-style-type: none"> • Inadequate funds for farmers • Low quality breed and inbreeding • Inability to supplement available feeds • Lack of bulking centres • Poor road networks • Lack of coordination among farmers 	<ul style="list-style-type: none"> • Market availability • Available sources of knowledge 	<ul style="list-style-type: none"> • Competition • Poor management leading to high mortality • Predators
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Day 2 Session 3: Identification of strategic issues and work planning

Facilitator: Karl Hughes

In this session, participants were asked to come up with strategic issues that they would like to tackle for their vision to come to life. The participants were to first list all issues they would tackle then prioritize the first three important issues. The issues were drawn from the constraints identified and opportunities that exist but taking into consideration the value chain strength weaknesses, opportunities and threats.

For each identified strategic issues, the participants were then asked to come up with strategies to tackle the issues and develop a 6 month work plan. For each action identified the participants identified the specific persons/stakeholders to undertake the action and timelines for the specific actions. This work plan would be monitored periodically over the project period to ensure continuity of the work done in the workshop.

From the group discussion the following strategic issues and strategic steps were identified by the groups.

Solwezi beans group strategic issues and Work plan

Key issues identified by the Solwezi beans to tackle in order for the value chain vision to come to life were as follows

- i) Risk averse (fear) to access financial services due to limited knowledge
- ii) Access to market
- iii) Collaborative meetings for capacity building after training
- iv) Training and sensitization on how to source and utilize funds/loans
- v) Plan and follow up assignment to actors.

Key strategies identified by the Solwezi beans value chain were strengthening of innovative platform, training needs for traders and farmers, and facilitating market linkages, Table 6.

Table 6: Solwezi beans value chain platform six month action plan

Strategic issues	Strategies	Specific action steps (June -Nov 2016	Who?	When
Capacity Building	Strengthening the innovative platform	Inviting identified stakeholders even those absent during the planning meeting Organize collaborative meeting for information sharing and networking	MOA ZNFU Vision Fund	August
Risk Averse	Training needs for traders and farmers	<ul style="list-style-type: none"> ▪ Business planning ▪ Costing ▪ Quality control ▪ Postharvest handling 	MOA ZNFU Vision Fund	August
Market access	Facilitating market linkages	Develop link with ATS (contract farming) Developing bulking facilities	ZNFU NWCU Farmers	Sept to Oct.

Soya bean strategic issues and work planning

Soya beans group similarly identified strategic issues to be addressed by the platform and initial strategies to address them. Key strategies identified and mitigations were:

1. Climate Change.

- i) Early warning systems.
- ii) Climate Smart Agriculture such as; Conservation farming, Diversification farming, Agro-forestry and Irrigation and water management

2. Technological Gaps

- i) Capacity building in the use of existing technologies
- i) Strengthening existing platforms to access technologies e.g.; NATSAVE, Bunjimi and use of ICTs

3. Marketing.

- i) Enhancing marketing research
- ii) Creation of demand through promotion and advertising
- iii) Strengthening skills of key players such as in bulking centres, quality standards, use of ICTs and E- marketing.

The group also identified strategies to tackle the identified strategic issues. Suggested strategies include use of conservation agriculture, capacity building and use of existing knowledge, capacity building and improved financial base for farmers, Table 7.

Table 7: Soybean value chain platform six month action plan

Strategic Issues	Strategies	Specific action steps(Jun-Nov 2016)	Who?	When?
Climate Change	Early warning system	Sensitization and collaboration Use of indigenous knowledge	Agric./Met	Aug-March
	Conservation Agriculture and Climate Smart Agriculture e.g. Agroforestry, irrigation and water management	Training and demonstrations	Ministry of agriculture and Kansanshi foundation	Jun-Nov
Technology Gaps	Capacity Building and use of existing knowledge	Capacity building in use of Technologies Creation of WhatsApp group for soya bean group	Ministry of commerce and technology (MCTI) and Technical providers	Jun-Nov Jun-Nov
			MCTI/Agriculture	Jun-Nov
Marketing	Market research: Demand creation Strengthening of skills of farmers in bulking centres	Training in marketing skills		
Financial	Broaden collateral base	Lobbying	DFA DCU PCU	June-Nov
	Creation of information pool on banks and other services providers in the value	Leaflets development Formation of 'whatsapp' group	NATSAVE and other financial institutions MCTI	June-Nov
	Capacity building in financial literacy	Trainings	MCTI and others	June-Nov
	Good policies Capacity building	Lobbying	PCU, DFA and DCU	June-Nov
Service delivery				

Village strategies issues and work planning

In the village chicken value chain, major issues identified were finances where farmers of local chicken form collective action groups to be able to access credit and services from the government. Another issue identified by the group was that village chicken was only used for home consumption and therefore limited care is given to the chicken, the farmers also allow for

in breeding which deteriorates the breed of chicken produced. The group also highlighted that there is no available bulking centre for village chicken in Solwezi. This therefore brings a gap where traders require large quantities. Farmers also lack technical knowhow on ways to improve chicken production and often rely on traditional methods passed from generation to generation. Capacity building and establishment of demo plots will allow farmers to have easy access to information at their convenience.

The following strategic issues and strategies were identified

1. Finance
 - a. Formation and registration of groups
 - b. Lobbying for funds
 - c. Basic trainings in finance management
2. Poor breeds
 - a. Discourage in breeding
 - b. Exchange of cocks/hens to improve breeds
3. Processors
 - a. Encourage public private partnerships to establish processing plants
4. Establishing bulking centres
 - a. Encourage Public private partnership, Government of the Republic of Zambia (GRZ), NGO, farmers to set up bulking centres
5. Access to advanced knowledge
 - a. Capacity building of stakeholder
 - b. Introduction of demo plots
 - c. Farmer exchange visits
6. High mortality
 - a. Sensitization of general good management e.g. supplement foods and semi intensive management
 - b. Construction of shelters
 - c. Vaccination and treatments

The group also came up with a 6 month action plan of activities to be undertaken by the formed platforms (Table 8).

Table 8: Village chicken value chain platform strategic issues and a six month action plan

Strategic issues	Strategies	Specific action steps (June -Nov 2016)	Who?	When
Finance	Form up registered groups	Stakeholders meetings and form up a central committee	Mr Mtonga	3 rd -4 th week of June
	Lobby for funds	Approaching financial institutions for help	The committee	August
	Make joint ventures	Contribution of funds and resources	Committee chairperson	August
Poor breeds	Discourage in-breeding	Separating growing cockrels from growing hens	All the farmers	July
	Breed Exchange	Encourage farmers to exchange cockrels and hens	All chicken farmers	July
Bulking Centres	Encourage Public private partnerships (government and NGOs)	Draw up proposals and lobby for funds	The committee	September to November

Closing remarks and Way forward

All participants present at the workshop agreed to form a joint committee to facilitate planning and activity implementation for each of the value chains. Each value chain actor was also assigned roles.

The aim of the formed committees was to look for investment opportunities and collaborations with other stakeholders, not present at the workshop, and bring on board other farmers interested in the value chain

It was agreed that all invited groups to work towards achieving the set activities within stipulated timelines and the VIP4FS project site level team to facilitate the work of the platform. A “WhatsApp” group of the different value chain groups is to be created by ICRAFs Zambia country project focal person to facilitate consistent communication and feedback.

It was also agreed that there should be regular follow up of the set activities and this will be championed at the site level.

The VIP4FS project will facilitate stakeholder engagements in the three value chains and provide capacity building for improvement collective action. It will also aim at improving commodity clusters towards an innovation platform.

Annex 1: Names of participants in each value chain category

Soya beans	Solwezi Beans	Village chicken
1. Juliana H. Ngandu – Producer FBA Women Farmers Forum. Phone no.0977449561	1. Mr. Sepetiya from ATS	1. Elliot Mutesi- PAZ- production and trading 0977-755289
2. Merian C. Kalala- Producer/ Chairperson/ SDFA/ Women farmers Phone No.0968616603	2. Mr. Muya farmer from Lunga	2. Kalota Willy- Transport 0977 420619
3. Mrs. M . Bwalya Phone No.0964571541	3. Mr. Kamimbi farmer from Kyafukuma	3. Shemeyo Whitson- farmer- 0976 252892
4. Wilson Simpamba- Producer/FBA Farmers Phone No.0968876238	4. Mr. Kyaba from NWCUC	4. Masuwa Lawrence- farmer- 0976 836525
5. Yamwisha Chris .F- Producer Phone No.096670816	5. Mr. Mantina from IDE	5. Kataji Kelvin- farmer Kmuzabwanga.km@gmail.com
6. David Mulosa- Processor DBA Phone No. 0978346268	6. Mr. Kasaro from ZNFU	6. Greenson Ikowa- Dawako enterprise: 0977880413
7. Kenneth Kangomu- Producer Phone No. 0977691094	7. Mrs Betty Mbewe from WVZ	7. Mbela bexter- Agriculture 0979 719054
8. Abraham Mutale- Government representative Commerce trade and industry Phone No.0969685227	8. Mr. Siampongo from the farmer group	8. Mazila Manley- Fisheries and livestock 0972 903980
9. Muyobo Shimabale- Government representative- DACO Phone No.	9. Mr. Ntambo farmer from St. Francis	9. Shadreck Bwebya- ZARI agric
10. Godfrey Nkalamo- Government representative DACO's Office Phone No.0967908696	10. Mrs Joyce Phiri – trader	
11. Isaac Jere- Government representative- ZARI	11. Miss Pamela Kaira from MOA	
12. Katasha Sinyangwe- Government representative- Commerce Trade and industry	12. Mr. Sikabwele Kellys from CBU	
13. Patricia Masikati-ICRAF Phone No. 0968027217		
14. Mitred Nang'alelwa Phone No.0962711944		

Annex 2: Workshop Agenda

Multi-stakeholder workshop and planning meeting

Developing value chains innovation platforms from improved food security in East and Southern Africa (VIP4FS) project

**Crossroads lodge, Solwezi Zambia
14th -15th, June 2016**

Workshop objectives

1. To bring together various stakeholders involved/interested in selected value chains (Solwezi beans, Soya beans and Village chicken) and develop understanding, participation and level of interests by the stakeholders
2. Through a systematic participatory process, analyse current production levels, potential and constraints experienced
3. Further analyse markets and market niches for the different stakeholder types
4. Participatory development of vision maps, defining areas of collaboration
5. Undertake SWOT analysis for different value chains and identification of areas for intervention
6. Undertake stakeholder mapping and arrive at consensus on:
 - a. Requirements and production volumes
 - b. Agreements on Value chain processes
 - c. Market identification and development
 - d. Potential and constraints experienced
 - e. Plans developed and estimates made
7. The need and potential role of different stakeholders
8. Formation of innovation platforms

Workshop Agenda

Time	Objective/Activity	Process/Details	Intended Outcomes	Lead Facilitator	Required Materials
8.00-8.30am	Introductions of various stakeholders involved/interested in selected value chains (Solwezi beans, Soya beans and Village chicken)	Introduction by each stakeholder <ul style="list-style-type: none"> • Organization/farmer/farmer group • Area/location/region covered • Interests <i>Include ice breaker</i>	Participant Familiarization Understand stakeholders participating in the workshop and their interests in selected value chains Develop understanding, participation and level of interests by various stakeholders		
8.30-9.00am	VIP4FS Project introduction	<i>Plenary session</i>	<i>Understanding of the project objectives and aim</i> <i>Sets pace for other activities for the workshop</i>		<i>Projector</i> <i>Laptop</i> <i>Flipcharts</i> <i>markers</i>
9.00-9.30am	Workshop objectives and introduction	<i>Plenary Presentation</i>	<i>Understanding objectives of the workshop and intended outcomes</i>		<i>Projector</i> <i>Laptop</i> <i>Flipcharts</i> <i>markers</i>
Tea break					
10.00-11.30am	Group work 1: Analysis of current production levels, potential and constraints experienced	Group activity and presentation at plenary (time: 1hr 30 min) Discussions will be across the value chain i.e. at production (farmers), markets (traders), input supplier (private sector and government). Discussion to focus on constraints, potentials and market niches	<i>Understanding current production levels, its constraints, potential and market niches of the different value chains</i>	<i>Facilitator to develop question for this session</i>	<i>Flip charts</i>

12.30-1.30	Group work 2: Development of vision maps, defining areas of collaboration	<i>Group activity</i> <i>Role play developed to highlight collaboration (Tanui)</i> <i>Visioning exercise each stakeholder defines past, present and future scenarios in terms of production and markets. Refer to module 8 facilitators guide</i>	<i>Participants to define desired livelihood outcomes and identify opportunities and assets that can be exploited</i>	<i>Facilitator to develop questions to guide this session</i>	<i>Flip charts</i> <i>Markers of different colors</i> <i>Plain sheets of paper</i>
	Lunch				
2.30-3.30pm	Undertake SWOT analysis for different value chains and identification of areas for intervention	<i>Facilitators to develop guiding questions for the strengths, weaknesses, opportunities and threats</i> <i>Stakeholders to also identify areas for intervention</i>	<i>Understand the strengths, weaknesses of different causes of action to achieve desired livelihood outcome</i>		<i>Zopp cards and plenary discussions</i>
3.30-4.30	Undertake stakeholder mapping	<i>Who, what, why and how</i> <i>Facilitator to introduce the session and expected outcomes</i> <i>Questions to be developed to guide the mapping (also include roles of stakeholders)</i>	<i>Understand the roles and responsibilities of each stakeholder highlighted</i>		<i>Manilla papers, egg shaped papers ad</i>
	Evening tea				
4.30-5.30	Platform formation (cluster formation) And Work planning	<i>Agree on specific engagements by various stakeholders and define way forward</i> <i>(customize work planning)</i>	<i>Define roles for stakeholders and action points for</i>		<i>Flip charts</i>