

CLIM<sup>2</sup> Project

# Diversifying agri-food value chains in Southern Malawi

ILRI, ICRISAT and SSLP

CLIM<sup>2</sup> DEC MEETINGS, October/November 2019,  
in Balaka, Chiradzulu, Thyolo Districts, Malawi



This project is  
funded by the  
European Union

Our team

*SSLLP*  
*ICRISAT*  
*ILRI*  
*MOAIWD*

1. Infrastructure
  - 3 District offices
  - 1 Blantyre office
  - 2 vehicles
2. Staff: 6 scientists, 5 NGO staff, 1 PhD student



What is CLIM<sup>2</sup> all about?

*Increased income and  
livelihoods through  
diversified and  
intensified agricultural  
production and better  
market access*



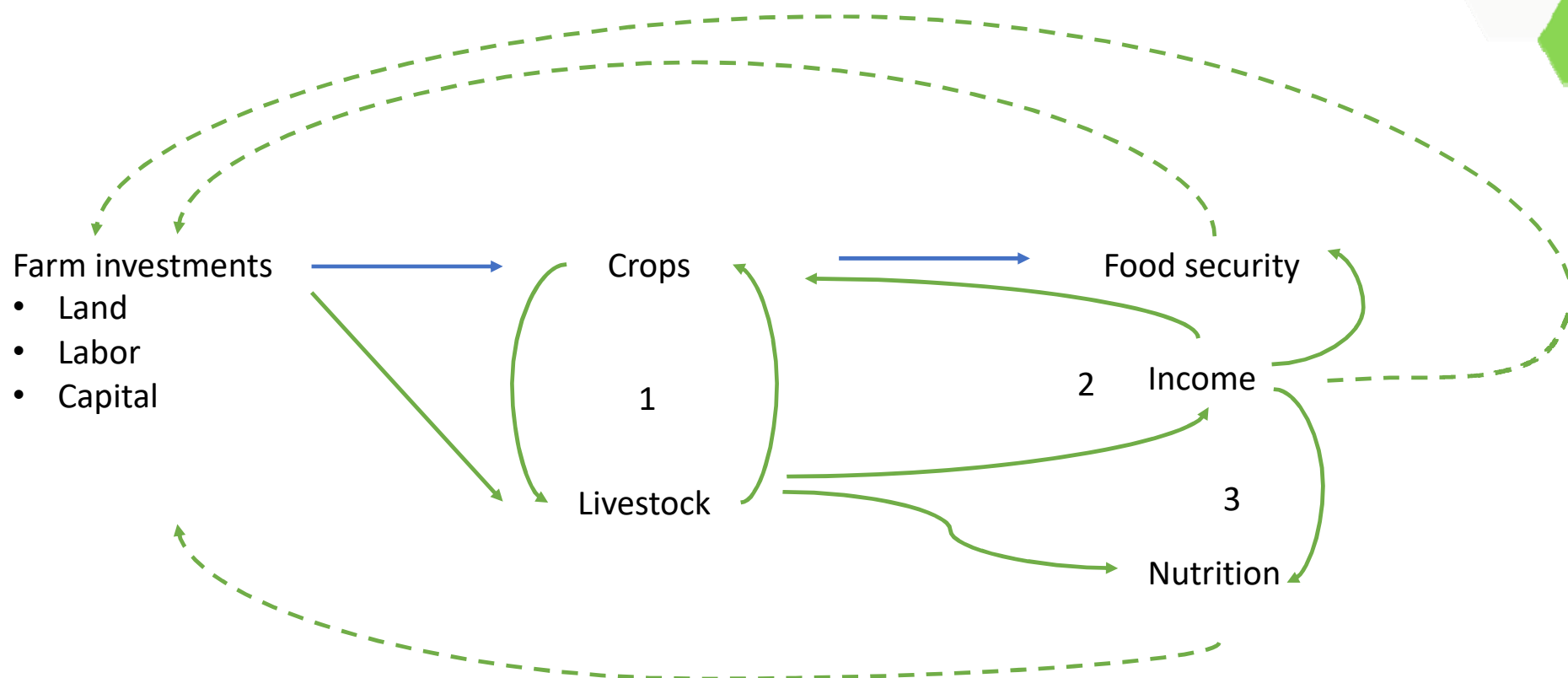
## Our theory of change: Income, food insecurity and nutrition



Farm investments → Crops → Food security

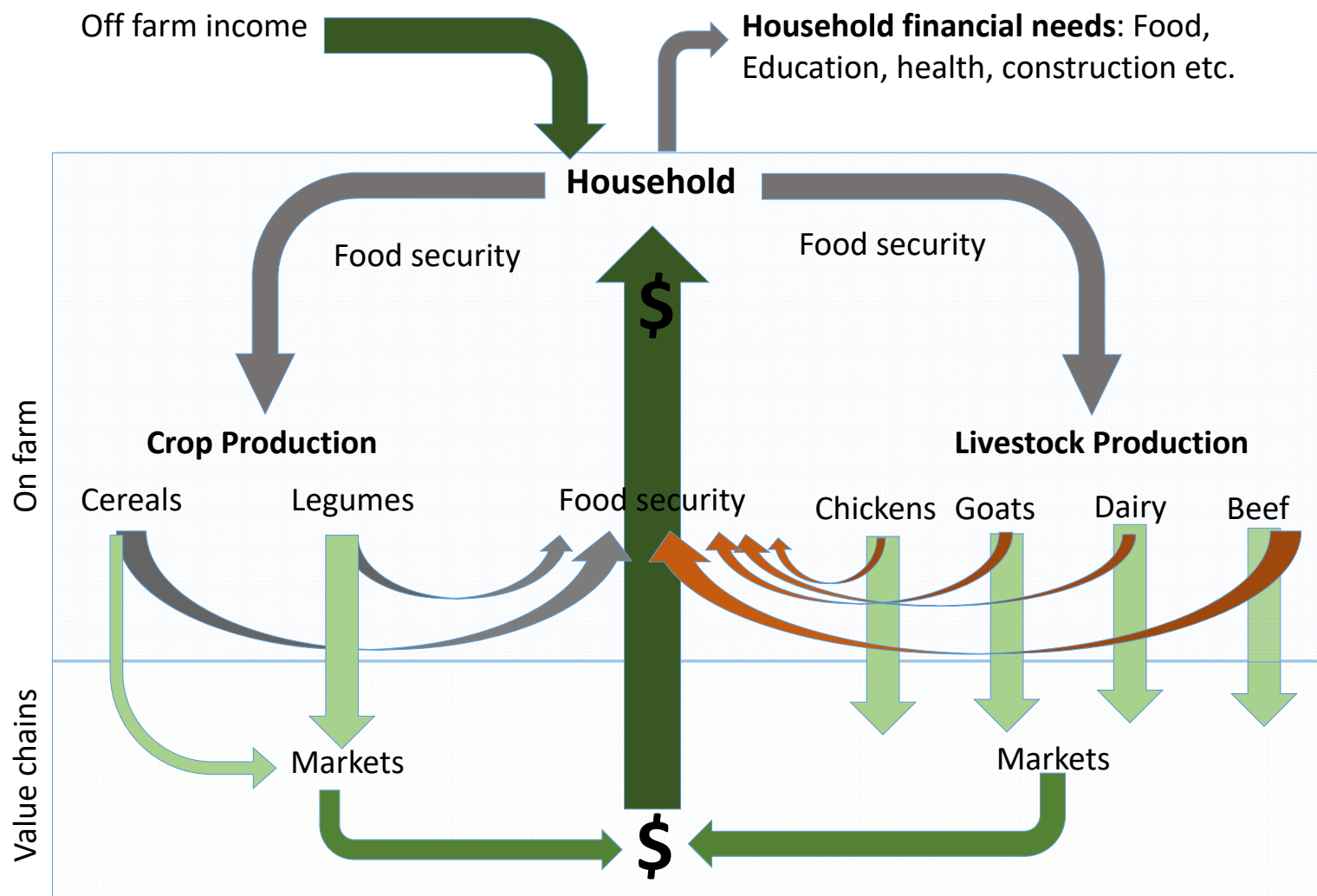
→ Current policy priorities: directing farm investments to produce more maize

## Our theory of change: Income, food insecurity and nutrition (1/2)



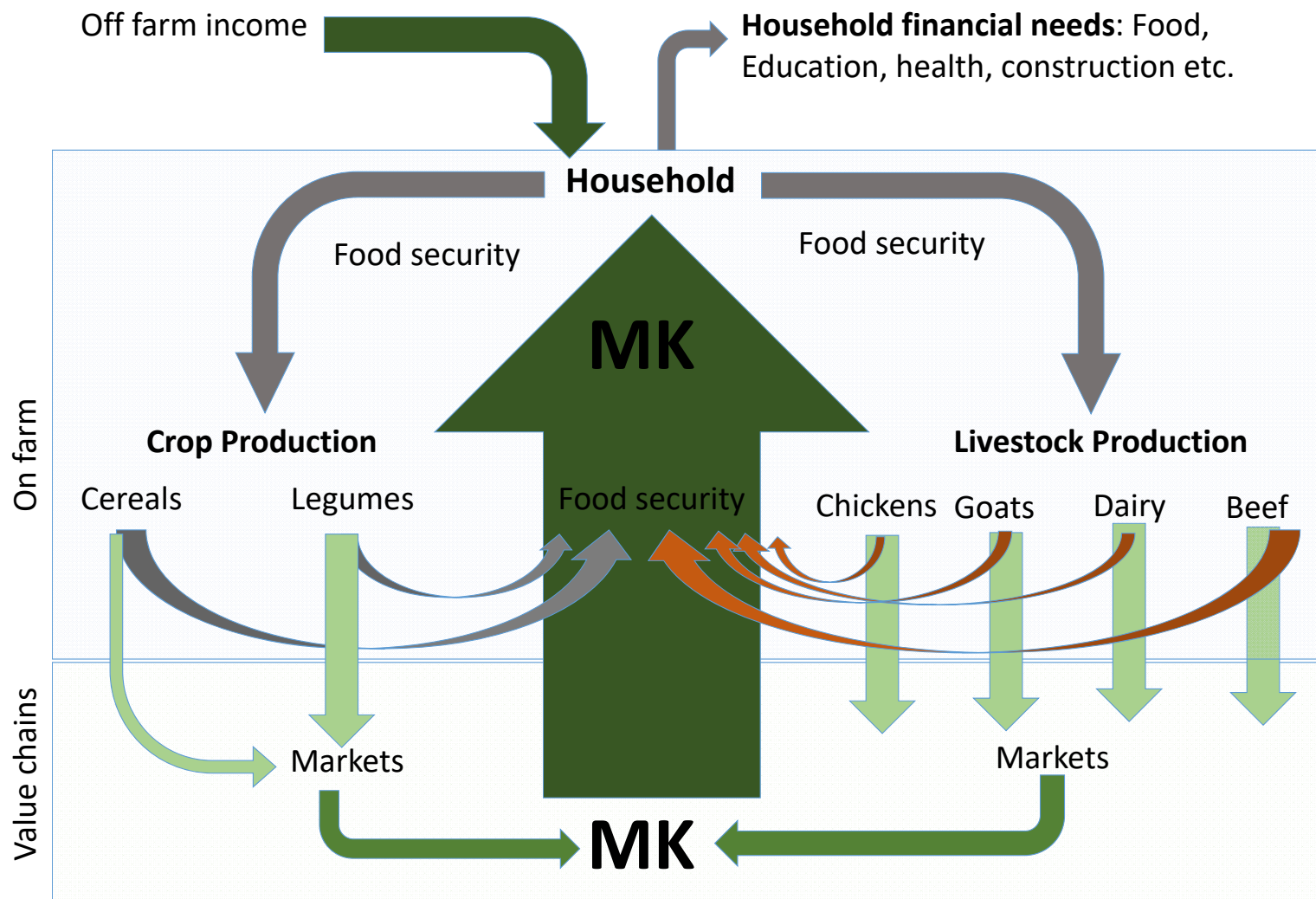
- Current policy priorities: directing farm investments to produce more maize
- Directions that we need to go if we are to enhance nutrition outcomes
- - - - - Positive systems feedback loops

# Our theory of change: CROP-LIVESTOCK AND MARKETS (2/2)

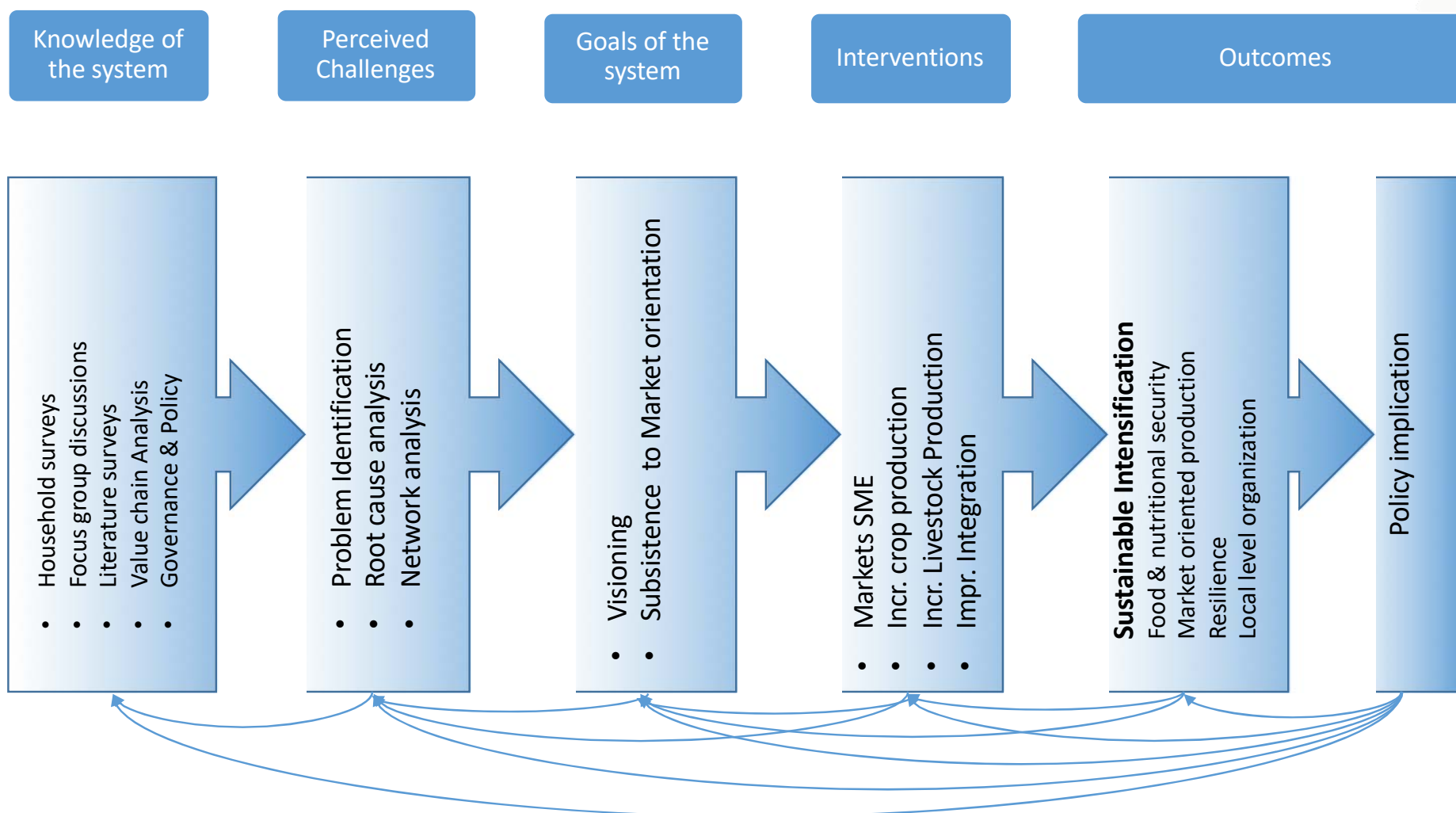




# Our theory of change: CROP-LIVESTOCK AND MARKETS (2/2)



# CLIM<sup>2</sup> approach and methodology of implementation





## Baseline situation: Crops (1/2)



Traditional focus:  
Maize for food  
security

What next?

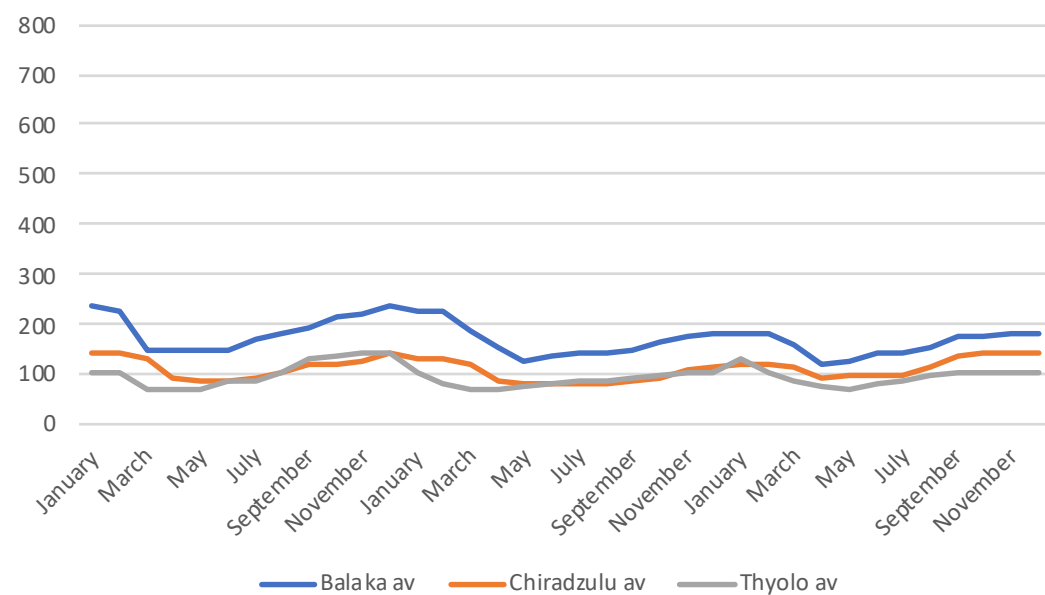
	Maize	Sorghum	Groundnuts	Pigeon pea	Cowpea
Farmers producing (%)	100.0	31.1	17.4	75.2	17.2
Area (acre)	1.1	0.4	0.4	0.7	0.5
Yield (kg per acre)	501	311	314	174	191
Price (MK per kg)	110	81	158	95	136
Revenue (MK/farm)	42,032	6,351	13,546	6,443	8,998
Costs (MK/farm)	15,232	209	831	1,015	1,617
Netreturns (MK/farm)	28,172	6,273	12,921	5,796	7,692
Netreturns (MK/acre)	39,682	25,820	47,115	14,896	19,005
Cost / Revenue	0.4	0.0	0.1	0.2	0.2

## Baseline situation: Crops (2/2)

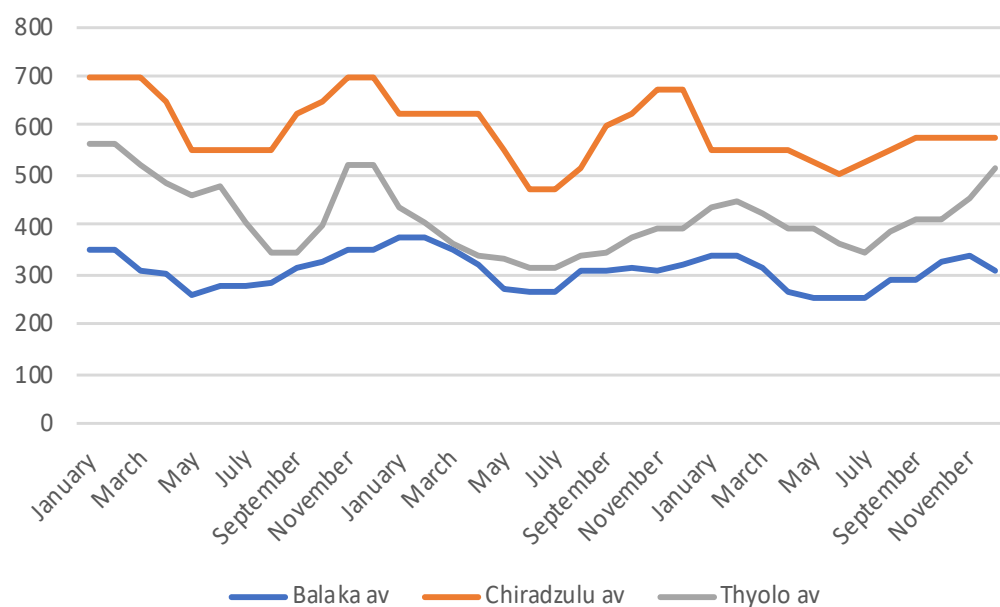


### Average prices for crops sold at rural growth points

Maize prices (per kg, MK, 2016-2018)



Groundnut prices (per kg, MK, 2016-2018)



## Baseline situation: Livestock (1/3)



Underinvested:  
Livestock for income  
and nutrition

More income from  
livestock

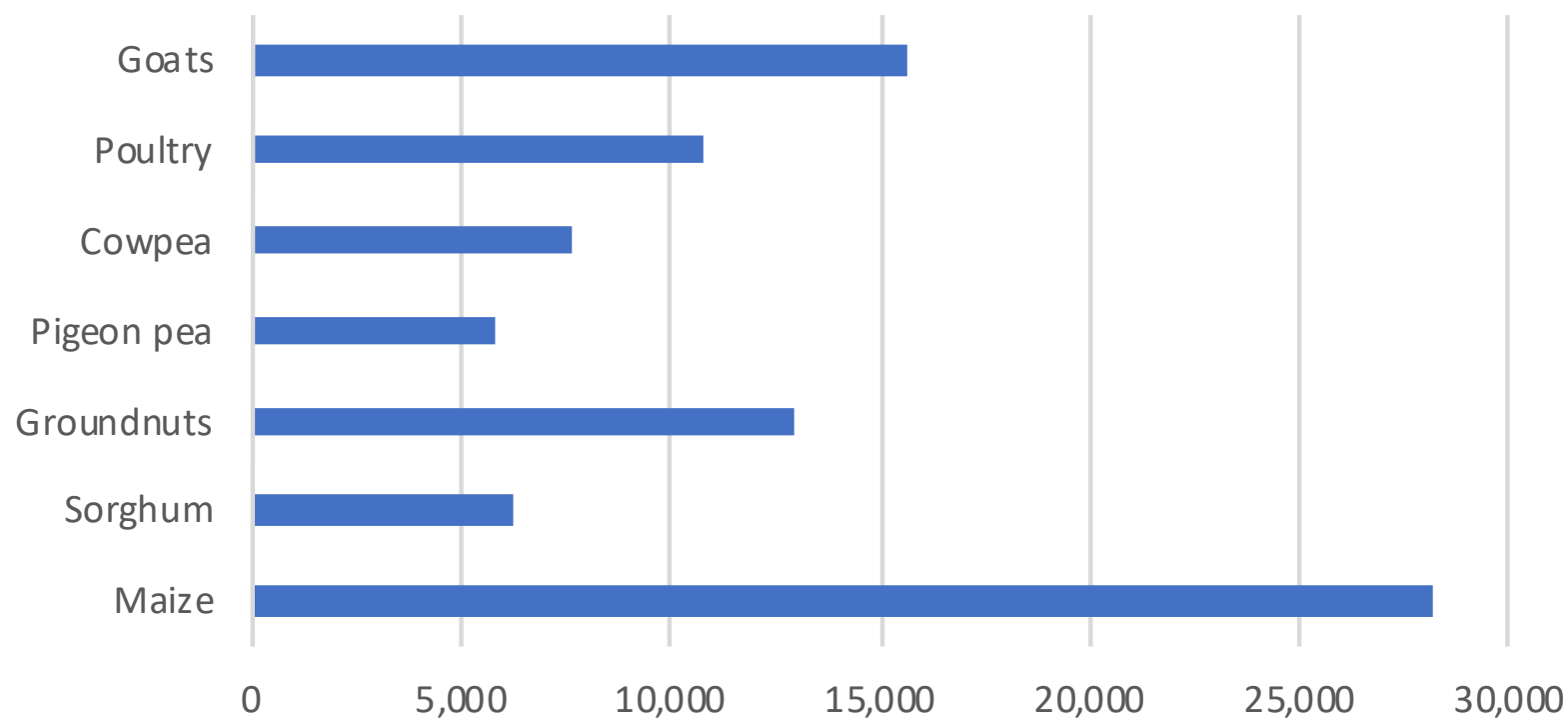
- more money spent  
on livestock based  
foods?
- re-investing into  
the farming  
system?
- better nutrition?

	Poultry	Goats	Dairy cattle
Farmers producing (%)	46.8	34.0	4.8
Flock size (n)	10.2	3.5	3.8
Losses (%)	170.3	41.1	27.8
Offtake (%)	79.4	32.8	13.1
Price (MK per n)	2,170.4	14,000.0	133,577.6
Price (MK per l)			157.9
Revenue (MK)	12,217	19,345	240,519
Costs (MK)	1,455	2,896	17,454
Netreturns (MK)	10,762	15,644	203,577
Cost / Revenue	0.1	0.1	0.1

## Baseline situation: Crop and livestock net returns (2/3)



Farm net returns (MK)



## Baseline situation: Livestock (3/3)



Potential to increase gains from livestock

At district level

- Prices (seasonality, distance)
- Reducing losses

	Poultry	Goats	Milk
n / l sold (per month peak season)	10,000	5,500	55,000
n / l sold (per month off season)	2,500	2,500	44,000
Value sold (per month peak season, MK)	21,900,000	102,200,000	7,034,280,000
Value sold (per month off season, MK)	7,300,000	61,320,000	5,627,424,000
Value lost (per month peak season, MK)	46,971,914	128,061,585	447,636,000
Value lost (per month lean, MK)	15,657,305	76,836,951	447,636,000

Reference unit: Project EPA catchments markets

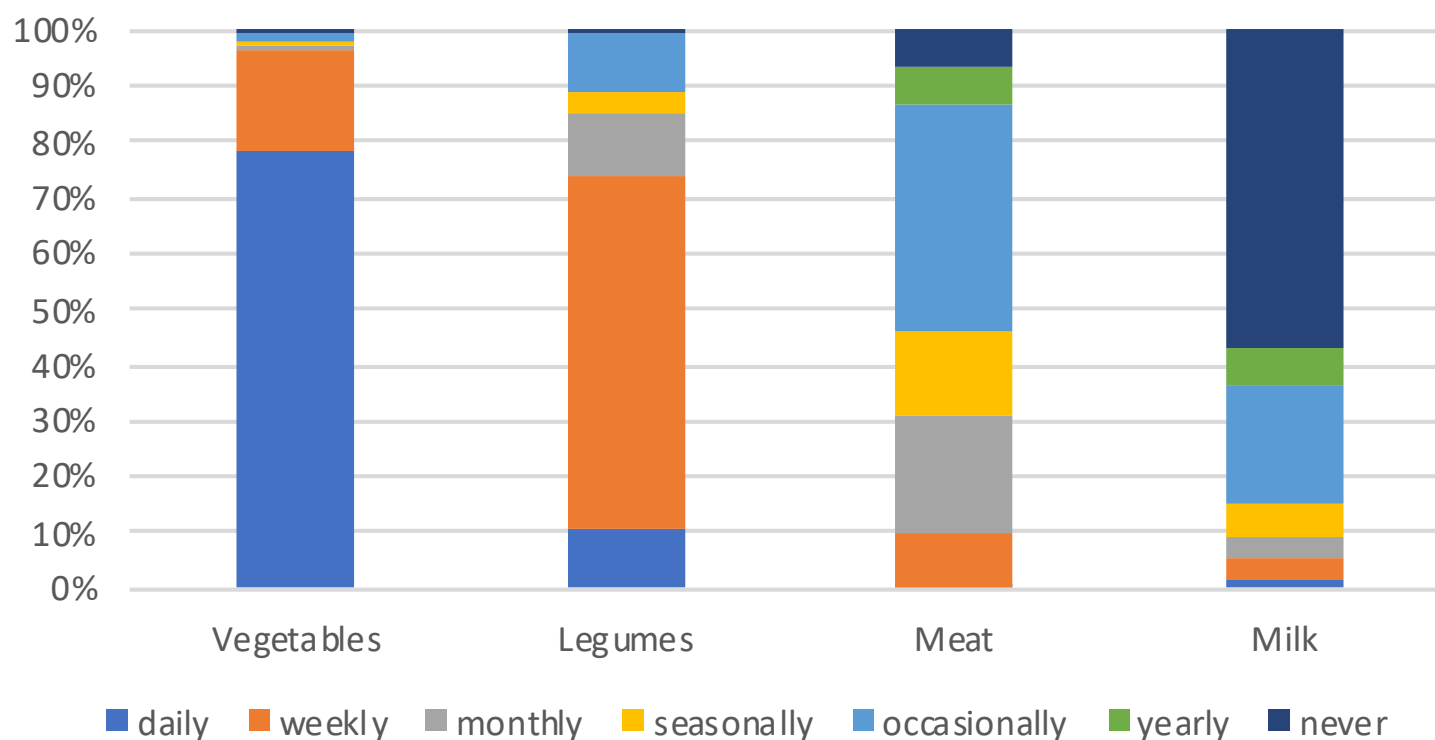
## Baseline situation: Nutrition (1/2)



People in a year  
live 6.2 months from  
self-produced foods

Consumption of  
livestock based foods  
is underrepresented

Frequency of food consumption



## Baseline situation: Nutrition (1/2)



Higher income consumers pay for diversity and quality

Low income consumers prioritize availability and affordability

Rural consumers spend large share of income on food

Monthly expenditure on different foods, by consumer types

	Pulses	Eggs	Meat	Milk
Rural consumer	4,726	2,760	5,153	1,696
Low income urban consumer LLW	2,843	2,419	6,173	2,010
Low income urban consumer BTY	4,384	4,706	11,418	2,497
High income urban consumer LLW	8,993	5,220	15,360	7,576
High income urban consumer BTY	7,714	5,786	22,857	10,143

Constraints to more frequent consumption of eggs, by consumer types

	Rural consumer	Low income urban consumer LLW	Low income urban consumer BTY	High income urban consumer LLW	High income urban consumer BTY
Affordability	68	67	57	0	10
Accessibility	18	0	7	0	0
Food quality	6	33	7	27	60
Diversity	3	0	14	40	20



# 1. Systems Diagnostics

**Innovation platforms:  
Multi-stakeholder  
planning and feedback**

**Quantitative data:  
Baseline and value chains**



IP: Visions and challenges



IP: Planning and revision



Gross margins for profitable farming:  
informing management choices



Baseline and value chain assessment:  
Informing investment decisions

# 3<sup>rd</sup> round of IPs – how to link farmers to markets

24-29.10.2019

About 50 participants per meeting, about one third were women.

IP meetings include representatives from farmer and care groups, government extension and private sector.



## 2.1 Viable agri-business processing opportunities identified, developed and implemented

### *Business plan development*



4 Companies: structuring the business



## 2.2 Viable agri-business processing opportunities identified, developed and implemented

*Piloting business models,  
MSMEs,  
agribusiness companies*





# Chicken: Fast track the Kuroiler breed (focus in Chiradzulu)

Large scale commercial firms are at the forefront to supply chicken and egg production to domestic markets, imports at the increase - space for smallholder farmers?

CLIM<sup>2</sup>: Smallholder farmer based meat & egg production through dual purpose birds

- 1000 chicken tested at Mikolongwe research station
- 4000 under semi-commercial conditions at Lunzu farm
  - 2000 hens handed over to two SME companies (starter kit, support)
  - 1000 hens handed over to 100 individual farmers
  - Cocks slaughtered – funds reinvested in SMEs
  - 30 chickens for productivity evaluation





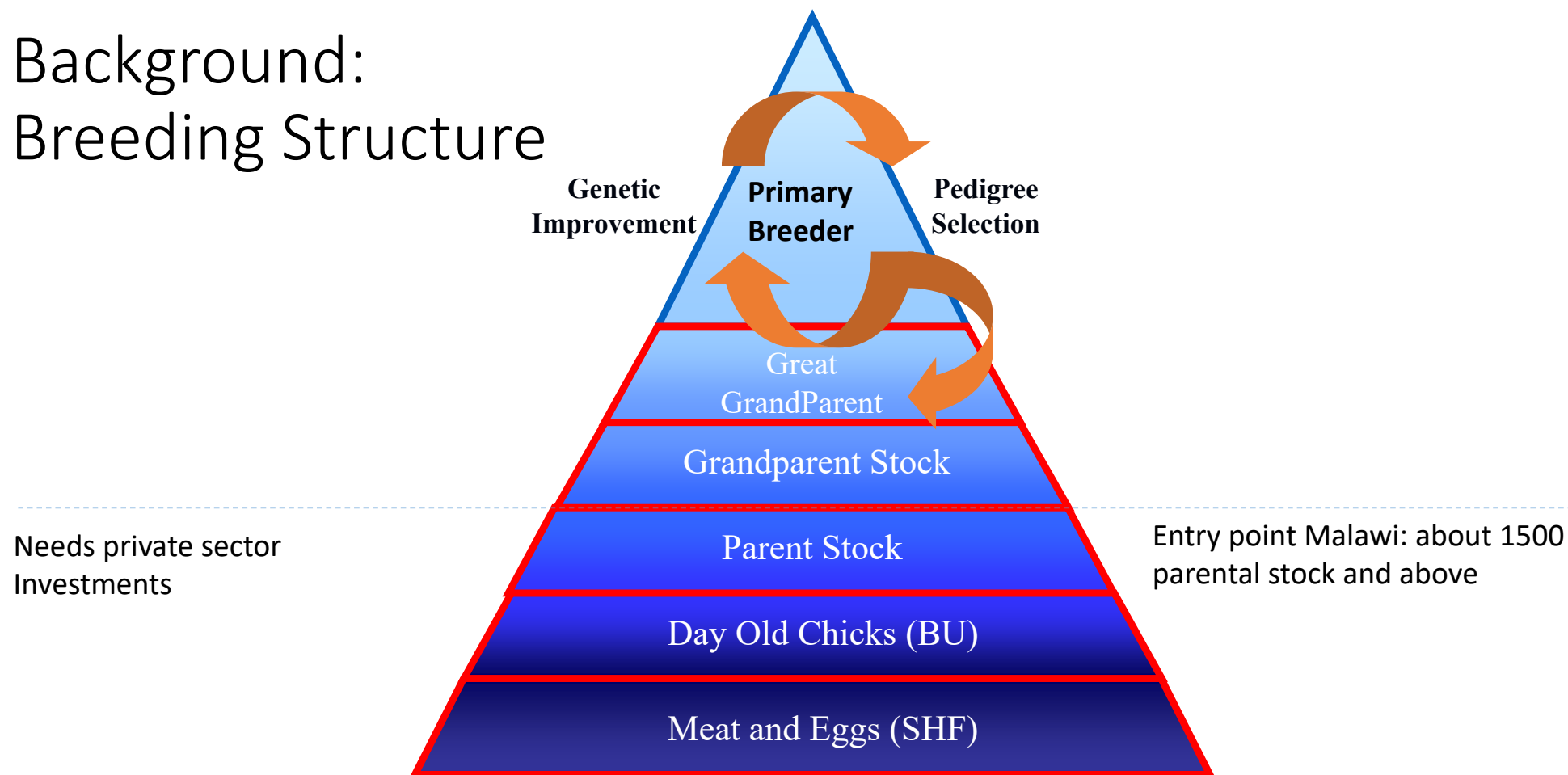
## Poultry Companies

- Chimtengo, Zaone (Namagazi) Poultry Companies
- Robust business plan development
- Registration of companies
- Construction of own facilities
- Link to inputs – local feed manufacture
- Link to high value local markets
  - Eggs
  - Meat
- Proof of concept





# Background: Breeding Structure



Vision: Brooded and vaccinated Chicken (21 to 42 days old –depending on need of villagers) to villages



Small holder farmers produce meat birds and eggs – Home consumption, income from sale



# IP -lessons and preliminary results

- Farmers and consumers are aware on nutritional benefits from chicken and eggs; there is a supply gap of village chickens and eggs at rural markets
- Introduction of the Kurioler allows farmers to benefit from consumption and sale of eggs and meat – the bird does well under local management, mortality is low
- Entry points production:
  - Control of New Castle disease disease to mitigate losses and make more chicken and eggs available for consumption and sale – entry point for SMEs
  - Locally produced feeds to half variable costs - entry point for SMEs
- Entry points marketing:
  - Market channels: For consumers the taste and size of chicken and eggs seems appealing (lower per kg price for meat as compared to broiler, same price for eggs at half the feed cost)
  - Local consumer markets
  - Large organizations, preferential arrangements

# What next?

Nutrition	Value addition / market linkages	Policy
Verify the taste of Kuroiler eggs and meat through blind tasting (village chicken, kuroiler, broiler)	Outreach for Kuroiler at DAEC, DEC, DC councillor – brief about chicken and market links, seek support, for higher level dialogue	Inclusive regulations and quality control to ensure smallholder farmers benefit from increasing demand at domestic markets
Promote messages on Kuroiler eggs and meat for nutrition through DEC, DAEC, DNCC, care groups	Inventory and GMA on local market channels that show interest to buy chicken and eggs from farmers / SMEs	Supporting farmer self-organization, access to rural infrastructure, e.g. cold chain
	Farmer market exploration, CLIM and other potential farmer groups, synergies to increase the supply	Government role in controlling contagious diseases
	Prototyping models for SMEs (feed, health), working with gvt-traders-farmer/care groups	Feedback on the release of the Kuroiler
	Continue mentoring SMEs and farmers on chicken production and business model	





# Goats: gaps beyond the farm level

Despite ever growing demand for goat meat, and increasing goat populations, there are very little investment in smallholder farmer-based goat value chains.

CLIM<sup>2</sup> – 40 butchers and municipality as entry point for value chain improvement – SMEs promote goat quality

- improve slaughter slab, water and waste management





## Improve meat handling and selling area

- Cooling facilities
- Meat storage, longer shelf life
- General hygiene
- Concept of cost sharing and share holdings
- Business structure, enterprise management

## Outstanding

- Goat sales-pen
- Goat market model



## Farmer capacity development: goat meat quality and market organization

- Goat meat quality criteria
- Introduction of the scale for understanding price quality relations
- Testing auction procedures



# IP -lessons and preliminary results

- Farmers cannot afford to eat goats, even though they are aware of the benefits.
- In comparison to other livestock commodities, goat farmers are less organized. They are not aware of the demand for goats and meat quality at domestic markets.
- A mechanism is required that supports farmers to organize the aggregation of quality goats.
- Creating parallel channels through the auction model can translate quality meat to consumers, with benefits along the entire value chain.

# What next?

Nutrition	Value addition / market linkages	Policy
Promote messages on goat feeding and meat for nutrition through DEC, DAEC, DNCC and care groups	Outreach for goat quality meat markets at DAEC, DEC, DC councillor – brief about quality goat market options, seek support, also for higher level dialogue	Prioritize goat production and marketing in policy setting and implementation
	Capacity development for farmers and buyers on meat quality and prices through practical demonstrations	Facilitating policies that encourage farmers to organize around goats markets
	Goat auction as new decentralized market model for quality goat meat, at about 2 sites per EPA, all project sites, during peak market periods <ul style="list-style-type: none"> <li>• Launch and facilitate setting up the market points (demonstrations, scale, documentation)</li> <li>• Role of the auctioneer</li> </ul>	Include goats in nutrition policies
	Complete the goat business model for prototyping, mentoring	Propose the goat quality market demonstration as new extension tool





# Dairy: Policy barriers?

While smallholders have the capacity to produce milk, what at hinders them to reduce losses and add value to milk? Making raw and pasteurized milk locally available improves incomes and nutrition.

CLIM<sup>2</sup>: Bvumbwe Dairy Association as entry point for value chain improvement – SME.

- Renovate the pasteurizing facility
- Packaging
- Capacity building
- Institutional arrangements



# Business coaching and mentoring

- Business plan development
- Record keeping
- Costs management
- Markets
- Ownership



**JOB DESCRIPTION GROUP 1**

**PART I**

ITEM	DESCRIPTION	PER MONTH	PER YEAR
1. GENERAL MANAGER	OVERSEE ALL THE ACTIVITIES OF THE COOPERATIVE	K 1,000,000.00	K 12,000,000.00
2. PRODUCTION MANAGER	MANAGE THE PRODUCTION OF THE COOPERATIVE	K 600,000.00	K 7,200,000.00
3. ACCOUNTANT	MANAGE THE FINANCIAL RECORDS OF THE COOPERATIVE	K 45,000.00	K 540,000.00
4. SALES MANAGER	MANAGE THE SALES OF THE COOPERATIVE	K 450,000.00	K 5,400,000.00
5. MARKETING MANAGER	MANAGE THE MARKETING OF THE COOPERATIVE	K 450,000.00	K 5,400,000.00
6. PURCHASING MANAGER	MANAGE THE PURCHASING OF THE COOPERATIVE	K 450,000.00	K 5,400,000.00
7. FACTORY CLEANER	CLEAN THE FACTORY	K 10,000.00	K 120,000.00
8. WAREHOUSE	MANAGE THE WAREHOUSE	K 10,000.00	K 120,000.00

**PART II**

**DUTY ANALYSIS**

GENERAL MANAGER: TO OVERSEE ALL THE ACTIVITIES OF THE COOPERATIVE.

PRODUCTION MANAGER: TO OVERSEE ALL THE ACTIVITIES OF THE PRODUCTION OF THE COOPERATIVE.

ACCOUNTANT: TO MANAGE THE FINANCIAL RECORDS OF THE COOPERATIVE.

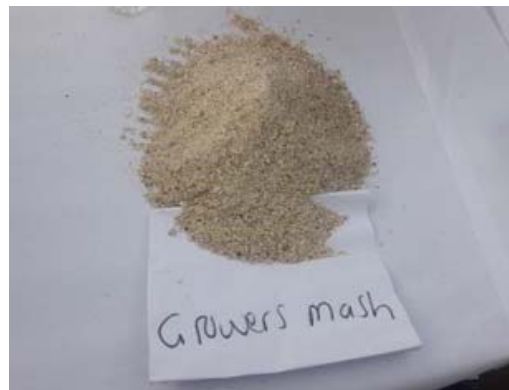
SALES MANAGER: TO MANAGE THE SALES OF THE COOPERATIVE.

MARKETING MANAGER: TO MANAGE THE MARKETING OF THE COOPERATIVE.

PURCHASING MANAGER: TO MANAGE THE PURCHASING OF THE COOPERATIVE.



# Forage Production and Feed Processing



Locally produced, affordable quality feeds:  
Feed and fodder production, ration formulation and processing

# Artificial insemination support

AI equipment provided to

- Bvumbwe in Thyolo
- Sabuni in Chiradzulu



# IP -lessons and preliminary results

Creating parallel channels for milk processing can increase the share of sales to local consumers in bulk, through product differentiation.

This empowers the farmer groups and bulking centers, to manage the processes, as it increases the volumes of milk that they sell.

This increases milk consumption locally.

# What next?

Nutrition	Value addition / market linkages	Policy
Promote messages on buying milk locally for nutrition through DEC, DNCC and care groups	Assess gross margins and value addition to highlight profit margins per market channels	Price incentives including minimum price, subsidies to reduce production costs, reduced tax
Awareness creation that farm milk is safe to drink , add value to your locality	MBS to license dairy products	Approve and promote sale of raw milk and pasteurization
	Capacitate existing add 1-2 new SMEs, training and equipment for pasteurization and processing	Strategy to open up markets for local processing and sale of dairy products,
	Lobby for dairy with government departments (education, health & nutrition etc) and stakeholders to budget for dairy as priority food purchases	





### 3.1 Smallholder agriculture production increased and diversified

#### *On-farm demonstrations and evaluations*



Crop diversification with 908 farmers in 36 f- groups @ 7.5t improved seed (sorghum, groundnut, pigeon pea, cowpea, mucuna)



Groundnuts Participatory Variety Selection: farmers appreciation of residues for feed



On-farm Kuroiler chicken evaluation:  
8 f- groups @ 100 chicken



Crop residue biomass assessment:  
Expected biomass yields and quality

3.2 Smallholder  
agriculture production  
increased and diversified

***FEAST***  
***Feed Assessment Tool***



FEAST to identify feeding challenges



### 3.3 Smallholder agriculture production increased and diversified

*Multiple trainings,  
following IP requirements*



Labor saving crop processing  
12 groundnut shellers to farmer groups  
4 hammer mills for feed companies



Chickens and goats husbandry trainings:  
180 farmers, in 6 f-groups



Crop management and post harvest  
trainings: 180 farmers in 6 f-groups



Feed biomass training: 180 farmers, in 6  
f-groups

4. Transformational  
capacity for sustainability  
and scaling

*Farming systems  
integration*

*Improved market linkages  
through MSMEs*

*Increased role of private  
sector*



CLIM2 Policy Dialogue on Shaping Agri-food Value Chains  
For Nutrition and Health in Malawi

Balaka IP

Chiradzulu IP

Thyolo IP



# Capacity development, training, year 2 - today

Type of trainings	N trainings / farmer groups	N women	N men
<b>Farmers</b>			
Crop inputs and management	39	642	327
Gross margin analyses	6	141	41
PICS bags trainings	6	130	50
Business plan development	3	35	15
<b>Multiple-stakeholders (govt, priv sect, farmers)</b>			
Poultry training	2	11	25
Second IP meetings	3	37	86
Third IP meetings	3	50	100
Biomass training	6	120	60
<b>Project team</b>			
Communications and blog writing training	1	2	4

# Outputs

- Project annual reports
- IP reports (3 per year)
- Technical reports: Baseline, value chain, consumer assessment
- Blogs (8)
- Visibility events
- Website (<https://clim.icrisat.org/>)

# Thank you!



This project is  
funded by the  
European Union