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ANNUAL PROGRESS REPORT FY2013

FEED THE FUTURE

INTEGRATING NUTRITION IN VALUE CHAINS PROJECT, MALAWI

COVERING PERIOD 1ST OCTOBER 2012 THROUGH 30TH SEPTEMBER 2013

FINAL

OCTOBER 2013

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AUTHORITY/DISCLAIMER

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Acronyms

ABM	Association Business Manager
ADMARC	Agricultural Development and Marketing Corporation
AEDC	Agriculture Extension Development Coordinator
AEDO	Agriculture Extension Development Officer
AFO	Association Field Officer
AHCX	Auction Holdings Commodity Exchange
AI	Artificial Insemination
AIDS	Acquired Immune Deficiency Syndrome
AMC	Association Management Centre
ARI	Acute Respiratory Infection
ASWAp	Agriculture Sector Wide Approach
BCC	Behavior Change Communication
CISANET	Civil Society Agriculture Network
CGIAR	Consultative Group on International Agricultural Research
CGV	Care Group Volunteers
CHD	Child Health Days
COP	Chief of Party
CSB	Corn Soy Blend
DAECC	Department of Agricultural Extension Coordinating Committee
DAES	Department of Agricultural Extension Services
DARS	Department of Agricultural Research Services
DCOP	Deputy Chief of Party
DEC	District Executive Committee
DHMT	District Health Management Team
DIDP	Dairy Industry Development Platform
DNHA	Department of Nutrition, HIV and AIDS
DQA	Data Quality Assessment
DTWG	Dairy Technical Working Group
ELISA	Enzyme-Linked Immune-Sorbent Assay
EMMP	Environmental Mitigation and Monitoring Plan
ENA	Essential Nutrition Actions
EPA	Extension Planning Area
ERF	Environmental Review Form
FAS	Field Accounting Systems
FISP	Fertilizer Input Subsidy Program
FTF	Feed the Future
FUM	Farmers Union of Malawi
FY	Fiscal Year
GAP	Good Agricultural Practices
GBC	Grain Bulking Center
GDA	Global Development Alliance
GHI	Global Health Initiative
GIS	Geographic Information System
GM	Growth Monitoring
GOM	Government of Malawi
HICD	Human and Institutional Capacity Development
HIV	Human Immunodeficiency Virus
HSA	Health Surveillance Assistant

ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information Communication Technology
IFPRI	International Food Policy and Research Institute
IIF	Investing in Innovation Fund
IITA	International Institute of Tropical Agriculture
INVC	Integrating Nutrition in Value Chains
IR	Intermediate Results
ISF	Implementation Support Fund
LCD	Local Capacity Development
MASA	Malawi Seed Association
MBG	Milk Bulking Group
MCHN	Maternal Child Health and Nutrition
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MGDS	Malawi Government Development Strategy
MIM	Malawi Institute of Management
MMPA	Malawi Milk Producers Association
MoA&FS	Ministry of Agriculture and Food Security
MOH	Ministry of Health
MOU	Memorandum of Understanding
MSU	Michigan State University
NASFAM	National Association of Smallholder Farmers of Malawi
NGO	Non-Governmental Organization
OCAT	Organizational Capacity Assessment Tool
OIBM	Opportunity International Bank of Malawi
PDI	Positive Deviance Inquiry
PHH	Post-Harvest Handling
PIRS	Performance Indicator Reference Sheet
PMEP	Performance Monitoring and Evaluation Plan
SME	Small and Medium Enterprise
SMS	Short Messaging System
SPS	Sanitary and Phyto-Sanitary
SSDI	Support for Service Delivery Integration
Sub-IR	Sub Intermediate Results
TAMIS	Technical and Administrative Management Information System
ToT	Trainer of Trainers
UNC	University of North Carolina
USAID	United States Agency for International Development
USG	United States Government
ZOI	Zone of Influence

MALAWI INVC ACTIVITY OVERVIEW AND RESULTS

This document presents the Feed the Future Integrating Nutrition in Value Chains (FtF-INVC) project's Annual Progress Report covering the period from 1st October 2012 through September 30, 2013, the first full fiscal year of implementation. The report also summarizes the achievements made during the fourth quarter of FY2013 covering the period beginning 1st July to September 30, 2013.

This Annual Progress Report has dedicated a section, summarizing progress achieved to date. The report also presents a brief review of lessons learned and challenges faced during the implementation process during FY2013 that have informed the project's FY2014 workplan activities. A section on success stories highlights some pertinent FY2013 accomplishments recorded under FtF-INVC project. These successes show the promise of accelerating the scaling process in FY2014.

BACKGROUND AND CONTEXT

Awarded on April 25, 2012, Malawi FtF-INVC runs for three years from April 2012 to 2015. Designed to help advance the vision of Feed the Future and Global Health Initiative in Malawi, the FtF-INVC project will focus its activities to deliver the Initiatives' two overarching goals:

1. Sustainably reducing rural poverty; and
2. Improving nutrition.

These goals reinforce Malawi's Poverty Reduction Strategy and USAID/Malawi's Development Objective of increasing sustainable livelihoods. The INVC activity components are essentially contributing to these goals directly and indirectly.

This report presents an overview of the project as well as some of the main achievements and challenges experienced during the reporting period. It is intended to provide a brief background and set the context for those unfamiliar with the activity.

The Malawi "Integrating Nutrition in Value Chains (INVC)" project, a three year effort under the Task Order/Contract No: AID-612-TO-12-00001 is funded under the SFSA IQC No: AID-623-I-10-00003. To achieve the overall goals of the project, FtF-INVC will promote, support, and facilitate gender equitable market-driven, agriculture-led, and integrated economic growth approaches. The delivery of targeted technical assistance will assist not only civil society, but also the private sector and government throughout the seven target districts, to realize the advantages of greater collaboration, commercialization, and competitiveness across three targeted value chains: Soy bean, groundnuts, and dairy.

FtF-INVC support over the life of the activity is expected to lead to agricultural transformation across the three value chains resulting in the achievement of the following objectives:

1. Improved productivity (land, water, labor) through soil and water management practices;
2. Increased competitiveness of the legumes and dairy value chains to mitigate food insecurity and increase incomes of the rural poor;
3. Reduced chronic under-nutrition;

4. Improved value chain competitiveness and nutrition outcomes through the fostering of innovation in adaptive technologies and techniques that will increase participation of the poor in agriculture-led growth; and
5. Enhanced capacity of local organizations and institutions developed to promote sustainability and climate change resilience.

To achieve the above objectives, FtF-INVC will:

1. Invest in the competitiveness of legumes (soy bean and groundnut) and dairy value chains to develop domestic and export markets and improve nutrition options;
2. Link increased market-oriented production of legumes and dairy to household consumption and improved nutritional status;
3. Support community based programs focused on behavior change, food fortification, and capacity building to impact nutritional outcomes; and
4. Strengthen Malawian agriculture-related organizations (both government and non-governmental) to improve institutional capacity to capture and scale up existing models and practices in order to implement one or more components of FtF-INVC.

To realize the above results, the FtF-INVC project will fully integrate USAID FtF goals of poverty reduction and malnutrition. FtF-INVC will focus its activities along the following five inter-related components to harness the production and commercial potential of smallholders so that they are better enabled to accelerate their march toward prosperity and healthful living. These five inter-related components form the core of the project, which provide the means to deliver long-term, systemic changes in Malawi's market and health systems:

- a. Advancing Value Chain Competitiveness.
- b. Improving Productivity.
- c. Improving Community Capacity to Prevent Under-Nutrition.
- d. Promoting Innovation.
- e. Developing Local Capacity.

In addition to these components, a number of systemic and cross-sectoral issues critical to FtF-INVC success including gender, information and communication technology, HIV and AIDS, access to financial services, policy advocacy and climate change will be addressed.

Over the life of the project, FTF-INVC will also tackle market and firm-level efficiency issues for Malawi's smallholders, increase farm-level value capture, and promote more mainstream consumption of nutritious foods through behavior change strategies.

FtF-INVC Target Beneficiaries

Malawi smallholders that are eligible for participation in FtF-INVC activities are described as "the poor with assets." These are smallholders who, while they do not belong to the "ultrapoor" group that fall well below the poverty line, nevertheless lack sufficient resilience to completely escape from the possibility of falling under the line in the future. External shocks beyond their control could easily plunge them into poverty.

This population representing the target beneficiaries shares the following characteristics:

- Cultivate between 1.25 to 3 acres (0.5 to 1.2 Ha) of land,
- Produce sufficient maize for home consumption,
- Have the potential to increase maize productivity and to free up land for crop diversification to legume production,

- Access extension services and inputs (seeds and inorganic fertilizers), and
- Have the potential for linking to markets.

FTF-INVC target districts

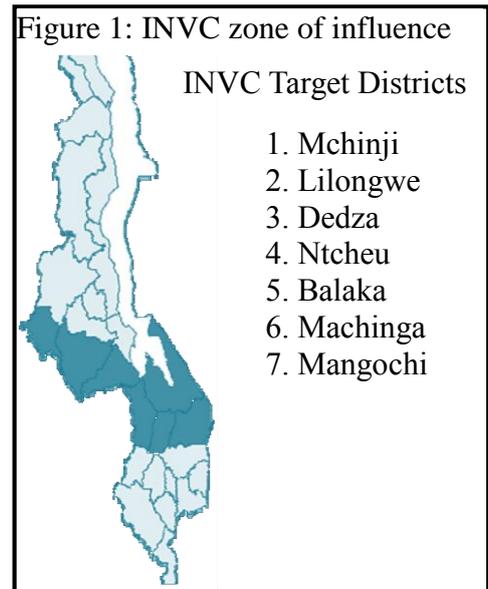
The focus on diversification into legume production (groundnut and soy bean) and dairy for their income generation, soil fertility and moisture enhancement and nutritional benefits determine FtF-INVC’s geographic scope as those areas of Malawi suitable for these agricultural activities. The seven districts, spanning two regions (Central and South) and affecting 275,000 households, with highest potential for increasing legume and dairy production are: Mchinji, Lilongwe, Dedza, Ntcheu, Balaka, Machinga and Mangochi (See Figure 1).

RESULTS FRAMEWORK

FtF-INVC activities fall under six intermediate results (IRs). These IRs highlight the close linkage between agriculture and nutrition, and the leveraging of resources from across both the FtF and the Global Health Initiative (GHI) portfolios further underscore the centrality of the two domains to the success of FtF-INVC (Figure 2).

Both domains support the overall USAID FtF and GHI goals, which are:

- Sustainably reduce poverty and hunger in Malawi
- Foster a healthier populace able to participate in the nation’s economic development



The six IRs and their subsequent sub-IRs are clustered around a framework that supports the achievement of a strategy to deliver the achievement of the Mission-level objectives of:

- Inclusive agriculture sector growth
- Improved nutritional status

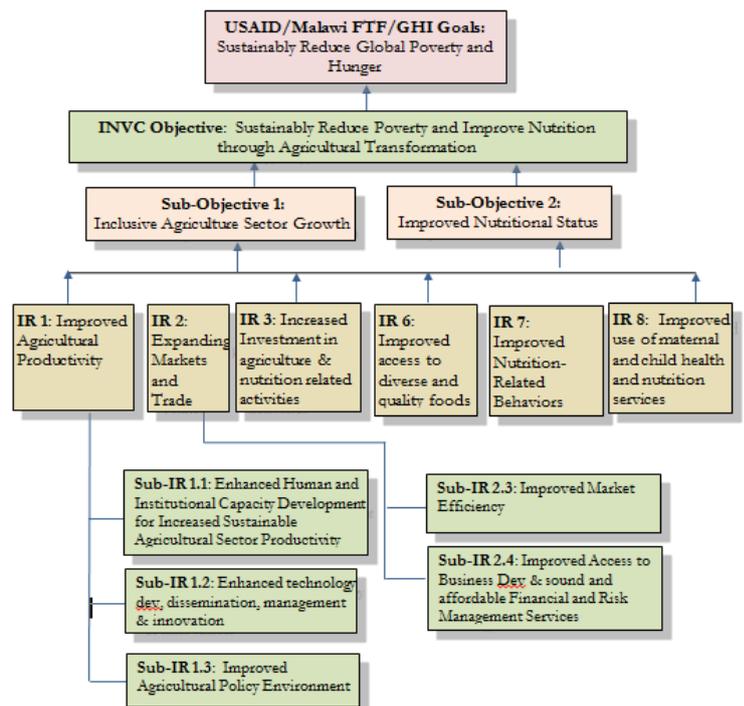
The five FtF-INVC components contain activities that are prioritized to achieve results in each IRs and Sub-IRs and maximize FtF-INVC contribution to the Mission objectives.

Together the IRs and sub-IRs provide the pathway for FtF-INVC to achieve its development goals, strategic objectives, and required results. The IRs and Sub-IRs under the two objectives are presented below:

Sub-Objective 1: Inclusive Agriculture Sector Growth

IR 1: Improved Agricultural Productivity

Figure 2: Malawi INVC Results Framework



- Sub-IR1.1: Enhanced Human and Institutional Capacity Development for Increased Sustainable Agricultural Sector Productivity
- Sub-IR1.2: Enhanced Technology Development, Dissemination, Management, and Innovation
- Sub-IR1.3: Improved Agricultural Policy Environment

IR 2: Expanding Markets and Trade

- Sub-IR2.3: Improved Market Efficiency
- Sub-IR2.4: Improved Access to Business Development and Sound and Affordable Financial and Risk Management Services

IR 3: Increased Investment in agriculture and Nutrition-related Activities

Sub-Objective 2: Improved Nutritional Status

IR 6: Improved Access to Diverse and Quality Foods

IR 7: Improved Nutrition Related Behaviors

IR 8: Improved Use of Maternal and Child Health and Nutrition Services

IR 3: Increased Investment in Agriculture and Nutrition-related Activities

To successfully deliver the results outlined above, Malawi FtF-INVC must manage and monitor its activities under the five inter-related components and cross-cutting areas over the life of the project. Table 1 below illustrates how each component and IRs and Sub-IRs are linked to generate the outputs and outcomes leading to achievement of the objectives.

Table 1: FtF-INVC Project Components and IRs

Sub-Objective 1: Inclusive Agricultural Sector Growth	Sub-Objective 2: Improved Nutritional Status
<i>Component 1: Advancing Value Chain Competitiveness (IR-2;IR-2.3; IR-2.4)</i>	<i>Component 3: Improving Community Capacity to prevent Under-Nutrition (IR-6;IR-7;IR-8)</i>
<i>Component 2: Improving Ag. Productivity (IR-1;IR-1.2;IR-1.3)</i>	
<i>Component 4: Investing in Innovations (IR-3)</i>	
<i>Component 5: Developing Local Capacity (IR-1.1)</i>	

All FtF-INVC activities will contribute toward achieving the following performance targets (Table 3), as measured by the above intermediate result (IR) indicators.

Table 2: Performance Indicators

Project Wide Performance Indicators	Life of Project Targets (25 Apr, 2015)
Households benefiting from FtF-INVC facilitation	275,000
Children under 5 years with reduced malnutrition	100,000
Yield/hectare for legumes increased	15%
Yield/cow for milk increased	50%
Land area under legumes production increased	15%
No. of agriculture-related Malawian NGOs and/or governmental organizations with operational capacity and effectiveness increased	5
No. of local partners with effective management practices and financial systems with potential to receive future USG awards	3
Value of new investments by private sector actors increased as a result of innovation fund co-investments	\$500,000

SUMMARY OF PROGRESS IN FY2013

This section of the Annual Progress Report provides a summary of progress achieved by the implementation team toward FtF-INVC project indicators and targets during Fiscal Year 2013.

Table 3: Progress on FTFMS-Tracked Performance Indicators, FY 2013

Applicable Performance Indicator (Outcome and Output Indicators only)			FY2013 Targets	FY2013 Results	
No.	F-Indicator No				
1	3.1.9 (1) (S)*	Number of people trained in child health and nutrition through USG-supported programs	16,359	1,409	
2	3.1.9 (15) (S)	Number of children under five reached by USG-supported nutrition programs	16,200	147,272	
3	3.1.9.1 (1) (RiA)	Prevalence of children 6-23 months receiving a minimum acceptable diet	-	-	
4	3.1.9.1 (2) (S)	Women's Dietary Diversity: Mean number of food groups consumed by women of reproductive age (15 to 49 years)	4	4	
5	3.1.9.1 (4) (RiA)	Percent of 0-5 months children exclusively breastfed in target districts	-	-	
6	4.5-16,17 (RiA)	Gross margin per unit of land (for soybean and groundnut) and animal (for milk)	Dairy	71	79.98
			Groundnut	137	393
			Soy Bean	171	259
7	4.5.1-27 (CBLD 5) (S)	Score, in percent, of combined key areas of organizational capacity amongst USG direct and indirect local implementing partners	50	62	
8	4.5.2 (2) (RiA)	Number of hectares under Improved technologies or management practices as a result of USG assistance (for soy bean and groundnuts)	8,000	18,714	
9	4.5.2 (5) (RiA)	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	21,000	22,797	
10	4.5.2 (7) (RiA)	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	51,000	52,438	
11	4.5.2 (11) (RiA)	Number of private enterprises (for profit), producer organizations, water users associations, women's groups, trade and business associations and community based organizations (CBOs) receiving USG assistance	3,805	4,510	
12	4.5.2 (12) (S)	Number of public-private partnerships formed as a result of FTF assistance	5	5	
13	4.5.2 (13) (S)	Number of rural households benefiting directly from USG interventions	50,490	79,258	
14	4.5.2 (23) (RiA)	Value of incremental sales (collected at farm-level) of milk, soybeans and groundnuts attributed to FTF implementation	123,000	133,096	
15	4.5.2 (27) (S)	Number of members of producer organizations and community based organizations receiving USG assistance	50,490	70,447	
16	4.5.2 (29) (RiA)	Value of agriculture and rural loans disbursed	116,334	3,300,000	
17	4.5.2 (30) (S)	Number of MSMEs, including farmers, receiving USG assistance to access loans	142	215	
18	4.5.2 (37) (S)	Number of MSMEs, including farmers, receiving business development services from USG assisted sources	50	206	
19	4.5.2 (38) (RiA)	Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	100,000	140,500	
20	4.5.2 (42) (RiA)	Number of private enterprises, producer organizations, water users associations, women's groups, trade and business associations and community based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	500	1,803	
21	4.5-10 (S)	Total increase in installed storage capacity (in cubic meters)	10,000	11,035	

* S = Standard indicator; RiA = Required if Applicable indicator

As part of FtF-INVC requirement, the project contributes to updating the Feed the Future Monitoring System (FTFMS) database quarterly. The FTFMS database indicators are made up of only those indicators that are either required (if applicable) and standard indicators. Table 3 above presents the FTFMS required and standard indicators and tracks progress made to date for each indicator. In addition to the required and standard indicators, FtF-INVC also tracked other indicators to monitor performance progress, which are not listed nor tracked in the FTFMS database. As such, it is not presented in table 3 above.

While a significant number of FY2013 indicator targets were achieved during the year, the table above does not capture the many coaching, mentoring, and guiding sessions (both one-on-one and group) FtF-INVC conducted for its grantees. In essence, FY2013 was primarily focused on not only identifying grantees from a pool of 43 applicants, but more importantly, on preparing the 9 grantees to perform as true partners in the implementation of FtF-INVC project across the zone of influence. Of the 9 grantees, four play an important role as implementing partners, in that they carry the full burden of scaling and providing the reach to the ultimate 275,000 beneficiaries. To assist the four implementing partners deliver technical excellence, five service providers were brought in to collaborate and coordinate activities to strengthen and improve assistance on technical and business fronts.

However, FtF-INVC quickly realized early on that many, if not all, grantees did not have either the organizational systems nor practices in place to sufficiently enable them to achieve the ambitious objectives of both Feed the Future and FORWARD initiatives. In short, there were five factors that slowed our grant development and program implementation roll out during FY2013.

- First, partners were surprisingly unfamiliar with USAID standards and requirements for grants, even those who have been recipients of USAID funding through intermediating collaborative agreements or sub-grants for many years. Moreover, partners also displayed a low level of concern for compliance with USAID regulations and requirements for grants in contracts, apparently because they believed that the loose requirements applied to subgrantees under cooperative agreements applied to grants in contracts. Bringing them on board and assisting them to set up internal systems to abide by USAID requirements took an inordinate amount of time.
- Second, while partners were good at writing brief concepts, they had great difficulty in developing a full and coherent technical and cost proposal worthy of USAID's review-time.
- Third, partners seemed to have little understanding of demand-driven service supply. Initial grant proposals were all built using the model of top-down planning for supply-driven provision of goods and services.
- Fourth, grant proposals showed a high institutional propensity to build high-fixed cost units and overheads to deliver services or goods in areas in which they had little prior experience or operating capacity (propensity to vertically integrate) rather than to buy or collaborate with qualified specialized service providers for the needed services.
- Fifth, even the highest ranked national organizations from our OCAT analysis demonstrated significant weaknesses in the core governance and administrative functions needed to design, plan, launch, and manage grants that meet the scale and pace of USAID's ambitious Feed the Future program in Malawi.

In response to these challenges, we quickly adjusted our initial strategies and tactics to first address the capacity gaps and related issues. Our strategy was to help our agricultural

implementing partners (NASFAM, FUM, CADECOM, MMPA) and service providers (ACE, IITA, Pakachere, Nkhoma, and MIM) apply higher grant design standards and meet the basic requirements to qualify as mentored-grantees following USAID pass-through compliance obligations. FtF-INVC made significant progress and delivered substantial results, though at a slower pace than expected. To support this strategy, FtF-INVC conducted an intense series of training, focus group discussions and workshops on management, compliance, proposal development, M&E, finance, value chain analysis, and nutrition integration. Table 4 lists a summary of the capacity building events organized by FtF-INVC during FY2013 targeting partner organizations.

The lack of adequate systems and absorptive capacity within partner organizations has required FtF-INVC to hire two additional grants accountants to focus entirely on grantee accounting systems and financial reporting.

Table 4 below provides a list of all the training, workshops, and similar sessions/meetings that FtF-INVC organized and offered either on a one-on-one or on a group basis. This was deemed critical to help bring partners closer to the level required to proceed forward with successful project implementation.

Table 4: Capacity Building Targeting Partner Organizations-FY2013

No.	Subject Area	Sessions/ Events	Participants from Partner Organization
1	M&E Focused Meetings, Trainings and Workshops	27	172
2	Grants Program Management, workplan development, Finance/Budget compliance, USAID regulations compliance coaching/meetings, training and Workshops	34	61
3	Training on reporting and Branding and Marking	1	16
4	Doing Business with USAID	1	30
5	Governance, Management, Leadership	4	66
6	Nutrition integration in agriculture activities	10	139
7	Environmental Compliance	1	13
	Total	78	497

Of the 497 participants, approximately 30 percent came from NASFAM, implying that NASFAM staff involved with FtF-INVC attended almost every capacity building/training event organized by the project. It also means that NASFAM sent more than one participant per event. Staff participation from other partners, including FUM, MMPA, CISANET, CADECOM, Pakachere, Nkhoma Hospital and ACE has also been equally strong.

During FY2013, FtF-INVC was able to provide specialized training and skill upgrading opportunities to beneficiaries through partner organizations, including ACE, MMPA, IITA, Nkhoma Hospital, and Pakachere. Table 5 below highlights several examples of technical trainings offered to both beneficiaries and trainers such as extension officers and lead farmers who are expected, in turn, to train farmers in each district across the zone of influence.

Table 5: Training of Trainers and Beneficiaries through Partners

	Subject Area	Participants	Trained by
1	Trading, Warehouse Receipts, Storage, Financing	933	ACE
2	Seed production as a business – Lead farmers and TOT	143	IITA
3	Agronomic Practices in planting and husbandry-TOT	238	DARS/IITA
4	Training on double-up legume - TOT	60	Africa Rising
5	Groundnut Harvesting and post-harvest handling	185	INVC
6	Training for community based drama group members	85	Pakachere
7	Dairy Production , Feed, AI, quality, lead farmer Training	840	MMPA
8	Training on Care Group model	135	Nkhoma

As shown in Table 5 above, during FY2013, emphasis was placed on ensuring that key production practices were rolled out through the implementing partners' organizational structures. As part of this push, FtF-INVC emphasized the need for extension officers (AEDOs), field officers and lead farmers to be trained given that these three agents are the most leaned upon by both the farmers themselves and the organizations channeling the support.

On the market development front, FY2013 saw the strengthening of the business/industry linkages in a bid to bring them closer to smallholders. Warehouse receipts, forward contracting, as well as spot trading on ACE is a way to help bring markets closer to smallholders, who are the major producers of most commodities in Malawi. ACE offers an excellent opportunity to increase smallholder confidence in markets while improving their likelihood to increase value capture. For the first time ever, more processors and business houses ventured out to test the marketplace ACE represented. The various consultations and meetings held with the business communities in Lilongwe and Blantyre have begun to slowly encourage processors and business community to utilize the ACE platform as a "bankable" marketplace to source their supplies either through spot or forward trading. Charles Stewart, Universal and Sunseed oils have understood that they stand to gain (and improve competitiveness) by purchasing on ACE. All three are actively pursuing the forward contracting mechanism in a bid to stabilize price and supply volatility, particularly for soya. ACE has been in conversations with others such as Carlsberg Breweries, Maldeco Fisheries, South African Breweries, Chibuku and Ori Pork.

Besides Malawian businesses, ACE, with the assistance of FtF-INVC, was able to attract the interest of Zimbabwean companies as well. As of September 30, 2013, 9 companies had started the paperwork to become fee-paying certified users of ACE, enabling them to gain a foothold to trade on the Exchange. Two companies offered to conduct "test runs" with soy exports from Malawi. With the export ban now lifted, regional exports look promising in FY2014.

This year, more financial institutions were encouraged to partner with ACE to ensure that the liquidity is available to engage in more WRS and financing of other instruments. While FMB and Nedbank are on board, OIBM, MSB, FDH and Standard Bank continue to review their positions to engage in ACE's various products including warehouse receipt system and forward contracting. FtF-INVC conversation with IFC is also progressing; IFC has shown interest in partnering/supporting ACE on the financial side in FY2014. In FY2013, ACE was able to successfully secure several bank facilities (primarily from FMB) amounting to a total of US\$3.8 million. This amount includes facilities for forward contracting, bridging finance, warehouse receipts, and NFRA procurement.

On the nutrition front, FtF-INVC supported the establishment of 17 drama groups in 17 EPAs in preparation for the launching of INVC's nutrition program. Since its establishment, 11 theater

performances have been delivered within communities on dietary diversity, maternal nutrition and exclusive breastfeeding. A total of 2,184 community members were reached during these performances in several EPAs within Mchinji and Lilongwe districts.

In addition to behavior change activities, FtF-INVC also supported the Government of Malawi's efforts to improve nutrition and health at the district level. FtF-INVC partnered with the districts to fund the Government's Child Health Days campaigns to improve Vitamin A supplementation, deworming, nutrition screening and promotion of infant and young child feeding, sanitation and hygiene, use of insecticide treated bed-nets, and consumption of iodized salt. As a result, 127,422 children under 5 years of age were screened for malnutrition, and 3,603 children under the age of 5 were referred to higher level services.

REVIEW OF FY2013 LESSONS LEARNED AND SUCCESS STORIES

In FY2013, FtF-INVC increased partner capacity to design, initiate, and implement activities to USAID's high compliance standards. In the process, there were many lessons learned that have guided INVC's planning process and practice. In the course of implementing the many activities, there were also several noteworthy success stories enjoyed by FtF-INVC and its partners. This section highlights several of these success stories and key lessons learned during project implementation in FY2013. Both will inform FY2014 activities and beyond.

LESSONS LEARNED

1. Coaching and mentoring one-on-one and in small groups was more effective for partners' learning than class-room type training sessions. Once we realized the effectiveness of coaching, FtF-INVC has been organizing more of these one-on-one and small group sessions to expedite learning and compliance. The same lesson has also guided us in supporting MMPA's agreement to "embed" a *management/business process advisor* providing one-on-one support. As a management/business process advisor, she will work closely with MMPA CEO to help the MMPA team better focus on program implementation, business management and technical performance. She will aim to help MMPA management efficiently and effectively monitor process and continually improve it. We anticipate that with the advisor on board, member participation will increase as will milk production and delivery of technical assistance and service to smallholder dairy farmers.
2. Weak organizational capacity combined with poor systems and dated technical practices have eroded partners' ability to deliver quality and timely technical/extension services that can have a material impact on smallholders. Under FtF-INVC, the project had to quickly change its approach to focus the first year on building partner capacity, helping partners improve quality standards of training materials and increase attention to timeliness vis-à-vis seasonality in order to better serve their constituents: smallholders.
3. Malawi's small pool of qualified technical experts is highly sought after by a plethora of donor projects vibrant in the country. As a result, FtF-INVC has resorted to requesting all partners to submit at least three participants per training/capacity building event to help them build some degree of redundancy to reduce the impact of losing trained staff.
4. Sourcing commercial volumes from rural communities continues to be a challenging and expensive task in Malawi given that smallholder marketing remains highly unorganized and dysfunctional. FtF-INVC is working with partners such as NASFAM, FUM, CADECOM and MMPA to have them focus not just on "market pull" where more buyers are enticed to rural communities, but to increase their effort on engaging in "market push." Under FtF-INVC, partners are now linked with ACE and connected to certified warehouses and marketing depots. The aim is to enable smallholders to push products through these warehouses to make access to commodities easier for buyers.
5. The smallholder seed revolving scheme as is being carried out at present is unsustainable because much of what is re-distributed through the scheme seems not to be subjected to the required sets of quality tests. The finding that seed revolving schemes do not conduct germination or/and vigor test of "recovered seed" prior to redistribution has led FtF-INVC to insist its partners ramp up training of smallholder seed producers on seed quality, and conducting quality tests. FtF-INVC has further strongly advised its partners that any FtF-INVC funded seed that is part of a revolving scheme be first passed through a series of tests (germination, vigor and purity) to assure seed integrity.
6. Traditional pass-on schemes for pure-bred dairy cattle have failed to build herds or herd productivity or incomes to levels that can sustain the operations of milk bulking groups in the Central Region. FtF-INVC is taking a different approach, one focused on increasing

milk throughput by identifying and adding Malawi Zebu cattle to MBGs and upgrading the zebus to immediately boost throughput, improving low-cost feeding to increase production, and shifting artificial insemination technician incentives to reward pregnancies and calving rather than semen sales.

7. Direct donor/project assistance approach has, so far, failed to deliver sustainable agriculture-based trade associations (outside of tobacco, sugarcane and tea) in Malawi. FtF-INVC is taking a different approach to help trade associations become sustainable and service oriented. FtF-INVC is working through CISANET to establish an incubation unit designed to support the organic growth of these private sector representative bodies.
8. Data quality is a moving target within many partner organizations. Many, if not all, of the partners' M&E systems show serious weaknesses giving rise to questions about data validity, reliability and integrity. To address this, FtF-INVC has allocated resources to help partners not only improve their systems, but also encourage them to review their methodology and practice of data collection, management and reporting.

SUCCESS STORIES

1. **Locking the Future for Increased Prosperity with Forward Contracting:** this new financing/business linkage mechanism, the first of its kind in Malawi, is now able to directly link farmers with buyers. Forward contracts guarantee processors/buyers a supply of quality commodity at agreed prices, and ensure a guaranteed price for growers/suppliers. To date, ACE has already contracted 1,320 tons of soy bean (330 tons per month) under forward purchase arrangement with Sunseed oil valued at US\$660,000. The delivery of soybean (supplied by 28 small farmers/traders, 1 medium-sized trader, 1 large corporate trader) will be completed by March 2014. Moreover, as a result of FtF-INVC's Harare visit, ACE is preparing to lock in a forward contract for exporting de-oiled soymeal cake from Malawi to Harare, next quarter, through several agribusinesses/brokers FtF-INVC met during the visit. The process for forward contracting (linked to Zimbabwe) has already begun, and the recently ACE registered 4 Zimbabwean users are eager to trade on ACE. Given the novelty of the ACE platform and the option to forward contract, the Zimbabwean agribusinesses have grabbed the opportunity to use the ACE space for trading not only with Malawi, but also within Zimbabwe.

By entering into a forward contract, the grower/supplier is able to access immediate finance by using the value of the crop as collateral for a bank loan. Furthermore, a farmer enjoys a guaranteed income stream from the balance of the crop's value over the life of the contract. The income stream is assured since the buyer/processor has confidence that the crop will be available at the time stated in the contract, will be of certified quality and will have been stored in professionally-managed warehouse conditions.

There are also significant benefits to the processors, primarily by stabilizing the supply chain for the commodity and locking-in known prices for the duration of the contract. The variability and unpredictability of the past is greatly reduced. Because the processor does not have to buy the commodity in larger volumes at infrequent intervals, the carrying costs are reduced and available cash flow is improved.

A key component of the whole system is the establishment of **Warehouse Receipt System (WRS)**. This system brings major benefits to Malawi's numerous smallholder farmers, who are often in remote areas, cut off from the markets in which they could sell their crops and unable to access the financial reserve that would enable them to benefit from rising prices

later in the season. The WRS enables the farmer to deposit their crop at one of the warehouses around Malawi and to use the certification of ownership – the Warehouse Receipt – as evidence of the value of the crop. This can then be used as collateral against which the banks can advance funds. This enables the farmer to finance capital investment or obtain crucial farm inputs such as fertilizer and seed for future crops. Furthermore, under this arrangement the grower is assured of safe and professional storage of his crop until such time as the forward contract has to be fulfilled.

The development of such an instrument has brought together disparate players such as processors, banks, storage operators, transporters, smallholders, traders, and ACE to work collaboratively. The unveiling of the instrument has also begun to attract more agribusinesses/companies to consider the value of trading on ACE. In the past, many were skeptical and unsure, calling ACE an “NGO gimmick.” Now industry is slowly beginning to understand the essence of ACE and the benefits it could have on their trading and marketing practice. At present, the prevailing practice among many large corporate exporters and processors is to send an army of vendors/small traders out in the rural areas to collect agricultural commodities like maize, soybean, pigeon peas etc. for a nominal fee. The ACE space now provides the same buyers the option to pick up their supplies without the hassle of dealing with hoards of traders. ACE furthermore, guarantees product availability, product quality, and certified storage facility bringing about a sense of order, transparency and predictability in a more reliable market-space for both buyers and sellers. Given the success of this instrument with processors/buyers, FtF-INVC and its partners have begun a series of campaigns to get the information out on warehouse receipting, forward contracting, and group marketing to as many farmers as possible across the zone of influence in order to help expand smallholder prosperity.

- 2. Chief’s Involvement Boosts Community Participation in Mchinji district – A Case of Leading by Example:** The area of Sub Traditional Authority Pitala is situated 50 km North East of Mchinji Central Business District. Its populace from all the 8 group villages is predominantly composed of poor smallholder farmers. When the FtF-INVC Care group promoter introduced the project to Chief Pitala, who is also the Deputy National Coordinator for the Presidential Initiative on Nutrition, she warmly welcomed the project by offering her total support. “I am very pleased that my area has been selected to benefit from this project. I am particularly happy that this is targeting infants and women.” With the Chief’s strong support, the promoter was invited to the Area Development committee, which is the highest development body at the local level. Given the Chief’s strong endorsement, the committee’s leaders, which includes village elders, extension workers, representatives of political, business, religious, youth and women’s groups all pledged unanimous commitment and support to the FtF-INVC project.

Chief Pitala’s enthusiastic support and encouragement of her community to embrace change by attending a sensitization meeting on nutrition activities under FtF-INVC has opened the doors for the promoter to easily organize community mobilization meetings. Encouraged by their village leaders, the level of volunteerism among mothers and women of reproductive age is high in the area, which provides a strong base for success of the INVC nutrition component and the project as a whole.

- 3. Successful Training Inspires Knowledge Sharing:** FtF-INVC organized an intensive training course on “Corporate Governance and Organization Management” tailored to is

now partner organizations' senior management. The training was conducted by another FtF-INVC partner, Malawi Institute of Management (MIM) over a 3 day period. The course focused on the importance of management and board performance issues as well as the importance of their relationship, strategic partnership and good working relations. The course was so well appreciated by the participants that one of our key partners, the Farmers' Union of Malawi (FUM), following the FtF-INVC training, committed their own funds to train all its 10 Board members and 6 management staff in the same Corporate Governance course at MIM.

4. **Participatory Drama raises Awareness about the Ills of Ignorance and its impact on Health:** The Pakachere Travelling Theatre Group staged a play recently in *Chadzala Village, TA Zulu in Mchinji district*. The drama performance focused on meal frequency, using a pregnant woman to showcase a fairly common practice amongst mostly men in rural Malawi. The drama showed a pregnant woman was being prevented from eating at least four times a day as that was construed to be wasteful on food by a husband. On the stage, the woman began having labor pains signifying premature delivery due to poor health.



Figure 3: Young women staging a play.

As participatory drama, the play was stopped and volunteers who were members from the audience were asked to advise the man (husband) whether what he was doing was right or wrong. One man from the audience supported the fellow man (husband). This did not go well with the women and even some men. One elderly woman went straight to the man (actor) and challenged him. She was visibly furious and told the audience that what the actor was doing was a true reflection of what other men do, denying their pregnant wives, lactating mothers and under-five children food. She said this contributes to high cases of malnutrition.

Participatory drama is powerful, engaging, and allows community members to identify their nutrition/health problems, facilitating factors, barriers and more importantly solutions to such problems as was the case with the villages in *Chadzala*. FtF-INVC will continue to meaningfully use theatre groups to educate and increase awareness to facilitate appropriate nutrition behaviors in the communities.

HIGHLIGHTS OF PROGRESS IN FY2013

This section of the quarterly report briefly summarizes progress made by the Malawi FtF-INVC project team toward completing the tasks under the five components listed in Table 1. Highlights from the quarter include:

PROJECT MANAGEMENT:

1. FtF-INVC office was fully operational and staffed. The project experienced some staff turnover during the year, but by year's end, all key personnel were on board. Although toward the end of the FY2013, the M&E officer had to be changed since he was unable to keep up with the demands and technical requirements of the position. Given the lack of qualified candidates in Malawi, this local position has been broadened to receive expatriate candidates as well. As such expatriate candidates are also being actively reviewed.
2. Reviewed 43 grant applications and awarded grants to nine local organizations to lead the FORWARD effort. Of the nine, INVC provided grants to 4 implementing partners (MMPA, NASFAM, CADECOM and FUM), and 5 service providers (IITA, Nkhoma, Pakachere, ACE, MIM). Preparations are underway to bring two more service providers on board: CISANET for policy advocacy and Umodji Consulting for business development.
3. Close to 500 participants from the 11 partners/grantees were supported through at least 78 training events/sessions to help build their capacity. These sessions included technical assistance meetings, coaching, workshops, and trainings.
4. Technical assistance and training were also provided to implementing partners to help them finalize their proposals and then launch into implementation once grants were awarded.
5. Advanced US\$1.5 million to 9 grantees to assist partners to launch their programs and support project implementation.
6. Functionalized Technical and Management Information System (TAMIS).
7. Participated in USAID organized N-GLEE conference which took place in Uganda. The BCC specialist
8. Conducted M&E workshop on FTF indicators with Partners.
9. Hosted field visits made by USAID Malawi Mission to project sites in Mchinji, Dedza, Ntcheu, Balaka and Mangochi districts.
10. Feed the Future-INVC in partnership with IITA held a field day at the Clinton Development Initiative site (Mpherero Farm) in Mchinji in March, 2013 to showcase the new variety of soy bean called Tikolore, which is higher yielding with better storability. Tikolore has been identified as one of the best bet technologies in agriculture to be scaled up under INVC;
11. Participated with all project partners in the five-day Financial Management training workshop which was organized by USAID Malawi Mission in Lilongwe.
12. Hosted Ambassador Lane in Chiwamba Village in Lilongwe District at project partner site in January, 2013
13. Participated in both the ASWAp and TSWAp meetings;
14. Coordinated with other nutrition the World Bank nutrition project and other donor-funded initiatives.

15. Supported the launch of the African Women Entrepreneurs Program (AWEP) in January in support of women engaged in agribusiness and value chain development.
16. Participated in the international conference on Maximizing Feed the Future Outcomes by Reducing Gender Gaps: Gender Global Learning and Evidence Exchange in Washington, USA. The officers were Deputy Chief of Party and Nutrition Specialist. The trip was facilitated by USAID-Malawi Mission.
17. Prepared for the IFPRI-led baseline survey to provide benchmark data including finalizing baseline tools, developing sampling frame, training research assistants, and conducting a 5-day enumerators training
18. Participated in the Harare Agricultural Show and assessed opportunities for linking ACE market space from Harare.
19. Conducted a series of STTAs on training, trade, nutrition, and project management/admin/IT with support from DAI, Save the Children, and a joint initiative of NASFAM and ACE to conduct an economic study on costs of trade restriction.
20. Developed quarterly reports, bridging workplan and the FY2014 workplan with collaboration from partners.

COMPONENT 1: ADVANCING VALUE CHAIN COMPETITIVENESS

1. Conducted a meeting on warehouse receipt system (WRS) and forward contracting in Blantyre in partnership with the MCCCCI to raise awareness among private sector players representing trading, processing, transport and banking industries. The twelve companies and six banks that attended the meeting appreciated the importance of WRS, and forward contracts as a new procurement tool. As a result of this meeting, several companies and banks are participating in WRS and forward contracting.
2. Charles Stewart (producers of day old chicks) procured 160 MT of Maize utilizing warehouse receipts.
3. Sunseed oil is in the process of concluding its interest in utilizing forward contracting of soy bean.
4. As a result of INVC support, 780 MTs of was deposited under warehouse receipt system in various warehouses, with 23 traders and farmers gaining from this instrument.
5. With the support of USAID/Malawi, INVC farmers were able to gain from the NFRA maize replenishment program through ACE. ACE was able to procure 18,000 tons of maize
6. Coordinated with the Southern Africa Trade Hub (SATH) to conduct a training of partners to address groundnut-related aflatoxin risk reduction issues prevalent in Malawi.
7. Developed a balance sheet for groundnut; Developed the soy bean and groundnuts gross margin analysis.
8. Worked with the ACE CEO to present warehouse receipt business opportunities and to get preliminary commitments to participate in the loan financing using deposited stocks as collateral.
9. Initiated grant activities with ACE to expand the rural penetration of certifiable, bondable warehouses in rural areas.
- 10.

11. Continued to support ACE to link the organization with banks and similar financial institutions, including Standard Bank and OIBM, to enable the sector to better utilize the WRS instrument.
12. Supported the participation of the Reserve Bank of Malawi in the Annual Conference of the Association of Futures Markets to enable Malawi to better engage and support trading of futures or forward contracts;
13. Three training of trainers on groundnut harvesting and post-harvesting management were conducted in Mponela in Dowa district for NASFAM, Dedza for CADECOM and Nathenje in Lilongwe for FUM. A total of 117 field staff from partner organizations and AEDOs from MOAFS were trained who will in turn train lead farmers and farmers.
14. Participated in the organization of the Dairy Industry Development Platform hosted by CISANET and the identification and conduct of a sectoral policy change agenda
15. Analyzed the impact on all stakeholders of soybean export bans and domestic and export trade regulation to highlight the current “dead loss” to the economy of current regulatory practices
16. Facilitated farmer sensitizations sessions and lead farmer and farmer trainings conducted by implementing partners.
17. Supervised/monitored, through implementing partners, harvesting, drying, storing and selling of soy beans and groundnuts by farmers.
18. Facilitated soy bean and groundnut seed/grain recovery for the revolving fund with recovery achievement of 85% and 60% on soy beans and groundnuts respectively.
19. Registered over 20,000 beneficiaries which represent 80 per cent of project target.
20. Trained 55 frontline extension staff as well as 200 lead farmers in good groundnut agronomic practices
21. Formed and registered over 93 per cent of targeted number of clubs
22. Identified and profiled 20 agro-dealers in select districts.
23. Identified 200 lead farmers who will be trained in good agronomic practices in the next quarter.
24. Conducted 5 consultative meetings with associations that assisted them to revamp and increase club memberships, as well as formed sub associations at Bembeke and Golomoti
25. Assisted with facilitation of a two-day business development training, in partnership with MMPA, which was organized by Umodzi Consulting at Nathenje MBG.
26. Organized the geo-referencing exercise for 5 existing MBGs.
27. MMPA introduced artificial insemination campaign in the 5 MBGs, targeting MBG members and non-members keeping local Zebu animals. The campaign has subsidized the cost of AI services to farmers.
28. MMPA identified and registered 251 farmers that are keeping Malawi Zebu. These farmers have expressed interest in becoming MBG members.

COMPONENT 2: IMPROVING PRODUCTIVITY

1. Worked with the ACE CEO to present the business case to additional banks to become lenders to depositors of staple food commodities into ACE’s warehouse receipt program.

2. Worked with CISANET staff and stakeholders in the dairy industry on a dairy industry review.
3. Improved content, drafted, finalized, produced and disseminated groundnut harvesting and post-harvest training manual and flyers on harvesting, drying, storage and aflatoxin management through partners.+
4. Engaged in the Training of trainers (TOTs) with partners NASFAM, FUM and CADECOM to impart technical skills and knowledge, and share experiences, aimed at further training of Lead Farmers and farmers targeted by the project.
5. Conducted field visits to partner sites such as NASFAM, CADECOM and IITA crop fields to promote the best-bet technologies such as Tikolore soy bean, doubled-up legume, ridge spacing and planting station spacing.
6. Facilitated the design and contracting for construction of one breeder seed and one basic soy bean storage facility at Chitedze Research Station for DARS and IITA.
7. Conducted seed purity, damage and germination tests on soybean and groundnut seeds stored in NASFAM/NASCOMEX and SeedCo warehouses in the project districts.
8. Produced training manual for seed production and post-harvest handling through IITA.
9. Translated into Chichewa the Harmonized Groundnut Production manual for Malawi (Bukhu lolimbikitsa ulimi wa mtedza m'Malawi) and the Soybean Production Manual (Kalimidwe ka Mbewu ya Nyemba za Soya).
10. Trained lead farmers/farmer trainers and AFOs in soybean production in all the 7 FtF INVC districts of Mchinji, Lilongwe, Dedza, Ntcheu, Balaka, Machinga and Mangochi by the IITA and DARS training team.

COMPONENT 3: IMPROVING COMMUNITY CAPACITY TO PREVENT UNDER-NUTRITION

1. Finalized Behavior Change Communication (BCC) Strategy.
2. Identified organizations that will facilitate and promote cultivation of nutritious crops and enhance increased access to diversified and quality foods. The organizations are CADECOM, FUM, NASFAM and DAPP for Groundnuts and SOYAMA for Soy beans.
3. Received USAID concurrence for funding proposals for Nkhoma Hospital and Pakachere Institute of Health and Development Communication.
4. Supported partners with technical assistance to ensure start up activities, including recruitment, were implemented successfully.
5. Developed a seasonal recipe book to be used for promotion of food processing activities.
6. Consulted with Department of Nutrition HIV and AIDS in the Office of the President and Cabinet and UNICEF to establish status of home food fortification with micronutrient sprinkles in Malawi.
7. Held a workshop for all partners involved in nutrition and BCC activities held in March 2013.
8. Developed training materials/modules/guidelines (e.g. recipe book, backyard/kitchen, interpersonal communication, motivational interview) for capacity building of partners in nutrition and behavior change communication.

9. Coordinated with evaluators on the baseline study by producing a list of EPAs, GVHs and villages.
10. Identified Pakachere and Nkhoma to promote vitamin A supplementation and deworming and supported Child Health Days (CHD) campaign to improve Vitamin A supplementation, deworming, nutrition screening and promotion of infant and young child feeding, sanitation and hygiene, use of insecticide treated bed nets and consumption of iodized salt in Lilongwe and Mchinji districts.
11. Coordinated efforts with Lilongwe and Mchinji District Technical Committees (District Agriculture Extension Coordinating Committee (DAECC) and District Health Management Team (DHMT) to foster buy-in and sustainability of activities.
12. Two FtF-INVC officers (Deputy Chief of Party and Nutrition Specialist) held briefing meetings at DAI and SCI Headquarters in Washington, D.C., USA on the progress and rollout plan for nutrition/BCC component-of the project.
13. Compiled food availability calendars for 17 extension planning areas (EPAs) where FUM and NASFAM are implementing agriculture interventions supported by FtF-INVC. Food availability calendars guide nutrition messaging, emphasizing readily available foods in a particular season.
14. Conducted formative research in barriers to implementation of key messages for improving maternal nutrition during pregnancy in Lilongwe and Mchinji districts in areas of highest prevalence of stunting based on spatial mapping of the distribution of malnutrition in Malawi.
15. Conducted value chain analysis and policy assessment of the supply and demand for processed fortified complementary food products and micronutrient powders in Malawi.
16. Recruited 120 promoters for care group model from all the 17 EPAs following a participatory and transparent process involving GAC members and traditional leaders.
17. Established 17 community drama groups; Trained 80 members from 16 theatre groups in theatre for development and nutrition.
18. Developed and recorded two radio jingles to promote early initiation of breastfeeding (within 30 minutes of birth) and sustained exclusive breastfeeding for the first six months after birth.

COMPONENT 4: INVESTING IN INNOVATIONS

1. Signed grant agreements with four implementing partners and five business service providers.
2. Vetted grantee expenses and cleared cost recovery of a majority of advanced funds.
3. Endeavored to increase investment in agriculture and nutrition related activities by private sector actors.
4. Strengthened the operationalization of funding mechanisms and developed sustainability mechanisms for funds.
5. Developed grants manual to guide grant-related policies and procedures.
6. Improved quality of supporting documentation.
7. Conducted audit visits to grantees.
8. Contracted the production of Tikilore basic seed through IITA, a grantee. The Tikilore breeder seed has shown good progress at Clinton Development Initiative site (Mpherero farm) in Mchinji.

9. Leveraged resources of two partners to participate in ACE supported Warehouse receipt program. A total of \$115,500 supporting warehouse receipt program was injected into the system by Charles Stewart and OIBM.
10. Obtained concurrence from USAID for the CISANET proposal which champions the 'incubation' of trade associations until they are sustainable.
11. Business Service Providers began documenting five business plans of implementing partners' business units

COMPONENT 5: DEVELOPING LOCAL CAPACITY

1. Co-facilitated training workshop in collaboration with USAID Mission and FHI360 for low cost video production on agriculture value chains; two video documentaries were produced and circulated to partner organizations.
2. Conducted M&E workshop to review indicators in the PMEP and brainstorm the most effective approach for continuous monitoring and designing of data collection tools to collect quality data on a timely basis.
3. Reviewed project proposals and selected grantee partners
4. Identified RUMARK and MIM as two training institutions that could provide and deliver new technologies and management practices to other organizations.
5. Facilitated a training workshop for agriculture officers from Mchinji and Lilongwe representing NASFAM, FUM and GoM on agricultural best practices.
6. Facilitated TOT training workshops for 117 participants from partner organizations aimed at equipping them with knowledge and skills to pass on to lead farmers and farmers themselves to support value chain promotional initiatives.
7. Addressed management of aflatoxin through TOT training sessions with partners; sensitized and trained on how to reduce aflatoxin contamination.
8. Assessed capacity of partners using USAID's organizational capacity assessment tool (OCAT) with nine institutions and drafted a report on findings.
9. Conducted extensive grants management training for partners both in structured group settings as well as with individualized technical assistance with partner staff. The trainings covered disbursement process of grant funds, technical reporting; funds management and record keeping.
10. Facilitated the development of technical/extension materials such as leaflets, local cost videos and manuals for use in the three value chains of groundnuts, soy beans and dairy.
11. Engaged Malawi Institute of Management (MIM) to support organizational capacity development training for nine INVC Partners. DAI Washington facilitated trainings and conducted a Train the Trainer program for MIM to replicate in the future. Partners were trained in Doing Business with USAID/Proposal writing, corporate governance and project management.
12. Engaged Tradeline Consulting and Umodzi Consulting to facilitate and develop six business plans for farmers associations and milk bulking groups (MBGs) under NASFAM, FUM and MMPA.
13. Conducted a Change Management course for all members of staff with the aim of initiating mindset change to enhance improved performance and team work. All the 26 FtF-INVC staff participated in this two days course. The course was facilitated by the

Capacity Development Consultants (CADECO), a renowned Organizational Development firm.

14. Finalized the development of technical/extension materials such as leaflets, and manuals as resource materials for training of AEDOs, Lead farmers and farmers. The materials were developed with technical input from DARS, IITA and DAES.
15. Conducted training courses for AEDOs and partner field officers on field management and agronomic practices. The trained staff and AEDOs are expected to train lead farmers who will later train farmers.