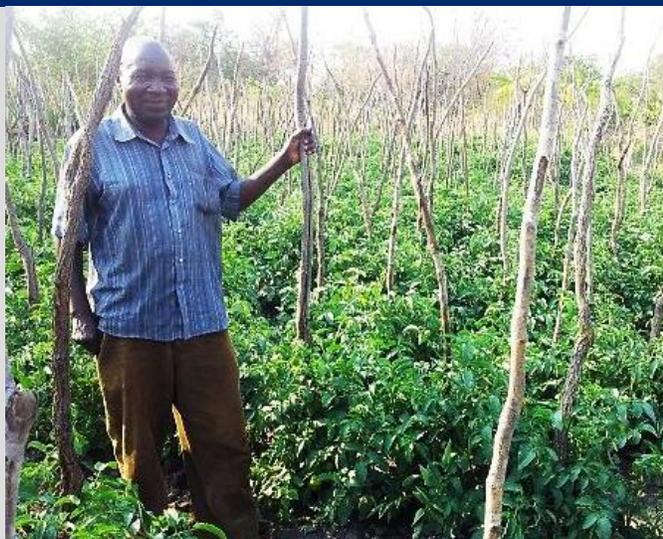




USAID | **ZAMBIA**
FROM THE AMERICAN PEOPLE

PRODUCTION, FINANCE, AND IMPROVED TECHNOLOGY PLUS (PROFIT+)

TASK ORDER NO. AID-611-TO-12-00002
QUARTERLY PERFORMANCE REPORT #1
JULY 1 – SEPTEMBER 30, 2012



October 31, 2012

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PRODUCTION, FINANCE, AND IMPROVED TECHNOLOGY PLUS (PROFIT+)

QUARTERLY PERFORMANCE REPORT #I

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

ACRONYMS

AFE	ACTION FOR ENTERPRISE
ASNAPP	AGRIBUSINESS IN SUSTAINABLE NATURAL AFRICAN PLANT PRODUCTS
CASH	COMMERCIAL AGRIBUSINESS FOR SUSTAINABLE HORTICULTURE
COMACO	COMMON MARKETS FOR CONSERVATION
CRS	CATHOLIC RELIEF SERVICES
DWA	DISTRICT WOMEN'S DEVELOPMENT ASSOCIATION
EP	EASTERN PROVINCE
FRA	FOOD RESERVE AGENCY
FSRP	FOOD SECURITY RESEARCH PROJECT III
FTF	FEED THE FUTURE
GMO	GENETICALLY MODIFIED FOOD
ICRISAT	INTERNATIONAL CROPS RESEARCH INSTITUTE FOR THE SEMI-ARID TROPICS
MAL	MINISTRY OF AGRICULTURE AND LIVESTOCK
MFI	MICRO FINANCE INSTITUTION
MGCD	MINISTRY OF GENDER AND CHILD DEVELOPMENT
PMEP	PERFORMANCE MONITORING AND EVALUATION PLAN
SATH	SOUTH AFRICAN TRADE HUB
SCCI	SEED CONTROL AND CERTIFICATION INSTITUTE
USG	UNITED STATES GOVERNMENT
VC	VALUE CHAIN
ZAMACE	ZAMBIA AGRICULTURAL COMMODITY EXCHANGE
ZANACO	ZAMBIA NATIONAL COMMERCIAL BANK
ZARI	ZAMBIA AGRICULTURE RESEARCH INSTITUTE
ZNFU	ZAMBIA NATIONAL FARMERS UNION

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INTRODUCTION

The Production, Finance, and Improved Technology Plus (PROFIT+) is a United States Agency for International Development (USAID)/Zambia-funded project under Contract No. AID-623-I-10-00001 and Task Order No. AID-611-TO-12-00002. The Project will run for four years from June 25, 2012 through June 24, 2016.

PROFIT+ aims to increase food security and decrease hunger through agriculture-led growth and inclusive market access by smallholder farmers. This activity will foster economic growth and significantly contribute to Millennium Development Goal 1 of halving the proportion of people living in extreme poverty and suffering from hunger by 2015. PROFIT+ is a core activity of USG's global FTF initiative in Zambia. It builds on previous USAID-funded activities by closely linking efforts to enhance input supply with output markets, promoting value-added rural enterprises linked to selected value chains, and ensuring that women fully benefit from value chain development.

The program will improve smallholder productivity, expand markets and trade, and increase private sector investment in agriculture-related activities. Comprised of three interrelated components, PROFIT+ seeks to: 1) Improve agricultural productivity; 2) Expand markets and trade; and 3) Increase private investment in agriculture-related activities.

This quarterly report covers the period July 1, 2012, through September 30, 2012. It focuses on the progress made on key activities undertaken in the quarter. It also focuses on monitoring and evaluation, management and staffing issues. In addition, it highlights lessons learnt in the period under review and provides plans for the next quarter.

PROJECT GOALS & OBJECTIVES

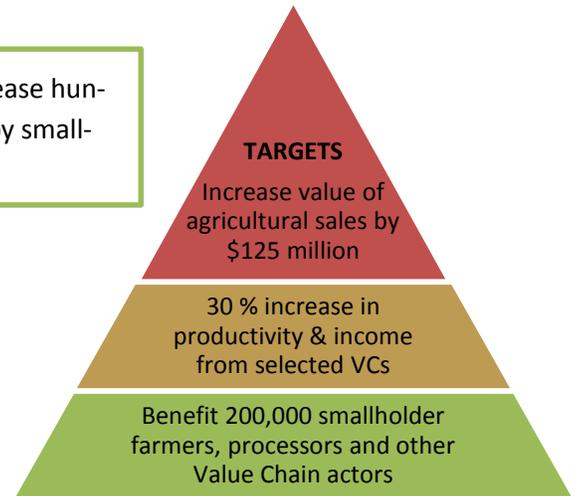
The project's main objectives are to improve smallholder productivity, expand markets and trade, and increase private sector investment in agriculture-related activities. Applying both "push" and "pull" interventions to create a pathway out of poverty for smallholders, PROFIT+ will increase productivity and efficiency, promote private enterprise and investment, and ensure that women and vulnerable groups benefit equitably. PROFIT+'s flexible Innovation, Investment and Partnership (IIP) Fund will foster innovations and public-private partnerships across targeted value chains. Utilizing a rigorous M&E system will allow the PROFIT+ team to learn and adapt to emerging challenges and opportunities as the project progresses.

PROFIT+ is a consortium comprising ACDI/VOCA which is the primary contractor and is leading program management, value chain (VC) analysis and development, market and trade expansion, and financial services activities. IFDC is offering extensive experience in production and commercial agro-input systems; CRS is facilitating Savings and Internal Lending Communities (SILC) and Agro-enterprise Development Skills building for smallholders; Danya is providing a strategic communications plan to guide PROFIT+'s use of communication tactics to increase behavior change and facilitate learning; Kimetrica's ki-projects™ will anchor the M&E system; Crown Agents is conducting warehouse and transportation assessments and providing trade/marketing training; and AIRD has provided recommendations for improving the business enabling environment and conducted a value chain profitability analyses.

The project is primarily focusing its activities in Chipata, Katete, Lundazi and Petauke districts in the Eastern Province, which are proximate to markets, transportation, infrastructure and complementary programs, and, to a lesser extent, peri-urban Lusaka where it works in the horticulture value chain. In order to realize immediate impacts, identify solutions to the biggest challenges and make the business case for private sector engagement, the project will focus on these communities before expanding to other areas. The program began with an end-market analysis that identified the most critical drivers for improvements in production and quality, promote greater efficiency and guide market linkages for the selected value chains.

GOAL: PROFIT+'s main goal is to increase food security and decrease hunger through agriculture-led growth and inclusive market access by small-holder farmers.

To achieve its targets, PROFIT+ will rely partly on an estimated \$50 million in new private sector investment in target value chains and create 1,000 jobs in value-added processing. It will target small-holder and vulnerable (i.e., female-headed or HIV/AIDS-affected) households through maize, oilseed, legume and horticulture value chains.



OPERATIONS & PROJECT MANAGEMENT

During this quarter the project established its operational and administrative headquarters in Lusaka and its field office in Chipata.

Lusaka Office

The project office in Lusaka opened August 1, 2012, and is located at the Woodlands roundabout. The Lusaka office is designated as the financial management and administrative hub and is the base of operations for the Chief of Party, Operations Director, finance team, and a few technical staff.



Chipata Office

The Chipata office opened September 1 and is situated on the Airport Road. The Chipata office is where the majority of the technical team is located and will be the base of operations for the Deputy Chief of Party.



The Project has procured the majority of its vehicles, motorbikes, IT equipment and furniture and both offices are equipped and operational.

The financial systems were established in this quarter and are fully operational. The Project received onboarding support from the Regional Finance Manager who provided financial orientation and induction for the Project Accountant and Operations Director. The onboarding focused on ACDI/VOCA policies and procedures with respect to accounting, human resources, travel, program procurement, and property management guidelines.

A comprehensive procurement manual has been developed and is in effect to ensure adherence and compliance to USAID and USG procurement rules, regulations and guidelines. A draft grants manual has been finalized and is being reviewed by the USAID local mission. It will be rolled out to the Project once approved by the Mission. The Grants Manual is intended to guide and regulate the use of funds under the Innovation, Investment and Partnership (IIP) Fund.

The project has recruited 13 full-time employees out of the 32 local full-time staff anticipated and a number of candidates for the remaining positions have been identified. In September, the Finance Manager initially hired by the project resigned, and another candidate has been selected. Recruitment is currently underway for a technical Deputy Chief of Party, and, in the interim, the Market Development Manager has been appointed the technical team leader in the Chipata office. Once fully staffed, the project will hold a training and team-building meeting to fully integrate staff into the management and technical aspects of the program.

The Project has so far recruited the following full time employees:

- Chief of Party,
- Operations Director,
- Market Development Manager,
- Organization Strengthening Specialist,
- Training Coordinator,
- Productivity and Inputs Manager (IFDC),
- Inputs Specialist (IFDC),
- Productivity Specialist (IFDC),
- Value Chain Leader for Horticulture,
- Gender Advisor,
- Monitoring and Evaluation Manager, and
- Accountant,
- Field Accountant,
- Administrative support staff (drivers, office assistant and cleaners)

PROJECT ACTIVITIES

YEAR 1 WORKPLAN

The Year One Workplan submitted on July 26th and included a comprehensive analysis, which guided the development of value chain-specific strategies and interventions in the first year of the Project. The workplan activities will be further refined next quarter based on the results of the Value Chain Assessments, meetings with local stakeholders and the needs of the project's local partner organizations.

VALUE CHAIN ASSESSMENTS

In line with the first quarter activities outlined in the Year One Workplan, PROFIT+ activities began with Value Chain Assessments of five value chains (groundnuts, soybeans, sunflower, horticulture and maize). The maize value chain focused primarily on production trends with respect to input supply and productivity rather than the end market due government interventions.

The main objectives of the Value Chain Assessments were to:

1. Identify and map key value chain actors in the target Zambian value chains, the functions they serve and the relationships (governance) among them.
2. Identify critical services on which the performance of these value chains depends.
3. Identify opportunities with the greatest potential to transform these value chains and the factors preventing private actors from taking advantage of them (constraints).
4. Evaluate the scope and scale of these opportunities (gross margin analysis and market opportunities).
5. Benchmark the Zambian target value chains against regional and international competitors to confirm areas where Zambian products can be competitive.
6. Post a set of interventions (action plan) to overcome constraints and facilitate greater private sector investment.
7. Vet findings with stakeholders
8. Propose strategies to achieve the goals and objectives of PROFIT+ in a gender responsive manner.

A. APPROACH & METHODOLOGY

The Value Chain Assessments analyzed each value chain and recommended strategies based on the following approach:

Market Opportunity. The analysis began by identifying the commercial opportunity in each value chain and the volume and quantity requirements for each end market.

Key Upgrades. The project then identified key upgrades that are needed by distinct groups of actors along the value chain, in order for them to be able to pursue the market opportunity. These actors include smallholder farmers, researchers, input suppliers, agro-dealers, processors, producers, wholesalers, traders, transporters, warehouses, lending institutions, government entities, and civil society partners.

Facilitation Activities. During the final stage of the assessments, the project outlined initial activities to be completed by PROFIT+ implementers and counterparts. These activities are expected to facilitate the key value chain upgrades in a sustainable manner.

ASSESSMENTS

End Market Assessment, which analyzed the output markets for the key commodities. The assessment was led by ACDI/VOCA technical experts and local staff. It identified opportunities and constraints to accessing the main-stream markets, and outlined strategies for improving access to markets.

Productivity Analysis, which identified and assessed available technologies and the constraints to increasing productivity in the selected value chains. This analysis was led by IFCD and analyzed farm-level production and the supply and use of inputs.

Profitability Analysis, which examined the economic profitability of selected value chains. The competitiveness analysis analyzed transport services, analyzed the economics of post-harvest handling processes, marketing and estimated farm-level crop budgets. This analysis was supported by input from AIRD, IFDC and ACDI/VOCA technical experts.

Access to Finance Assessment, which identified what financial services are needed to enable investment in the required upgrades for the different value chains. The assessment, identified opportunities for the program to develop partnerships and provide technical assistance to local partners. It looked at the existing financial institutions and considered their incentives and capacity to improve financial services for farmers and agribusinesses.

Warehouse Assessment, which identified and assessed regional-level stores and warehouses in Lusaka and Eastern Province to determine their availability, adequacy in terms of capacity and location, as well as their safety and security. This analysis was performed by Crown Agents USA.

Policy Assessment, which identified policy and enabling environment-related constraints that may impede achievement of PROFIT+ targets. This assessment, led by AIRD, estimated the importance of policy constraints, and proposed how to improve the environment to ensure project success.

B. SUMMARY OF KEY FINDINGS

Value Chain	Market Opportunity	Key Producer Upgrades	Key Upgrades for Other Value Chain Actors	Implications for PROFIT+
Groundnuts	Significant unmet demand by processors for peanut butter	> 80% increase in yields through improved inputs, agronomic practices Increased production sold through more commercial channels	Effective aflatoxin control Equipment to eventually meet confectionary grade export market	Warrants early focus Promising for women, subsistence and emergent farmers Efforts to avoid displacement of women essential
Soybeans	Significant unmet demand by processors to meet demands for feed and oil	> 65% increase in yields through improved inputs, agronomic practices Entry into value chain to sell to existing commercial channels	Improved aggregation and stronger linkages between the small-holder supply base and the end market stakeholders	Warrants early focus Promising for emergent farmers with access to markets

Sunflower	Potential demand from processors to meet demands for feed and oil	> 100% increase in yields through improved inputs, agronomic practices Increased production sold through nascent commercial channels	Improved aggregation is essential to bundle production in volumes interesting to processors	Potentially promising for women and emergent farmers organized in groups Efforts to avoid displacement of women essential
Horticulture	Demand in early and late production windows, and by new domestic and regional markets	Investments in irrigation, greenhouses and off-peak production of onions and tomatoes	Investment in cold-storage and curing Better links to modern/regional markets via storage and processing facilities	Promising for emergent farmers with access to capital and subsistence farmers on small scale
Maize	Market distortions limit profitable expansion	More than doubling of yields through improved inputs, agronomic practices		Promising for subsistence farmers and emergent farmers with limited resources, frees up land and labor and enhances food security

C. STRATEGIC VISION, KEY UPGRADES AND EXPECTED RESULTS

GROUNDNUTS

Groundnut is considered Zambia's number two crop after maize. Zambia's climate and soil conditions are ideal for growing groundnuts, making them widely grown, especially by small-holder farmers and women. With production steadily increasing since 2002, groundnuts account for 30% of farmers' plots, on average. Eastern Province is the largest producer of groundnuts.



In the 1960s and 1970s, Zambia was a major exporter of premium-grade groundnuts to the European confectionery market. In the 1990s, the private sector was unable to fill the void left by the dismantling of the parastatals, leading to a decline in seed multiplication, sorting and grading capacity. This led to lower yields; increased aflatoxin levels; and loss in farmer, trade and customer confidence (SAPP, 2011).

There is rising demand for groundnuts from local traders and processors, as well as by some foreign traders in Tanzania, Angola and Democratic Republics of the Congo, especially groundnuts grown in the Lundazi district. However, the quality of the commodity produced is still low and, in most cases, does not meet international standards, such as those required by the EU market.

Often viewed as a woman's crop, groundnuts play a significant role in meeting daily household nutritional needs, especially for children under the age of five. Women are more knowledgeable about groundnut production and processing than men, and provide most of the production labour.

MARKET-BASED STRATEGY

Increase groundnut production, productivity and quality to take advantage of the increasing domestic demand for aflatoxin-free medium grade groundnuts for the processing industry, and eventually for confectionary grade nuts. Since increased production will be marketed through commercial channels, the strategy must include deliberate actions to maintain women's engagement in, and benefit from these relationships with buyers.

BY MEANS OF THE FOLLOWING KEY UPGRADES:

1. Increase availability of improved seed varieties
2. Facilitate development and adoption of improved agronomic practices
3. Improve post-harvest handling practices that reduce aflatoxin contamination
4. Increase investment and efficiencies in handling, processing and marketing to meet specifications of growing markets
5. Enhance business skills and gender awareness of value chain actors

RESULTING IN:

Increased Productivity

- Greater access to improved seed varieties and finance
- Reduced production costs per unit of output
- Improved yields per unit area

Improved Quality

- Reduced levels of aflatoxin in groundnuts
- Improved quality of processed products

Increased Market Access

- Enhanced market information flow
- Expanded volumes reaching domestic and new markets
- Increased participation of women in mainstream markets

Increased household incomes, food security & nutrition

SOYBEANS

There has been a steady increase in soybean production in Zambia, as a result of expanded processing capacity, increased domestic and regional demand and stable prices. Until three seasons ago, Zambia has been a net exporter of soybean in the form of soy cake. Area under soybean production has grown from about 11,700 hectares in the late 1990s, to 86,223 hectares in 2011/12 (CSO). This expansion is associated with growth in the poultry sector, which until recently has been growing at around 20% per year. Around 90% of domestic soybean meal (all for "cake") goes to the poultry sector. The remaining 10% is used for other livestock feed, primarily for swine. Very little soy bean meal is used for beef, dairy production and human consumption.

In Zambia, soybean production is dominated by commercial farmers. Smallholder farmers produce only 20% (TechnoServe, 2010) of the nation's soybeans. Soybeans are typically grown on large plots, in rotation with non-irrigated maize or irrigated winter wheat.

Eastern Province produces 6% of the nation's soybean production. Unlike the rest of the country, production is dominated by smallholders. However, there is only one commercial farmer in EP, who grows soy in Chadiza District. In Eastern Province, soybean is mainly grown in Lundazi, where a company named Lintco introduced it in the 1980s. Currently a local trader in Lundazi provides 'free' seed to the farmers, and purchases produce at harvest. A portion of the produce is kept for seed for the next farming season.



MARKET-BASED STRATEGY

Increase soybean productivity and production to take advantage of growing domestic demand, particularly from the feed industry, and the export opportunity for non-GMO soybean meal. Increased productivity will reduce costs per unit output, increase price competitiveness, and expand these market opportunities to a larger number of smallholder farmers.

BY MEANS OF THE FOLLOWING KEY UPGRADES:

1. Improve distribution and use of certified seed and inputs, packaged in appropriate sizes
2. Facilitate introduction of improved agronomic practices
3. Increase efficiencies in handling and processing
4. Improve household utilisation
5. Enhance market relationships and increase marketing efficiencies, including:
6. Establishment of stronger linkages between the smallholder supply base and the end market stakeholders
7. Improving aggregation systems and marketing efficiencies
8. Improving market information flow systems
9. Enhanced business skills, access to finance, and gender awareness of value chain actors.

RESULTING IN:

- Increased productivity and production
 - Reduced production costs per unit of output
 - Improved yields per unit area
 - Increased number of farmers growing soy, and area under production
- Increased profitability
- Increased market access
 - Enhanced market information flow
 - Expanded volumes reaching domestic and new export markets
 - Increased participation of women in soy value chain
- Increased household incomes, food security and nutrition

SUNFLOWER

In Zambia's Eastern Province, sunflower is widely grown but in small quantities. Sunflower is easy to grow and is grown as a source of household oil and as a crop used in animal feed at household level. Yields and volumes remain low despite the large potential to increase production and meet the growing demand for sunflower.

There are growing opportunities for farmers to sell sunflower seeds at a high return if farmers can sufficiently increase and aggregate their production and meet processors' volume requirements.

Sunflower is an alternative raw material (from soy) for domestic large-scale oil/cake processors who do not source high enough volumes of soy and sunflower to meet their capacity. International markets also have high demand for GMO-free sunflower products but currently very little sunflower is exported from Zambia due to low production.

PROFIT+ will facilitate increased access to these markets and support investment in the technologies required to improve yields, generate larger, more consistent volumes of production and promote greater efficiency for cottage industries.



MARKET-BASED STRATEGY

Increase sunflower production and productivity by smallholders to take advantage of market demand by larger processors, and a continuing demand for non-GMO sunflower in the export markets. Achieving smallholder profitability in these markets requires a significant increase in yields, lowered unit production costs, and efficient marketing arrangements between producers and a growing demand by recently expanded processors.

BY MEANS OF THE FOLLOWING KEY UPGRADES:

1. A mind set shift in which sunflower is seen as a viable cash crop, rather than only a source of household oil
2. Increase multiplication of, and access to, quality seed varieties with high yield potential and oil content
3. Enhance adoption of improved agronomic practices
4. Increase number of farmers growing sunflower
5. Increase marketing efficiencies through aggregation, so that farmers can meet specifications of growing markets and obtain a higher price for their product
6. Enhance business skills and gender awareness of value chain actors

RESULTING IN:

Increased productivity and production

- Greater access to improved seed and finance
- Reduced production costs per unit of output
- Improved yields per unit area
- Awareness creation for farmers to grow more

Significant increases in volume that meet processor requirements

Increased market access

- Enhanced market information flow
- Expanded local processing capacities (cottage industries) and new markets

Increased household incomes, food security and nutrition in a gender sensitive manner

Expanded processing industry operating closer to full capacity

HORTICULTURE

Lusaka's Soweto market is the single largest market in Zambia servicing an approximate population of over 2,103,413 in Lusaka and acting as a national trading center (2000 CENSUS). Soweto absorbs approximately 90% of the horticulture market while the other 10% is absorbed by supermarkets chain and hoteliers. The produce is brought in from different geographical locations throughout the country and then redistributed to the other parts of the country and beyond the national borders into neighboring countries like the Democratic Republic of the Congo and Angola.



There is substantial production of tomato and onion both in Eastern Province and peri-urban Lusaka. One third of the onions traded at Soweto come from Eastern Province, particularly northeast of Chipata, from the Mugabi Village on the border with Malawi and from the area around Kapatamoyo. Some of the onions enter from Malawi.

Other produce, particularly red onions produced in Lundazi, is exported to Malawi. Areas around Petauke also produce large volumes of tomato and onion which is sold at Soweto Market.

Women are actively involved in horticulture production and their major roles are irrigating and retail marketing.

MARKET-BASED STRATEGY

(1) Extend the production window and improve post-harvest handling of onions and tomatoes to take advantage of seasonal price differentials of sales through "traditional" marketing channels; (2) expand formalized and direct sales to "modern" (supermarkets, institutional buyers) and regional (e.g., Mozambique, Malawi) market channels via processing/storage facilities with premiums on quality/standards and reliable volumes of supply. It is anticipated that both markets will provide greater income opportunities for women.

BY MEANS OF THE FOLLOWING KEY UPGRADES:

1. Off-peak production with tomato plastic greenhouses, and irrigation for onions
2. Improve post-harvest handling with cold-storage and curing facilities
3. Increase community-level access to improved seeds and inputs
4. More direct linkages to “modern markets” and regional markets via storage and processing facilities
5. Facilitate investment in irrigation and intensive production for farms with market linkages during favorable price windows
6. Increase uptake of improved water management technologies by small holder farmers especially women
7. Facilitate accountable, transparent & gender sensitive marketing (brokers) system for fresh vegetables.

RESULTING IN:

- Increased Productivity
 - Extended production during off-peak season
- Improved Quality
 - Reduced post-harvest losses through storage and better processing methods
- Increased Market Access
 - Enhanced market information flow
 - Direct linkages to “modern” market and export vegetable markets
 - Increased participation of women in trade
 - Enhanced business skills
- Increased household incomes
- Increased Private Investments and access to finance
 - Establishments of pack houses and cold rooms
 - Investments in irrigation equipment
- More farmers accessing affordable finances

MAIZE

Maize is the principal staple crop of households in the Eastern Province. There are over 275,000 smallholder maize-growing households in the province. Maize production has a major impact on household food security and PROFIT+ targets the four (4) districts that are producing the highest quantities of maize in the Eastern Province.

The markets for maize are distorted by the government fertilizer subsidy and maize purchase programs. It is a crop with limited income earning potential for producers who do not access subsidized inputs or sell to the Food Reserve Agency (FRA). Eastern Province has not kept up with national production levels or yields. This poses broader concerns with food security and impacts the ability of farms to take part in more lucrative value chains.

**MARKET-BASED STRATEGY**

Intensifying maize production through promotion of productive technologies will multiply yields to satisfy household consumption demands on smaller plots of land and use less time/labor of farms. This will in turn allow farms to diversify their production to crops which have greater income-earning potential.

BY MEANS OF THE FOLLOWING KEY UPGRADES:

1. Increase availability of certified, high quality seeds and fertilizers
2. Facilitate adoption of good agricultural practices and intensive production technologies
3. Promote of intercropping, soil management and diversification of crop production
4. Enhance business skills and gender awareness

RESULTING IN:

- Increased Productivity
 - Greater access to improved inputs and production technologies including local mechanization services
 - Improved yields per unit area
- Increased Household Income and Food Security
 - Multiply yields on smaller units of land
 - Diversify production to more profitable crops

GENDER ANALYSIS

The Project also carried out a gender analysis between August and September, which culminated into the development of a year one gender workplan that will be integrated into the overall program activities. Since the FTF Gender Assessment included a thorough analysis of constraints to gender equity in Zambia’s agriculture sector, the PROFIT+ gender assessment focused specifically on gender roles and behaviors in its Eastern Province districts, as well as gender-related constraints and opportunities in the targeted value chains.



The Project team used the following approach to gather information during the analysis:

- Desk research using existing sources and secondary quantitative data;
- Consultations with key government, private sector and civil society stakeholders carried out at the national and local level by ACDI/VOCA (see Annex 1 for list of people met);
- A Gender Barrier Analysis across six value-chains in six Zambian villages conducted by a team from PROFIT+ partner, CRS; and,
- Gender-specific information from assessments of end-markets, inputs/production, warehouses, financial services, policy and enabling environment

The analysis also built off other studies carried out in Zambia, in particular the Zambia FTF Gender Assessment for the USAID/Zambia Mission in January 2011.

PROFIT+ has attached great importance to gender relations, issues and constraints at the household, farm and community levels. PROFIT+’s Gender Goal is to create equitable and sustainable opportunities for women and men along the target value chains. The program’s has initiated a gender approach aimed at creating equitable and sustainable opportunities for women and men along the target value chains.

GENDER CONSTRAINTS

While women’s participation in agriculture is high, particularly in provision of labor for crop production, harvesting, post-harvest handling, household level food processing and in the sale of crop outputs in local markets, women are generally marginalized and do not have an equal advantage in the proceeds due to the following constraints:

Gender roles are entrenched with cultural and socio-economic underpinning.

- Women have a limited resource base, particularly in terms of education/literacy, mobility and resource rights, limiting access to training, extension, capital and land.

Crowding out of women farmers as traditional women’s crops become commercialized (e.g. groundnuts)

- Commodities are sold at farm-gate/local markets by women, but taken by men to larger markets in town and to buyers for processing.

Low access by women to agricultural inputs

- Very low involvement of women in the input supply chain (most ADs are men).
- Few input outlets are community-based, most suppliers and agrodealers are in district towns which require substantial travel, limiting women’s access.
- Most inputs are packaged in large packs that are not affordable for women.

GENDER WORKPLAN

The analysis identified five main approaches which will influence gender equality and mainstreaming in the agricultural sector. The project will implement awareness activities, capacity building trainings and involvement of stakeholders at all levels to enshrine gender sensitivity at policy, developmental and social levels and ensure that data collected is sex-disaggregated to facilitate gender analysis.

Arising out of the analysis, PROFIT + has developed a workplan which will mainstream gender equity across all program components. Main activities in the workplan will be:

- Continuous assessment of constraints and opportunities for equitable participation and benefits in target VCs
- Ensure capacity building materials are gender sensitive
- Develop participatory guidelines and checklists for mainstreaming gender in the target value chains
- Increase women's access to and control of inputs and labor-saving technologies
- Address land rights issues so that women can benefit securely from increased productivity
- Develop and make available appropriate financial products for women
- Determine level of understanding of gender issues among PROFIT+ beneficiary groups
- Promote equal participation and leadership skills
- Promote opportunities for value addition
- Foster gender equitable organizational systems, structures and culture
- Enhance internal gender capacity
- Build staff capacity to ensure gender responsive program management
- Integrate Gender into Monitoring, Evaluation and Learning Processes
- Increased internal and external outreach



The workplan presents PROFIT+ year one gender activities and will be revised on an annual basis based on performance results, ongoing analysis and consultations with technical staff.

STAKEHOLDER MEETING

A full-day stakeholder meeting was held on September 27, 2012, in Chipata. Forty-five participants attended the meeting, including researchers, input suppliers, farmers, traders/aggregators, transporters, processors and consumers. The meeting focused on two priorities value chains: soybean and groundnuts. The meeting was officially opened by the Eastern Province Assistant Provincial Secretary. The main purpose of the meeting was to hear the perspective of a diverse group of actors, establish an industry-level consensus on priority actions, and obtain commitments from partners on their contributions and roles.

Core issues that were addressed by stakeholders included:

- The low productivity of both groundnuts and soybeans due to low input use;
- Poor extension delivery by the public services;

- High cost of inputs and non-availability of improved seed;
- Non availability of affordable interest rates on agriculture loans;
- Low quality of produce and limited processing capacity;
- Poor market information and limited access to markets;
- Gender imbalances; and
- Inadequate research and low adoption of improved technologies.

At the end of the meeting, perspectives and strategies were outlined by the stakeholders. During the next quarter, the project will build upon the lessons learned and develop memorandums of understanding based on the commitments made by local partners, providing a sustainable method for the project to begin implementing its strategic interventions.



INNOVATION, INVESTMENT AND PARTNERSHIP FUND

The Innovation, Investment and Partnership (IIP) Fund will be used to address specific programmatic needs through the issuance of grants and contracts. PROFIT+ will vary the process for different applicant groups and service providers based on their implementation and management capacity. We will use a competitive and transparent process to select local implementing partners.

The overall purpose of the PROFIT+ Grants Program will be to provide funding for activities that directly contribute to the objectives of the PROFIT+ and which build upon or supplement other program component activities. The purpose of the Sub-Grants fund over the 4-year timeframe of PROFIT+ is to support communities, NGOs, and other non-profit organizations to undertake or expand interventions.

The ACDI/VOCA team will work closely with local implementing partners throughout the life of the Project (LOP) to deliver training and technical support to beneficiaries. Under IR 1 these consist primarily of Non-Governmental Organizations (NGOs), Microfinance Institutions (MFIs), input suppliers and producer associations and under IR 2 and 3 BDS providers, commodity traders and relevant private sector stakeholders. This enables broad outreach and is a key component of the program's sustainability strategy.

ACDI/VOCA approaches grants as investments and tailors milestones and deliverables to ensure maximum return, while linking them to expert technical assistance (TA) to build local capacity within and beyond the LOP. Program staff will train local recipients to strengthen their organizational and financial management. This structure ensures flexibility and high quality performance, while maximizing compliance with ACDI/VOCA policies and procedures and the PROFIT+ terms and conditions.

During this period, a comprehensive Grants Manual was finalized and submitted for review by USAID Zambia. The Grants Manual will guide and regulate the granting of funds to partners under the IIP Fund. The primary mechanism for these Grants will be either through standard grants, simplified grants, in-kind grant agreements, fixed obligation grants, micro grants or fixed price subcontracts. Other grant mechanisms may be issued in accordance with this Manual as the project objectives are further implemented.

Please note that while PROFIT+ is anxious to commence the granting activities, the project is focusing on issuing primarily small grants not exceeding \$50,000 in this start-up stage. This is in an effort to avoid being known by partners and beneficiaries as a ‘granting’ project, as this is not the project’s core business.

MONITORING & REPORTING ACTIVITIES

PERFORMANCE MONITORING & EVALUATION PLAN (PMEP)

PROFIT+, in close consultation with USAID and other project partners, submitted its Performance Monitoring and Evaluation Plan (PMEP) to USAID Zambia. The PMEP is a guide for the managing and collection of performance data and as such helps in tracking project achievements against target.

The PMEP includes a total of 31 indicators of which 16 are USAID mandatory indicators and 15 are custom indicators proposed by ACDI/VOCA. The USAID mandatory indicators were adopted from the FTF indicator handbook and the USAID/Zambia Economic Growth Indicator Crosswalk Version.2. All the indicators are in line with commitments made in the project documents.

PROFIT+ has started and will continue to use the PMEP as a guide to track project indicators. To this end the project has reviewed secondary data and provided indicative baseline figures for some indicators, however final baseline data will be provided after finalizing the baseline survey which is still under discussion and consideration. As a result, a few indicators do not have the baseline figures or target measurements. The table below explains why there are no baseline values for some of the indicators included in the PMEP.

Indicator	Explanation for Not Having a Baseline Value
FtF 4-16 Percentage of people living on less than \$1.25/day.	The highly likely data source is the World Bank Measurement surveys which are periodic and at the time of completing the PMEP the document was not available for review.
FTF 4.5-4 Gross Margin per unit for selected crops, e.g., sunflower, groundnuts, and soya beans	Gross Margin is a factor of many variables. PROFIT + reviewed several documents and was able to collect data on yield but not on production costs, hence making it difficult to compute the gross margins. Therefore, targets and gross margins for sunflower, groundnuts and soya bean will only be computed after collecting baseline data.
FtF 4.5 Women’s Empowerment in Agriculture Index Score	This is a new indicator and at this time, no secondary data for reference purposes is available in Zambia. Therefore, computation of the target for this indicator will be done after collecting baseline data.
PROFIT+ Number of producer associations formed/strengthened	The indicators require mapping of existing organizations to determine how many private and public organizations are working in the value chains that are of interest to PROFIT+. The project is to be yet to carry out the mapping exercise. As a result, it is a challenge to provide indicative and accurate baseline data or to set targets.
FtF 4.5.2-11 Number of private enterprises, producers groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	The indicators require mapping of existing organizations to determine how many private and public organizations are working in the value chains that are of interest to PROFIT+. The project is yet to carry out the mapping exercise. As a result, it is a challenge to provide indicative and accurate baseline data or to set targets.

F 5.2 Number of women’s organizations/associations assisted as a result of USG supported interventions	The indicators require mapping of existing organizations to determine how many private and public organizations are working in the value chains that are of interest to PROFIT+. The project is yet to carry out the mapping exercise. As a result, it is a challenge to provide indicative and accurate baseline data or to set targets.
FtF 4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	The indicators require mapping of existing organizations to determine how many private and public organizations are working in the value chains that are of interest to PROFIT+. The project is yet to carry out the mapping exercise. As a result, it is a challenge to provide indicative and accurate baseline data or to set targets.
FtF4.5.2-12 Number of public-private partnerships formed as a result of USG assistance.	The indicators require mapping of existing organizations to determine how many private and public organizations are working in the value chains that are of interest to PROFIT+. The project is yet to carry out the mapping exercise. As a result, it is a challenge to provide indicative and accurate baseline data or to set targets.
PROFIT+ Number of financial institutions lending to the agriculture sector	The indicators require mapping of existing organizations to determine how many private and public organizations are working in the value chains that are of interest to PROFIT+. The project is yet to carry out the mapping exercise. As a result, it is a challenge to provide indicative and accurate baseline data or to set targets.

In the period under review, the program has reviewed data collection tools and databases that will be tabled for consideration and adoption. The tools and the database will facilitate consistent and standard reporting on indicators included in the PMP.

THE ENVIRONMENTAL REVIEW & REPORT (ERR)

During this period the project submitted the Environmental Review & Report (ERR), which provided important information that would be used to mitigate risks associated with the aspiration and program implementation strategies. These preliminary results will help the project mitigate any negative environmental repercussions from project activities.

BASELINE STUDIES

PROFIT + has used indicative figures on some of the indicators included in the PMP and has also implemented qualitative assessments through various methodological approaches to carry out the barrier analysis report, the gender analysis and the targeted value chains (Groundnuts, Soya beans, Maize, sunflower, and horticulture). The results of the assessments thus far provide a basis for critical decision making and will continue to be the foundation on which implementation strategies will be developed so that identified problems are addressed through an appropriate work plan.

The Feedback Survey, focusing on the FTF population level indicators, is now underway, and the RALS survey report from FSRP should be available soon. PROFIT+ will rely heavily on the baseline data from Feedback and RALS, but will most likely also conduct a baseline survey focusing on changes in gross margins and incremental sales and any remaining gaps.

USAID WORKSHOP

In August, the project Monitoring and Evaluation Manager and the Chief of Party attended a partners meeting organized by the Economic Growth Office of the USAID Zambia mission. The workshop created a platform for players in the FTF program to share and discuss the monitoring and evaluating framework. USAID shared its priority indicators in Zambia and updated the implementing partners on the new developments regarding FTF. Additionally, the implementing partners had an opportunity to share, learn, and discuss synergies that can be created and strengthened with FTF and Global Climate Change funding, with a particular focus on the Eastern Province of Zambia. To ensure

consistency in reporting FTF indicators particularly those dealing with the gross margins and incremental sales, were defined and examples of how they are computed were presented. Finally, the workshop discussed ideas for creating of a platform for learning, accountability, and communication.

MAPPING EXERCISE

In addition to the qualitative assessment reports, PROFIT+ has started the process of mapping all producer associations formed/strengthened, private enterprises, producers groups, trade and business associations, and community-based organizations (CBOs) receiving USAID assistance.

The mapping exercise is cataloging the women’s organizations/associations assisted as a result of USG supported interventions, the value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation, the public-private partnerships formed as a result of USG assistance and financial institutions lending to the agriculture sector. Additionally, program has participated in meeting with USAID and other stakeholders on the need to establish the baseline values for the gross margins and incremental sales.

KEY PROJECT ACTIVITIES BY OBJECTIVE

IR1: Improved Smallholder Productivity		
<i>a. Productivity enhancing technologies</i>		
Activities Achieved	Constraints	Recommendations
<p>A total of over 20 value chain demonstration sites were identified in each of the four operating districts and partnerships were formed with agro-dealers, women’s organizations (DWA), farmer organizations (District Farmers’ Organizations), Greenbelt fertilizers and the Ministry of Agriculture in each target district.</p> <p>Soil sampling has commenced on each of the sites to be taken for soil analysis as a basis for enhancing productivity. Fertilizers specific for a particular site will be formulated.</p>	<p>Non-availability of groundnut foundation seed.</p>	<p>PROFIT+ should intervene in the groundnut seed situation so that some foundation seed is available for year 2013.</p>
<p>Sourcing Foundation Seed (Groundnuts)</p>	<p>Both ICRISAT and ZARI do not have foundation seed for distribution for 2012. ZARI has some basic seed but will only multiply the seed themselves for fear of lowering its grade.</p>	
<p>Strengthening agro-dealers: 2 meetings were held, one in Chipata and another in Katete.</p> <p>a. The Chipata meeting was to encourage agro-dealers to form an Eastern Province agro-dealers association (EPADA).The participants were drawn from the 4 project districts.</p>	<p>Chipata at the moment does not have an agro-dealers association. However two Chipata agro-dealers represented the others and promised that they would call for a meeting with other agro-dealers to discuss the issues raised in the meeting with them.</p>	

b. The purpose of the Katete meeting was to informally discuss opportunities for agro-dealers including: product expansion, primary aggregation, strengthening relationships between agro-dealers and smallholders.		
IR2: Expanded Markets and Trade		
<i>a. Strengthen Local Trade Information and Services</i>		
Activities Achieved	Constraints	Recommendations
End market assessments were completed for all the commodities.	It was established that there are market opportunities for most of the crops but what has been lacking is access to market information.	A market information system is present but it needs to be strengthened.
The major market locations for the commodities were mapped both in Eastern Province, the country and regionally.	The major constraints to accessing markets were identified as high transaction and transport costs, poor quality of produce, and lack of efficient systems for aggregating and transacting.	Strategies to address the identified constraints have been developed and interventions are needed at various trade segments: <ul style="list-style-type: none"> • Efficient aggregation; • Developing of market information systems; • Entrepreneurial skills training for farmers, agents and traders; • Creating awareness of standards and grades for commodities; • Partnerships between traders and institutions such as ZAMACE, ZABS and many others
<i>b. Improve Regional Export Market Trade</i>		
Activities Achieved	Constraints	Recommendations
<p>The Project has initiated engagement of organizations involved in regional export trade.</p> <p>Local firms and enterprises involved in trade have been identified and are being engaged.</p> <p>The rapid assessment found that some commodities from the region have not attained a competitive edge over those from other countries like South Africa.</p>	<p>Constraints to attaining the competitive advantages are;</p> <ul style="list-style-type: none"> • Lack of enforcement of national standards on quality, • Inadequate information on international markets, • Disjointed activities on international trade, • Low volumes of production, • Trade barriers such as export bans, • Lack of adequate finance amongst many others. 	<p>To enhance export trade, we recommend that systems of availing information on regional markets be developed and that detailed studies be commissioned that will look at ways of improving regional trade.</p> <p>Trainings on standards, quality and trade should also be done to improve trade.</p> <p>Establishment of partnerships with organizations such as ZDA, SATH and so on.</p>

A joint training workshop on Aflatoxin is been planned to be held with SATH in Lusaka.		
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c. Promote Rural Enterprise and Cooperative Development

Activities Achieved	Constraints	Recommendations
<p>An assessment of the cooperatives, rural enterprises and associations was done. It was established that Eastern Province has a number of associations and cooperatives that are registered as legal entities and have governance structures in place.</p> <p>There are also enterprises that are involved in value addition and processing at varying levels. There is also a presence of women organizations that are involved in various businesses from production to trading.</p>	<p>It was established that most of these cooperatives lack entrepreneurial skills as most of them were established with the intention of accessing government subsidized inputs.</p> <p>For some that are running small businesses, they are mostly not sustainable or profitable.</p> <p>Many of them lack adequate capital to be involved in meaningful businesses.</p>	<p>To improve the efficiencies of the cooperatives and associations, there is need to change their mindset by training them in business skills such as opportunity identification and running successful businesses.</p>

IR3: Increased Private Sector Investment in Agricultural Related Activities

Activities Achieved	Constraints	Recommendations
<p>The project completed an access to Finance Assessment that examined the upgrading needs of the target VCs and identified financial services required to enable these investments.</p> <p>It also identified financial institutions with interest, incentive and capacity to improve financial services for farmers and agribusinesses and opportunities for the program to develop partnerships and provide technical assistance to local partners.</p> <p>The assessment included interviews with: ZNFU, ZANACO, CETZAM, Mobile Transactions, Care International Zambia, Barclays Bank, AFGRI Leasing Services, Vision Fund, Intermarket Bank, Finance Bank Zambia,</p>	<p>There is currently an undersupply of agricultural lending from financial institutions. Lending that does occur is predominantly geared toward the larger commercial farms.</p> <ul style="list-style-type: none"> • Many of the commercial banks have agricultural loan products; however, they are missing the commitment and specialized expertise to expand these products to more agribusiness or tailor them for new clients. • MFIs have underdeveloped agricultural loan products, with few exceptions <p>Value chain actors within the projects area of interest may not be willing to invest in a climate of uncertainty and policy inconsistencies. Outgrower models are constrained by problems with side-selling and agribusinesses' limited capital.</p>	<p>Despite undersupply of agricultural lending, there has been a recent surge in interest among Banks & MFIs to learn how to lend to this growing sector of the economy. The project should develop partnerships with banks and MFIs that are interested in expanding lending to agribusiness</p> <ul style="list-style-type: none"> • With banks: linking banks to credit-worthy clients and groups, particularly for investment finance. • With banks and MFIs: building capacity to administer agriculture lending methodology. <p>Of particular focus will be incorporating cashflow-based lending, seasonally appropriate loan products, and building alliances with value chain actors</p> <p>The long term focus is that strategies will enable value chain actors to have greater access to financial services, invest in crops with higher returns, market efficiency to larger end markets and increase their net income.</p>

Conservation Farming Unit INDO, MBT, and NATSAVE.	Limited savings among smallholder farmers and women, which decreases investment in inputs and requires farmers to sell early at low prices.	Explore opportunities to increase savings through SILC methodology.
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LESSONS LEARNED AND RECOMMENDATIONS

Two months for conducting six separate value chains was too short a time frame and staggering the analysis would have been beneficial.

Although the stakeholders' meeting was held successfully, there were some challenges and lessons learned. Time was a limiting factor as participants were not able to conclusively and effectively discuss two major value chains in one day. Covering two value chains in one day limited the amount of time for discussion, but because of their business obligations many of the key private sector stakeholders would be able to attend a two-day session. Hosting a second session in Chipata would have been problematic for the Lusaka-based companies, as it takes three days to attend a one-day session in Chipata due to the travel time required. It was important to hold the discussions in Eastern Province to encourage local partners to participate. For future meetings, one day for each value chain will be recommended.

The teams that were conducting the value chain assessments were divided according to area of specialization and organizations from which they were coming. This resulted in a challenge to having a cohesive final document.

PLANS FOR NEXT QUARTER

IR1: Improved Smallholder Productivity				
a. Productivity enhancing technologies				
Activity	Location/ Venue	Lead person(s)	Participants/collaborators	Proposed dates
Development of memorandums of understanding with local partners and CASH	Lusaka	Value Chain Leader for Horticulture	AGRIFOCUS, HYGROTEC, CASH	Oct
Facilitate development of Community horticulture seedling and variety demo plots	Lusaka, Chipata	Value Chain Leader for Horticulture	HYGROTEC, AGRIFOCUS, CASH	Nov - Dec
Conduct disease and pest risk assessment into the South African Market	E.P	Value Chain Leader for Horticulture	ASNAPP	Dec
Identification of demo sites , soil sampling, liming and planting	Chipata, Lundazi, Katete, Petauke	Inputs and Productivity Manager (IFDC), Productivity Specialist (IFDC)	Green Belt, CDFA,DWA and Agrodealers	Nov – Dec

Monitoring and supervising the demo plots	Chipata, Lundazi, Petauke, Katete	Productivity Specialist (IFDC)	All stakeholders	Nov-Dec
b. Sub-Task: Increase smallholder access to improved seed				
Development of the seed producers database (SSU)	Chipata,	Inputs and Productivity Manager (IFDC)	ICRISAT, SCCI	Nov-Dec
Source breeder and foundation seed	Chipata Lilongwe	Inputs and Productivity Manager (IFDC), Inputs Specialist (IFDC)	ICRISAT, ZARI	Nov
Multiplication of foundation and certified seed	Chipata	Inputs Specialist (IFDC)	ZARI, EPFC, COMACO	Nov-Dec
IR2: Expanded Markets and Trade				
c. Task 1: Strengthen Local Trade Information and Services				
Activity	Location/Venue	Lead person(s)	Participants/collaborators	Proposed dates
Development of strategy to feed into the ZNFU information system	Chipata	Market Development Manager, Training Coordinator	ZNFU, DFA, MAL, Traders/Aggregators	Dec
Start a program on community radio station of market information dissemination	Chipata	Market Development Manager, COP	COMACO, MAL, Radio Breeze, All technical staff.	On going
Development of an MOU with ZAMACE	Lusaka	Value Chain Leader for Horticulture	ZAMACE	Nov
Conduct feasibility study on horticulture pack house in Chipata	Chipata Petauke	Value Chain Leader for Horticulture, COP	ASNAPP, SOUTHERN AFRICA TRADE HUB	Nov – Dec
Task 2: Improve Regional Export Market Trade				

Development of MOUs with stakeholders	Chipata, Lusaka	Market Development Manager	Cargill, Jungle Beat, DFA, COMACO, Ceejay Commodities	Nov
Conduct a detailed study on challenges of aggregation	Chipata	Market Development Manager, COP	COMACO, Jungle Beat	Nov - Dec
Identification of producers and cooperatives to undertake Horticulture enterprises	Chipata, Lundazi, Katete, Petauke	Organization Strengthening Specialist Value Chain Leader for Horticulture	Producers, DWA, Cooperatives, ASNAPP	Nov - Dec

Task 3: Promote Rural Enterprise and Cooperative Development

Identification of Cooperatives and carry out detailed needs assessments	Chipata, Lundazi, Katete, Petauke	Training Coordinator	DWA, Cooperatives	Nov - Dec
Compilation of training needs and formulation of a training program	Chipata, Lundazi, Katete, Petauke	Training Coordinator, Market Development Manager	DWA, Cooperatives	Dec
Conduct a detailed assessment of the business operations and make recommendations	Chipata	Organization Strengthening Specialist	EPFC, Jungle Beat, Zam Veg Oils	Nov - Dec
Development of terms of reference for engagement of consultants for the identified training needs	Chipata	Organization Strengthening Specialist	EPFC, Jungle Beat, Zam Veg Oils	Nov - Dec

IR3: Increased Private Sector Investment in Agricultural Related Activities

Task 1: Establish Grants Manual

Activity	Location/Venue	Lead person(s)	Participants/collaborators	Proposed dates
Establishment of the grants award committee.	Chipata	COP	All staff	Nov
Engagement of FI and MFI on disbursement	Lusaka	Grants Manager	MFIs, FIs,	On going

Task 2: Implement IIP Fund

Training of staff on grant disbursement procedures	Chipata	Grants Manager	All staff	Nov
Creating awareness of the IIP Fund's purpose and guidelines to partners	Chipata	Grants Manager	All stakeholders	Nov - Dec
Gender				
Activity	Location/ Venue	Lead person(s)	Participants/collaborators	Proposed dates
Facilitating discussions over MOUs with Women led organizations	Lusaka & Eastern Province	Gender Advisor & Training Officer	Women CSOs, ZNFU, Public and Private entities	25 th Oct to 9 th Nov
Gender sensitization training for PROFIT+ Staff	Chipata	Gender Advisor	Tech Team	30 th Oct to 1 st Nov
Participate in 16 days of gender activism	Lusaka & Eastern Province	Gender Advisor	NGOCC, DWDA, WASAA, MGCD, MCDMCH, ZNMN, Tech Team	29 th Oct to 15 th Nov
Work with extension providers to ensure materials are gender appropriate and that trainings/demo plots are offered at times and locations that allow women to attend	Lusaka & Eastern Province	Tech Staff	All partners/implementers	Ongoing
Promotion of community based input outlets and farmer-agents	Lusaka & Eastern Province	Gender & IFDC Staff	IFDC & Partners	Nov to Feb 2013
Ensure research institutes address women's needs	Lusaka & Chipata	Gender Team & ZARI	ZARI & Tech Staff	Ongoing
Leverage existing institutions (e.g. women's clubs) and increase women's participation in input subsidy programs	Lusaka & Eastern Province	Gender Team & Tech Team	All partners/implementers	On going
Work with advocacy groups on access to and control over land issues and engage traditional leaders to allocate customary land equitably Ensure women have access to information on land administration and management procedures (customary and statutory)	Lusaka & Eastern Province	Gender Advisor	Tech staff, All partners/ implementers	On going
Communicate economic benefits of women's economic participation to village chiefs, other community members	National	Gender Advisor	All partners/implementers	Jan

Operations & Management				
Activity	Location/ Venue	Lead person(s)	Participants/collaborators	Proposed dates
Official Project Launch	Chipata	COP, DOP, Team Leader	All Stakeholders	30 Nov
Decision on DCOP. Recruitment of: Gender Officer, Agricultural Finance Specialist, M&E staff, and Grants Manager	Lusaka and Chipata	COP, DOP	HR and Management	30 Nov
Monitoring & Evaluation				
Activity	Location/ Venue	Lead person(s)	Participants/collaborators	Proposed dates
Engage USAID, Kimetrica and all project partners in implementing the PROFIT+ baseline survey. Start the process of developing the PROFIT+ M&E system. This includes but is not limited to:				
Develop the Performance Indicator Reference (PIR) sheet which will provide detailed definition for each indicator in the PMEP. This includes the data collection process, data sources, frequency of reporting data and specifies which team will take responsibility for each indicator. The indicators will also be aligned to the objectives and intermediate results	Lusaka and Chipata	M&E Manager	Kimetrica and Staff for PROFIT +	1 st – 15 th Nov 2012
Develop a project Results framework & implementation of a project database in collaboration with Kimetrica	Lusaka and Chipata	M&E Manager	All Staff for PROFIT +	1 st – 15 th Nov 2012
Initiate the developing of data collection tools and reporting templates (Both qualitative and quantitative)	Lusaka and Chipata	M&E Manager	All Staff for PROFIT +	1 st – 15 th Nov 2012
Data flow charts outlining key levels of data collection and reporting	Lusaka and Chipata	M&E Manager	Monitoring and Evaluation Team	30 th Nov 2012
Compile and submit reports to the Feed the Future Monitoring System (FTFMS)	Lusaka and Chipata	M&E Manager	Monitoring and Evaluation Team and PROFIT + Technical staff	30 th Nov 2012
Hold a workshop to share monitoring and evaluation framework and aspirations of the donor based on the Chipata Monitoring and Evaluation inception meeting	Chipata	M&E Manager	Monitoring and Evaluation Team and PROFIT + Technical staff	20-25 th Nov 2012

