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**A Training Needs Assessment:  
Malawi Agricultural Sector  
Draft**

Submitted to USAID  
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## **ACRONYMS**

ADMARC	Agricultural Development and Marketing Corporation
ARET	Agricultural Research And Extension Trust
BCA	Bunda College of Agriculture
BEED	Business Expansion and Entrepreneurship Development
CNFA	Citizens Network for Foreign Affairs
DARTS	Department of Agricultural Research and Technical Services
FAO	Food and Agricultural Organization
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
IFPRI	International Food Policy Research Institute
MASIP	Malawi Agricultural Sector Investment Program
MIM	Malawi Institute of Management
MRFC	Malawi Rural Finance Corporation
MUSCCO	Malawi Union of Savings & Credit Cooperatives
NASFAM	National Smallholder Farmers' Association of Malawi
NRC	Natural Resources College
SACA	Smallholder Agricultural Credit Authority
SHOGA	Shire Highlands Organic Growers Association
TSP	Training Support Program

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## **A TRAINING NEEDS ASSESSMENT: MALAWI AGRICULTURAL SECTOR**

### **INTRODUCTION**

Not long ago, Malawi was a self-sufficient, food-secure nation. But for a number of reasons, Malawi's food crisis has once again reached famine proportions. Malawi, a nation of 12 million people, is predominantly agrarian. Since January 2002, hundreds of people have died from starvation in central and southern Malawi, and the World Food Program and the Food and Agricultural Organization estimate that by early 2003 well over 3 million Malawians will require food aid to ward off starvation.

The causes of hunger are always complex, and they include issues related to food *accessibility* as well as food *availability*; that is, to food distribution as well as to its production. The issues regarding production are themselves manifold and interrelated. Agricultural production in Malawi declined over the past decade, and there are indications that this year's crop will also be poor. Sheer hard luck factors into some of Malawi's production woes: food shortages were initiated by a drought in 1991/92. But that isn't the whole picture or even its most significant aspect. The failure of smallholders to utilize new technologies and innovations, the decline of the government extension service, and poor or nonexistent agricultural markets are a few of the more significant factors. This assessment will examine these and other issues as they pertain to training needs for Malawi's agricultural sector. It will provide quick-start and long-term training recommendations for ameliorating the sector's current insufficiencies, with the larger goal of assisting Malawi in regaining its status as a food-secure nation.

### **ASSESSMENT FINDINGS**

The assessment was undertaken July 1-August 2, 2002, by Michael Nyirenda, John Spilsbury, and Mel Schnapper. Their methodology is briefly described in Annex 1. Our findings are organized below under the broad areas of Agricultural Production, Post-Harvest Management and Processing, Agricultural Marketing, Formal Education and Training, Agricultural Support Services, and Human Resources. Each section ends with a list of Training Conclusions. (Box 7 on page 13 presents a matrix that concisely aligns our training conclusions with proposed interventions.)

## A. AGRICULTURAL PRODUCTION

Eighty-seven percent of Malawi's population earns its living in the agricultural sector. Training remains highly important for the agricultural sector, both to improve the production of traditional crops and to support the successful introduction of new crops.

Both senior government and NGO leaders observed that Bunda College of Agriculture (BCA) graduates are no longer equipped with the concrete skills needed to manage the production of traditional crops.<sup>1</sup> "These graduates are full of theory but are capable of doing nothing," one leader commented. Bunda College and Natural Resources College (NRC) are challenged to impart skills in both theory and practice to graduates. Bunda College curriculum must be modified to address the needs of employers.

Training in agricultural production may be even more crucial regarding crop diversification. National policy urges crop diversification, especially those efforts requiring irrigation. While farmers want to diversify, the agricultural sector is currently limited in its capacity to manage many emerging crops, such as paprika, chilies, Irish potatoes, and legumes. Producing these crops successfully will require that new skills and technical capacities be disseminated throughout the sector.

**Farm Diversification.** Malawi's agricultural sector has two distinct sub-sectors, estate and smallholders, which operate under different regulations regarding crop production, markets, pricing, and land tenure. The estate sub-sector occupies 850,000 hectares of Malawi's arable land (largely under leasehold and freehold land tenure systems) for the production of cash crops such as tobacco, tea, coffee, and sugarcane. For the majority of farmers in the estate sub-sector, tobacco is the most important cash crop, accounting for 65 percent of the country's foreign exchange earnings in 1999/2000 (World Bank, 1998).<sup>2</sup>

The smallholder sub-sector accounts for nearly 80 percent of both cultivated land and agricultural output, although the average family farm is only 0.5 hectare. The sub-sector is largely subsistence, producing food crops such as maize, beans, cassava, and green vegetables, as well as a limited number of cash crops such as groundnuts and burley tobacco (Coote et al., 1998). Women do the vast majority of agricultural work (87 percent) in the smallholder sub-sector.

Government policy is encouraging farm diversification among both estate and smallholders in response to the declining international tobacco market; failure of rain-fed agriculture; and food shortages, particularly of maize, Malawi's primary food crop. Confronted with growing global awareness of the health risks brought on by smoking, the estate sub-sector is encouraged to farm other crops like paprika and African chilies. Smallholders are encouraged to move into high-value crops such as horticultural

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<sup>1</sup> BCA is a constituent college of the University of Malawi. Other UM associated colleges mentioned in this report are Malawi Polytechnic, and Chancellor.

<sup>2</sup> Sources to references are found among the list of documents reviewed (annex 5).

products. Both sub-sectors are encouraged to undertake poultry and dairy farming. Widespread training is needed to assist with these diversification efforts (see box 1).

#### **BOX 1. Promoting Paprika**

Despite encouragement to farm new crops such as paprika, few extension officers are able to advise farmers on how to grow, harvest, and store the product. NGOs such as Action Aid, CARE International, Oxfam, and Concern Universal have begun to train their local staff to manage the production of the new crop, but to date, similar education has not reached those in government or the private sector, and knowledge is too scarce to sustain the effort. Press Agriculture, the largest farming group in Malawi, moved out of paprika production entirely due to difficulties sustaining institutional knowledge in this area.

**Irrigated Agriculture.** Breaking the dependence on rain-fed agriculture is a high priority for Malawi. All stakeholders point out that there is a shortage of personnel qualified to staff irrigation projects. In-country training is nascent; Natural Resources College just graduated its first irrigation students. Bunda College recently developed a degree-level irrigation option. While some investment has been made in large undertakings like the Bwanje Valley irrigation project, some stakeholders strongly believe that the future lies in providing small-scale irrigation technologies suitable for smallholders. Policy in support of irrigated agriculture must be suitable for smallholder farmers.

#### **Training Conclusions**

- The production of traditional agricultural products must be supported by increased technical skill among graduates of BCA, NRC, and other institutions.
- Formal agricultural education must meet the needs of the sector's employers.
- Recent farm diversification policies must be bolstered by trained extension staff who can advise farmers on how to raise new crops successfully.

#### **B. POST-HARVEST MANAGEMENT AND PROCESSING**

Though Malawi's economy is based on agriculture, there are limited agro-processing activities in the country. Most of Malawi's agricultural produce, which accounts for 78 percent of its total export earnings, is exported without any value added. Malawi does not even produce jam out of its fruit crops. New crops like paprika and soybeans have few reliable processors in Malawi. Soybeans are processed into very few items despite the abundance of marketable products that the crop potentially offers.

Attempts to promote agro-processing have not been successful, yet the absence of a vibrant agro-processing sector in Malawi cannot be blamed on the lack of a predictable market. Imported products are readily available and popular. However, the poor quality of locally processed goods renders them unable to compete with imports. The failure of

local agro-processors in Malawi to produce quality products has meant that the country continues to lose revenue to foreign producers.

The country has no well-designed, integrated courses that teach product design and formulation, processing skills, or product branding. There are a few disparate courses at the University of Malawi: Bunda College offers a course in food science, Chancellor College offers chemistry and food processing, and Malawi Polytechnic offers instruction in food technology. All of these courses largely deal with the preparation of existing products and processes. None of these institutions trains students in the art of designing new products or actually encourages students to develop new products.

### **Training Conclusions**

- There is too little domestic capacity to process Malawi's harvests into competitive, value-added products.
- There is a need for training in product development and innovation.

### **C. AGRICULTURAL MARKETING**

While some stakeholders said that serious investments must be made in training agricultural marketing personnel, the agricultural sector is not without some marketing capacity. Bunda College students receive some training in agricultural marketing, and Bunda College provides a Master of Science degree in Agricultural Economics, in which marketing is a major component. Malawi Polytechnic also trains graduates in Business Administration and offers several management courses, which give students exposure to marketing principles.

The concerns of stakeholders notwithstanding, market systems in Malawi—rather, a lack of them—are a larger problem than weak marketing savvy among producers (box 2). Smallholder farmers frequently complained that markets for their produce are poor or nonexistent and that they have no access to even basic information, such as market rates for various produce. A lack of reliable infrastructures for transportation and communication mean that buyers and sellers cannot connect. Farmers are encouraged to grow cotton, for example, but they cannot easily sell it. A lack of cooperation and solidarity among farmers also hinders the development of markets. “Farmers do not trust each other, and prefer marketing their produce by themselves rather than as groups,” observed CARE International.

### **BOX 2. No Markets for Farmers**

While the dismantling of government support for the Agricultural Development and Marketing Corporation (ADMARC) solved some problems, it has created a major marketing void for Malawi's smallholders. There are still well-organized markets for tobacco, but none of similar stature exists for horticultural produce, food crops, livestock, or farm inputs.

Currently, there is nobody specifically responsible for agricultural marketing in the Ministry of Agriculture and Irrigation. Despite efforts by several organizations to promote a market-driven agricultural sector, until state investments are made in developing markets and disseminating market information, farmers will have no reason to believe their marketing efforts will be worthwhile.

A report by OXFAM (2002) concludes, "In the absence of either state or market provision, poor farmers are faced with a vacuum, leading to increasing poverty and food insecurity. They have nowhere to buy food when supplies run short, nor to sell food should they have a surplus."

Some NGOs, such as CARE International, acknowledged that the nongovernmental sector tends to focus less on market development and more on the production of food crops. NASFAM (National Smallholder Farmers Association of Malawi) is an exception; its current program focuses on providing a market for smallholder produce. Another exception is the RAISE project of Citizens Network for Foreign Affairs, which provides training and links input suppliers with agro-dealers at the village level.

### **Training Conclusions**

- Farmers are not organized to work together for improvements that would benefit the group as a whole.
- Agricultural markets are weak, and basic market knowledge among farmers and other industry vendors is not only poor but often viewed as unimportant.

### **D. FORMAL EDUCATION AND TRAINING**

With Natural Resources College once again in operation (see box 3), formal education will be provided largely by NRC and Bunda College, with NRC focusing on training field assistants and BCA on educating for degrees.

Bunda College offers a range of courses under agricultural economics, extension, engineering, animal science, forestry, fisheries, and crop science. There are master's programs in agronomy, soil science, nutrition and food science, economics, and rural development. Much of this has been supplemented by overseas training in the UK, Australia, Kenya, USA, Canada, and other developed nations. An agricultural service project supported by the World Bank has been the major training vehicle for the Ministry of Agriculture and Irrigation.

**BOX 3. Natural Resources College**

Natural Resources College is the only institution in the country that trains personnel who work with farmers on a day-to-day basis. Currently, NRC is attempting to develop a more permanent staff. With the reorganization and reopening of NRC, the extension service will be well staffed, but will more staff will lead to increased agricultural productivity? The answer will largely depend on the ability of NRC to deliver capable graduates to the labor market. This calls for a serious consideration to invest in NRC so that a desired impact is achieved.

It has been silently assumed that BCA and NRC would largely meet the education and training demands of the agricultural sector, but field interviews indicate that they have not been entirely successful. For example, a majority of NGO stakeholders reported that current graduates of Bunda College do not meet the expectations of agricultural sector employers.

Partnerships between Bunda College of Agriculture and US-based universities have been promoted in the past. The USAID university linkage project is one such example. In addition, expatriate technical trainers worked in Malawi to train local counterparts. The United Nations Food and Agriculture Organization has been involved in some of these initiatives and is currently bringing in a number of irrigation experts to work and train Malawians. Similar interventions in the past, however, have not translated into the desired institutional strengthening, and more could be done to ensure that the skills of foreign specialists are transferred to local staff.

Institutions other than Bunda College and Natural Resources College have helped to train agriculturists in Malawi. For example, Malawi Institute of Management has provided management training, and Chancellor College offers a certificate course for BCA graduates who join the teaching service in secondary schools. However, the training these institutions offer is generic, and none focuses specifically on agriculture. A NASFAM initiative is an exception to this (see box 4).

A major initiative to support agricultural training in Malawi was facilitated by International Food Policy Research Institute (IFPRI), resulting in the development of a Master of Science degree in Agricultural Economics at Bunda College. However, with IFPRI experts out of the country, BCA struggles to maintain the program. Bunda College also developed a regional center to provide training in Animal Sciences through a Southern African Development Community program, with support from GTZ. The Rockefeller Foundation has made considerable investments in training graduates in Malawi, especially in economics and the crop sciences at Bunda College through the Forum for Agricultural Resource Husbandry Program. Some students have also been sponsored by the Foundation to receive PhD training in the region and in the US. Recent initiatives to train personnel in the agriculture sector have tended to be tied to project interventions.

**BOX 4. NASFAM: A Model of Innovation**

The National Smallholders Farmers' Association of Malawi (NASFAM) is a nearly ideal training model and system of farming operations, which covers purchasing, planting, post-harvest, transportation, and lobbying. Though NASFAM began by representing only smallholder tobacco growers who wanted direct access to the auction floor, they have since expanded into many crops, including soybeans and paprika. They even have their own commodities marketing exchange. They self-finance farming activities in the commercial sector and are donor-dependent for Market Information System training.

Dissatisfied with the education offered at Bunda College and Malawi Polytechnic, NASFAM is moving ahead to establish its own training institution at an underused campus. It will be staffed with its own faculty, and local freelancers and field assistants will provide training and curriculum support.

The nine-month program will begin with three months of training; followed by a three-month internship with NASFAM, a member association, or community organization; followed by another three months of formal training, culminating in employment at NASFAM.

**Training Conclusion**

- The training capacities of Natural Resources College and Bunda College of Agriculture must be developed and refined to better meet the needs of the agricultural sector.

**E. AGRICULTURAL SUPPORT SERVICES**

Strong supporting services are crucial to the development of Malawi's agricultural sector. In the past, agricultural support services were largely provided directly by the government or through state-sponsored companies or initiatives. The Ministry of Agriculture and Irrigation provided support to the agricultural sector in the past, but recent moves to decentralize the government will require the Ministry to redefine its role. The Malawi Agriculture Sector Investment Program (MASIP) has been established to facilitate policy changes and institutional reform, and it will also help the Ministry of Agriculture and Irrigation comply with Malawi's model for decentralization.

As expected, these changes call for NGOs and the private sector to step-in and support the agricultural sector, which some NGOs have done in recent years. A few farmers' organizations like the Tea Association and Tobacco Association of Malawi provide specific services to members. NASFAM, Shire Highlands Organic Growers Association (SHOGA) and others have joined the effort to support specific agricultural interests.

This section looks at other supports for the sector, which include research and technology development, extension services, and financial services.

**Research and Technology Development.** In general, technologies and research data are not widely shared among farmers. Useful technologies used in one institution or farm setting are not known in others. There is not widespread knowledge among farmers about using treadle pump technology to assist irrigation, to name one example.

Apart from the efforts of a few international research institutions, the bulk of research in the agricultural sector is conducted by the government, with a modest effort from the University of Malawi. The government has a number of research centers dotted across the country, as well as a full Department of Research and Technical Services (DARTS). A number of private research trusts such as the Agricultural Research and Extension Trust (ARET) and the Tea Research Foundation focus on specific commodities and serve farmers who can afford to pay for research; that is, tea and tobacco farmers.

While agricultural research has made major strides in Malawi, the use of research does not have a strong foothold among farmers. For instance, Mangisoni (1999), Coote et al. (1998), and Evans et al. (1999) report that virtually no technology to improve soil fertility for farm production in Malawi has been widely adapted by smallholders. Anecdotal evidence suggests that research findings have not benefited farmers in the market.<sup>3</sup>

Research has also not informed policy decisions at the national level to the extent that it could. For example, though most researchers reported that smallholder farmers are not yet in a position to compete in a fully liberalized market, government has proceeded to rapidly liberalize. Most researchers interviewed for this assessment did not understand why political decision makers did not heed research results. However, in order to have a bigger influence on political decision makers, researchers must present their findings in useable and easily understood formats.

Further, extension activities are not keeping pace with research methods and findings. For instance, researchers in Malawi have made modest progress towards participatory methods, but extension services are still struggling to mainstream participatory approaches. In addition, DARTS has no economist or sociologist to complement the efforts of biophysical researchers. Some linkages exist: International Center for the Improvement of Maize and Wheat, Southern Africa Rootcrops Research Network, International Center for Tropical Agriculture, and Concern Universal are examples of direct linkages between research and extension. But these efforts need to be scaled-up and replicated across government and the extension service, with research centers providing the technologies and NGOs running the on-farm testing and evaluation.

Finally, stakeholders noted that the agricultural sector's research capacity is fast disappearing due to retirement and the loss of researchers to HIV/AIDS (see box 5).

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<sup>3</sup> ARET and the Tea Research Foundation are successful, but they are dealing with products that already have good market value.

**Box 5. HIV/AIDS: A Crosscutting Issue**

Sub-saharan Africa accounts for 11 percent of the world's population and 73 percent of its HIV/AIDS infections. Malawi is fourth among the Sub-saharan nations in its number of AIDS cases, with 18 percent of adults reported infected.

According to the FAO (2000), particular characteristics of Malawi's agricultural sector mean that "HIV/AIDS can constitute a serious threat to smallholder agriculture." Because smallholders produce 80 percent of the nation's food, HIV/AIDS becomes a threat for Malawi's economy in general. Furthermore, women, who do the majority of smallholder farming in Malawi, are living with AIDS at a much greater rate than men (18 percent of women compared with 8 percent of men), and the consequences of women's illness have a greater affect on families and their food security. Women are not only more likely to become ill themselves, they are also the traditional caretakers of ill people. Much farm labor is lost as women fall ill or nurse others. Lost labor means decreased food production and lower income. In addition, deaths caused by the illness often means that farming knowledge is lost. "The death of one or both parents to AIDS often means that younger members of the family do not have the necessary knowledge, skills and experience for farming, livestock production and fishing and, more generally, to continue managing the farm household. The loss of a partner's skills and experience in propagating certain crops may lead to a decline in food production." (FAO 2000)

**Extension and Technical Services.** In the past, the state dominated the provision of extension services. The government stationed Field Assistants throughout the country, and specialized support staff were also provided for veterinary services and land husbandry at the Extension Planning Area (EPA) level. In practice, however, not all EPAs have a full contingent of specialized staff. Bota et al. (2001) reports that about 43 percent of established positions in the extension service are now unfilled. Part of the problem was that Natural Resources College, the primary trainer of extension personnel, was without students since 1996.

As a result of the diminished condition of the state extension service, NGOs moved in to provide services to selected farmers in certain areas. According to the Ministry of Agriculture and Irrigation, NGOs are carrying out agricultural-related projects in all the districts of Malawi. Faith-based groups such as World Vision International and Christian Service Committee are present in all of Malawi's 29 districts. Other major NGOs working in the agricultural sector include Action Aid in the area of food security, CARE International, Concern Universal, Oxfam, and Save the Children (UK).

Unfortunately, NGOs have not been able to adequately fill the gap. A recent study by the Centre for Policy Studies of South Africa noted that civil society groups in Malawi tend to focus on selected areas and have limited services tied to donor financing. Field data also showed that most NGOs lack crucial skills relating to technical services. Action Aid, for example, has relied heavily on staff from the Department of Agriculture and Bunda College to train its field officers in seed multiplication. Oxfam relies on its

international resource pool to train staff in selected technical skills such as Gender, Project Monitoring and Evaluation, and Community Mobilization.<sup>4</sup>

Considering these issues along with the dearth of marketing awareness and production training described above, extension services to farmers require a radical overhaul. Extension services will need to offer competent technical advice on a variety of new crop production as well as marketing expertise. It may be worthwhile to consider introducing a marketing advisor at the community level.

**Financial Services.** Oxfam (2002) reports that the cost of one bag of fertilizer in Malawi is equivalent to half a teacher's monthly salary. Access to capital for agricultural endeavors remains one of the major obstacles limiting the participation of Malawians in agricultural development. Finance for the estate sub-sector has largely been provided by commercial banks, the Malawi Development Corporation (MDC), and large companies. Many medium and small estate owners relied on personal savings to venture into agricultural production.

Obstacles to smallholder financing is a major theme in Malawian agriculture. In the past, smallholder farmers relied on state-supported credit schemes like SACA (Smallholder Agricultural Credit Authority). Several initiatives recently folded due to problems with credit recovery, or they were privatized. Since the end of SACA and the emergence of the Malawi Rural Finance Corporation (MRFC), smallholder farmers have had to obtain credit from market-based lending institutions. Some initiatives underway to improve access to credit by smallholder farmers include partnerships between NASFAM, MRFC, and the Malawi Union of Savings and Credit Cooperatives (see box 6).

**Box 6. Malawi Union of Savings & Credit Cooperatives**

Malawi Union of Savings & Credit Cooperatives (MUSCCO) promotes the creation of local savings clubs, which in turn lend to its local members. This model has lower administrative costs, and the group lending approach reduces the likelihood of default loans. MUSCCO should be encouraged to be more involved in agricultural lending schemes and to provide practical training to other institutions.

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<sup>4</sup> It is interesting to note gender training has been widely offered to Malawian NGOs by CURE using Oxfam resource materials. CARE International developed training modules on Community Mobilization. CRECOM is using community-mobilization techniques extensively and could easily become in-country resource providers.

### **Training Conclusions**

- Research data from universities and other institutions must be better shared among farmers and used to inform policy at the national level.
- Extensions services need to offer competent advice on new crop production and marketing.
- Smallholders tend to have inadequate financial management skills, which impairs their productivity and farming efforts as well as their ability to get loans and investments.

### **F. HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT**

Malawi's agricultural sector is undergoing enormous change. Transformations are occurring for many reasons, including fluctuations in the global environment, new decentralization policy and legal instruments, responses to performance problems, and political dictates. Strong human resource (HR) and organizational development (OD) systems and structures, by staying abreast of performance issues and planning ahead for inevitable change, could help make the transitions smoother. Unfortunately, Malawi's agricultural sector has too few adequate systems in place. For example, the Government of Malawi's Training Support Program reports that implementing a new extension policy is proving difficult due to resistance to change and a lack of capable leaders to spearhead the process. In another example of a deficient system, the Ministry of Agriculture and Irrigation tasked the Malawi Agricultural Sector Investment Program (MASIP) to prepare it for decentralization, yet MASIP is understaffed and cannot effectively assume such responsibility. Further, there is limited, if any, coordination between the Ministry of Agriculture and Irrigation and other players in the sector.

Under such conditions, specific training interventions are a necessary but insufficient condition for improving and sustaining the performance of Malawi's agricultural sector. If sector-specific training is to last, it must take place amid concomitant strategies to strengthen the sector's institutions, including human resource management and organizational development.

**Human Resources.** While universities and a few training institutions appear to have adequate HR and career-planning programs, as it stands, the assessment team discovered no coordinated capacity development effort in the agricultural sector.

The Ministry of Agriculture and Irrigation and most other stakeholder organizations lack an accurate idea of the skills, knowledge, and educational background of people in the agricultural sector. There are no systems like career ladders in place that enable employees to make concrete plans to acquire the skills, knowledge, and experience required to advance.<sup>5</sup> In addition, agricultural institutions do not establish performance measures and rewards, and there is scant effort to plan for the inevitable need to replace

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<sup>5</sup> One exception to this is the Ministry of Agriculture and Irrigation's Department of Human Resources efforts to develop staff training requirements every year.

staff at the middle-management level and above. There is also a lack of training programs regarding management, project management, and any other kind of training that would help upgrade skills of agricultural sector employees. These shortcomings are especially critical given the growing HIV/AIDS epidemic and the agricultural sector's vital need for enough skilled workers.

**Organizational Development.** There are no widely used methods for assessing agricultural organizations so that functions are created, realigned, or redefined to accommodate changing internal and external conditions. Further, corporate cultures must be created that identify norms of behavior, values, and expectations that changing conditions demand of employees. Finally, a lack of organizational development translates into a lack of teamwork within and between various organizations, departments, and ministries. Without shared objectives among agricultural organizations, there is little motivation to share information.

### **Training Conclusions**

- Few institutions use measurable performance objectives that hold people accountable for achieving results.
- While there are many technically competent people in the agricultural sector doing good work in policy development, research, training, and education, they lack a sense of community and shared objectives.

## RECOMMENDED INTERVENTIONS

A matrix of our training conclusions and proposed interventions to address them is found in box 7 below. More details regarding potential trainers and ideal trainees are found in annex 2, and strategies for short-term training are detailed in annex 3. Although our recommended strategies are interrelated, we organized them below according to quick-start and long-term interventions. Not all of the quick-start interventions must be quick-finish, and some efforts may be sustained for a more widespread and lasting effect.

<b>BOX 7. A Training Matrix</b>	
<b>Training Conclusions</b>	<b>Proposed Interventions</b>
The production of traditional agricultural products must be supported by increased technical skill among graduates of BCA, NRC, and other institutions.	<b>Intervention 7:</b> Develop the capacity of Natural Resources College to improve its services to the agricultural sector <b>Intervention 8:</b> Support Bunda College of Agriculture
Formal agricultural education must meet the needs of the sector's employers.	<b>Intervention 5:</b> Begin delivering other recommended short-term courses <b>Intervention 7:</b> Develop the capacity of Natural Resources College to improve its services to the agricultural sector <b>Intervention 8:</b> Support Bunda College of Agriculture
Recent farm diversification policies must be bolstered by trained extension staff who can advise farmers on how to raise new crops successfully.	<b>Intervention 4:</b> Assist Malawi's diversification efforts <b>Intervention 7:</b> Develop the capacity of Natural Resources College to improve its services to the agricultural sector <b>Intervention 10:</b> Develop grant schemes to support institutions in reorganizing their field extension services
There is too little domestic capacity to process Malawi's harvests into competitive, value-added products.	<b>Intervention 5:</b> Begin delivering other recommended short-term courses <b>Intervention 8:</b> Support Bunda College of Agriculture <b>Intervention 9:</b> Develop domestic capacity to produce value-added agricultural products
There is a need for training in product development and innovation.	<b>Intervention 5:</b> Begin delivering other recommended short-term courses <b>Intervention 8:</b> Support Bunda College of Agriculture <b>Intervention 9:</b> Develop domestic capacity to produce value-added agricultural products
Farmers are not organized to work together for improvements that would benefit the group as a whole.	<b>Intervention 5:</b> Begin delivering other recommended short-term courses <b>Intervention 7:</b> Develop the capacity of Natural Resources College to improve its services to the agricultural sector <b>Intervention 11:</b> Develop a comprehensive national database on training resources for the agricultural sector
Agricultural markets are weak, and basic market knowledge among farmers and other industry vendors is not only poor but often viewed as unimportant.	<b>Intervention 5:</b> Begin delivering other recommended short-term courses <b>Intervention 7:</b> Develop the capacity of Natural Resources College to improve its services to the agricultural sector <b>Intervention 10:</b> Develop grant schemes to support institutions in reorganizing their field extension services

The training capacities of NRC and BCA must be developed and refined to better meet the needs of the agricultural sector.	<b>Intervention 7:</b> Develop the capacity of Natural Resources College to improve its services to the agricultural sector <b>Intervention 8:</b> Support Bunda College of Agriculture <b>Intervention 11:</b> Develop a comprehensive national database on training resources for the agricultural sector
Research data from universities and other institutions must be better shared among farmers and used to inform policy at the national level.	<b>Intervention 6:</b> Help researchers make their findings more influential
Extensions services need to offer competent advice on new crop production and marketing.	<b>Intervention 1:</b> Introduce a Management by Objectives approach to training <b>Intervention 2:</b> Support Organizational Change Management <b>Intervention 4:</b> Assist Malawi's diversification efforts <b>Intervention 6:</b> Help researchers make their findings more influential <b>Intervention 10:</b> Develop grant schemes to support institutions in reorganizing their field extension services
Smallholders tend to have inadequate financial management skills, which impairs their productivity and farming efforts as well as their ability to get loans and investments.	<b>Intervention 3:</b> Improve credit potential for smallholder farmers
Few institutions use measurable performance objectives that hold people accountable for achieving results.	<b>Intervention 1:</b> Introduce a Management by Objectives approach to training <b>Intervention 2:</b> Support Organizational Change Management <b>Intervention 11:</b> Develop a comprehensive national database on training resources for the agricultural sector
The agricultural sector as a whole lacks a sense of community and shared objectives.	<b>Intervention 1:</b> Introduce a Management by Objectives approach to training <b>Intervention 7:</b> Develop the capacity of Natural Resources College to improve its services to the agricultural sector <b>Intervention 11:</b> Develop a comprehensive national database on training resources for the agricultural sector

## QUICK-START INTERVENTIONS

### **Intervention 1: Introduce a Management by Objectives approach to training**

Ensure that training for Malawi's agricultural sector is defined, delivered, and evaluated according to established objectives, such as individual improvement, organizational improvement, impact on delivery of goods and services, and the like.

### **Intervention 2: Support Organizational Change Management**

- a) Train senior managers in Organizational Development so they can provide the necessary leadership in the creation of systems that reward performance and promote the retention and development of trained staff.
- b) Lead organizations in the sector, including universities, private-sector institutions, research centers, and the Ministry of Agriculture and Irrigation should be considered the first targets of this intervention.

**Intervention 3: Improve credit potential for smallholder farmers**

- a) Train smallholders in credit management.
- b) Train lending organizations in agricultural sector issues, especially those concerning smallholders, and encourage the formation of alternative lending schemes, perhaps based on the managerial capacity of the borrower.

**Intervention 4: Assist Malawi's agricultural diversification efforts**

- a) Train extension staff in new crop technologies so they can better assist in the field.
- b) Assist universities in developing a short diploma course on small-scale irrigation technologies and systems.
- c) Target NGOs, universities, and government for training in horticulture and livestock management.

**Intervention 5: Begin delivering other recommended short-term courses (named in annex 3)**

The courses were identified based on interviews, an analysis of the performance and policy direction in the agriculture sector, and a review of major policy documents and gaps identified in existing training and the capacity needs.

**Intervention 6: Help researchers make their findings more influential**

- a) Train researchers at universities and government institutes to present their findings in user-friendly ways to policymakers.
- b) Train researchers at universities and government institutes to disseminate their findings in ways useful to extension staff, so farmers and other stakeholders in the field can both use and endorse findings.

**LONG-TERM INTERVENTIONS**

**Intervention 7: Develop the capacity of Natural Resources College to improve its services to the agricultural sector**

- a) Work with NRC to develop and introduce a two-year diploma course in Farmer Organization and Marketing. While short-courses should also be provided to those already in the field, the new course will create graduates capable of facilitating community marketing and organization.
- b) Help link NRC to a US-based training institution with a good record in small-scale irrigation technologies and systems.
- c) Develop NRC's capacity to provide post-training support to its graduates.<sup>6</sup> Explore the development of a postgraduate diploma course in Sustainable Agriculture to be based at NRC but awarded by or accredited by a partner institution.<sup>7</sup>

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<sup>6</sup> The effectiveness of NRC graduates in the extension service after training will largely depend on post-training support since they currently have no access to library or new technical information in the remote areas where they work. Supporting NRC to develop such an infrastructure and network is vital.

- d) Provide limited scholarships to staff members at NRC to develop their training and technical expertise. Since NRC has not yet developed a comprehensive staff base, this will be a vital step in faculty development.

**Intervention 8: Support Bunda College of Agriculture**

- a) Help revamp curricula to ensure appropriate skills are taught, including agribusiness, practical farm management, farm diversification, agro-processing, and product development.
- b) Assist in the development of an Agribusiness Management degree program at BCA.
- c) Fully develop course offerings related to agricultural processing so processing can stand apart from the fields of engineering, nutrition, and chemistry. In processing courses, students should be guided towards innovation and product development. Explore the possibility of partnering with the private sector.
- d) BCA will require support in the area of curriculum development and training methodologies so that its graduates are able to fill the needs of the agricultural sector.
- e) Explore creating a linkage between BCA and Polytechnic to train Irrigation students. Polytechnic currently trains civil engineers who participate in irrigation projects. This could also include a foreign university preferably from Sudan, Egypt, Israel, or Jordan, where such courses are already offered.
- f) Improve the internship program so that students receive practical, monitored, hands-on training in relevant aspects of agricultural work.

**Intervention 9: Develop domestic capacity to produce value-added agricultural products**

- a) Using distance-learning techniques, Bunda College of Agriculture, Chancellor College, and Malawi Polytechnic could reconfigure courses to work in concert to provide a comprehensive program that imparts skills in Agricultural Product Development and Processing.
- b) Develop curriculum that encourages innovation. For example, students in Food Science would design and attempt to bring a new product to market.

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<sup>7</sup> Efforts to develop diploma programmes accredited to the University of Malawi have been stalled by bureaucracy and institutional politics. A third country institution like Sokoine University of Agriculture, University of Lesotho, or another would offer a more promising prospect.

**Intervention 10: Develop grant schemes to support institutions in reorganizing their field extension services**

- a) Strengthen the capacity not only of NRC, but also of TSP, so that they can provide technical support to NGO and government organizations. NASFAM, Citizen's Network for Foreign Affairs (CNFA) and Business Expansion and Entrepreneurship Development (BEED) would also assist in specific technical issues. (CNFA and BEED are already collaborating in training agro-dealers.)
- b) Consider introducing a marketing advisor at the community level.
- c) Extension staff should also be trained to disseminate information about research findings and new technologies to farmers

**Intervention 11: Develop a comprehensive national database on training resources for the agricultural sector**

Include information on individuals and institutions, as well as on training in OD and HR. Encourage the Ministry of Agriculture and Irrigation to house and maintain the database.

## **ANNEX 1. METHODOLOGY AND SCOPE**

A qualitative descriptive study method was employed. From July 1 through August 2, 2002, the assessment team interviewed dozens of key informants representing 28 stakeholder organizations in the agricultural sector, including universities, CSOs, research institutions, private-sector institutions, bilateral organizations, trainers, finance institutions, and the government of Malawi. In addition to primary interviews, the study team conducted one focus group at the Faculty of Science, Chancellor College. A feedback workshop was also organized to solicit stakeholder comments on issues that emerged from the assessment, and these comments weighed heavily in recommending interventions.

To establish a climate of trust, an important criterion for successful interviews, initial contacts with individuals and groups were made through current donor contacts. The sessions were not conducted as formal interviews, but rather as informal conversations that allowed participants to share their opinions. Many of the conversations took place during site visits to farms, offices, and businesses. Interview strategies and questions were based upon previous experiences and appropriateness in guiding a discussion around the purpose of the study. The process also provided a sense of direction for the interviews and helped focus the questions to gain the most insight into the activities and training needs of the participants. As ideas emerged, participants were encouraged to expand on their responses.

The three-person assessment team analyzed information gathered during the interviews so that a variety of opinions was available for each decision. Analysis also consisted of looking for patterns of data. Decisions were reached only when the three investigators concurred. It was not assumed that the information derived from a particular question would automatically fall into one category, nor was it assumed that certain questions were the only source of data for a category.

In addition to conducting interviews, the study team reviewed dozens of relevant documents (see annex 5).

## **ANNEX 2. SELECTION OF TRAINERS AND TRAINEES**

The guidelines proposed below are intended to aid in the selection of training institutions and individuals. Ideally, the project will strive to identify, train, and provide support to individuals and institutional champions of innovation who can disseminate new attitudes, innovations, and best practices across the sector.

### **IDEAL CANDIDATE PROFILE**

Ideally, the candidate for training will:

- a) be employed in a job that requires the use of the skills he/she will learn;
- b) apply for the training opportunity with a proposal regarding how the skills of the course will enhance his or her performance and/or what specific project will benefit from those skills;
- c) create a document co-authored and/or endorsed by the candidate's supervisor;
- d) have an employer who will pay some appropriate percent of the tuition or per diem expenses (indicating employer investment);
- e) have the appropriate background to benefit from and apply the skills of the training; and
- f) be no older than 50 for short-term training opportunities and no older than 35 for long-term training opportunities.

Specific to Managerial and Executive Level training, candidates will:

- a) be at a position of supervising supervisors;
- b) have at least three years of supervisory experience; and
- c) sign a binding agreement to spend at least two years of continued employment in the same job for every year invested in the training program. Devise some system that truly obligates employee to pay back in money or service what was invested.

## IDEAL TRAINER PROFILE

Since many of the teachers, trainers, and professors in Malawi's agricultural sector have had no formal training in how to train, trainer candidates will:

- a) have achieved an appropriate level of their subject matter expertise; and
- b) have five year's work experience.

Key partners include TSP and NASFAM; MASIP and NRC are other likely candidates. MASIP is responsible for linking the government with the entire agriculture sector; therefore, it is well placed to lead the process. Potential training partners are identified in the matrix below.

Potential Partner	Qualification
Bunda College	Best positioned for technical training that could be more practical
CABUNGO	Utilizes OD team-building approaches to their efforts
Center for Education Research and Training (Chancellor), Chancellor	Has expertise to develop tailored curriculum for courses not yet available
ESAMI	Has good training potential; will have to include an agriculturist
IDPM (Lesotho)	Has a good mix of on-site and distance training, know the region
Magomero Development Institute	Good for regional short courses
Malawi Rural Finance Company	Very good record for field workers, nutrition, community based training
Management Solutions Consulting	Already strategically positioned to help farmers with financial issues
MIM	Brings experience or working with the private sector.
MUSSCO	Offers a complete line of middle and lower managerial/supervisory/secretarial courses that could be "agriculturalized"
NRC	Extensive experience in micro-finance training.
Peace Corps	Strategically placed
Sacred Heart	Extensive experience with grass-roots, rural training program
Sacred Heart Africa	Good at bringing in experts for tailor made courses
Salephela	Good at getting experts to share on any agricultural topic
TSP	An OD consulting firm with vast HRD experience
VSO	Experienced in natural resources management, participatory innovative approaches
World Learning	Extensive experience with grass-roots, rural training program
	Good for TOR, exchange programs

### **ANNEX 3. METHODS FOR THE DELIVERY OF QUICK-START TRAINING**

1. **Seminars**, one and two day events featuring national, regional, or international experts in an agricultural topic, may focus on knowledge and awareness of new ideas, programs, and services.
2. **Workshops** are also encouraged where there is a greater element of skills development and for increased farmer awareness, participation, and knowledge.
3. **Farmer mobilization** and sensitization workshops and seminars should be held on specific issues such as emergency drought measures, pests, and diseases.
4. **Demonstrations** should be a part of every educational and training experience so that any abstract concept or theory can have a “hands-on” component.
5. **Mass media programs** and publications which appear on Malawi Television (MTV) can be helpful, though many of these programs might not reach the smallholders. MTV could serve as the basis for a meeting where the local community is present for discussion, training and/or demonstrations following the TV show. This is a basic form of distance education that is not widely used.
6. **Agricultural competitions** should be encouraged.
7. **Reciprocal visits** among smallholders, smallholders and estate owners, and smallholders who grow the same and different commodities under the same and different conditions. These visits would not be the same scale as the study tours mentioned below.
8. **Field days**, which might be trips to model farms, research centers, and food processing plants so farmers could see the importance of harvesting on time, post-harvest storage practices, etc.
9. **Study tours** could be for any focused theme, such as developing knowledge of a particular crop or process (food storage, transportation, etc.). It could also take place at a larger level to see how purely commercialized agribusinesses are managed within the region and elsewhere (Europe, Egypt, US)
10. **Farm visits** with a technical assistance component provided by bilateral and multilateral donors, where a TA stays at the farm for several days and demonstrates different techniques with the actual resources that are available to that farmer and community.
11. **Agricultural shows** to which farmers bring their produce for show, sharing, and demonstrating different techniques.
12. **Pamphlets, brochures, leaflets and posters**. There should be support for campaigns of this nature where farmers are likely to congregate. Print media should be designed to target those who are illiterate.

## **ANNEX 4. RECOMMENDED COURSES, TARGET GROUPS AND PROVIDERS**

Courses will emphasize acquiring short-term practical skills over long-term academic credentials. In addition, all trainers and instructors will have completed a TOT course prior to being eligible to conduct these classes and will have met the criteria described in the Ideal Trainer Profile. Trainees will have matched the criteria described in the Ideal Candidate Profile.

<b>Course</b>	<b>Target Group</b>	<b>Providers</b>	<b>Level</b>
Facilitating Farm Diversification	NGOs, Government, Ag. Trainers, Associations	SACRED Africa (Kenya), CIAT, NRC	Short-course, seminars
Breeding	Research Dept & Institutes, University	University of Cape Town	MSc, postgraduate diploma
Post-Harvest Management	NGOs, Extension Service, Trainers		Diploma/ Short-courses
Horticulture	NGOs, University, Government.	Ohio State University, RSA	Diploma, MSc
Small Scale Irrigation Technologies and Systems	Government, NGOs	NRC; University of Khartoum (Sudan); University of Cairo (Egypt); colleges in Israeli and Jordan	Diploma, Short-courses, MSc
Systems Design and Development	Government, University		MSc
Management Information Systems	Government, NGOs	MIT (US); <sup>8</sup> Chancellor College; ESAMI <sup>9</sup>	MSc; postgraduate diploma; postgraduate certificate

<sup>8</sup> MIT would partner with the Computer Department at Chancellor College to develop and offer a customized program for the agriculture sector.

<sup>9</sup> Eastern and Southern African Management Institute

Food And Nutrition Policy	Government, University	University of Florida (US)	MSc, Postgraduate diploma
Agricultural Project Design and Analysis	Government, NGOs	IFPRI; <sup>10</sup> SUA <sup>11</sup>	Short-course
Managing Agricultural Export Marketing and Markets	Government, private sector	Imani; SUA	Certificate
Globalization And Marketing Agricultural Produce	NGOs, Government, Private sector, University	Imani; IFPRI; Harvard; Wittwatersrand (Netherlands); Wye College (London)	Knowledge seminars (in-country)
Managing Extension Services in Decentralized Political Systems	NGOs, Government	Makere; University of Natal (SA); TSP; NRC	Study tour (Uganda, RSA)
Agriculture and Poverty Reduction	NGOs, Government, Private Sector, University, Research Centers	Wye College	In-country knowledge seminars
Agricultural Information and Communication	Research Centers, Government, NGOs	Wagengen	MSc, Postgraduate diplomas
Communicating Agriculture and Agricultural Issues	Media and information personnel in NGOs, government, and media houses	Reading University (UK)	Short-courses (in-country)
Agricultural Information Systems	NGOs, Government, University	Reading University	Postgraduate diploma
Agribusiness	University, Government, Private Sector	University of Dar Es Salaam (Tanzania); BCA; Polytechnic; BEED <sup>12</sup>	MSc, MBA

<sup>10</sup> This course will have to be run in-country by trainers from the various institutions in partnership with APATU.

<sup>11</sup> Sokoine University of Agriculture

<sup>12</sup> Business Expansion and Entrepreneurship Development

Practical Farm Management	NGOs, Government, Private Sector	NRC	Certificate
Farmer Organization and Management	NGOs, Associations	NRC; NASFAM	Certificate
Developing and Managing Smallholder Credit	NGOs, Microfinance, private sector	MRFC; MUSCCO; FinAfrica (Italy)	Certificate
HIV/AIDS and Agriculture	NGOs, Government, Research Centers	NRC; MIM	Certificate
Curriculum Development for Agricultural Specialists	University, Trainers	CERT (Chancellor College)	Short-course
Decision making for Agriculturalists in the Field	Government, NGOs	NRC; Wagengen,	Short-course
Managing Agricultural Training Program (including exchange programs)	Government, University, NGOs, private sector	VSO (UK); Salephera; MIM; ESAMI; World Learning; Sokoine	Short-course
Monitoring and Evaluating Impact of Agricultural Research	Government, NGOs, Research Centers, Private Sector, University	IFPRI; IFAD	Short-course
Managing Partnerships and Contracts	Government, NGOs, Research Centers, Private Sector, University	IP3, Salephera; MIM; ESAMI	Short-course
Supporting Diffusing of Innovations: Policy, Strategies and Approaches	Government, University, NGOs, Associations	Wagengen; SACRED Africa; CIAT; ODA Group (UK); TSP	Short-course
Agricultural Marketing	Private Sector, NGOs, Government	APATU; SUA	Short-course

Managing and Implementing Public Policy <sup>13</sup>	Government, NGOs, Research Centers, Private Sector, University	CSR; Centre for Policy Studies (RSA); South African Institute for International Affairs; Wye College	Knowledge seminars, short-course
Product Development and Processing	Government, NGOs, Research Centers, Private Sector, University	MIT; Ohio; BEED	MSc, postgraduate diploma, certificates, study tours
Entrepreneurship and Agribusiness Management Skills	NGOs, Centers, Private Sector, Associations	BEED; CNFA; Salephera	Short course
Performance Measurement	Government, NGOs, Research Centers, Private Sector, University	Salephera; CABUNGO	Certificate
Impact Monitoring and Evaluation of Agricultural and Food Security Projects	Government, NGOs, Research Centers, Private Sector, University	TSP; CABUNGO; Salephera; IFPRI; University of Florida	Certificate e
Selling Agricultural Research	Research Centers, Private Sector, University	IFPRI; SACRED Africa	Short-course
Organizational Change Management	Research Centers, Private Sector, University, Government	Salephera; MIM; ESAMI; CABUNGO; TSP	
Organizational Development	Research Centers, Private Sector, University, Government	TSP; ESAMI; MIM; CABUNGO	

<sup>13</sup> Course should include strategies for influencing public policy and understanding political decision-making in Malawi based on case studies of agriculture and food security related policy and political decisions over the years.

## **ANNEX 5. DOCUMENTS REVIEWED**

- Action Aid Malawi. 2002. Participatory Review and Reflection Process 2001. Stakeholder Consultation Report by Salephera Consulting.
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- USAID/Malawi. Country Strategic Plan Condensed Version 2001-2005
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## ANNEX 6. ORGANIZATIONS ASSESSED

<b>Organizations</b>	<b>Location</b>	<b>Interviewee(s)</b>	<b>Date</b>
<b>University</b>			
Bunda College Of Agriculture	Lilongwe	Dean Henry R. Banda	July 6, 2002
Agricultural Policy Analysis Training Unit (APATU), Agricultural Policy Analysis Research Unit (APRU) U. of Malawi	Lilongwe	Mr. Henry Kwavale, Program manager; Richard Kachurula, Senior Research Fellow	July 8, 2002
Chancellor College	Zomba	Thokozani Akanyerere, Geography Dept; Mrs. CC Kaunda, Biology, Deputy Head; James Chimphamba, Geography; Onkhoma Chirunga, Nutrition	July 10, 02
Chancellor College	Zomba	Dr. Dixie Banda, Foundations of Education	July 9
Staff Development Institute	Mpenda, Blantyre	Mr. WG Mankhanamba, Deputy Director; Mr. KL Nyirenda, Principal Lecturer, Researching Consultant and Marketing Officer	July 10, 2002
Natural Resources College (NRC)	Lilongwe	Mr. Samuel Bota, Dir. Of Programs; Mr. Feston Kaupa, Exec. Director	July 4, 2002
<b>NGO/Associations</b>			
CARE	Lilongwe	Nick Osborne, country Director; Sofie Shawa, Project Manager	
Church Action in Relief & Development (CARD)	Blantyre	Raymond Chimsale, Program Manager	July 11, 2002
National Smallholders Farmers' Association of Malawi (NASFAM)	Lilongwe	Mr. Aaron Likupe, Skills Development Unit Manager; Mr. John Engle, ACDI/VOCA	July 4, 2002
Citizens Network for Foreign Affairs (CNFA)	Lilongwe	Mr. Richard J. Chapweteka	July 4, 2002
Oxfam	Blantyre	Nellie Nyang'we, Malawi Program Representative	July 11, 2002
Shire Organic Growers Association	Blantyre	Peter Mwango, Admin.	July 11, 200

Tobacco Association of Malawi (TAMA)	Lilongwe	Mr. SYL Chirambo, Executive Secretary	July 17, 2002
ActionAid	Lilongwe	Mr. Sakou Jobe, Country Director	July 16, 2002
<b>Research Institutions</b>			
International Center for Semi-Arid Tropics (ICRISAT)	Lilongwe	Dr AJ Chiyembekeza, Country Representative	July 17, 2002
<b>GOM Research Centers</b>			
Center For Social Research (CSR)	Zomba	Mr. Charles Chunga, Ass't Dir., Admin & Finance	
Malawi Industrial Research And Technology Development Center-	Blantyre		
<b>Government of Malawi</b>			
Min of Ag & Irrigation	Lilongwe	PS Dr. CJ Matabawa,	July 13, 2002
European Union (EU) Food Security & Food Aid Program	Lilongwe	Maurizio Borzini, Economic Diversification	July 5, 2002
Human Resources Dept.	Lilongwe	EC Pagonegone, Controller, HRM/HRD	July 12, 02
Min of Trade	Lilongwe	Dr. Bunibuni	
Staff Development Institute (SDI)(Office of the President, Cabinet)	Blantyre	Mr. OA Mutega, Head, Local Government. Dept. Kelvin Nyirenda, Prin. Lecturer, WG Mankhanamba, Dep. Dir.	July 10, 2002
National Economic Committee (NEC)	Lilongwe		July 12,
Malawi Agricultural Sector Investment Program (MASIP)	Lilongwe	Mr. Ian Kumwenda	July 4, 2002
Training Support Program (TSP) (NORAD)	Lilongwe	Robert Kafakoma	July 18, 2002
<b>Private Sector</b>			
Tea Association of Malawi	Blantyre	Pat Nindi, Exec. Officer, Industrial Relations	July 10, 2002
Malawi Enterprise Zone Association (MALEZA)	Lilongwe	Mr. Agri Mfune, Program Manager	July 16, 2002

Tobacco Assoc. of Malawi (TAMA)	Lilongwe		
<b>MicroFinance</b>			
Malawi Union of Savings & Credit Cooperatives (MUSCCO)	Lilongwe	Mr. S Kadzola Chief Executive	July 17, 2002
Malawi Rural Finance	Lilongwe		July 17, 2002
<b>Bilaterals</b>			
USAID	Lilongwe	Ms. Lucy Christine Kaliu, Hum Capacity Dev. Specialist; Dr. Larry Rubey, Chief, Ag and Natural Resources; Al Smith, Program Development and Analyst	July 12,02 Dickxie V. Kampani, Prog. Dev. Specialist
Department for International Development (DFID)	Lilongwe	Mr. Harry Potter	
US Peace Corps	Lilongwe	Ms. Annamaria Watrin	July 15, 02
Sasakawa Global 2000	Lilongwe	Dr. Valencia	July 15,02
Japan International Cooperation Agency (JICA)	Lilongwe	Mr. Keiichi Okitsu Assistant Resident Representative	July 18, 2002
Norwegian Agency for Development (NORAD)	Lilongwe		July 17,02
United Nations Development Program (UNDP)	Lilongwe	Mr. P Kulemeka Assistant Resident Representative	July 17, 022002
Food and Agriculture Organization (FAO)	Lilongwe	Dr LL Setshwaelo Resident Representative	July 16, 2002
<b>Vendors</b>			
BEED	Blantyre	Mr. Krivin Kili, Training Officer; Safiso Bublungu, CEFE	July 10, 2002
Cabunga	Blantyre	Brenda Katundu, OD Practitioner	July 10, 2002
Salephera Consulting	Blantyre	Heston Banda	July 23,02
Intrac Consulting	Blantyre	Rick James	

## **ANNEX 7. ORGANIZATIONS IDENTIFIED FOR FUTURE ASSESSMENT**

<b>Organization</b>	<b>Location</b>
<b>University</b>	
Malawi Institute of Management	Lilongwe
Malawi Polytechnic	Blantyre
Mzuzu University	Mzuzu
<b>NGOs/Associations</b>	
National Democratic Institute (NDI)	Lilongwe
Christian Services Committee Food Security	Lilongwe
Church Society Livingstonian (Presbyterian)	Mzuzu
Shire Highlands Dairy Assoc.	Blantyre
Mzuzu Coffee Authority	Mzuzu
<b>Research Institutions</b>	
Agricultural Research And Extension Trust (ARET)	Lilongwe
South African Rural Root Network (SARRNET)	Lilongwe
International Institute for Tropical Agriculture (IITA)	Lilongwe
Center International Agricultural Tropical (CIAT)	Lilongwe
Center for International Improvement of Maize & Wheat (CIMMYT)	
International Center for Research in (ICRAF)	
<b>GOM Research Centers</b>	
Bvumbwe Research Station	Limbe, Blantyre
Lunyangwa Research Station	Mzuzu
Chitedze Research Station	Lilongwe
Makoka Research Station	Zomba
National Statistical Office	Zomba
Malawi Industrial Research And Technology Development Center	Blantyre
<b>Government of Malawi</b>	
Ministry of Natural Resources	Lilongwe
<b>Private Sector</b>	
Agroprocessors	Blantyre
RAB- processors	Blantyre
Tambara Food	Blantyre
Organic Growers Assoc.	Blantyre
Concern Universal	Blantyre
Sugar Cane Growers Assoc.	Blantyre
Horticultural Organization of Malawi (HODOM) GTZ	Lilongwe
Paprika Assoc.	Lilongwe
Admark	Blantyre
Tobacco Assoc. of Malawi (TAMA)	Lilongwe

<b>Agrodealers</b>	
African Commodity Traders	Blantyre
Farmers' World	Blantyre
Admark	Blantyre
Globe	Blantyre
<b>Regional Training Networks</b>	
African Network for Agroforestry Education (ANAFE)	Harare
Forum for Agriculture	Nairobi
SACCAR-Training Network.... Education Network for Research ENRECA (Danish) GTZ	Lilongwe
Small Enterprise Development Organization of Malawi (SEDOM)	
<b>Microfinance Institutions</b>	
Assoc. of Business Women	Blantyre
Farmers' Financing Company	
Kamwai Farmers	Kazungu
Women's World Bank	Blantyre
<b>Bilaterals</b>	
Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ)	Lilongwe
International Fund for Agricultural Development (IFAD)	Rome
<b>Vendors</b>	
Kadale Consulting	