**

Strategic Plan 2019–2023

**East and Southern Africa Small Scale Farmers’ Forum-Zambia.**

**Transitioning Small Scale Farmers and Vulnerable Farming Communities in rural areas from Conventional Farming Practices to Agroecology-based Farming Practices for Sustainable Agriculture and Food Systems.**

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# ABBRIVIATIONS AND ACRONYMS

**ARIPO**  African Regional Intellectual Property Organization.

**AU**  Africa Union.

**CAADP**  Comprehensive Africa Agriculture Development Programme.

**CEDAW**  Convention on the Elimination of All forms of Discrimination against Women.

**CSOs**  Civil Society Organizations.

**DACO**  District Agriculture Coordination Office

**DRR**  Disaster Risk Reduction.

**ENRM**  Environment and Natural Resource Management.

**FBOs** Faith-Based organizations

**FISP**  Farmer Input Support Programme.

**FMSS**  Farmer Managed Seed Systems

**FRA**  Food Reserve Agency

**GMOs** Genetically modified organisms.

**GHG** Greenhouse gas

**NAP** National Agriculture policy.

**NAPA**  National Adaptation Programme of Action.

**IAASTD**  International Assessment of Agriculture knowledge, Science and Technology for

Development.

**IEC**  Information, Education and Communication.

**IPRs** Intellectual Property Rights.

**ITPGRFA**  International Treaty on Plant Genetic Resource for Food and Agriculture

**NAIP** National Agriculture Investment Policy.

**NDP**  National Development Plan.

**OPVs**  Open pollinated Varieties

**PACO** Provincial Agriculture Coordination Office

**PETS**  Public Expenditure Tracking Survey.

**PRSP**  Poverty Reduction Strategy Paper

**RECs**  Regional Economic Communities.

**SADC**  Southern Africa Development Community.

**SDGs** Sustainable Development Goals.

**SCCI** Seed Control and Certification Institute

**SPS**  Sanitary and Phytosanitary

**SFFs** Small scale farmers.

**UNFCCC** United Nations Framework Convention for Climate Change

**UPOV**  Union for Protection of New Varieties of Plants.

**ZARI**  Zambia National Research Institute

**ACKNOWLEDGEMENT**

###### The development and subsequent consultations leading to the adoption and production of this Strategic Plan was possible due to the commitment demonstrated by different players notably the Small Scale Farmer organizations members of ESAFF Zambia, funding partners, academicians PELUM Zambia and other NGOs who contributed in one way or another. Their input in this Strategic document is most appreciated. We would also like to appreciate the training provided by the Civil Society Environmental Fund (CSEF2) on Strategic Plan Development and subsequent technical guidance and advice to members of our Board and the Secretariat.

We are also grateful to ESAFF Regional Office for joint reflection meetings that gave ESAFF Zambia a vision to strategize on a ‘Turnaround Strategy’ that would carry the organization to greater heights in the coming years. Finally, we are indebted to the Southern Africa Trust for facilitating the capacity assessment of ESAFF Zambia and which gave an insight to subsequent development/review of policy documents and input in the finalization and production of the Strategic Plan 2019-2023.

**MESSAGE FROM THE CHAIRPERSON.**

On behalf of Member organizations, the Board and Management of ESAFF Zambia, I am happy to present our Strategic Plan for the period 2019-2023.This Strategic Plan is as a result of critical synthesis and integration of the mandate of ESAFF Zambia as envisaged in the Constitution of the organization. We are highly appreciative of all contributions, internal and external to ESAFF Zambia system, for collective efforts that facilitated the development of the Plan.

In the spirit of the Zambia’s Vision 2030 which sets out the goal and targets for Zambia to become “a prosperous and middle-income nation" by 2030, ESAFF Zambia has incarnated the spirit of this Vision in the organization’s new Vision of “Reduced poverty and hunger, food secure, improved health and economic stability of small scale farmer households and vulnerable communities in rural areas and enhanced ecosystem resilience”. The Strategy responds and will contribute directly to the achievement of the Sustainable Development Goals and in particular to reduce poverty, improve food and nutrition for health and to improve natural resources systems and ecosystem services.

The Plan identifies the Goal and Strategic Objectives, assesses ESAFF Zambia’s strengths, weaknesses, threats and opportunities, culminating into a series of identified areas of intervention and numerous detailed tasks that we believe will help us in realizing our Vision and achieving our Strategic Goal. The key focus areas that we believe will transform ESAFF Zambia into a key national player in the national development agenda will include: Fostering of agroecology-based farming practices among resource poor small scale farmers and vulnerable communities in rural areas; Promotion of farmer seed systems, climate change resilience and adaptability; rural agricultural research, knowledge development and communication; policy influence and strengthening ESAFF Zambia’s institutional and governance capacity.

For this Strategic plan to be successfully implemented, donor support will be necessary and I would like to take this opportunity to appeal to Donors, Funders and individuals to come on board to support ESAFF Zambia in the implementation of this Strategic Plan. We are fully alive to the fact that challenges will arise. However, I am equally confident that with this solid plan, we shall in the coming days effectively tackle any issues that may arise and thus make a visible contribution to the achievement of the broader Sustainable Development Goals. Finally, I would like to request my fellow Board members, Senior Management staff, Volunteers, Interns and support staff, to fully familiarize themselves with the Strategic Plan and also commit to its implementation.

We look forward to achieving this together.

Mr Kennedy Chipoya

**Chairperson.**

**ESAFF- ZAMBIA.**

**1.0 WHO WE ARE.**

ESAFF is an acronym for East and Southern Africa Small Scale Farmers’ Forum, a network of small scale farmer organizations in East and Southern Africa. The Forum is small scale farmers initiated, farmer-led and farmer owned. Its focus is to create a strong movement of small scale farmers and vulnerable groups in rural areas with a strong voice to advocate for their right to food, practice agroecology and support for food sovereignty. It works in 17 countries of Eastern and Southern Africa region. ESAFF Zambia was established in 2003 and was officially registered with the Registrar of Societies in Zambia in 2005 under the registration number ORS/102/35//3295.

* 1. **OUR VISION, MISSION, GOAL AND CORE VALUES.**

**1.1.1 Our Vision:**

Reduced poverty and hunger, food secure, improved health and economic stability of small scale farmer households and vulnerable communities in rural areas and enhanced ecosystem resilience.

**1.1.2 Our Mission Statement:**

To empower small scale farmers and vulnerable communities in rural areas to practice agroecology-based sustainable agriculture, participate in research and knowledge development, network, and influence policies in support of agroecology and food sovereignty.

**1.1.3 Our Goal:**

To promote food secure and resilient small scale farmer households and vulnerable communities’ livelihoods by fostering agroecology-based farming practices that support sustainable agriculture and combat the impacts of climate change.

**1.1.4 Our Core Values**

● Inclusiveness● Empowerment● Gender equality● Accountability and transparency● Sustainability● Uphold and protect human dignity.

**1.2 WHERE WE WORK.**

ESAFF Zambia operates in seven provinces-LLusaka, Central, Copperbelt, Western, Southern, Eastern and Luapula and has presence in fifteen districts-Lusaka, Mumbwa, Shibuyunji, Kafue, Luanshya, Lufwanyama, Ndola, Kalulushi, Mansa, Mongu, Choma, Sinazongwe, Monze, Chipata and Milenje).The organization has a membership of 200 small scale farmer groups composed of 5480 individual members (3030 women and 2450 men).Nationally, ESAFF Zambia reaches out to 43,840 beneficiaries.

**1.3 HOW WE WORK**

In order to deliver the outcomes of this strategic plan ESAFF Zambia uses an approach that integrates agroecology-based farming practices, farmer managed seed systems, climate resilience and adaptability, research, advocacy and institutional and governance strengthening.

**1.4 PAST ACHIEVEMENTS AND CHALLENGES OF ESAFF ZAMBIA:**

**1.4.1 Achievements:**

●ESAFF Zambia has so far achieved: Mobilization of small scale farmers and local communities, capacity building of member farmer organizations and groups, awareness raising and engagement in agroecological farming practices and food security issues, climate change and environmental protection, public social accountability monitoring, public engagements in farmer input support programme (FISP), budget tracking for the Ministry of agriculture, Livestock and Fisheries; participation in regional and international forums on agriculture, climate change and environmental issues.

●Recognition of ESAFF Zambia by Government ,Private sector and Faith Based Organizations (FBOs) and fellow CSOs and engagement with key stakeholders (e.g. Parliamentary Committee on Agriculture, Community leaders, Government Ministries and departments etc.) and conducted and participated in anti-GMO and support for indigenous seeds and traditional food campaigns unifying the voice of smallholder farmers and local communities on their rights.

**1.4.2 Challenges:**

● Limited capacities at institutional and governance level

● Limited human and financial resources.

● High staff turn-over.

**●** Limited technical knowledge on agroecology at the Secretariat resulting in expensive outsourcing of expertise.

**●** Lack of own office space.

**●** Meeting member organizations expectations e.g. projects that are nationally distributed, capacity building etc.

**1.5 ORGANIZATIONAL SET-UP OF ESAFF ZAMBIA**

**1.5.1 The Triennial General Meeting (TGM)**

The TGM is the supreme organ of the organization constituted by members organizations and has responsibility to set the policy direction of the organization, mandates the Board and the Secretariat to implement the policy and account at the end of three years.At eachTGM, members either adopt a new strategic focus for the organization or roll-on an on-going strategy.

It is at the TGM where office bearers in the positions of Chairperson, Vice Chairperson, Secretary General, Secretary for Finance, Secretary for information and Mobilization, Secretary for Capacity Building and five Committee Members are elected to serve for a term of three years. The TGM is attended by up to 5 members of each fully paid up member organization.

**1.5.2 The Board**

The Board has a membership of 11 from which an Executive Committee (EXCO) of five (Chairperson, Vice-Chairperson, the General Secretary, Secretary for Finance and Secretary for mobilization and Communication) is constituted. The Board runs the organization on behalf of the members through oversight on the Secretariat, directing policy, lobbying and advocating for farmers’ issues and interest at national, regional and global level. It is the body with the overall responsibility for governing the organization, overseeing and controlling its management.

The Board among other responsibilities assumes the overall accountability for actions and use of resource to donors, legal authority and employees. It is also responsible for ensuring timely, accurate disclosure on financial situation, performance and governance ensuring effectiveness and efficiency in the use of resources and getting results. The tenure of the Board and the composition of the Board is guided by the ESAFF Zambia Constitution.

**1.5.3 The Secretariat**

ESAFF Zambia Secretariat is a six-tier unit that includes the National Coordinator who is the Chief Executive of the organization, Programmes Officer, Agriculture, Research and Rural Livelihoods Officer, Campaign, Advocacy and Lobby (CAL) Officer, Finance and Administration Officer and an Accounts/Administration Assistant. The Units are directed by qualified staff intermittently supported by interns and volunteers.

**1.5.4 Member organizations**

ESAFF Zambia membership consists of small scale farmer organizations, Cooperatives, Fisher folks, farmer associations, pastoralists, women and youth groups. They are mainly involved in crop production, livestock rearing and fisheries.

**2.0 EXECUTIVE SUMMARY**

Since 2005, ESAFF Zambia has worked with small scale farmers in rural areas, building their capacity in sustainable agriculture and promoting their local knowledge in traditional foods and seeds in support of food and nutrition security at household level. ESAFF Zambia has helped to bring together the voices of resource poor small scale farmers and vulnerable communities to advocate for improved service delivery in the agriculture sector and the adoption of pro-poor policy for rural development.

The Strategic Plan has been prepared after intensive consultation with member farmer organizations and groups, funding partners, collaborating NGOs, individuals and key stakeholders including academicians. During a Strategic Plan Development workshop supported by the Civil Society Environmental Fund held in March 2018 at Palm Wood Hotel in Lusaka and attended by 34 participants, the overall goal was revised as follows: ῝ To promote food secure and resilient small scale farmer households and vulnerable communities’ livelihoods by fostering agroecology-based farming practices that support sustainable agriculture and combat the impacts of climate change.῞

Based on the revised goal, a framework was presented and elaborated through six Strategic Objectives (SOs) and key result areas. Anticipated outcomes were articulated for each Key Result Area as well as indicative activities needed to achieve these outcomes.

**5.2 Strategic Objectives (SOs):**

**●SO1: To foster agroecology-based farming practices among small scale farmers and vulnerable communities in rural areas in Zambia.**

**●SO2: To promote farmer seed systems for food, income and nutrition security in rural areas in Zambia.**

**●SO3: To enhance resilient and adaptive capacity to climate change for small scale farmers and vulnerable communities in selected districts across the three agroecological regions in Zambia.**

**●SO4: To enhance Rural Agricultural Research, Knowledge Development and Communication.**

**● SO5: To strengthen the capacities of Small Scale farmers and rural communities to effectively engage in campaign actions at national, regional and global levels, for policy and budgetary changes to their favour and to hold Government to account, with evidence, on actions that affect their livelihoods and social justice.**

**●SO6: Institutional and Governance strengthening.**

The indicative activities are outlined in the **identified activity areas** in the **Focus and Key Result Areas section** of this Strategic Plan.

**3.0 DEVELOPMENT OF THE STRATEGIC PLAN (SP) 2019-2023-THE PROCESS.**

An organizing framework for the Strategic Plan was drafted after preliminary discussions with the ESAFF Zambia Board, Secretariat and selected partner organizations to provide a basis for consultations with member organizations in the districts. This was aimed at consolidating the overall direction that the organization is to take in the coming five years and identify key activities and results areas. This was to ensure that the objectives are realistic and achievable in terms of the capacities of the Forum and the relevant evolving opportunities and challenges presented by national and regional political environment with respect to food security, climate change, the broader environmental sector and rural development.

The planning team referenced these concepts to the geopolitical and institutional context as well as the review of ESAFF Zambia’s past performance, achievements, challenges and capacities to arrive at a conceptual outline of how the Strategic Plan could be formulated including an overall objective (Goal) and specific objectives. A draft strategic framework formed the basis for district forums and stakeholder consultations and inputs.

The SP 2019-2023 builds on the 2013-2017 as aligned to reflect the current challenges facing smallholder farmers and vulnerable communities in rural areas and the lessons learnt from the implementation of the 2013-2017 Strategic Plan. At national level it is aligned the National Agriculture policy 2016-2020, the 7NDP 2017-2021, the NAIP and the Zambia Vision 2030 which aims to have “an efficient, competitive, sustainable and export-led agriculture sector that assures food security and increased income” and whose goal is “to increase and diversify agriculture production and productivity so as to raise the share of its contribution to 20 percent of GDP”.

**3.1 LESSONS LEARNT.**

The implementation of the previous ESAFF Zambia Strategic Plan 2013-2017 provides a number of lessons that went to inform the formulation of the 2019-2023Strategic Plan. The following are some of the key lessons leant:

● The Strategic Plan 2013-2017 basically took a top /down approach with very minimal contribution from the members. There was therefore insufficient buy-in by the membership and hence little ownership of, for example, the goal and indicators of ESAFF Zambia. A more participatory approach bottom-up approach process in the development of the ESAFF Zambia 2019-2023 has been key to infuse membership ownership and buy-in and the link-up with other significant actors.

●The 2013-2017 SP did not internalize the concept of a rolling programme for mobilizing sufficient resources during its last year 2017, to finance the activities of 2018 as the first year of a new strategic plan. This was one of the reasons for high staff turnover during that period. Given the low level of secured funding in the past, the new Strategic Plan 2019-2023 is conceived to be of the modest and directed towards a small number of relevant emerging concerns to allow time for resource mobilization and to strengthen the human resource capacity of ESAFF Zambia –Secretariat. In this regard, the Secretariat will develop and implement Resource Mobilization and Sustainability plans.

●During the first half of 2019, the Secretariat will concentrate on transforming the new Strategic Plan 2019-2023 into actionable multi-year projects and presentation to donors for entry into their funding pipelines and financing. The implementation should be initiated as early as possible during 2019 as resources become available.

● ESAFF Zambia Secretariat should have a strict role with clear exit strategy for programmes and activities it implements while maintaining a lead role of backstopping, oversight and monitoring of the outcome and impact of its operations.

**4.0 CONTEXT ANALYSIS**

Zambia is a land-linked country and boasts of massive natural resources and has a population of estimated 16.5 million and is among the most urbanized countries with over 35% of the population living in the urban areas. Rapid population growth and urbanization are contributing to increased pressure on Zambia’s food, health care, sanitation, and education systems. This in turn poses a growing threat to levels of food insecurity, malnutrition, and poverty, particularly for the poorest and most vulnerable segments of the population.

The greater population of the Zambian population lives in the rural areas majority of whom are small scale farmers (majority being women) who depend on rain-fed agriculture for their livelihood. Small scale farmers account for more than 96% of the total farmer population. Zambia has an estimated number of 1,643,225 small scale farmers owning less than 5 hectares of land per household. Of the total number of farmers, about 52.5% (ZFNU, 2013) are women. While the overall poverty rate in Zambia has declined over time, poverty rates in rural Zambia remain stubbornly high, with over 76.6% of the rural population living in poverty. Despite its rich agricultural resources, Zambia has continued to experience chronic food and nutrition security problems. Stunting rates in Zambia stand at 45%, with 21% being severe. Stunting remains the most common nutritional disorder affecting under five years children in Zambia, above the Sub-Saharan Africa average of 42% and (ZDHS 2007).

The rural economy is generally mixed with the rural farming and non-farming populations earning their living from interdependent agricultural and non-agricultural activities. At national level, economic growth in Zambia continues to be driven by increased output in mining, construction and agriculture. There is, however, a renewed effort by government, to break away from dependency on mining and prioritize agriculture. Government’s inclination towards high input industrial farming has alienated small scale farmers from their traditional knowledge, seed and food systems and created dependency on conventional seeds. Traditional knowledge on seed forms part of the complex socio-ecological systems in farming communities in Zambia as in other African communities.

Zambia has an estimated 60 per cent of poor people (GRZ 2010) and who live on less than USD 2 per day. The 2013-2014, demographic survey shows that poverty is a rural phenomenon estimated at 73 per cent three times that of urban areas. Half of the Zambian population is under the age of 15 and most of the youths are unemployed especially young women and girls. Investing in rural areas would help create descent jobs that address youth unemployment in rural areas discourage the current trend of urban migration by young people.

Zambia is currently implementing the Seventh National Development Plan which aims to attain the long term vision for the country to become “a prosperous middle income country by 2030”.According to the 7NDP, the goal is to create a diversified and resilient economy for sustained growth and socio-economic transformation driven, among others, by agriculture. Studies show that small-scale farmers have been instrumental in food production countrywide and if supported adequately, could contribute significantly to the national food basket and thereby help reduce poverty.

Zambia is a member of SADC and COMESA; economic blocks which seek to foster regional integration and that provide suitable mechanisms for promotion of agricultural growth and reduction of poverty through increased investment, production and trade. To realize regional integration potential, there is need to search for new modalities of regionalism that lean more towards more self-reliance, indigenous control of natural resource, utilization and recognition of indigenous knowledge and the diverse forms of smallholder food production based on agroecology and that promote social justice, nurture national identity and culture, provide equal opportunities and strengthen the viability of rural development.

Civil Society organizations (CSOs) and Faith Based organizations (FBOs) in Zambia play a key role ranging from advocating towards the Central Government and the Local Government on behalf of disadvantaged groups to direct service provision where Government actors are absent especially in remote, rural poverty stricken districts. CSOs, FBOs and the media constitute major and significant actors through the advocacy and watchdog role to compel primary and secondary duty bearers to deliver democratic governance and sustainable development to its citizens especially the most vulnerable in society. ESAFF Zambia has carefully selected partners who are strategically placed to work within contributing to food security, poverty reduction and malnutrition in rural areas of Zambia.

**5.0 THEORY OF CHANGE**

Despite the fact that there are interventions and organizations supporting agro ecological, organic, and sustainable and other similar forms of agriculture, there has also been weak link and sharing among the actors to the extent of either duplicating efforts or failure to scale up. The Strategic Plan aims at building a functional networking and partnering with development partners and other stakeholders with a purpose establishing a forum and alliance that will facilitate exchange, sharing and pulling together efforts and resources for scaling up agroecology best practices, policy influencing and research for change.

The Strategic Plan has targeted activities that will support building national and regional agroecology platforms as part of the existing initiatives. The strengthening of member organizations and national platforms through the profiling of stakeholders will portray the potential of agroecology in terms of addressing challenges facing food security, improving incomes, environmental conservation and mitigating and adapting to climate change. This is expected to increase more small scale farmers, researchers, trainers and policy makers adopting and supporting agro ecological farming practices. Women and the Youth will be empowered as agents of change through trainings and participation in the activities related to the implementation of the Strategic Plan.

ESAFF Zambia members’ active participation in national, regional and international events will provide avenue for sharing success stories generated from the adoption of agroecology-based farming practices with other countries and also learn draw lessons from others’ experiences. The promotion of farmer seed system will help to cut down on external input dependency and help to save money for to acquire extra assets and reduce poverty. The collaboration between research institutions and farming communities in rural areas will create the much needed collaboration for improvement of production methods with a higher technology uptake that will act as a catalyst for increased food security, farm incomes and environmental conservation while at the time providing evidence for influencing policy. Consequently agricultural growth that reduces rural poverty will be able to play a great role through agricultural value-added and multi-sector sector approaches that will solve gaps and support rural development.

ESAFF Zambia will advocate for pro-poor growth policies designed to improve the distributional and consequences of rapid transformation, especially to the most vulnerable rural poor. This will entail influencing policy supportive small scale farmers and strengthen producer organizations to achieve economies of scale in production and marketing and upgrading their technical capacities .The empowerment of small scale farmers, particularly women, with information and knowledge of appropriate farming techniques through innovative programmes that will greatly enhance food security while also practising natural resource management and environmental conservation at local level.

**6.0 OVERVIEW OF THE ZAMBIAN AGRICULTURE SECTOR.**

Zambia has an estimated population of 15.5 million of which 58.2 per cent is concentrated in rural areas compared to 41.8 per cent in urban (CSO, 2016).From independence to date, the country’s economy has been dependent on mining, in particular copper. This is despite its unreliability arising from it being a wasting asset and the ever fluctuating prices at the international markets. The immense natural resource endowment in terms of land, water, climate and labour gives Zambia high potential to expand agricultural production and productivity. Further, recent food deficits in the SADC region have created a demand for food products thereby making the country a favourable destiny for agricultural investment.

**6.1 EXISTING POLICIES, PLANS AND PROGRAMMES.**

The agricultural sector is guided by an umbrella policy document named “The Second National Agricultural Policy (SNAP), 2016. It is accompanied by an Implementation Plan 2016-2020. The main thrust of the Policy is to enhance crop, fisheries and livestock production and productivity. The Policy also provides great scope for attaining a sustainable food and nutrition security particularly at national level and contributing significantly to profitability to agricultural enterprises, job creation, increased income generation, poverty reduction as well as increased contribution of the agriculture to Gross Domestic Product (GDP). The Policy contains measures/strategies aimed at addressing the numerous challenges affecting the sector such as low production and productivity, climate change, and low value addition, among others.

The implementation of this Policy is in line with others national documents such as the Vision 2030, the Seventh National Development Plan (2017-2021), National Agricultural Investment Plan (NAIP) under the Comprehensive Africa Agriculture Development Programme (CAADP) framework.

**6.2 FARMER INPUT SUPPORT PROGRAMME (FISP)**

This is a national wide programme which started in 2002/2003 farming season. The overall objective of the Programme is to improve the supply and delivery of agricultural inputs to small-scale farmers through sustainable private sector participation at affordable cost, in order to increase household food security and incomes.

Currently there are two delivery mechanisms or systems being implemented under FISP namely: (i) Conventional; and (ii) E-voucher system. The Conventional FISP is promoting crop diversification by supporting the production of maize, rice, sorghum, cotton, soy beans, and sunflower. The e-voucher system gives a voucher of a specified value (K1700 0r USD170, for 2016/2017 farming season) which enables farmers get farming inputs of their choice for crop, fisheries and livestock production. Despite its good intentions the programme has it has been riddled with many challenges including poor package offered, late deliveries, non-availability of inputs, ghost beneficiaries and corrupt practices among a host of other malpractices.

For the past two decades, small scale farmers have also depended on FISP, a government subsidized farm input support programme, to access farm inputs like chemical fertilizers ,pesticides and seed (mainly maize) at the expense of local seed varieties. FISP has been in part responsible for the displacement of farmer seed varieties creating seed shortages at local level and marginalization of the rural poor, especially women, who traditionally are the custodians of our seed diversity. Majority of small scale farmers and local communities targeted by ESAFF Zambia are those that are poorly resourced and are not able to access inputs under the FISP programme but rely on their knowledge and farming practices like crop rotation, mulching, integrated farming and use of local manure and other dynamics of organic matter to manage soil fertility. The FISP has basically been instrumental in promoting industrial farming (mono-cultures) and dependency of small scale farmers on external inputs which in the context of climate change has been responsible for the current reduction in soil fertility and biodiversity loss. It has also seen the entrenchment of inequalities and the corporate dominance of food and seed systems in the country.

Despite the FISP being allocated a large share of the agriculture budget, the use of fertilizers and other agro-chemical inputs by small scale farmers and rural communities has been declining according to the CFS Report 2016. Most of the smallholder farmers and communities in rural areas are already reverting to low input agriculture because they cannot afford to purchase conventional seeds, chemical fertilizers and pesticides every farming season. For them, the adoption of agro ecological farming techniques like agro-forestry, conservation farming, making of pesticides and fertilizers from locally available biological sources and use of traditional seeds, comes in handy as the best option as it will not only enable them cut down on input costs but also build, extend and value the almost abandoned local knowledge and practices on sustainable local food production.

**6.3 AGRICULTURE, SMALLSCALE FARMERS AND VULNERABLE RURAL COMMUNITIES**

Zambia’s agriculture sector is dominated by small scale farmers and vulnerable communities who depend on rain-fed agriculture for their livelihoods-the main support for the rural economy.The vast majority of the rural population are poorly monetized small scale farmers and local communities as evident from their low productivity and inability to take advantage of the market opportunities (national, regional and international) to increase their income and access a number of services that could improve their living conditions.Small scale farmers cultivate 2-5 hectares of land although there are those who cultivate less than 2 hectares.

Agriculture absorbs about 75 per cent of Zambia’s labour force and remains the main source of income and employment. There are over 1.1 million small scale farmers in Zambia majority of whom are rural women who constitute 65 per cent of the total rural population. They are mainly involved in the cultivation of staple foods which include maize, beans, groundnuts, sorghum, millet, sweet potatoes, cassava etc. and also rear livestock (small ruminants and poultry) and also depend on non-timber forest products.

While agriculture is promoted as a the key economic driver and employs the majority of the rural poor, insufficient investments have continued to undermine its potential. Rural areas in Zambia are generally characterised by poverty, a population with limited entrepreneurship skills, lack of investment capital and poor infrastructure. Natural disasters (floods and droughts) are also among other factors that contribute to undermining small scale farmers and rural communities potential. Other challenges include low capacity to engage in farming as a result of HIV&AIDS, gender inequality, limitations of the policy environment and access to services (markets and extension).Similar challenges affect other rural livelihoods including fishing, forestry and non-timber forest products.

**6.4 AGRICULTURE, POVERTY, HUNGER AND MULNUTRITION LEVELS IN THE COUNTRY**

Despite registering strong economic growth and its status as a lower middle-income economy, poverty has remained a major challenge in Zambia. The high birth rate, a relatively high HIV/AIDS burden, and market-distorting agricultural policies have done much to exacerbate rural poverty. The proportion of the population living below the poverty line is 54.4 per cent. Rural poverty is at 76.6 per cent compared 23.4 per cent in urban area. Among the poor, 40.8 per cent of the population are extremely poor while 13.6 per cent are moderately poor (CSO, 2016).

Although Zambia has been recording maize bumper in the recent years, a large proportion of the rural population is still food insecure. During the 2015/2016 farming season, 798,948 people were food insecure, a 127 per cent increase over 2014/2015 which was 351,267 (SADC), 2015). Local diets in Zambia are dominated by consumption of maize and food security is equated with maize or the ability of households to acquire calories from maize. The importance of dietary quality in addition to quantity is missing by this measure. At national level, stunting for children under 5 years are at 48.6 per cent while underweight is in the medium range at 13.3 per cent. Wasting is at 6.6 per cent (CSO, 2016).

**6.5 GOVERMENT COMMITMENT TO THE AFRICAN UNION (AU) MALABO DECLARATION**

At the 23rd ordinary session of the African Union Assembly held in Malabo, Equatorial Guinea in 2014, the Heads of States recommitted themselves to the Maputo Declaration of 2003, through the CAADP principles and goals and defined a set of targets and goals referred to as the “Accelerated Agricultural Growth and Transformation Goals 2025”. The Declaration in particular outlined seven commitments that are geared towards fostering agricultural growth and transformation. To date, Zambia has been able to take steps in implementing the Malabo Declaration 2014 by recommitting to the principles and values of the CAADP processes which include the pursuit of agriculture led growth to achieve food and nutrition security.

However, a lot remains to done on commitment (2)-upholding the earlier commitment to allocate at least 10% of the public expenditure to agriculture, (3) sustainable access to quality and affordable inputs and smart protection to smallholder agriculture; supply of appropriate knowledge, information and skills ,irrigation and suitable and affordable mechanization energy supplies; (4) sustaining annual agricultural GDP growth of at least 6%; establish inclusive public private partnerships for at least 5 agricultural commodity value chain strongly linked to smallholder agriculture and job creation for at least 30% of youth in values chain; (5) investments in markets and infrastructure; (6) enhancing resilience and livelihoods and production systems to climate change variability and other related risks by ensuring that by 2025 at least 30% of farm, pastoral and fisher holds are resilient to climate and weather related risks.

**6.6 GENDER EQUALITY AND THE PARTICIPATION OF WOMEN AND YOUTH IN AGRICULTURE**

The agriculture sector is characterized by participation of women, men and the youth. Women have for a long time been known for their contribution to household food and nutrition security yet they face multiple constraints, from poor access to land and productive resources, to a disproportionately high care burden and lack of power in decision-making. Grounded on ESAFF Zambia’s core values of Gender Equality is the commitment to women’s rights and gender equality which recognizes that gender inequality and the continued discrimination women are based on unequal power relations, access to resources and assets.

ESAFF Zambia believes in the rights-based approach to changing this scenario by addressing gender equality in the distribution of power, resources and responsibilities while challenging men’s attitudes, behaviour and patriarchal structures for improved gender equality outcomes in the agriculture sector. Through integrated programming, ESAFF Zambia will ensure food security programmes understand women’s constraints and support women’s multiple roles. This will include empowering women and addressing gender relations within households through affirmative actions.

The agriculture sector need to be more dynamic and appealing than it is now in order to attract young people and them to view it more positively than they do now because their perception varies widely across communities. ESAFF Zambia believes that agroecology could help create jobs for youths by galvanizing initiatives to support entrepreneurship in the fields of agricultural production, product processing and sales, adapting basic mechanization to local context and availing training and establishing youth-based initiatives in rural areas. These initiatives would help young people to acquire and exercise managerial expertise, and bring energy, vitality and innovation into the rural work force that would minimize rural-urban migration. In this regard, ESAFF Zambia will ensure main streaming gender and take affirmative action for inclusion of both women and youths in all our programmes and activities. We will also engage with Government and other duty bearers for policy reforms that democratize food production systems in the agriculture sector and open development to rural areas.

**6.7 PROFILE OF AGRO ECOLOGICAL REGIONS AND AGRICULTURE ACTIVITIES.**

Zambia is divided into three agro ecological regions based on soils, climate factors, rainfall patterns and common agricultural activities. These are: (i) Region I; (ii) Region II; and Region III.

**Region I** receives less than 800mm of annual rainfall and suitable for the production of cotton, sesame, sorghum, groundnuts, beans, sweet potatoes, cassava, rice and millet. It is also suitable for extensive cattle production and fisheries development. The valley part is not suitable for cattle rearing because of tsetse fly infestation. Farmers in this region also keep small ruminants, poultry and also practice aquaculture.

**Region II** receives between 800mm to 1,000mm of annual rainfall. A variety of crops are grown which include maize, cotton, tobacco, sunflower, soybeans, irrigated wheat, groundnuts and other arable crops. It is also suitable for flowers, paprika and vegetable production. It is good for beef, dairy, poultry and fisheries production. The region has conducive conditions for commercialization of agriculture.

**Region III** receives between 1,000mm and 1,500mm of annual rainfall. It has potential for Maize, rice, millet, cassava, sorghum, beans, groundnuts, coffee, sugar cane and pineapple production. Farmers also keep small ruminants, cattle, poultry and also practice aquaculture. The region has high potential commercial agriculture.

**6.8 CONFLICT MANAGEMENT**

Most of the conflicts in rural communities are over access to land, water and control of other natural resources. By contributing to the capacity building of farmer organizations and groups, community leaders, Governments staff, in the course of the implementation of this Strategic Plan, ESAFF Zambia will be able to bring communities together through interface meetings which will assist in identifying potential areas of conflict and the potential conflicts nibbled in the bud. Normally common conflicts in rural communities centre around access natural resources such as land, forests, water, common grazing grounds and incitements. Communities of different farming communities will be trained in conflict management and through promoting of community dialogues in areas of conflict.

**6.9 HIV &AIDS SITUATION IN ZAMBIA**

ESAFF Zambia works in rural areas where the spread of HIV&AIDS is fuelled by misinformation or lack of it and the most hit are the women. While women contribute most on agricultural labour, their access to land is limited; consequently they have less access to farm inputs, credit and extension advice, and limited involvement in cash crop production. Women are also mainly responsible for household duties, caring for sick family members and especially those living with HIV/AIDS, climate change and other forms of livelihood stress.

On the other hand women are required to spend more time on collecting water and fuel wood and caring for the sick. Under these circumstances, it is hardly surprising that poverty among women-headed households in rural areas is higher than among those headed by men. Access to information on proper nutrition, correct information about the virus and its management holds the key to halting and reversing this trend. Women are always concerned about the health and nutrition of their families and it becomes tragic for families when they become victims of the disease. This is why ESAFF Zambia programmes endeavour to reach out to this segment of the rural population.

**7.0 SUSTAINABLE AGRICULTURE AND FOOD SYSTEMS**

**7.1 WHY WE PROMOTE AGROECOLOGY?**

**●**Small scale farmers and rural communities have traditionally farmed following the ecological principles that agroecology promotes and are embedded in many indigenous and traditional farming practices.

●Agroecology has the potential to improve and save degraded soils and to promote and maintain diversity, increase resilience in the face of climate change.

● Agroecology is strongly rooted in the farmer practice and knowledge especially that of women farmers and has an inherent focus on diversity in food production and farming systems and consequently in diets.

●Agro-ecological approaches to agriculture offer opportunity to substantially increase food production while preserving the natural resource base and empowering rural communities.

●Agroecology advocates for small scale autonomous resilient and efficient farming systems that also value human rights (including women, youth and indigenous people), local cultures, social participation and food traditions.

●Agro-ecological practices are knowledge intensive and tailored to local ecological conditions and cultural knowledge and offers an alternative path to agricultural intensification by relying on local farming knowledge and techniques as adjusted to different local conditions, management of diverse on-farm resources and input and incorporation of contemporary scientific understanding of biological principles and resources in farming systems.

●Agroecology equally responds to multiple social, environmental and economic challenges. The high external input resource-intensive agricultural practices have contributed to deforestation, water scarcity, biodiversity loss, soil fertility depletion, high levels of Green House Gas (GHG) emissions and negative social impacts which will be borne by today’s society and future generations.

● Agroecology seeks to reduce inequality and strengthen social security networks.

●At global level agroecology is well suited to contribute directly to multiple SDGs which include 1) eradication of poverty (2) hunger ( 3) healthy lives (4) ensuring quality education(5)achieving gender equality (8) promoting decent jobs (10) reducing inequalities (12) ensuring sustainable production and consumption(13) building climate resilience and (15) halting the loss of biodiversity. Alongside the SDGs, agroecology can also contribute to the realization to aims of the Paris Climate Change Agreement, Convention on Biological Diversity, and the United Nations’ Convention to Combat Desertification. From tackling hunger, poverty and inequality to responding to climate change and expanding nutrition choices.

●Agroecology echoes the goals of the 2030 Agenda among other international and regional calls for transformation in agricultural food systems in addressing the environmental, social and economic issues.

**7.2 RIGHTS-BASED APPROACH**

ESAFF Zambia understands the right based approach to be one that recognizes the limitation of non-state actors to bring about lasting and widespread change at national level, and rather focuses on the duty of the Government to deliver development related services to its citizenry and therefore the need to move to a situation where the community is empowered to demand service delivery from its public service providers.

The implementation of the Strategic Plan will advance the cause of human rights and democracy by bringing together small scale farmers with decision/policy makers at conferences and seminars, raising awareness of stakeholders to the issues facing poor rural small scale farmers and farming communities, and advocating for sustainable livelihoods for the poorest. In ensuring the Right-Based works ESAFF Zambia envisages to learn from the best practices and adopt a code of practice that will guide the organization and its membership in conducting our core business.

**8.0 INSTITUTIONAL APPROACH TO THE IMPLEMENTATION OF THE 2019-2023 STRATEGIC PLAN.**

The National Board of Directors recognize that the Strategic Plan 2019-2023 is ambitious considering the current low staffing of the ESAFF Zambia Secretariat that need, in parallel, to be strengthened to six staff members. The Board, however, believes that the scope of the Strategic Plan and the relevance of its portfolios represent a minimum operational programme for ESAFF Zambia constituencies to make a significant contribution and impact in addressing the emerging issues on food and nutrition security and poverty reduction, and the role of small scale farmers in national food security through agroecology-based farming practices.

The implementation of the 2019-2023 Strategic Plan will be effected by following institutional structures:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **TGM**  **Board**  **National Coordinator**   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | **Communication, Advocacy and Lobby Officer** |  | **Programmes Officer** |  | **Agriculture, Research and Rural Development Officer** |  | **Finance and Administration Officer** |   **Accounts /Admin. Asst. Assistant**  Assistant   |  | | --- | | **Member Organizations** | |

**8.1 THE ROLE OF THE TGM**

The TGM shall be responsible for the appointment of the Auditors of the organization.

**8.2 THE ROLE OF THE BOARD:**

The Board will approve the annual work plans and budget, ensure overall accountability to donors of all funds entrusted by donors to the organization ensuring timely, accurate disclosure on financial situation, performance and governance ensuring efficiency in the use of resources and getting results. The Board will cause the accounts of the organization to be audited and the relevant reports submitted to the donors, in time, and in accordance with donor agreements. It will provide oversight and backstopping to the Secretariat to ensure timeliness, accuracy and efficiency in the implementation of the strategic.

**8.3 THE ROLE OF THE SECRETARIAT:**

The secretariat headed by the National Coordinator will oversee the implementation of the strategic plan and in particular the coordination of the activities across the country, coordinating strategic foresight, planning, monitor indicators and exercise accountability over funds entrusted to the organization, oversee capacity building of the support staff, preparation of the annual plans and budget and financial reporting, development of funding proposals, facilitate external audit of the financial statements and narrative reports for presentation to the donors, partners and the beneficiary small scale farmers and local communities.

The national coordinator will be supported by a four tier unit consisting of Communication, Advocacy and Lobby Officer, Programmes Officer, Agriculture, Research and Rural Development Officer and the Finance and Administration Officer (Accountant) supported by an Administration and Accounts Assistant. These units will be headed by qualified and competent officers who will be responsible for ensuring that programmes are appropriately planned, implemented, monitored and reported. The programmes officer shall be responsible for ensuring programme coordination and reporting.

8.4 THE ROLE OF MEMBER ORGANIZATIONS

While direct implementation of activities as well as monitoring and evaluation of the Forum’s work is directly at members’ level: farmer organizations, associations, cooperatives, farmer groups and local communities, the National Secretariat shall provide coordination mechanism that will link and scale up programmes to national level, providing strategic leadership, direction management and capacity building. The National Secretariat shall also jointly strategize with member organizations on district and community specific programme development, joint resource mobilization and advocacy initiatives and solicit relevant information for purposes of reporting and network information sharing and action.

**9.0 SWOT AND KEY STAKEHOLDER ANALYSIS.**

To achieve these special efforts will be made to ensure active involvement and participation of small scale farmers in the decision making by ESAFF Zambia constituents at all levels. ESAFF Zambia Secretariat will continue its facilitation role to convene and service all ESAFF Zambia Statutory meetings and in the review of the governance structures in the most cost effective way during the implementation of the Strategic Plan.

The preparation of the five-year strategic plan reviewed internal strengths and weaknesses of the organization itself and externally derived opportunities and threats that will likely influence the future development of ESAFF Zambia in its turnaround strategy and the success of this Strategic plan. It also analysed key Stakeholders. A summary of the details is given below in Table 1 and Table 2 respectively.

**Table1: Swot analysis**

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESS** |
| ●Farmer owned and led organization.  ●Experience in community mobilization.  ●Neutral national platform for dialogue and consensus building, advocacy and policy influencing on agriculture priorities.  ●Balanced statutory representation in ESAFF Zambia Board  ●Legal recognition and appreciation by Government.  ●Strong trust by stakeholders to ESAFF Zambia for promoting partnerships and strategic alliances among them  ●Grass roots support by rural small scale farmers and other vulnerable groups. | ●Donor dependency  ● Inadequate human and financial resources  ● Inadequate administrative structure (secretariat )  ● Lack of own office space and office equipment  ●Limited skills in Research and Development, and limited Institutional capacity. |
| **OPPORTUNITIES** | **THREATS** |
| ● Agro-ecology is being recognized globally as the best option for small scale farmer food production.  ●Joining alliances promoting agro-ecology.  ●Donors’ and Government interest in poverty, hunger and malnutrition reduction  ● Government recognition of small scale farmers as a conduit for agricultural, rural development and poverty reduction in the NAIP and 7NDP.  ● Government and NGO’s prioritization of Women and Youth empowerment and development in rural areas. | ● Weakening agricultural policies giving way to genetic engineering and other destructive technologies.  ● Influential media and journalists compromised by proponents of industrial farming  ● Limited financial resources  ●Lack of infrastructure  ● Change of political and economic priorities, and policy shifts of the government. |

**Table 2: Key Stakeholders:**

|  |  |  |
| --- | --- | --- |
| Stakeholder | Current status | Expected partnership and role |
| **SSF(Women, Men and the Youth)** | * high poverty levels * Less productive * Insufficient information on appropriate agriculture technologies, policies, market linkages etc. * Less consulted on policies development and therefore indifferent * Less organized for collective voice * Eager to learn | ●Informing project formulation through participation in the identification and prioritization of community needs /challenge   * Participate in project implementation as beneficiaries or as community volunteers. * Participate in policy formulation, analysis and decision making so as to become drivers of change. |
| **CSOs/NGOs** | * Less input in formulation and implementation of national and regional agriculture and related policies. * Poor involvement in monitoring and evaluation of policy implementation. * Poorly funded to implement their programmes * Knowledge gaps in propagating agroecology principles | * Establishment of a mechanism for a structured engagement * Vehicles for grass roots mobilization and participation * Lead sensitization and training of SSF at local and national levels to increase level of awareness * Stakeholders in the change processes. * Information and experience sharing * Advocate on behalf of poor and marginalized rural communities. |
| **Development Partners** | * Pursuing specific development agendas. | * Capacity building * Funding * Technical advice |
| **Media** | * Minimum coverage of SSF issues * Limited collaboration with ESAFF Zambia because of the cost involved. * Presence of infrastructure reaching grass-roots. | * Provide media coverage of local, national and regional ESAFF Zambia’s activities * Sensitization and awareness creation * Shaping public opinions |
| **Government Institutions** | * Regulation and control * Political will, determination and action * Poor implementation of pro-SSFs policies | * Provide technical support to projects * Define development priorities in areas targeted by our programmes. * Joint implementation of favourable policies and programmes |
| **Research institutions** | * Weak linkages with CSOs and farmer organizations. * Concentrate on saleable products that can be marketed on adequate scale-less focus on demand driven approaches. * Have required expertise. | * Collaborative research for development * Dissemination of research findings to different stakeholders * Funding SSF related research issues * Provide space for engagement |
| **Traditional Leaders/Community leadership** | * Custodians of traditional land and culture. * Protect forests and coordinate communities * Opinion leaders and change makers at local level. | * Mobilize communities for public meetings and participation in project formulation and implementation.   ● Advice on community engagement  ● Provision of venues for community meetings |
| **Private Sector** | * Profit oriented * Low key collaboration with NGOs and CSOs. * Has personnel well trained in many aspects of agriculture (agroecology) | * Partnership with small scale farmer organizations/groups   ● Technical and financial support  ● Collaboration in Research and Market linkages |
| **Faith-based organizations** | * Act as intermediaries between citizens and Government. | * Support poor and marginalized communities by collecting information on their needs and demands and engaging with government and other service providers.   ● Facilitate consultative meetings between rural communities, grass roots and professional organizations. |

**10.0 INTERVENTIONS FOCUS AND IDENTIFIED ACTIVITY AREAS:**

**10.1 TRANSITION TO AGROECOLOGY-BASED AGRICULTURE.**

In promoting agro-ecological farming practices, ESAFF Zambia is cognizant of the fact agroecology is rooted in the ecological rationale of traditional smallholder agriculture characterized by a diversity of domesticated crop and animal species, maintained and enhanced by ingenious soil, water and biodiversity management regimes and nourished by traditional systems. Hence, agro-ecological agriculture is anchored in the recognition of farmers’ right to food, and allows farms to produce nutritious food without damaging soils, ecosystems or people’s health, and reduces (or eliminates) reliance on external inputs such as chemical fertilizers and pesticides.

Current mono-cultures promoted by industrial agriculture are associated with the destruction of soil fertility, deforestation in rural areas, the contamination of water and the acidification of lakes and rivers. Essential natural resources have been commodified and production costs are driving small scale farmers off the land. Farmers’ seeds are being stolen and sold back to them at exorbitant prices bred as ‘improved’ seed varieties that are complimented by contaminating agrochemicals. Industrial agriculture does not allow farmers to diversify and grow a variety of crops that can give the required balanced diet to rural households. Besides, industrial agriculture is a key driver of multiple crises of climate change, environmental, public health to mention but a few. Agroecology comes in handy as a sustainable remedy for these devastating effects.

**10.1.1 KEY CHALLENGESHOLDING SCALING UP OF AGROECOLOGY INITIATIVES**

● Inadequate awareness among small scale farmers, policy and decision makers, and the public on agroecology practices.

● Lack of supportive policies for sustainable food systems- (Agroecology-based)- at national and regional levels.

● Inadequate support from research, education and extension services that respond to the needs of agroecology, as an effective approach to transformation of food and agricultural systems.

● Current markets are not responsive to agroecological approaches.

● Lack of a strong agroecology movement for coordination and collaboration in policy influence and governance issues at national level.

**10.1.2 DENTIFIED ACTIVITY AREAS:**

● Support agroecology practices awareness campaigns among small scale farmers, policy makers and the public; trainings in agroecology techniques for small scale farmers and local communities; initiatives in crop diversification, integration of crop and livestock, aquaculture, agro-forestry and forest restoration, enhancement of soil fertility techniques and sustainable use of natural resources (land ,water, forests, fisheries and genetic resources) and empowerment of women and the youth to play a key role in the transition to agroecology process.

● Sensitize policy makers, civic leaders, traditional leaders and lobby and social groups on the importance of agro-biodiversity management, traditional knowledge and practices, and food sovereignty in the context of household food security, climate change and environmental protection, to solicit buy-in and participation in the adoption of agroecology by local communities.

●Build alliances and establish networks for transformation change in the agriculture sector including small scale farmers organizations and groups, policy makers, CSOs, FBOs, Youth and Women groups, Private and Public sector investors, researchers, consumer organizations and agroecology movements.

●Promote markets for agroecology-based products by supporting short supply chains and innovative markets, raising consumer awareness on the nutritional and health benefits of the consumption of agro-ecological products.

● Engage with policy makers at national, regional and global level to support policy, legal frameworks, governance systems and programme reforms to harness the potential of agroecological measures and strategies to address food security and climate change adaptation in the agriculture sector.

● Undertake research and support transformative actions on agricultural production methods in rural areas by addressing land degradation, loss of biodiversity and environmental (Ecosystem) services, water scarcity and access to markets.

● Document current farming practices and local knowledge on agroecology by small scale farmers and local communities in selected districts, including best practices, experiences and lessons learnt, across the agroecological regions and prepare plans for transition to agroecology-based farming practices.

**10.2 PROMOTING FARMER SEED SYSTEMS FOR SEED AND FOOD SOVEREIGNTY.**

Climate change is affecting agricultural productivity and food security globally. Global warming resulting in increased temperatures, erratic rainfall and leading to severe droughts and floods pose a serious threat to food production and nutrition security of resource poor small scale and vulnerable communities in rural areas. For generations now, these farmers have adapted to climate change by exploiting genetic resources of resistance to abiotic and biotic stresses that result from climate change. Farmers have used inter crop diversity by switching to crops resilient e.g. from maize to millet in rain stressed areas. They have also exploited better adapted varieties of the same crop developed through their own on-farm farmer seed systems or through collaborative efforts such as participatory breeding at community level.

Small scale farmers in Zambia access seeds through two distinct channels: firstly, the formal seed system which is characterised by production and marketing of mainly certified seeds (hybrids) and other "improved seeds ʺ including genetically modified (GM) seeds. Secondly the informal-farmer seed system which includes family and community production systems which is based mainly on seed saving, seed selection, self-provisioning exchanges and gifts among neighbours as well as informal markets. Local seed varieties have for the past two decades been eroded by climate change and the entry of the industrial seeds propagated by multinational seed corporations, mainly interested in promoting hybrids GM seeds, monoculture cropping and monopolizing national food systems and setting the agriculture research agenda for their interests. The homogenization of agriculture to single crops or varieties in the hope of higher yields coupled with the associated biodiversity loss, have reduced the resilience of resource poor small scale farmers and vulnerable rural communities.

Developments in commercial seeds and the legislation and regulations governing seed sector in Zambia, has only addressed a small number of crops leaving a very large gap of food security crops that are still dependent on farmer seed systems. Farmer seed systems provide 80-90 percent of the seed requirements in Zambia and produce over 70 percent of the national food requirements (Ministry of Agriculture and Cooperatives-MACO 2007).The farmer seed systems which are characterized by absence of interventions by external organizations, is divorced from research and seed quality control and is confined to seeds which the formal sector largely does not consider profitable to embark on. The farmer seed systems are mostly supported by NGOs, CBOs, and FBOs through projects that support farmer organizations and groups and cooperatives engaged in community-based and entrepreneurial forms of seed multiplication.

However, despite the farmer seed systems and the formal seed system complimenting each other, Government policy, regulations and support is skewed in favour of the informal system although the government encourages small scale farmers to participate in local germplasm conservation and utilization, and promotes the establishment of community seed banks in support of seed production and supply at community level under the Plant Breeders Rights Act of 2007.This Act, while not perfect, Article 15, provides exemption to small scale farmers to exchange and save seeds of their own crops. It safeguards the farmers’ rights as it allows the use of protected seed/propagating material and farmers can exchange and sell farm-saved seed locally.

Zambia ratified the Convention on Biological Diversity (CBD) in 1993 as a way to protect and conserve the country’s agro biodiversity. Zambia is also a signatory to the ITPGRFA treaty which endorses farmers’ rights and acknowledges farmers enormous contribution to conservation and development of plant genetic resources. Farmers’ rights are linked to the traditional knowledge of farmers and indigenous and local communities. Zambia is a member of both COMESA and SADC.The former seeks to ease the flow and the marketing of commercial seeds in East and Southern Africa while the latter, to harmonize the SADC Regional Seed policy on Plant Variety on Plant Variety Protection (PVT) bases. Zambia seed laws and regulation are currently aligned to the COMESA Seed Trade Harmonized Regulations. A recent addition is the ARIPO Protocol on Plant Variety Protection. The ARIPO Protocol(UPOV 1991 model) puts in place a regional PVP system that favours only commercial plant breeders and thus not supportive to small scale farmers seed systems as it undermines the rights of small scale farmers to freely use, exchange and sell farm-saved seeds. Zambia is yet to ratify the ARIPO protocol.

**10.2.1 CHALLENGES TO FARMER SEED SYSTEMS**

1. Insufficient know-how in seed production;(2) lack of recognition and restriction of on-farm seed production at policy and programme level; (3) inadequate seed processing methods;(4) insufficient pest control in the field and in storage, leading to possible accumulation of pests and diseases;(5) lack of organized markets and on-farm value addition of seed,(6) inadequate farm credit to procure the necessary facilities and carry out the necessary practices required for quality work; (7) lack of coordination among actors in the seed sector, including NGOs involved in seed multiplication leading to conflicting messages; (8) absence of official policy guidelines hence lack of support from Government institutions; and (9) weak links and support of extension service providers.

ESAFF Zambia believes that the current seed trend spearheaded by multinational seed corporations and their intended takeover of food production systems is contributing to the decline in collective local management of plant genetic resources for both conservation and sustainable use among small scale farmers and local communities. However, this can be bypassed by investing in farmer seed systems which provide seed varieties which are adaptive to local environment and capable of addressing local food insecurity and territorial markets while addressing climate change adaptation and environmental concerns. If farmer seed system issues are not adequately addressed they could lead to perpetual food insecurity in rural and urban areas. The need to promote farmer seed systems as a tool for seed and food sovereignty can therefore not be over emphasized.

**10.2.2 IDENTIFIED ACTIVITY AREAS:**

●Support small scale farmers and rural communities on on-farm farm quality seed multiplication, distribution and utilization; establishment of community seed banks (currently under developed); support small scale farmers and local communities in the revival/restoration of ‘lost’, forgotten and underutilized seed varieties; farmer field schools and entrepreneurship skills development and establishment of community local seed enterprises and linkage to private sector players for partnership.

● Conduct a study on farmer managed seed systems in selected communities and districts across the three agroecological regions to shed light on the operations, benefits, successes and challenges it faces and the opportunities for improvement. The study will further identify barriers to farmers’ rights and opportunities for policy advocacy and the practical needs of farmers’ engagement in farmer managed seed systems. The study will also establish how farmer managed seed systems contribute to seed and food sovereignty and maintains, and enhances proper nutrition, protects biodiversity and genetic resources. Targeting policy makers, the private sector, relevant government departments, CSOs, FBOs and ESAFF Zambia member farmer organizations and local communities, the study will provide the necessary information for effective awareness creation, strengthen farmer managed seed systems and inform policy advocacy.

● Support community based demonstration farms for conservation, management and utilization of local agro diversity of selected locally cultivated crop species including bambara nuts, moringa, sorghum, cassava, pearl millet, cow-pea, moringa, groundnuts, finger millet, pigeon pea, pumpkin, fruit and vegetables, medicinal and spice plants, among small scale farmers and vulnerable communities in selected districts across the three agroecological regions.

● Strengthen the organizational capacity of small scale farmer organizations, cooperatives, associations and groups, members of ESAFF Zambia and empower women and youth to play a key role in the farmer managed seed systems.

● Conduct trainings for small scale farmers on seed production and quality control, integrated pest management techniques, post-harvest handling and running of community seed banks.

●Establish multi-stakeholders partnerships with key seed sector actors of common and mutual interest and understanding among: Extension workers, Agronomists, Breeders, Research institutions, Universities, private sector, relevant Government departments, CSOs and FBOs -among others, for generating petitions highlighting small scale farmers plight on the current and intended seed protocols; advocate for an all inclusive participation in formulation/review of seed policy and laws, and programme design at national and regional levels and establish strong synergies and collaboration for information sharing and long lasting scalable practices for farmer seed systems and enhancement of agro-biodiversity.

● To engage at national, regional and global levels with key stakeholders and decision makers to advocate for domestication of seed policies and regulations that actively recognize and support the rights of farmers to save and share their own indigenous seeds and counter efforts to change biosafety laws to accommodate GM seeds and GMOs in Zambia.

●Document and publicize small scale farmers and communities seed knowledge and practices on biodiversity conservation and management in the targeted communities in selected districts in the three agroecological regions and share experiences and lessons learnt at national, regional and international level.

**10.3 BUILDING RESILIENCE TO CLIMATE CHANGE AND ADAPTIVE CAPACITY OF SMALL SCALE FARMERS AND VULNERABLE COMMUNITIES**

Agriculture remains the key priority sector in the economic growth and poverty reduction agenda of Zambia. Over 60 per cent of the Zambia population live in rural areas and derives its livelihood from agriculture. However, unlike other sectors, agriculture is the most affected by climate change variability. Over the past two decades Zambia has experienced climatic hazards, the most serious of which have been droughts, seasonal and flash floods, extreme temperatures and dry spells, adversely impacting on food and water security, water quality, energy and the sustainable livelihoods of especially the rural communities.

Without the necessary skills, full understanding and the requisite knowledge, climate change exerts enormous challenges and threats to environment, economic growth and sustainable development. The negative impacts of climate change experienced in rural areas in Zambia include reduced agricultural production, food insecurity increased incidences of flooding and drought. In the past decade, all the provinces of Zambia have experienced incidences of floods and droughts. In the light of climate change effects in the rural areas in particular.ESAFF Zambia proposes to develop and implement integrated adaptive mechanisms in selected drought prone districts across the agroecological regions to increase community livelihood resilience to climate change.

**10.3.1 IDENTIFIED ACTIVITY AREAS:**

**●**Adoption of drought tolerant crops and promotion of value chain approaches for small scale farmers and local communities.

●Development of water harvesting structures, in selected communities and districts, in drought prone regions.

●Development and implementation of forestry ecosystem-based strategies to enhance food security and resilience to climate change as well as water and, soil health and fertility conservation.

● Promotion of pastoral ecosystem-based adaptation that will increase resilience through use of pasture conservation and emergency fodder bank, storage and supply of water to improve the social life of small scale farmers and local communities in selected drought prone districts across the agroecological regions.

● Disaster risk reduction and preparedness through early warning systems and basic flood control structures.

**●**Disseminate output knowledge on climate change adaptation through print media, electronic media and local art including undertaking Radio and TV talk shows in local languages through community and national media, producing IEC materials on climate change, establish and operationalize programmes on community repository systems to improve storage, retrieval and sharing of information on climate change and adaptation practices among others.

●Establishment of internal knowledge management systems, development institutional capacity to deliver climate change resilience and adaptation outcomes and raising awareness on climate change.

**10.4 SUSTAINABLEAGRICULTURE, RESEARCH, KNOWLEDGE DEVELOPMENT AND COMMUNICATION.**

Agricultural productivity is an important catalyst for economic growth. A number of drivers have underpinned this growth-new knowledge and technologies generated by research in various sectors. However, the agriculture sector is faced by many challenges that can be resolved through research for the benefit of small scale farmers and rural communities. These include the adaptation to the effects of climate change, access and use of labour saving technologies, farming within environmental limits and access to agricultural markets. An adaptation research taken now, for example, can help inform policy makers and decision makers, farmers and local communities with implications over a range of time-frame from short-term tactical to long term strategy.

One of the major challenges though is the role of research in the transition processes of small scale farmers to agroecology-based farming practices. Most of the research institutes, universities an extension services are very focused on conventional agriculture- a model of agriculture that is highly demanding on capital and external input and are used to top-down approaches. However, examples from ESAFF network experiences demonstrate that it is possible to build relationships and work with these public institutes and extension services based on different principles, on different technologies and ways of working. Some Public Universities, Research Centres and extension services have been working with ESAFF Network members and partners in a participatory process of building sustainable alternatives tailor-made to local, economic, cultural and environmental situations.

Conducting appropriate research is one of the biggest challenges in rural communities especially in the areas of food insecurity, poverty and malnutrition especially in diverse agro-ecological environments and in the face of climate change. Government focus on Research and Development (R&D) on technologies and processes to meet the needs of external markets, for example, has meant the neglect of R&D efforts on local or indigenous crops and varieties, organic or agro-ecological soil fertility techniques and context-specific techniques and appropriate democratically managed technologies. This has implications for diversity and risk in farming systems as a whole aimed at generating information for improved agricultural productivity, food security and access to markets that would be beneficial to small scale farmers especially in access to information, technologies and in planning their production.

**10.4.1 IDENTIFIED ACTIVITY AREAS:**

**10.4.1.1 Research:**

● Identification of relevant research institutions and establishment of online database,which profiles and captures relevant skills, to meet the needs of ESAFF Zambia and its membership.

● Establishment of a dynamic research functionality at national , regional and international levels and undertaking targeted research on agriculture, climate change, environment and rural development that will generate information for improved agricultural productivity, food security and access to markets for enhancement of rural livelihoods for small scale farmers and local communities and support to ESAFF Zambia evidence-based advocacy agenda.

**10.4.1.2 Knowledge development:**

● Capacity of small scale farmers, local communities, relevant district Government department staff, CSOs and the media to understand and analyse agriculture, climate change, environment and SDG processes.

● Production of IEC research materials and translation of key instruments (SDGs, UNFCCC Paris outcome document, ITPGRFA etc) including explaining commonly misunderstood processes and terms through workshops, public open days and community outreach campaigns.

● Document and publish issue-based stories/documentaries on-line and in print, video, digital; ESAFF Zambia website to present researched articles and highlights on key events and issues.

●Develop network learning mechanisms and avenues, through which members share experiences, challenges and solutions and jointly develop improved approaches to ESAFF Zambia advocacy and capacity building work

**10.4.1.3 Communication:**

●Development of ESAFF Zambia branding strategy that includes clarity in terms of history and objectives, awareness creation at national and regional level with clear narrative.

●Up-grade of internet based communication including a more interactive web-site and consistently up-date social networking (Face book, Twitter, You Tube etc.)

●Public outreach: disseminate information widely through e.g. Public rallies, strategic and community interface meetings, etc.).

●Ensure translation and interpretation to local languages, where possible, of all publications, productions and events.

●Development of IEC materials on agriculture, climate change, environment and rural development issues to build knowledge of ESAFF Zambia members (including a farmers’ magazine, policy briefs and position papers, communiqués, newsletters etc.)

●Member communication:

* Maintain an e-mail mailing list constantly updated
* Use of social media interactions.
* Promote member activities on social media.
* Identify key personnel in Government national and district offices and actively involve them in ESAFF Zambia activities.
* ESAFF Zambia Secretariat to be involved in consistent follow up, maintenance and increase in of the active membership base.
* Integrate new and cheap methods of communication such as bulk text messaging to engage members at the grass roots in all the districts.

**10.5 POLICY INFLUENCE, PUBLIC MOBILIZATION AND ENGAGEMENT AND HOLDING GOVERNMENT TO ACCOUNT.**

The viability of agro-ecosystems and future food security are progressively being exposed to the increased climate variability in the form of changes in temperature and rainfall regimes, increased flooding and droughts and general shifts in prevailing conditions to produce food. Besides, the current government policies and programmes on food production are inclined in favour of industrial agriculture at the expense of small scale farmers. Too much of the current policy debate on Agriculture (food security) climate change and environment assume that industrial agriculture and related biotechnology are the only options for feeding the growing global population. This line of thinking is created and supported by the proponents of industrial agriculture and who support agribusinesses and agrochemical companies through aggressive advertising, lobbying and support for research institutions with the aim of controlling national food systems.

Governments in Africa, under the pressure from multinational companies, have not adequately implemented their commitments to the Maputo Declaration 2003 and subsequent affirmation through the Malabo Declaration of 2014, of increasing their budgetary allocations to 10% and pursuing a 6% annual growth in the agriculture sector. In the SADC region, for example, through the Comprehensive Africa Agriculture Development Programme (CAADP), priority areas have been established for achieving food security.Unfortunately,CAADP is promoting farming practices reminiscent of the Green Revolution that encouraged heavy reliance on external inputs such as chemical fertilizers and pesticides and improved hybrid seeds, bought from agribusinesses at the expense of promoting sustainable approaches which have a high likelihood of benefiting poor resourced farmers.

The International Assessment of Agricultural Knowledge, Science and Technology for Development IAASTD calls for a ‘fundamental shift’ in global research to focus on resource-poor farmers and promote environmental sustainability, gender equity and greater role for farmers in research design. This is a major challenge to current agriculture policies, including those promoted by CAADP, by calling for investments in sustainable agriculture , and its s positive stance on genetically modified crops, biotechnology and strong Intellectual property Rights (IPR) frameworks. The Strong IPR regimes that are also being promoted under CAADP undermine the right of small scale farmers to retain and exchange their traditional seeds contrary to the IAASTD calls. This posses great challenges to small scale farmers and rural communities in relation to current unsupportive agriculture policies nationally and regionally including those promoted by CAADP and indeed in the SADC and COMESA regions.

* + 1. **IDENTIFIED ACTIVITY AREAS:**

● Capacity building of small scale farmers, local communities, collaborating local CSOs, FBOs, relevant Government departments and the Media on policy issues, advocacy skills, budget processes and analysis; Public Expenditure Tracking and Public Social Accountability Monitoring; Documentation; and undertake budget tracking surveys for the Ministry of Agriculture annual budget allocations in selected districts with the aim of generating evidence in holding Government to account.

● Contribution to Government input to regional and global policy on agriculture, climate change, environment and rural developmental issues.

● Support advocacy initiatives and influence policy at national and regional levels through engagement with policy makers on identified and emerging key policy issues in the agriculture sector (e.g. FISP, Biosafety Laws and GMOs, seed harmonization regulations/laws, tenure security and access to land, cross border trade and access to markets for small scale farmers at national and regional level etc) .

● Monitor the domestication of government commitments to regional and global economic blocks (SADC, COMESA, ARIPO, CBD, ITPGRFA, IAASTD etc.) and the resultant effects on the livelihoods of small scale farmers and local communities.

● Engage in CAADP processes and review meetings at national and regional levels.

**10.6 INSTITUTIONAL AND GOVERNANCE STRENGTHENING**

ESAFF Zambia Board governs the organization through a statutory mandate given by members through their structures at grass roots level. Strong and active local structures are therefore necessary in strengthening governance at national level. Active local structures are also important in facilitating coordination and participation in the activities of the organization including exercising their democratic right of electing Board members or presenting themselves for election at all levels of the organization.ESAFF Zambia needs to restructure itself and formulate a code of conduct for members and develop roles and responsibilities at all levels of governance and to make small scale farmers are at the centre of all ESAFF Zambia activities.

In spite of the past efforts to strengthen the institutional capacity of ESAFF Zambia, its Secretariat is still suffering from limited staffing levels, inadequate funding. The critical human resource requirement to implement the 2019-2023 Strategic Plan will be necessary in order to improve the performance of the secretariat. The Secretariat staff will include the National Coordinator, Programmes Officer, Agriculture, Research and Rural Livelihoods Officer, Communication, Advocacy and Lobby (CAL) Officer and Finance and Administration Officer (Accountant) assisted by an Administration and Accounts Assistant.

To achieve these special efforts will be made to ensure active involvement and participation of small scale farmers in the decision making by ESAFF Zambia constituents at all levels. ESAFF Zambia Secretariat will continue its facilitation role to convene and service all ESAFF Zambia Statutory meetings and in the review of the governance structures in the most cost effective way during the implementation of the Strategic Plan. The support activities will target governance, national coordination and the national secretariat.

**10.6.1 IDENTIFIED ACTIVITY AREAS:**

**10.6.1.1 Governance:**

● Oversight and accountability mechanisms

● Enhancing representation

● Review of the Constitution with focus on the structures and functions on need basis

●Operationalize membership structure

●Review and clarify membership structure

●Develop/Review ESAFF Zambia policy documents.

**10.6.1.2 National Coordination**

● Strengthening ESAFF Zambia district and national platforms

● Develop policies and guidelines for national platforms

● Support development of district programme strategies

● Joint resource mobilization, co-organization of events and co-implementation of projects

● Engagement with regional economic blocs (RECs)- SADC, COMESA).

● Participation in the development of ESAFF Regional Forum programme strategies and activities.

**10.6.1.3 National Secretariat**

● Staff recruitment, remuneration, capacity development and retention.

● Management structure

● Programme coordination

● Public relations and resource mobilization

● Financial management and sustainability strategy

● Monitoring and evaluation mechanisms

**11.0 STRATEGIC PLAN IMPLEMENTATION FRAMEWORK**.

**11.1 INTRODUCTION.**

Successful implementation of the 2019-2023 Strategic Plan will depend significantly on the practical framework which is easy to coordinate. The existing ESAFF Zambia structures, including the Board that provide oversight and undertake regulatory responsibilities, will be charged with carrying out their respective roles. Specific responsible management staff will spearhead the implementation of this SP at national level. The implementation of this Strategic Plan will require coherent approaches within and outside ESAFF Zambia to fully exploit its competitive advantages while leveraging the resources and expertise of other stakeholders.

## 11.2 COMMUNUCATION.

ESAFF Zambia recognizes that information sharing is a critical component of achieving the aspirations of this Strategic Plan. This entails the dissemination of information and raising awareness and level of knowledge among members, which is a prerequisite in mobilizing their participation. ESAFF Zambia will use multiple communication channels, including the ESAFF Zambia website, Farmer E-Newsletters and Magazines and other publications and Social Media.

**11.3 HUMAN RESOURCE MANAGEMENT.**

Human resource is central toward the implementation of the strategy, and as such calls for adequate knowledgeable and skilled capacity at all levels. Human resource management is therefore a strategic component that requires support with adequate financial resources and human resource development initiatives. ESAFF Zambia has in place the Personnel Manual that guides the recruitment and remuneration of staff in the organization among other processes.

## 11.4 RESOURCE MOBILIZATION.

The resource mobilization effort will call for improved efficiency and delivery of donor resources. ESAFF Zambia is currently establishing a donor base for prospective donors. We hope those contacted will be to identify areas for cooperation and this Strategic Plan aims to open up those opportunities.

## 11.5 ACCOUNTABILITY

Accountability for the implementation of this Strategic Plan and the use of resources will be critical, since it will require appropriate utilization of financial, human and material resources. This demands that all staff at both the Secretariat and the field take responsibilities and be accountable for the use of resources. ESAFF Zambia has in place the relevant Financial and Accounting procedures Manual to guide this process.

## 11.6 PARTICIPATORY MONITORING AND EVALUATION

In order to assess the success of ESAFF Zambia programmes, continuous and periodic watch over the implementation of the programmes will be undertaken to ensure that input deliveries, work schedules, targeted outputs and outcomes are happening as planned. The logical framework outlined presents the guidelines for the implementation of the Strategic Plan as well as measuring the achievements and making operational adjustments as required.

The logical framework will provide the basis for monitoring and reporting on a regular basis to the donors, partners and members and thus constitutes the accountability agreement between the Board/Secretariat and the membership. The outcome indicators are based on the anticipated outcomes for each Key Result Area as agreed in the validation workshop and therefore should be considered final. Output indicators on the other hand are only reflective of the indicative activities proposed and may have to be modified if necessary at operational stage.

Monitoring mechanisms that will guide the implementation of the Strategic Plan will also include:

● Project meetings held quarterly to monitor the progress of the programmes

● Quarterly reports from programmes. Both narrative and financial reports will be produced

● Annual review against the set objectives: Annual implementation plans will be developed and reviews conducted to check annual progress and achievements.

● Mid-term evaluations will be conducted

● End of term evaluation targeting ESAFF Zambia programmes

## 12.0 RISK ASSESSMENT AND MANAGEMENT.

There are several risks to the implementation of this Strategic Plan, including the timely availability of resources and human resource capital. This requires that possible risks are analysed to enable take precautionary measures in good time and prevent failure of the plan implementation. These are analysed below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk assessment** | **Likelihood**  1=Not likely to occur  5=Almost certain | **Effect on SP implementation**  1=Small effect  5= Big effect | **RISK MITIGATION** |
| **Financial and Programme Risk** | | | |
| * **Delay in the implementation** of the Strategic Plan programme activities | 2 | 3 | ●A programme committee as an oversight body for the implementation of programmes constituted with regular quarterly meetings to review, approve and provide corrective oversight.  ●Prompt development of the annual operational plans and engagement with donors and funders.  ●Joint monitoring team formed to review progress in implementation of programme components. |
| * **Financial risk:**   - Risk of fraud, mismanagement and lack of accountability, loss of assets and property. | 2 | 3 | ●A financial management strategy formulated to manage any upcoming financial problems including inflation in market prices  ESAFF Zambia to adhere to all Generally Acceptable Accounting Principles (GAAP) regarding control, transparency and documentation and have processes and procedures and necessary infrastructure in place for an appropriate audit.  ●Internationally accepted firm to undertake regular annual financial audit  ● Develop the Anti-corruption and Fraud Policy and the Whistle Blower Policy and bring them to the attention of Board members, Staff and general membership. |
| * **High Staff turnover** | 2 | 4 | ● Recruit ,retain and motivate qualified and experienced staff.  ● Review terms of service for staff to ensure that they are within the prevailing labour market rates and in accordance with the Employment Act and prevailing Labour Laws. |
| * **Political interference.** . | 2 | 3 | ● Prepare policy briefs to explain the value of rural agriculture and agroecology in particular  ● Involve politicians in some of the field events for small scale farmers to gain political will |
| * **Government reluctance to promote Agroecology** | 1 | 3 | ● Demonstrate the value of agro-ecological farming practices through a marketing approach, advocacy and agro-ecological farming practices. |
| * **Limited stakeholders involvement** | 1 | 2 | ● All stakeholders to be involved in programme design, implementation, and Monitoring and evaluation. |
| **Environmental and Social Risks** | | | |
| * **Extreme climatic conditions** | 3 | 3 | ● Programme activities spread across different agro-ecological regions  ● Apply climate-resilient agronomy. |
| * **Gender equity and women and youth empowerment.** | 1 | 3 | ● Affirmative action taken for women and youth inclusion in programmes activities.  ●Encourage women and youth to take up leadership positions in farmer organizations and project implementation.  ●Assess and document gender differentiated impacts in the implementation of programme activities. |
| * Exclusion of farmers with HIV&AIDS and affected households, disabled/physically challenged, gender. | 1 | 1 | ● Deliberately target people Living with HIV&AIDS and affected households through their support groups and organizations especially the youth, women and the elderly in communities. |

**LOGICAL FRAMEWORK:**

|  |  |  |  |
| --- | --- | --- | --- |
| **STRATEGIC FOCUS AREA** | **EXPECTED RESULTS** | **PERFORMANCE MEASUREMENT** | **ASSUMPTIONS/RISKS** |
| **GOAL** | **OUTCOMES** | **PERFORMANCE INDICATORS** | **ASSUMPTION/RISK** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **To contribute to the elimination of extreme poverty and hunger among small scale farmers’ and vulnerable communities’**  **households in rural areas, by enhancing their food, income and nutrition security through fostering of agroecology-based sustainable agriculture practices and enhancement of their livelihoods while adapting to climate change and conserving natural resources and environmental services.** | 1. **Transition to agroecology:**   **◊ Strengthen small scale farmers and farmer organization and groups to sustain and conserve agro biodiversity.**  ˃ Increased awareness and adoption of agroecology practices among small scale farmer organizations, communities, consumer groups, policy makers, Women and Youth groups, private investors and the public.  **◊ Transformed agricultural practices**  ˃ Transformed agricultural production systems that are more resilient, sustainable and safeguards natural resources, biodiversity and ecosystem services  **◊ Promotion of agroecological product markets and services.**  ˃ Small scale farmers accessing high value markets for diversified agroecological products and services.  ◊**Improved policy environment**  ˃ Institutional, policy, legal and financial frameworks reviewed to promote and support agroecology transition.  **◊ Collaborative research and extension services.**  ˃ Research and extension services increases adoption of agroecological practices and facilitates the transition to agroecology process.  **◊** A**lliances forged in support of agroecology.**  ˃ Establishment of Networks, Alliances, Coalitions and Platforms to propagate agroecology options for sustainable agriculture. | ●Increased public support and engagement on agroecology issues resulting from ESAFF Zambia sensitization campaigns.  ●Local cultures and traditional knowledge systems preserved.  ● Small scale farmers and vulnerable communities practice crop diversification through local traditional crops and in integration with livestock (small ruminants) and aquaculture.  ● Reduced usage of external farm inputs like chemical fertilizers.  ● Increased usage of agroecological techniques (use of local seeds, composting, agro-forestry, crop rotation, plant extracts to manage pests and disease and cultivation of repellent crops etc.) at household level.  ●Regenerated ecosystem and biodiversity at field and farm level.  ●Increased resilience adaptation to climate change.  ●Ensured income security at household level.  ●Increased household assets and improved access to social amenities.  ●Women and youth empowered to participate in agroecological product markets.  ●Agroecology enshrined in policy documents and supported through programmes and budgetary commitments.  ●Small scale farmers and vulnerable communities secure land rights and access other productive resources.  ● Government design and implement programmes on agroecology and in accordance with international commitments.  ●Multi-stakeholder cooperation platform established.  ● Targeted research results support ESAFF Zambia agroecology transition strategy formulation and the implementation of the advocacy agenda.  ● ESAFF Zambia subscribes to the membership of national, regional and international agroecology entities and establish collaboration agreements.  ●Strengthened agroecology movement at national, regional and international level. | ●**Small scale farmers willingness to transition to agro-ecological farming practices.** | |
| 1. **FARMER MANAGED SEED SYSTEMS**   **◊ Access and availability.**  ˃ Increased agricultural productivity through improved access to and the use of quality seed varieties from farmer seed systems across the agroecological regions.  ˃ Diversified food production and enhanced resilience.  ˃ Enhanced related indigenous knowledge and skills in plant management including seed management: selection, treatment, storage, multiplication and distribution.  **◊ Research:**  ˃ Increased small scale farmers, CSOs, FBOs and the media influence on policy and strategy formulation on seed at all levels as a result of using creditable (researched) evidence and local knowledge, and engaging with a wide spectrum of stakeholders.    **◊ Policy influence.**  ˃ Government respond to small scale farmers, local communities, CSOs and FBOs advocacy, and public and media pressure with Policy, legal frameworks, programmes and budgetary commitments to realizing and farmers rights in all uses of farm saved seeds. | ●Food security ensured at household level through increased production.  ●Health and nutrition security ensured at household level through access to diversified dietary foods.  ● Income security ensured level  ●Reduced poverty at household level  ● Increased biodiversity at farm and field level.  ● Conservation of plant genetic resources at local level.  ●Local cultures and traditional knowledge systems preserved.  ●Targeted research results on farmer managed seed systems support ESAFF Zambia advocacy agenda.  ●ESAFF Members use generated research results to change negative attitudes towards farmer seed systems and food security.  ● ESAFF Zambia members’ engagement and outreach strengthened through new information and knowledge generation.  ●National seed policy, laws and programmes reflect small scale farmers, local communities, CSOs and FBOs input.  ● Regional and national policy dialogue processes on domestication of international protocols, agreements and conventions on seed issues reflect substantive small scale farmers, local communities, CSOs and FBOs input.  ● Government input into regional and global policy on seed reflect small scale farmers, CSOs, FBOs and local communities input.  ● ESAFF Zambia position on seed issues presented in regional and global policy dialogue and reflected in policy decisions. |  | |
| 1. **RESILIENCE AND ADAPTIVE CAPACITY TO CLIMATE CHANGE**   **◊Enhancing climate change resilience**  ˃ Increased production of diversified crops.  ˃ Diversified and strengthened livelihoods and sources of income for small scale farmers and vulnerable communities’ households  **◊ Improving climate resilient water management systems**  ˃ Improved climate resilient of water management systems enhancing food security.  **◊ Disaster Risk reduction and preparedness**  ˃ Reduced disaster risks and increased preparedness among small scale farmers and vulnerable communities to the negative impacts of climate change  **◊ Institutional strengthening :**  **˃** A cohesive small scale farmers’ forum at national level engaging government and other stakeholders on reduction of risks associated with climate change induced socio-economic and environmental losses | ●Food security ensured at household level.  ● Nutrition security at household level ensured through access to diverse and nutritious dietary food.  ● Food and income security ensured at household level.  ● Households and communities with more (increased) livelihood assets.  ●Communities with improved  Climate resilient management systems in the targeted districts across the agroecological regions.  ● Risks and vulnerability assessments generated and disseminated to stakeholders in timely basis.  ●Early warning systems established and operationalized at community level.  ● Sensitization forums held to build the capacity of small scale farmer households, local communities and stakeholders for increasing knowledge and skills in arresting disasters.  ● Communities trained on DRR strategies.  ● Community-based DRR committees established.  ●DRR action plans developed and implemented at local, district and national levels  ● ESAFF Zambia National secretariat implement climate change resilience and adaptation programme on schedule. |  | |
| **4) Rural Agricultural Research, Knowledge Development and Communication** | ●Targeted agricultural research/studies support ESAFF Zambia advocacy agenda.  ●Members utilize generated information to improve their food production practices and also to change the attitudes and behaviour of other farmers towards climate change.  ●Members engagement and outreach strengthened through improved communication from the secretariat. |  | |
| 1. **Advocacy and Policy influence**   ˃ Small scale farmers, CSOs, FBOs, local communities and public are aware of their entitlements and demand accountability and transparency in the utilization of national resources to enhance service delivery in the agriculture sector.  ˃ Government respond to small scale farmers, CSOs, FBOs, local communities’ advocacy, and public and media pressure with policy, programmes and budgetary commitments to the agriculture sector and implementation of regional and international commitments for inclusive benefit of small scale farmers and rural communities in rural development.   1. **Institutional & Governance strengthening.**   **˃** Strengthened governance and leadership systems at ESAFF Zambia facilitating effective coordination and service delivery to member organizations and engagement with government, donors and private sector.  ˃ Enhanced ESAFF Zambia sustainability to effectively respond to fiscal shocks at both institutional and programme levels  ˃ Enhanced ESAFF Zambia strategic programme design and quality of interventions at all levels. | ● Budget tracking and Service Delivery Barometer Assessment conducted  ● Public social accountability monitoring conducted  ●ESAFF Zambia positions presented in national, regional and international policy dialogue and reflected in policy decisions  ● Agriculture, climate change and environmental decisions and policies reflect the concerns of small scale farmers (women, youth and other vulnerable groups)  ● Government recognize pressure from small scale farmers, CSOs FBOs and local communities to accelerate implementation of regional and international protocols, agreements and conventions at national level.  ● Strengthened Agriculture, climate change and environment reporting skills of local journalists and increased coverage and investigation of issues arising there from.  ● ESAFF Zambia decision making processes reflect member input and broad consensus building.  ●Member organizations prepare own plans that are harmonized with those of ESAFF Zambia plans and activities at national level.  ● Board members exercising their constitutional mandate.  ● ESAFF Zambia develop and implement a resource mobilization strategy  ● ESAFF Zambia financial management supported by the relevant skills, systems and policies  ● ESAFF Zambia national Strategic Plan reflect member organizations priorities.  ● Monitoring and evaluation mechanisms developed.  ● Joint planning meetings with member organizations conducted.  ● External institutional evaluation conducted and timely correctional measures taken | ●**ESAFF Zambia leadership at Board and Secretariat level committed to accountability and accountability.** | |
| **SO1**: **To foster Agroecology-based farming practices among small scale farmers and vulnerable communities in rural areas in Zambia.** | | | | |
| **FOCUS** | **EXPECTED RESULT** | **PEFORMANCE MEASUREMENT** | | **ASSUMPTION /RISKS** |
| **KEY RESULT AREA 1** | **OUTPUT** | **PERFORMANCE INDICATOR** | | **ASSUMPTION/RISKS** |
| **FOSTERING AGROECOLOGY-BASED FARMING PRACTICES.** | **◊ Farmer organizations’ and groups’ capacity development.**  ˃ Strengthened small scale farmer organizations, women and youth groups’ capacity to facilitate the transition to agroecology-based farming practices in rural areas.  **◊ Supportive policy environment**  ˃ Supportive policy, legal and regulatory frameworks, programmes and budgetary commitments to promote agroecology and access to productive resources like land, water and seeds.  ˃ Regional and national campaigns undertaken to generate public support for agroecology-based farming practices.  **◊ Development of agroecological products market**  ˃ Market analysis and baseline surveys for agroecological products undertaken and potential markets identified at local, national, regional and international levels.  ˃Relevant infrastructures developed and operationalized  ˃Awareness on agroecological product undertaken  **◊ Alliances for agroecology.**  ˃ Alliances increasingly forge at  national, regional and global level with entities who are actively promoting agroecology.  **◊ Collaborative research and innovation:**  ˃ Build a dynamic research functionality to undertake targeted researches that support small scale farmers and local communities’ food production and ESAFF Zambia advocacy agenda on agroecology.  ˃ Experience and knowledge sharing. | ● Organizational capacity gaps identified and training provided in the relevant areas identified.  ● Transition to agroecology plans developed and implemented in all targeted districts across the agroecological regions  ● Case studies of Women and Youth groups, and farmers’ organizations prepared and disseminated.  ●The national agriculture governance policy, legal and regulatory frameworks and programmes reflect small scale farmers, local communities, CSOs and FBOs input in support of agroecology.  ●Policy and decision makers, and other duty bearers are informed with appropriate evidence and recommendations the potential of agroecology on food security and rural poverty alleviation.  ●Regional and national dialogue processes on domestication of agroecology agreements reflect substantive small scale farmers, local communities, CSOs and FBOs input.  ●ESAFF Zambia positions presented in national and regional policy dialogues on agroecology reflected in policy decisions.  ●Value chains for agroecological products identified and developed.  ● Farmers organized and training provided on produce diversification, value adding and quality control and running of farmer markets collectively as business.  ●Storage and processing infrastructure established  ● Networks of small scale farmer organizations and cooperatives established.  ● Public awareness on benefits of agroecological products in cities and other urban areas.  ●Local and national agroecology networks and partnerships activated.  ●ESAFF Zambia join regional and global agroecology movements.  ●ESAFF Zambia participate in agroecology forums at national, regional and global levels.  ●Policy and decision makers, and other duty bearers are informed with appropriate evidence and recommendations the potential of agroecology on food security and rural poverty alleviation.  ●Increased support for agroecology at policy and public levels.  ●Partnerships forged with relevant research institutions.  ●Targeted research undertaken with partners on agroecology, climate change and environment.  **●** Research findings shared widely.  ●Mechanisms established for documentation, reporting and sharing of information on agro-ecological farming practices | | **● Small scale farmers and vulnerable communities willing to adopt agroecology.**  **●Funding and human resources available.**  **● Supportive government policy .**    ●**Small scale farmers CSOs, FBOs and agroecology movements’ willingness to work together.**  **● Research institutions willingness to work with small scale farmers and local communities**  **● Funding and human resources available.** |
| **SO2: To promote farmer seed systems for food, income and nutrition security in rural areas in Zambia.** | | | | |
| **FOCUS** | **EXPECTED RESULT** | **PERFORMANCE MEASUREMENT** | **ASSUMPTION/RISKS** | |
| **KEY RESULT AREA 2** | **OUTPUT** | **PERFORMANCE INDICATOR** | **ASSUMPTION/RISKS** | |
| **FARMER MANAGED SEED SYSTEMS.** | **◊ Seed multiplication, storage, distribution and marketing.**  **Seed multiplication:**  **˃** Small scale farmers and vulnerable communities engage in multiplication and utilization of diverse varieties of indigenous seeds on- farm.  **Storage, distribution and marketing:**  ˃ Establishment of Community seed banks and supporting local seed networks initiated and increases accessibility and availability of a wide range of quality and diverse indigenous seeds including the ‘lost’ varieties in communities.  **˃** Community members (women and youth) empowered to establish community seed enterprises.  **˃**  Seed value chains with equitable access by women and youth developed  **◊ Research:**  ˃ A dynamic research functionality to undertake targeted research/studies and provide extension service that support farmer seed production, access to market and ESAFF Zambia advocacy agenda.  **◊ Knowledge development and sharing**  ˃ Ensure members have the requisite seed knowledge base and use that knowledge to influence attitudes and behaviour towards indigenous seeds in other farmers.  **◊ Alliances on seed policy reforms established and strengthened.**  ˃ Alliance forged at national level with entities promoting farmer seed systems and food sovereignty.  **◊ Supportive national and regional seed policies and laws in regard to farmers managed seed systems and food security.**  ˃ ESAFF Zambia members engage in the formulation/revision of seed policy, laws and programmes at national, regional and global level.  ˃ Sharing and learning platforms at national, regional and international levels established.  ˃ Strengthened seed information sharing (seed communication). | ● Prioritised accessions per agroecological region identified for breeding.  ●Seed multiplication plans developed and implemented in selected communities and districts across the agroecological regions.  ●Small scale farmers and local communities training provided on participatory seed breeding, quality management, post-harvest handling, storage and entrepreneurship.  ● Extension services provided by professional breeding.  ● Lost and underutilized seeds revived.  ● Lost and underutilized traditional seed varieties revived/restored back to communities.  ● Increased germplasm for small scale farmers and local communities to experiment and adopt.  ● Small scale farmers empowered through increased training in quality seed management and production management.  ● Capacity building activities for women and youth for their participation in seed entrepreneurship.  ● Community seed enterprises established and linked to private actors.  ● Market strategies and resources developed to engage with the private sector.  ● Market channels for seed distribution identified and linkages with private sector actor established.  ● Training provided in value chain development for indigenous seeds.  ● Partnership forged with relevant research institutions.  ●On-line database base developed to profile relevant skills to meet the needs of ESAFF Zambia and its members.  ● Targeted research/studies undertaken on farmer seed system and their implication in national food security and the livelihoods of small scale farmers and vulnerable communities  ● Research/study findings shared at national, regional and international level  ● Training and resources provided to members on seed issues  ● Simplified versions of key instruments ( CBD, ITFGRFA, National Seed Policy etc.) developed and shared  ● Network learning mechanisms established through which members could share experiences, challenges and solutions  ● Joint intervention action plans designed and implemented.  ● Members consultation meetings held  ● National alliance join regional and world alliances of common but mutual interest.  ●Small scale farmers, collaborating CSOs, FBOs and local communities identify priority issues at national level for policy advocacy.  ● ESAFF Zambia develop inputs into Government seed policy formulation/review and programme design.  ● ESAFF Zambia members, CSOs, FBOs and local communities identify priority issues on farmer seed systems related to national, regional and multilateral seed agreements (SADC, COMESA, ARIPO) for policy advocacy and with reference to PGRFA, CBD and other supportive treaties and conventions.  ●ESAFF Zambia develop and implement advocacy strategies to raise public awareness and catalyse action around regionally relevant small scale farmers traditional seeds  Concerns.  ● Training provided to familiarize small scale farmers and local communities, CSOs, FBOs and the Media with PGRFA and the CBD in the context of farmers rights.  ● Network learning mechanisms established through which members share experiences, challenges and solutions  ●Local knowledge on farmer managed seed systems, management of plant genetic resource and research results documented.  ● Workshops and seminars organized for best practices, experience and lessons learnt at national, regional and international levels.  ●Farmer managed seed systems publications developed and shared.  ● Internet-based seed communication improved with active web-site and up-to-date social networking.  ●Media discussions (Radio, TV, Print media) undertaken on seed issues  ●Farmers’ seeds advocacy materials and publications developed and shared. | **●Funding and human resources available**  **●Funding and human resources available.**  **● Funding and human resources available.**  **● Funding and human resources available.**  **●Key research and institutions of higher learning willing to collaborate with Small scale farmers, local communities, CSOs and FBOs in support of farmer seed systems.**  **● Political climate will be conducive for policy dialogue.**  **● Funding and human resources available.**  **● Funding and human resources available.** | |
| **SO 3: To build resilience to climate change and adaptive capacity of small scale farmers and vulnerable communities in rural areas.** | | | | |
| **FOCUS** | **EXPECTED RESULT** | **PERFORMANCE MEASUREMENT** | **ASSUMPTION/RISKS** | |
| **KEY RESULT AREA 3** | **OUTPUT** | **PERFORMANCE INDICATOR** | **ASSUMPTION/RISK** | |
| **RESILIENCE TO CLIMATE CHANGE AND ADAPTIVE CAPACITY OF SMALL SCALE FARMERS AND LOCAL COMMUNITIES.** | 1. **Climate resilient agriculture, forestry, pastoral and agro-pastoral production system:**   **◊ Climate resilience**  ˃ Small scale farmers and vulnerable communities engage in drought tolerant food and high value crop varieties (value chain approach) dialogues in respective agro-ecological regions.  ˃ Diversified alternative livelihood sources.  ˃ Increased food production through enhanced water harvesting and establishment of micro and macro irrigation methods to stabilize food security.  ˃ Small scale farmers and vulnerable communities engage in the production of fodder crops, pasture conservation and emergency fodder banks and increase animal production.  ˃ Enhanced efficient food utilization through implementation of post-harvest and value chain approach as a strategy for building food security resilience.  **◊ Resilient water management systems**   * Appropriate physical assets and infrastructure for water harvesting, storage and irrigation established.   **◊ Disaster Risk Reduction and preparedness**  ˃ Risk and vulnerability assessments generated and disseminated to stakeholders on timely basis.  ˃ Vulnerable physical, social, and natural assets strengthened to respond to disaster occurrences in targeted communities and districts in each agroecological zone.  ˃ Targeted small scale farmers and vulnerable groups and communities (including women and the youth) participate in adaptation and risk reduction awareness activities.  **◊Strengthened Institutional capacity, knowledge management awareness raising and promotion of adaptation mechanisms to increase resilience.**  ˃ Facilitate the establishment of information documenting of program implementation processes, information and best practices and lessons learnt at local, district and national level.  ˃ Knowledge generation and dissemination: ensure members have requisite knowledge and use the knowledge to build resilience and adapt to climate change.  ˃ Community awareness creation and sensitization on climate change adaptation.  ˃ Strengthen capacity for programme implementation and climate change adaptation. | **●**Small scale farmers and local communities, collaborating CSOs and FBOs identify priority drought tolerant and high value crops for adoption.  ● Value chains with equitable access by women and young farmers developed  ●Small scale Farmers, vulnerable communities and collaborating CSOs and FBOs identify priority alternative livelihood sources (on and off-farm) for implementation.  ●Small scale farmers and local communities engage in on -and off-farm income generating activities.  ● Training provided on identified income generating activities.  ●Districts with irrigation potentials identified and appropriate irrigation types selected and implemented.  ● Training provided in irrigation farming and good land husbandry.  ●Training provided in fodder production, storage and usage.  ● Small scale farmers and vulnerable communities engage fodder production and livestock rearing of different species.  **●**Common grain storage facilities established in communities  **●**Improved post-harvest strategies for fruits, vegetables, wild fruits, grains and other high value food crops developed and implemented (including traditional and modern preservation methods).  ●Training and community sensitization on post-harvest and value chain management conducted.  ● Surveys and designs of water pans, boreholes, small dams and other water supply structures conducted.  ●Environmental impact assessments conducted  ●Excavation of water pans, boreholes and other water supply structures conducted  ● Installation of water harvesting and storage facilities conducted  ● Training provided for small scale farmers and local communities on water harvesting, storage and irrigation techniques and maintenance of water structures.  ●Early warning systems-disaster alert mechanisms established at community level.  ●Drainage channels/canals unblocked or de-silted.  ● Linkages established with the meteorological and relevant Government departments and information shared on DRR.  ●Physical assets strengthened or constructed to respond to new conditions arising from disasters.  ● Sensitization workshops/Forums held to build the capacity of small scale farmers, vulnerable communities and stakeholders for increasing knowledge and skills in arresting disasters.  ●DRR committees established at local, district and national level and coordination mechanisms established.  ● Local, district and national DRR Action Plans developed and implemented by targeted small scale farmers and vulnerable communities.  ● Small scale farmers and vulnerable communities training provided on Disaster Risk Reduction  ● Data base for programme implementation collected.  ● Web-based information system established.  ● Programme communication and visibility  ●Capacity building training workshops conducted for the implementing partners.  ● Workshops/Conferences held to profile success stories, best practices, and lessons learnt.  ● Community interface meeting held for information sharing and dissemination  ● Farmer field days, exchange visits conducted to showcase best practices and success stories.  ●IEC materials on climate resilience and adaptation, DRR etc. developed, printed and shared.  ● Research conducted on for best cropping systems for climate resilience.  ● Campaigns conducted on climate change, impacts and adaptation through Radio and TV programmes, social media and community interface meetings.  ● Scenario change due to climate change and best adaptation approaches documented and aired on key TV channels countrywide.  ● Trainings provided at community and district levels on Community Disaster Preparedness Planning.  ● Radio talk shows and disaster and disaster alerts and preparedness disseminated.  ●Training provided for local committees and Staff on programme management.  ● ESAFF Zambia members and Staff participate in international meetings,, seminars, national workshops and short courses on programme management and climate change adaptation.  ● Collaboration with institutions of higher learning for generation of information and knowledge on agroecological agriculture, climate change, water and irrigation established. | **● Funding and human resources available.**  **●Funding and human resources available**  **●Funding and human resources available**  **●Funding and human resources available**  **●Funding and human resources available**  **●Funding and human resources available** | |
| **SO4: To enhance Rural Agricultural Research, Knowledge Development and Communication.** | | | | |
| **FOCUS** | **EXPECTED RESULTS** | **PERFORMANCE MEASUREMENT** | **ASSUMPTION/RISKS** | |
| **KEY RESULT AREA 4** | **OUTPUT** | **PERFORMANCE INDICATOR** | **ASSUMPTION/RISK** | |
| **RURAL AGRICULTURAL RESEARCH, KNOWLEDGE DEVELOPMENT AND COMMUNICATION** | **◊ Research:**  ˃ Build a dynamic a strong research functionality to undertake targeted research, support extension and ESAFF Zambia advocacy agenda.  **◊ Knowledge development:**  ˃ Ensure small scale farmers have the requisite knowledge base in agriculture, climate change and environment issues and use the knowledge to improve on their livelihoods and to change attitudes and behaviour in others.  **◊Strengthen communication mechanisms for member engagement and outreach.**  ˃ Mechanisms for member communication and outreach. | ●Partnerships forged with relevant research Institutions.  ●Targeted research undertaken with partners on agriculture, climate change, environmental and sustainable development issues.  ● Data base developed to profile relevant skills to meet the needs of ESAFF Zambia and its members.  ● Training provided to members on agro-ecological farming techniques, climate change and environmental issues.  ● Simplified versions of Paris Agreement, SDGs, SADC and COMESA protocols, CBD, ITPGRFA and other relevant documents developed.  ●Network learning mechanisms established through which members share experiences, challenges and solutions.  ● ESAFF Zambia branding strategy prepared.  ● Internet-based communication improved with interactive website and up-to-date social networking.  ● Translation and interpretation provided from English to local languages of selected publications, productions and events.  ● IEC materials developed to build knowledge of ESAFF Zambia members. | **Funds and human resources available** | |
| **SO5: To strengthen the capacities of Small Scale farmers and rural communities to effectively engage in campaign actions at national, regional and global levels, for policy and budgetary changes to their favour and to hold Government to account, with evidence ,on actions that affect their livelihoods and social justice.** | | | | |
| **FOCUS** | **EXPECTED RESULT** | **PERFORMANCE MEASUREMENT** | **ASSUMPTION/RISKS** | |
| **KEY RESULT AREA 5** | **OUTPUT** | **PERFORMANCE INDICATOR** | **ASSUMPTION/RISK** | |
| **POLICY INFLUENCE AT NATIONAL, REGIONAL AND GLOBAL LEVELS** | **◊ Participation in Policy formulation, review and implementation.**  ˃ Small scale farmers and local communities and collaborating CSO, engage in formulation and implementation/review of the national agriculture, climate change and environmental governance policies and programmes.  ˃ ESAFF Zambia members engage in national and regional policy dialogue processes on the domestication of regional and global agreements to ensure mainstreaming of agriculture climate change and environmental governance approaches  ˃ ESAFF Zambia members contribute to Government input into regional and global policy on agriculture, climate change and environment matters and programmes.  ˃Facilitate ESAFF Zambia members’ participation in national, regional and global policy dialogues in partnership with other CSO networks.  ˃ National and regional advocacy campaigns undertaken to generate public support and engagement on agriculture, climate change and environment issues.  **◊ Mobilization and public engagement**  ˃ National and regional advocacy campaigns undertaken to generate public support and engagement in agriculture, climate change and environment issues.  **◊ Media engagement**  ˃ Media engagement strengthens Agriculture, climate change and environmental reporting skills of local journalists and increases coverage of agriculture, climate change and environment issues.  **◊ Women and Youth participation**  ˃ Small scale farmers (women and the youth) and other vulnerable groups in rural areas empowered to influence decisions and policies that affect them directly.  **◊ Partnerships:**  ˃ Partnerships increasingly forged with selected private sector entities who are proactively engaged in promoting agriculture, climate change and environmental stewardship.  **◊ Holding Government to account**  ˃ Small scale farmers, collaborating CSOs, FBOs and the media exercise oversight and demand accountability in public resource management in the agriculture sectors.  **◊ Monitoring Government compliance with regional and international commitments:**  ˃ Compliance cards: Build capacity at national level to ensure that international protocols, agreements and conventions favourable to small scale farmers are implemented.  ˃ Compliance tool kit and periodic reports for monitoring achievements at national and regional level. | ●ESAFF Zambia, local communities, collaborating NGOs and FBOs identify national priority issues for policy engagement.  ●ESAFF Zambia, local communities, collaborating NGOs and FBOs develop inputs into the Government policy and programmes design in Agriculture, Climate Change and environment.  ●Small scale farmers, collaborating CSOs, FBOs and other actors training provided in policy analysis and advocacy skills.  ●ESAFF Zambia members identify priority issues and multilateral agreements on agriculture, climate change and environment agreements for policy advocacy.  ● Citizens, small scale farmers and vulnerable communities participate in policy dialogues on agriculture, climate change and environment issues.  ●Coalitions with other with other CSO networks established and activated.  ●ESAFF members provide input into priority regional and global agreements on agriculture, climate change and environment.  ● Coalition with other CSO networks established and activated.  ● ESAFF Zambia members provide input into priority multilateral agreements (CBD, UNFCCC, ITPGRFA etc.) and regional agreements /protocols signed/ratified by government (COMESA, SADC etc.)  ●ESAFF Zambia develop and implement advocacy strategies at district and national levels based on country priority issues related to international agriculture, climate change and environment agenda.  ●ESAFF Zambia develop and implement advocacy strategy based on national priority issues related to the international agriculture, climate change and environment agenda.  ●ESAFF Zambia develop and implement regional advocacy strategies to raise public awareness and catalyse action around regionally relevant agriculture, climate change and environment concerns.  ● Training provided on advocacy at national and regional level including tools for developing messages, case studies, and public mobilization techniques for advocacy campaigns.  ● Increased media training on investigative journalism on agriculture, climate change and environment issues for journalists from local networks.  ● IEC toolkit increases ESAFF Members and collaborating, CSOs and local communities’ engagement in media and advocacy campaigns.  ● Media strategies and resources developed to equip members to engage media at local, national and regional levels.  ●Case studies on women and young farmers prepared and disseminated.  ●En-gendered IEC materials developed to target hard-to-reach and women and youth groups.  ●Capacity building activities for women and youth and their organizations for effective participation and contribution Private sector willing to in related meetings.  ●Dialogue and engagement meetings conducted with the private sector.  ● Joint interventions with the private sector designed and implemented.  ●Small scale farmers and CSOs conduct budget analysis and identify gaps in public resource management and engage government with evidence.  ●Tracking reports on public expenditure management for the Ministry of agriculture published.  ●Small scale farmers, collaborating CSOs and the media trained in budget processes, Public expenditure tracking and Public Social Accountability monitoring.  ●Databases tracking regional and international agreements signed by the government used by ESAFF Zambia to prioritize the ones to be domesticated.  ●Reports published on compliance at national, regional and global level.  ●Tools developed for monitoring ratification, domestication and tracking of policy formulation and implementation.  ●ESAFF Zambia members and collaborating CSOs trained in compliance monitoring, ratification, domestication and tracking policy formulation and implementation.  ●Budget tracking reports on agriculture, climate change and environment finance published. | **●Political climate will be conducive for implementation of the activities**  ● **Political climate will be conducive for implementation of the activities.**  **●CSO networks agree to collaborate.**  ●**Funding and human resources available**  ●**Funding and human resources available**  ●**Political climate will be conducive for the implementation of the activities**  ●**ESAFF Zambia member organizations willing to use tools and guidelines** | |
| **SO6: To strengthen the Institutional and Governance structures of ESAFF Zambia.** | | | | |
| **FOCUS** | **EXPECTED RESULTS** | **PERFORMANCE MEASUREMENT** | **ASSUMPTION/RISKS** | |
| **KEY RESULT AREA 6** | **OUTPUT** | **PERFPRMANCE INDICATOR** | **ASSUMPTION/RISKS** | |
| **INSTITUTIONAL AND GOVERNANCE STRENGTHENING** | **◊ Transparency and accountability**  ˃ Strengthen transparency and accountability of ESAFF Zambia governance structures.  ˃ Facilitate semi-autonomous coordination of members within each district.  ˃ Strengthened national platforms and clarify their roles and responsibilities.  ˃ Strengthened secretariat operations to deliver the outcomes of the Strategic Plan | ● Review conducted on oversight and accountability mechanisms.  ● Sub-Committees operationalized and roles clarified  ● Membership structures reviewed.  ● District coordination mechanisms established.  ● District plans and programmes prepared harmonized with national plans and programmes.  ● National platforms and member coordination at national level strengthened and national programme strategies prepared.  ● Policies and operational guidelines for national platforms developed.  ● Management structure reviewed to address structural and operational changes.  ● Sustainability strategy and resource mobilization strategies prepared and implemented.  ● Data base of experts to help in capacity building developed. | ●**The Board of Directors willing to initiate change.**  ●**Funding and human resource available.** | |