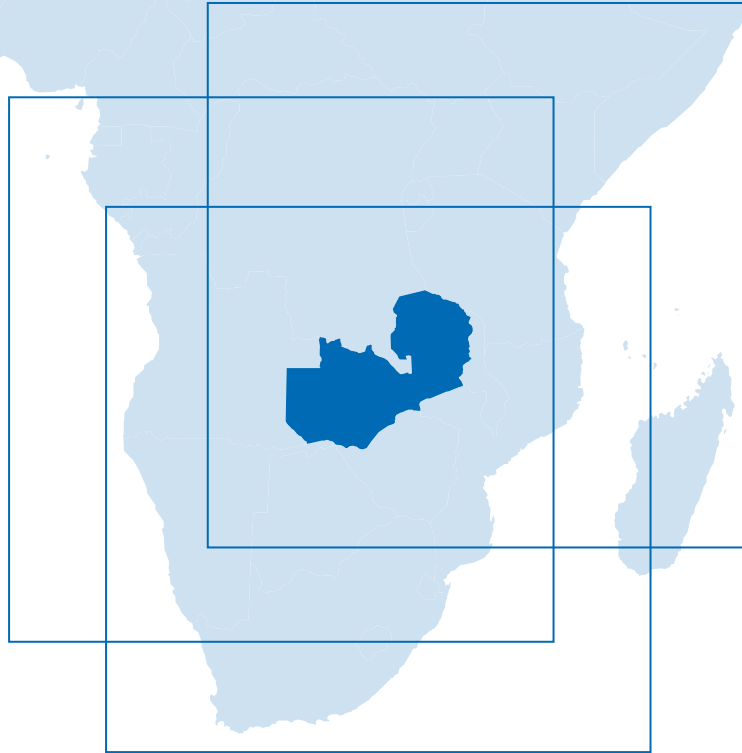




UNHCR
The UN Refugee Agency



International
Labour
Organization



VALUE CHAIN ANALYSIS

ZAMBIA

**Market Assessment and Value Chain Analysis
for Former Refugees in Zambia**

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INTRODUCTION

The assignment to promote the Market Assessment and Value Chain Analysis (MA-VCA) for former refugees¹ in Zambia took place between the 29th June and 16th October 2015. The focus of the assignment is on the settlement camps in Meheba in Solwezi district in North-Western province and in Mayukwayukwa in Kaoma District in Western Province.

The aim of the assignment is to promote improved livelihoods for former refugees who qualify for integration within the United Nations High Commissioner for Refugees (UNHCR) and Zambian Government's *Strategic Framework for Local Integration of Former Refugees in Zambia*.² The strategic framework covers the period 2013-2015, with an expected extension into 2016.

The International Labour Organization (ILO) is the UNHCR partner in implementing the UNHCR's *Integrated Livelihoods Promotion Plan*. The ILO's role is to support the implementation of market assessments, value chain analyses and action plans to improve the livelihoods of refugees. The objective of the cooperation is to integrate the results and recommendations of an ILO facilitated market system analysis into the UNHCR livelihoods programming in order to inform and strengthen the impact and sustainability of UNHCR livelihoods interventions.

Within the UNHCR's strategic framework the target group is former Angolan and Rwandan refugees, approximately 10,000 of the former and 4,000 of the latter. The former refugees should be integrated along with families from their host communities, Zambians living in and near the refugee camps. The MA-VCA process should contribute to the economic development of the settlement camps and their surrounding areas, namely Meheba and the district of Solwezi and Mayukwayukwa and the district of Kaoma.

The focus of the MA-VCA assignment is on enabling refugees to become economically independent by re-orienting their subsistence activities towards production for sale on markets. This requires understanding market trends in selected sectors and value chains and supporting access to finance and entrepreneurship training to improve their market access. To the extent possible, the assignment should involve the local actors in the analytical work so that their capacity is built to undertake their own market and value chain assessments in the future.

1. The term former or ex-refugees refers to those individuals and households that qualify for local integration in Zambia.

2. UNHCR (2014) *Strategic Framework for the Local Integration of Former Refugees in Zambia*.

The present report is the result of the MA-VCA exercise in Meheba/Solwezi between the 22nd July and the 7th August 2015 and the MA-VCA exercise in Mayukwayukwa/Kaoma, between the 7th and 25th September 2015. The purpose of these exercises is twofold:

1. To provide a record and reference point for the local teams in these areas to continue their work.
2. To provide a detailed record of the methods, analysis and action plans on which the present, synthesis, report for the ILO/UNCHR is based.

The document is divided into six parts. Part 1 is this introduction, Part 2 describes the country context and Part 3 the methodology used. Part 4 presents the market assessments and value chain analyses for the two mentioned regions. Part 5 showcases the action plans based on the findings and Part 6 offers recommendations for the UNHCR.

COUNTRY CONTEXT

2.1 The Refugee Camps

Since the 1960s, Zambia has been a haven to refugees escaping conflict in surrounding countries. The Angolan War, precipitated by the anti-colonial liberation struggle, impelled the first large flow of refugees into Zambia in the late 1960s. Mayukwayukwa camp was established in 1966 and Meheba in 1971. The Portuguese Revolution during the 1970s and 1980s, accompanied by the Apartheid state's military intervention in south eastern Angola increased the flow of people seeking refuge in western Zambia. Conflict in the Democratic Republic of Congo in the early 1990s triggered the movement of refugees from the Eastern Congo into western Zambia. Refugees fleeing the internecine conflict between Hutus and Tutsis in Rwanda and Burundi in the early 1990s followed. The drama has not ended. Refugees from Rwanda entered Meheba camp while the consultants were doing their fieldwork, in October 2015.

Humanitarian aid was at first provided by the Zambian Christian Refugee Service. In the 1980s, the UNHCR took over this role, supported by the Red Cross, World Food Programme and a number of Non-Governmental Organisations (NGOs). Humanitarian aid was followed by installation of economic and social infrastructure. In 2004, four decades after the arrival of the first Angolan refugees, their official repatriation back to Angola began. A second wave followed in 2010. Two years later Angolan refugee status in Zambia came to an end.

Responding to resistance to repatriation from some refugees, the UNHCR developed the Strategic Framework for Local Integration of Former Refugees in Zambia to assist the Zambian Government advance durable solutions for former refugees who seek to integrate locally. The first Angolan refugees, one thousand former Angolan families, now qualify for permanent local integration in Mayukwayukwa and another thousand in Meheba. In ten years' time, these families will qualify for full citizenship.

The former Angolan refugees are joined by one thousand Zambian families who qualify for land in Meheba and five hundred who qualify in Mayukwayukwa. The Zambian government is currently considering granting local integration rights to an unspecified number of Rwandan refugees. Each of the families, Angolan and Zambian, has been allocated five hectares of land in the integration areas set aside in the two camps. The land set aside is covered in trees and scrub. It is suited to the cultivation of certain crops. The

local integration policy is based on the assumption that most of the former Angolan refugees, the vast majority of whom are farmers³, will opt to settle in the integration areas.

2.2 National and Provincial Contexts

Real GDP growth in Zambia has been between 5% and 7.5% per annum over the decade 2004 to 2014, driven largely by growth in construction, transport, communications, the public sector, trading and mining. The main threats to continued growth are the waning global copper demand and fluctuating agricultural production, the latter a result of increasingly unpredictable climatic conditions.

Despite a mining boom over the last ten years, agriculture is still the most important economic sector, providing opportunities for about 60.0% of the country's population of 4.9 million, but most of Zambia's agriculture is subsistence-oriented and the sector's full potential is not being realised. The proportion of the economically active workforce in employment in low paying, low productivity informal agriculture activities in 2010 was 90.6% with only 9.4% in formal, wage earning activities, only slightly up from the 2006 figures.⁴ Although mining has been a driver of growth, it generated only 69,000 jobs in 2006, namely only 1.6% of employment in the economy as a whole, and this number fell to 66,000 in 2010, 1.4% of total employment.

Zambia's economic growth has not been accompanied by significant poverty reduction.⁵ 60% of the population still lives below the poverty line, and 42% are in extreme poverty. The absolute number of poor people increased from around 6 million in 1991 to 7.9 million in 2010. The challenge is greater in Western than in North-Western province due to Western's relative isolation from the main markets in the Copper Belt and Lusaka. North-Western benefits from its connection with Lusaka through the Copper Belt, the country's main activity corridor, in which most economic infrastructure is concentrated. In the 2010, North-Western's poverty level was 67%. North-Western is favoured relative to Western by its proximity to the Copper Belt, where poverty levels are even lower, 34.3% in 2010. Western Province (along with Luapula) had the highest level of poverty of all provinces in 2010, namely 83.3% of the population.⁶

3. The consultants were unable to obtain a full database on the occupational status of the refugees but Concern Worldwide has a database of beneficiaries of Local Integration in Mayukwayukwa. Of these those on the list 99% are farmers.

4. Living Conditions Monitoring Survey Report, 2006 and 2010, Table 8.11a.

5. World Bank, Zambia Overview, <http://www.worldbank.org/en/country/zambia/overview>

6. Living Conditions Monitoring Survey Report, 2006 and 2010, Table 12.5, p. 184.

SECTION 3

METHOD

3.1 Understanding the Refugee Development Context

This section places MA-VCA within the transition from relief aid to development aid. The model is potentially applicable to all refugee situations but its focus here is area-based settlement on land suitable for cultivation. This is because (i) the majority of former refugees who qualify for local integration are farmers, and (ii) they are being settled within two administratively circumscribed geographical areas that have farming potential.

Figure 1 (next page) shows the changes in intensity and form of support over three phases: emergency, transition and integration.⁷ During the emergency period, humanitarian relief is the most intense form. During the transition period, emergency aid diminishes as growing numbers of refugees find their feet economically. In the integration period emergency aid declines further and is focused on people of concern (POCs), for whom the UNHCR remains responsible.

In rural settings, where refugees have access to arable land, most development effort goes into supporting refugees to re-establish themselves as small farmers. The main form of aid at this stage is food security, notably subsidised inputs, training and equipment for farmers to improve their livelihoods. In the transition period food security peaks and then declines. Market development approaches usually begin in the transition phase (though they should theoretically begin earlier) and these approaches pre-dominate during the integration phase. This is often a difficult transition, for both refugees and donors. Often, refugees become dependent on donors during the emergency and transition phases, while donors, for their part, become used to providing humanitarian and food security support and are often not geared up for market development support.

7. The analysis here draws on three sources that have been adapted to suit conditions in Zambia: SEEP Network (2007) *Market Development in Crisis Affected Environments, Emerging Lessons for Achieving Pro-Poor Economic Reconstruction*, Figure 2 p. 17; ILO (2010) *Local Economic Recovery in Post-Conflict: Guidelines, First Edition*, Geneva, figure 7, p. 51; and Doug Hindson and Anke Kaulard (2015) *Conflict and Territorial Economic Development: Towards a Complexity-Sensitive Approach*, Working Paper for Mesopartner.

Figure 1: Modelling Refugee Settlement: Forms and Intensity of Support for each Refugee Cohort

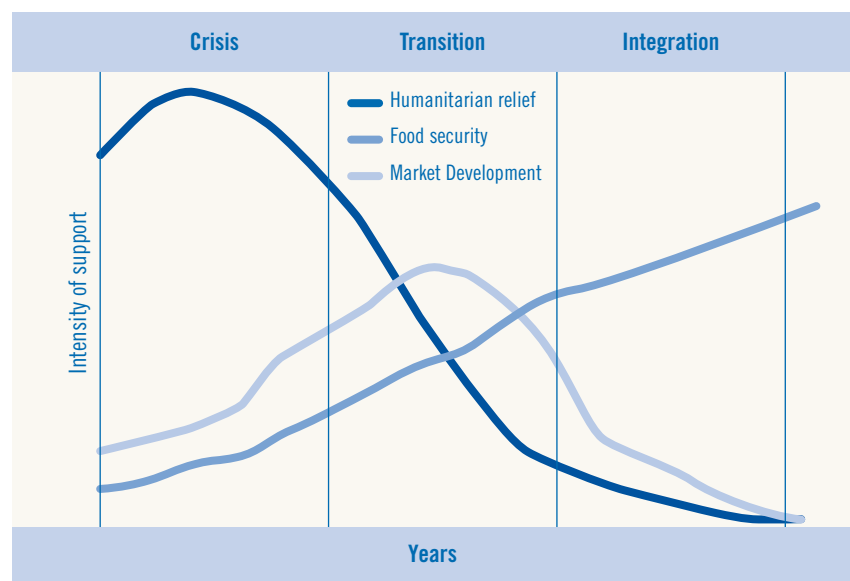


Table 1 describes the target groups, delivery approaches and roles of relief and support agencies during the three phases. Its purpose is to show how the target groups and roles of the organisations change - or should change - in the different phases.

Table 1: Target Groups, Delivery Approaches and Roles

	Crisis	Transition	Integration
Target group	<ul style="list-style-type: none"> Refugees 	<ul style="list-style-type: none"> Refugees People of Concern (POC) Host communities (those who qualify within the integration process) 	<ul style="list-style-type: none"> Former refugees: <ul style="list-style-type: none"> Self-reliant Remaining POCs Host communities: <ul style="list-style-type: none"> Self-reliant Vulnerable
Delivery Approach	<ul style="list-style-type: none"> Humanitarian aid is main focus Food security support for farmers begins Local markets used for purchase of aid and inputs 	<ul style="list-style-type: none"> Food security for farmers is main focus Market development for farmers begins Humanitarian aid focused on POCs 	<ul style="list-style-type: none"> Capacity building for market development is main focus Food security declines Humanitarian aid focused on remaining POCs
Roles of Support Institutions	<ul style="list-style-type: none"> Policy, advocacy and coordination (UNHCR) Aid delivery (NGOs) Policy, control and services (Government) Permitting (Ministry of Home Affairs) Consultation (Ministry of Chiefs and Traditional Affairs) 	<ul style="list-style-type: none"> Policy, advocacy and coordination (UNHCR) Food security delivery (NGOs) Policy and services (Government) Technical support for market development (ILO) 	<ul style="list-style-type: none"> Policy and services (Government) Capacity building for market development (ILO) Capacity building for market development (NGOs) Watchdog for POCs (UNHCR)

Taking the first row, during the crisis, the sole target group is refugees, though there will be differences in the needs of different refugees that call for different kinds of support, even at this stage. During the transition a distinction is drawn between those who are capable of self-sufficiency and those who remain vulnerable, the POCs. POCs include children, young people, women, men, the aged and people with disabilities that need particular protection.

Near the end of the transition phase, some refugees begin to qualify for local integration, and, in Zambia, host community families also qualify. While the UNHCR's mandate makes it responsible for the first two categories, it does not, in principle, hold responsibility for individuals who are from the host communities. Nevertheless, it is still involved with these individuals because they are included within the integration policy.

During the integration phase, former refugees become the main focus of support. The predominant delivery approach should now change. The form of support in this period should be to strengthen their capacity to engage effectively in markets. Strengthened market engagement entails increasing farm productivity and shifting the focus of farming from subsistence to market production. It means connecting farmers more effectively to markets and to private and public sector agricultural and marketing support services.

The roles of the relief, support and government institutions change in the different phases. During the emergency and transition the UNHCR is responsible for policy formulation, advocacy and coordination. Government is responsible for permitting, control and service provision. Traditional authorities are important in land allocation and for socio-economic integration.

During the integration phase UNHCR's main role is to promote the transition to full local integration. This entails supporting efforts to build the capacity of farmers, their organisations, government and private sector support organisations to fully take over. It means steadily stepping back from a policy and coordination role and handing this over to government, except for the remaining POC's, who remain the organisation's responsibility. For individuals and families qualifying for local integration the Ministry of Home Affairs' role comes to an end once full citizenship has been gained.

The role of NGOs during the emergency phase is to deliver relief aid, under the guidance and coordination of the UNHCR. During the transition phase, NGOs shift focus towards food security support. It is at this stage that market development increases in importance. Former Angolan refugees in Meheba and Mayukwayukwa find themselves at the end of the transition phase. It is also the point that the ILO has become involved. In principle, though, the ILO (or indeed any other organisations that seek to promote market development) could have become involved earlier in the process.

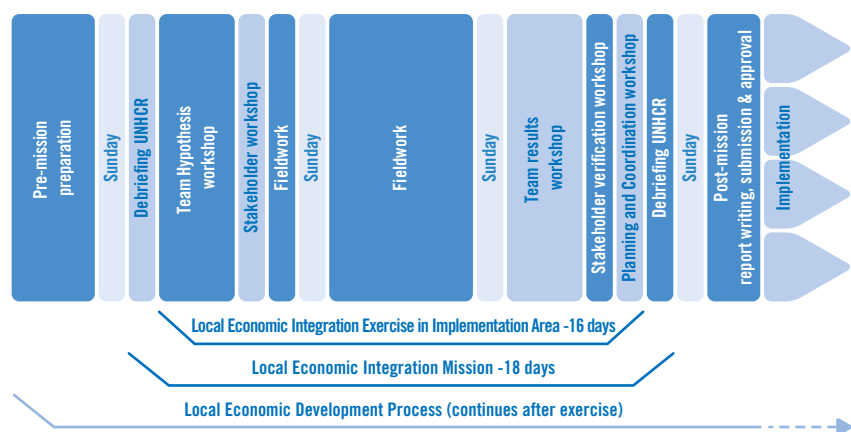
With full economic integration achieved at the end of the integration period, the UNHCR is able to step back and allow government and the private sector to take over within the integration areas. The UNHCR is then able to play a watchdog role in relation to the remaining POCs. It is able to focus its main attention on any new cohorts of refugees that may have entered the country.

3.2 Methodology

The methodology used during the assignment is called an MA-VCA *exercise*. The steps in each exercise are shown in Figure 2. An assignment begins with pre-mission preparation, during which time the international consultant

analyses market data and the national consultant visits the implementation area to organise the local team. The mission itself begins with a debriefing in the capital city, followed by a *hypothesis workshop* over three days with the local team in the implementation area. The hypothesis workshop is followed by seven days of field work.

Figure 2: Steps in a MA-VCA Exercise



The field work is then followed by the *results workshop* over three days, during which the fieldwork findings are analysed by the team. The results of the analysis are presented to a *verification workshop* made up of local stakeholders. The MA-VCA exercise ends with a *planning* and a *coordination workshop* made up of those local stakeholders who are committed to implementing the actions. The mission ends with a debriefing with the UNHCR in the capital city. The consultants write up the findings and recommendations and present them to the ILO and UNHCR for approval.

MARKET ASSESSMENTS AND VALUE CHAIN ANALYSIS

4.1 Meheba/Solwezi

4.1.1 Market Assessment

The market assessments involved three main steps⁸: first, analysing market data to establish which products have the greatest market potential; second, listing products from the camps and plotting their market share/growth using the Boston Consulting Group matrix; and third, assessing the products against four further criteria: employment creation, small business creation and feasibility.

The results of the stakeholder market assessment in Solwezi are shown in Table 2 (next page). In addition to these three steps, a separate assessment of market potential was conducted amongst representatives of farmers who had already moved to the integration area in Meheba and had begun cultivation. The top scoring products in the assessment of the representatives of farmers who had already moved to the integration area and begun cultivation were maize, beans and vegetables. This rank order was accepted, despite its partial divergence from the assessment of the Meheba/Solwezi stakeholder workshop, and value chain analysis was then undertaken on maize, beans and vegetables.⁹

8. The methodological approach and the tools used for market assessment are described in detail in the reports on Meheba and Kwayukwayukwa annexed to this report: ILO/UNHCR (2015) Market Assessment and Value Chain Analysis of Former Refugees in Meheba, North Western province, Zambia and ILO/UNHCR (2015) Market Assessment and Value Chain Analysis of Former Refugees in Mayukwayukwa province, Zambia.

9. Details of the justification for the choice of products for value chain analysis are given the Meheba/Solwezi report, pp 18-19.

Table 2: Market Assessment in Meheba/Solwezi

Product assessment against four criteria verified/amended by stakeholders					
Product	Market*	Employment*	MSMEs*	Feasibility*	Total
Agriculture					
Maize	5	4	5	4	18
Vegetables	5	4	3	3	15
Soya	3	4	5	5	17
Rice	5	3	3	3	14
Honey	4	3	3	4	14
Poultry	4	2	3	4	13
Goats	4	1	2	4	11
Cassava	2	2	2	5	11
Beans	4	1	1	4	10
Sweet potatoes	3	1	1	5	10
Fish farming	4	2	1	2	9
Okra	4	1	1	3	9
Groundnuts	4	1	1	3	9
Mangoes	2	2	2	1	7
Sugar	2	1	1	1	5
Citrus	2	1	1	1	5
Commerce and Services					
Restaurants	2	3	3	3	11
Clothes (tailoring)	2	1	1	2	6
Teading (shops)	2	2	1	4	9
Construction					
Private housing	4	4	5	3	16
Mining					
Copper	2	4	5	1	12

*The products are scored on a scale going from 1 to 5 for each of the four criteria.

4.1.2 Value Chain Analysis

The model used for territorial value chain analysis is described in detail in the reports on Meheba and Mayukwayukwa.¹⁰ The model provides a framework for participatory analysis of territorial environment (economic governance, support services, economic infrastructure and bio-geographical environment) through which the value chain passes and the links in the value chain from inputs through to final markets. Here we describe the results of the value chain analysis and the actions to strengthen the value chain and improve its environment.

Territorial Environment for Market Development

The environment for market-oriented farming in Meheba/Solwezi is currently favourable. Driven by mining, property development, commerce and services, the economy of Solwezi is alive with economic activity and its population growing rapidly through in-migration of people seeking job and business opportunities. Investment in mining has stimulated public investment in economic infrastructure, notably roads and telecommunications. Steps to establish a multi-facility economic zone in the province have begun. There

¹⁰ Meheba Report, page 20.

is a well-established economic governance system within the province and the districts, in the form of provincial, district and area-development committees with annually updated district development plans.¹¹

Solwezi, the capital of North-Western province, is the headquarters of government's provincial level services, with offices of the Ministries of Agriculture and Livestock (MAL), Lands, Natural Resources and Environmental Protection, Local Government and Housing, Education, Science and Vocational Training and Early Education, Commerce, Trade and Industry and Youth and Sports, and the Ministry of Foreign Affairs, responsible for refugees.

The Provincial Agricultural Committee (PACO) plays the main coordinating role for agricultural service provision. The Citizen Economic Empowerment Commission (CEEC) provides loan finance for medium and larger investments that strengthen downstream value chain development, notably in agro-processing. The Chamber of Commerce and Industry focusses mainly on larger investors, while the Mustela Chamber of Commerce focuses on smaller enterprises. Solwezi is the provincial seat of a number of NGOs supporting refugees and/or promoting economic development in the province. Notable amongst these are the International Development Enterprise, CARITAS and World Vision, all three of whom are active in Meheba.

Zambia has a regulatory system that encourages business investment. This is indicated by its relatively good "Doing Business" indicators compared to the rest of the Southern African region, and the steady improvement in these indicators over recent years.¹² Regulations governing refugees impose restrictions over movement outside the refugee camps. Daily passes are freely given at the entrance to the refugee camp, but it is more difficult to obtain movement and work permits of longer duration.

The quality of economic infrastructure is uneven. The national road between Solwezi and the rest of the Copper Belt is in a poor condition but in an excellent condition between Solwezi and Meheba. Within Meheba itself, the main earth road connecting the border gate to the administrative centre needs upgrading, but the earth road that connects the existing administrative centre of Meheba with the new integration area has recently been graded and is in a good condition.

Solwezi is connected to the national electricity grid but electricity supply is intermittent due to the heavy demands of the copper mines, which are given priority over other users. Meheba camp is not connected to the national grid and in terms of telecommunications is connected to one service provider, and the reception is poor.

There is a small open market place near the administrative centre of old Meheba where goods are sold to local residents. Amongst the shops are two small agricultural input suppliers. A third input supplier operates from a location between the administrative centre and the main gate to the camp.

In bio-geographic terms, Solwezi is made up mainly of gently sloping arable land covered in Central Zambezi Miombo woodlands. The province has an annual rainfall of 1000 mm and sunshine for 90 to 150 days. These are good conditions for rain-fed crops such as maize and beans. Solwezi, and Meheba within it, is well supplied by perennial rivers and streams.

11. RGZ (2004) Ministry of Finance and National Planning, *Guidelines for District Planning for Development and Poverty Reduction. Manual for District Planners.*

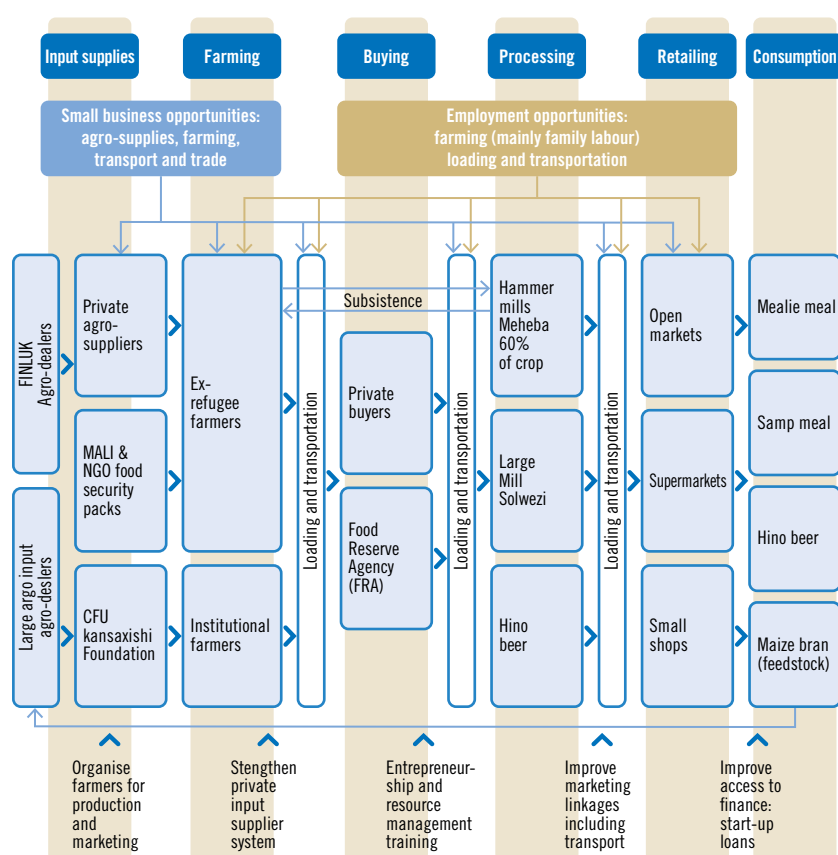
12. World Bank, *Doing Business 2014.*

Maize

Figure 3 maps the maize value chain. The central row shows the value chain itself, the upper row indicates business and employment opportunities, and the lower row signals actions proposed for upgrading the value chain.

The main strengths of the maize value chain are the long tradition of maize cultivation by farmers in Meheba, a well-established transportation and marketing network, the existence of hammer mills near to producers and two large mills in the district that supply markets in the region and nationally. Final markets for milled maize are growing year-by-year, stimulated by mining and urban growth in Solwezi and the Copper Belt and by urban growth in Lusaka.

Figure 3: The Maize Value Chain in Meheba/Solwezi



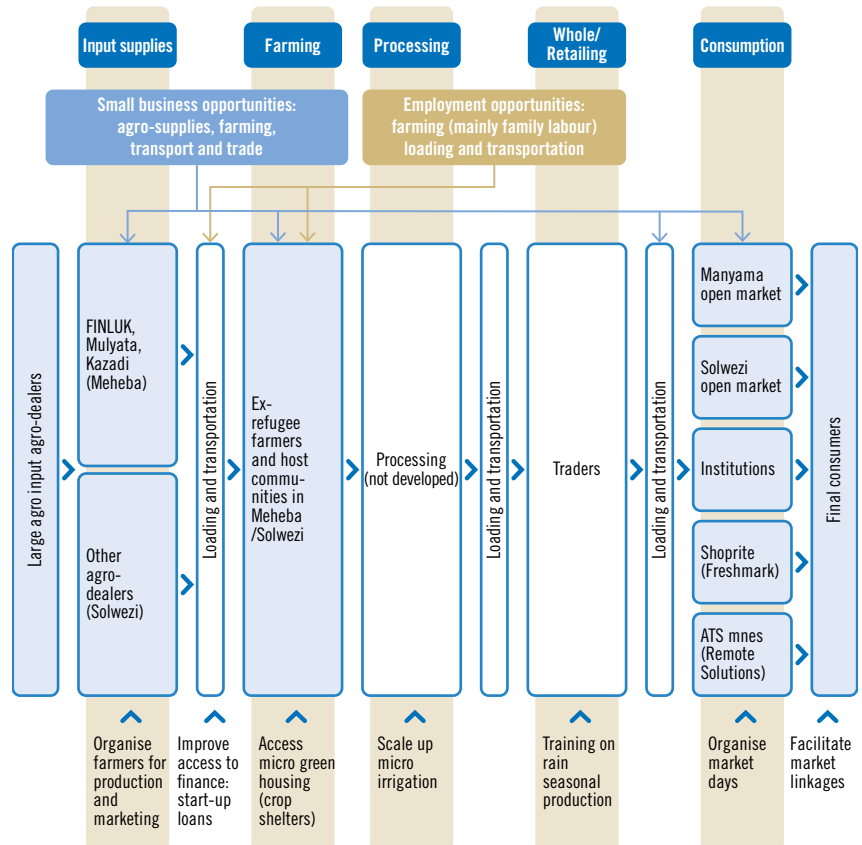
For maize, the main business opportunities are in farming itself. There are some business opportunities in agro-input supplies, hammer milling, transport services and trade. The main employment opportunities also lie in farming, mainly in the form of family labour. There are work opportunities in bagging, assembling, loading and transporting the crop, and in trading. Simplified gross margins for maize indicate that it is an important subsistence crop with relatively high cash returns in a good season.¹³

13. Report on Meheba, p. 26, Table 4.

Vegetables

The vegetable value chain is shown in Figure 4. The vegetables included are tomatoes, cabbages, aubergine, peppers, rape, onions and okra.¹⁴ Vegetables are grown in the fertile, humid areas of Meheba in winter, where there are perennial water sources. Vegetables have the advantage of being an important nutritional supplement to the staple diet of maize and beans and are a potentially important source of cash from sales on the markets in Solwezi.

Figure 4: The Vegetable Value Chain in Meheba/Solwezi



Historically, Meheba was an important supplier of vegetables to Solwezi markets, but its “breadbasket” status declined with the repatriation of Angolans, who were experienced farmers. There is potential to grow vegetables in summer, but this requires investment in green houses and the use of fungicides and pesticides. At present farmers are not well versed in modern methods of cultivation and have insufficient capital to mechanise and install micro-irrigation systems, green houses and crop shelters unless this can be done at low cost.

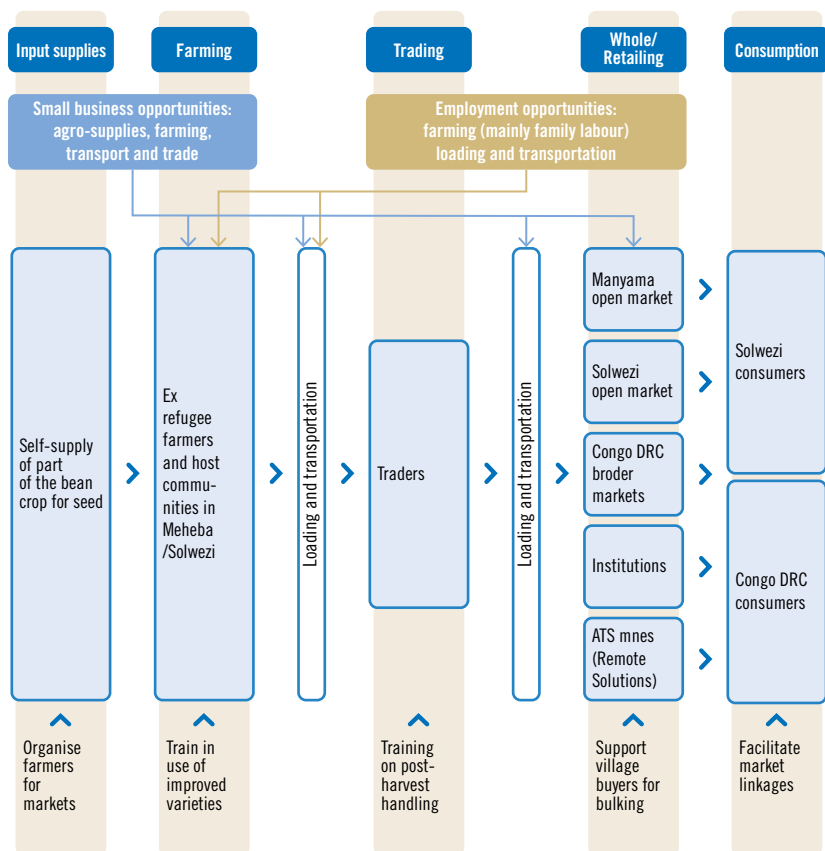
Most of the small business and employment opportunities lie in the area of farming. However, only the northern parts of the integration area have perennial water sources. The regeneration of vegetable farming in Meheba will create opportunities for agro-input suppliers, transporters and traders, but these opportunities depend on the organisation of the farmers to upscale and aggregate their production for the market. Simplified gross margins calculated for tomatoes and cabbages indicate that these crops are capable of providing good returns.¹⁵

14. These are the main vegetables grown in Meheba for marketing. They have similar production and marketing requirements.

15. Meheba Report, p30, Tables 5 and 6.

Beans

Figure 5: The Bean Value Chain



In terms of farming activities, beans have certain advantages. For Angolan farmers, it is a traditional crop. Beans are grown three times a year and are a staple in the diets of farming families, as well as a cash crop. Young bean leaves are used as a relish in traditional cooking. The variety of bean that has been cultivated for generations by Angolans is rain-fed and resistant to diseases. It is nitrogen-fixing and inter-cropped with maize, reducing substantially the need for chemical fertilisers. Bean stem maggots attack bean plants, but traditional beans types are more resistant to these maggots. Weevils attack bagged beans, but methods exist to control these weevils. As in the case of maize and vegetables, the main difficulty lies in the scale of production, which has declined to a point where is not worthwhile for transporters to come to Meheba to transport beans to external markets.

The main employment and small business opportunities along the bean value chain lie in farming. In the five hectare plots in the integration area bean cultivation has already begun. There are also opportunities in the area of agro-supplies, but not as yet in fertiliser and seed provision because the farmers do not yet make use of these inputs. With the introduction of improved seed, agro-suppliers will be in a position to begin stocking improved varieties of bean seed. Transport and trade are the two other activities that will open up opportunities for small businesses, once the scale of production has been increased.

4.2 Mayukwayukwa/Kaoma

4.2.1 Market Assessment

The results of the team's assessment against the four criteria, verified by the stakeholders in Mayukwayukwa, are shown in Table 3. The two top scoring crops were cassava (19 points) and groundnuts (18 points). These were chosen for value chain analysis.¹⁶

Table 3: Market assessment in Mayukwayukea/Kaoma

Product assessment against four criteria verified/amended by stakeholders					
Product	Market	Employment	MSMEs	Feasibility	Total
Cassava	5	5	4	5	19
Groundnuts	4	5	4	5	18
Rice	5	3	4	5	17
Maize	5	5	4	3	17
Tomatoes	5	5	4	2	16
Soya beans	5	4	3	2	14
Cabbage	5	4	2	2	13
Honey	4	2	3	4	13
Pigs	2	3	3	2	10

4.2.2 Value Chain Analysis

Territorial Environment for Market Development

The environment for market-oriented economic activity in Mayukwayukwa/Kaoma is not as favourable as that in Meheba/Solwezi. The economy of Kaoma district is heavily reliant on subsistence agriculture and there is no mining to generate market demand for agricultural products. Distances to markets on the copper mines and Lusaka are great and the connecting roads poor.

Mongu, the capital of North-Western province, is the headquarters of government's provincial services, with offices of the Ministries of Agriculture and Livestock (MAL), Lands, Natural Resources and Environmental Protection, Local Government and Housing, Education, Science and Vocational Training and Early Education, Commerce, Trade and Industry and Youth and Sports, as well as the Ministry of Foreign Affairs, responsible for refugees. The PACO plays the main coordinating role for agricultural service provision. The MAL has offices within Mayukwayukwa with two full time agricultural officers.

There is quite a dense system of public support services operating within Mayukwayukwa. MAL provides agricultural extension services in the old camp and within Shibanga, the integration area. Concern World Wide provides training to farmers and Caritas has recently begun training of farmers in improved agricultural methods and is offering start-up loans to farmers. The International Institute of Tropical Agriculture (IITA) and Seed Certificate Control Institute (SCCI) are providing farmers with improved varieties of cassava, and with training in their cultivation. The Zambian Agricultural Research Institute (ZARI) teaches farmers improved cultivation methods. The Zambian National Farmers Union (ZNFU) provides start-up loans and

¹⁶ Two rather than three crops were chosen due to the early departure of the international consultant as a result of visa restriction. The Kaoma verification meeting ranked cowpeas as the top product, but it was then too late to add this crop.

a number of farmers have already qualified. The ZNFU is assisting farmers in Mayukwayukwa with training in the cultivation of groundnuts.

The compacted earth road that runs through Mayukwayukwa is in a fairly good state. Within Shibanga a new earth road is being constructed to open up the area up for settlement, but the sandy soils make construction costs high and maintenance difficult. The main road between Mayukwayukwa and Kaoma and between Mayukwayukwa and Mongu is currently well-graded and a sturdy bridge exists over the Luena River near the Mayukwayukwa administrative centre. The other main roads connecting Mayukwayukwa with neighbouring districts are in a poor state.

Mayukwayukwa is not connected to the national electricity grid. A hydro-electric scheme was built on the Luena River by Italian donor in 1989, but has not been in operation for a number of years. The administrative centre of the settlement is served by a diesel generator that runs for three hours every evening. Airtel has constructed a transmission tower within Shibanga, and the coverage in the area is fair, but there are no competing telecommunications operators. Water boreholes are being put down in Shibanga, but there is no power-driven irrigation in the settlement, even for use on the fertile Luena river banks. There is a crop storage warehouse and Food Reserve Agency collection point in Shibanga, but there are no storage facilities nearer to the administrative centre of Mayukwayukwa, where most of the agricultural production currently takes place.

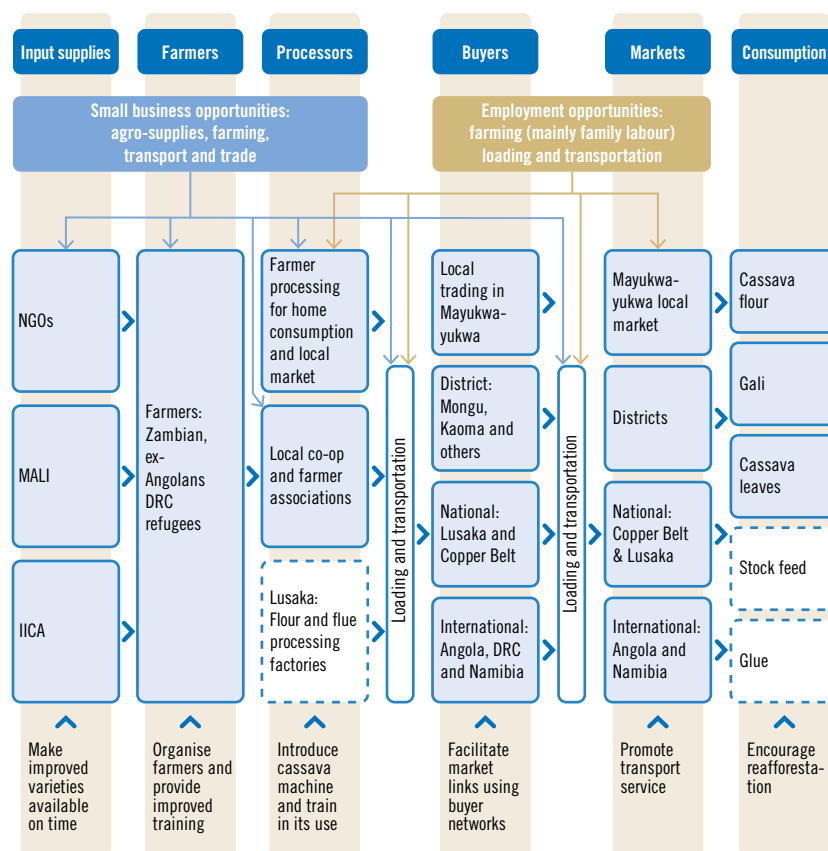
The economic heart of Mayukwayukwa is a small open market place under a large indigenous fig tree within the administrative zone. The market place is surrounded by small shops that supply a range of consumer items to residents of the settlement but there are no agricultural input suppliers.

Most of Kaoma district lies on a sandy plateau originally covered in Central Zambezi Mambo woodlands, but widespread logging and burning on the Shibanga plateau have seriously degraded the area. Mayukwayukwa has low and irregular rainfall. The one notable advantage of Mayukwayukwa compared to Meheba, is the existence of the Luena, a large, perennial river that is well stocked with indigenous bream. In terms of soil types, Mayukwayukwa has two distinct zones. On the banks of the Luena River there is dark loamy soil and it is here that the local population has established enclosed vegetable gardens producing tomatoes, peppers, onions, rape and cabbages, mainly for household consumption, but also for sale on the Mayukwayukwa market. The banks of the Luena support paddy rice, grown on communal lands.

The land sloping up from the Luena to the plateau above has patches of reasonably fertile land but the plateau itself is mainly covered in sandy soils that has been degraded by poor farming methods over several generations. There are small wetland areas in which vegetables are being cultivated, but overuse of these areas is depleting the fragile wetland habitat and water sources. Climate change and more protracted droughts are introducing greater uncertainty into farming, particularly on the Shibanga plateau.

Cassava

Figure 6: The cassava value chain



The main strengths of the cassava value chain are that farmers are experienced in its cultivation, input costs are low, and farmer households process the crop for both home consumption and for sale to generate cash.

There is a network of traders linking Mayukwayukwa to local, national and international markets, but transport is difficult and costly due to the state of the roads and the distances to markets. There are no private agro-input suppliers in Mayukwayukwa. Government input suppliers do operate in the area, but are often late in delivering inputs. NGOs also supply inputs to farmers, but they are based in the area only while their projects last and are thus not a sustainable source of inputs in the long run.

Productivity levels, particularly on the Shibanga plateau, are currently low due to the repeated use of old stock, poor cultivation methods and depleted soils. Processing is done in primitive conditions and mechanisation is only now about to be introduced into the area. Economic infrastructure in the form of storage and processing plants does not exist at present but there are initiatives to set up cooperatives and provide them with mechanised processing and with modern storage facilities in Shibanga in the near future.

The main small business and employment opportunities for residents of Mayukwayukwa lie in farming and processing, in the form of family labour. If the establishment of cassava cooperatives running processing machines proves successful, this will expand employment opportunities not only in processing but also up and down the value chain, though it will also reduce the numbers off family members employed in hand processing of cassava using traditional methods. There will be increased opportunities in loading and transporting of the crop, and in trading, though most of the latter will not

be accessible to residents of Mayukwayukwa due the distances to markets and transport difficulties.

Simplified gross margins analysis indicates that cassava is a potentially profitable crop.¹⁷ However, the costs of family processing of the roots to make cassava chips are high in labour time. Mechanisation could substantially reduce these costs.

Groundnuts

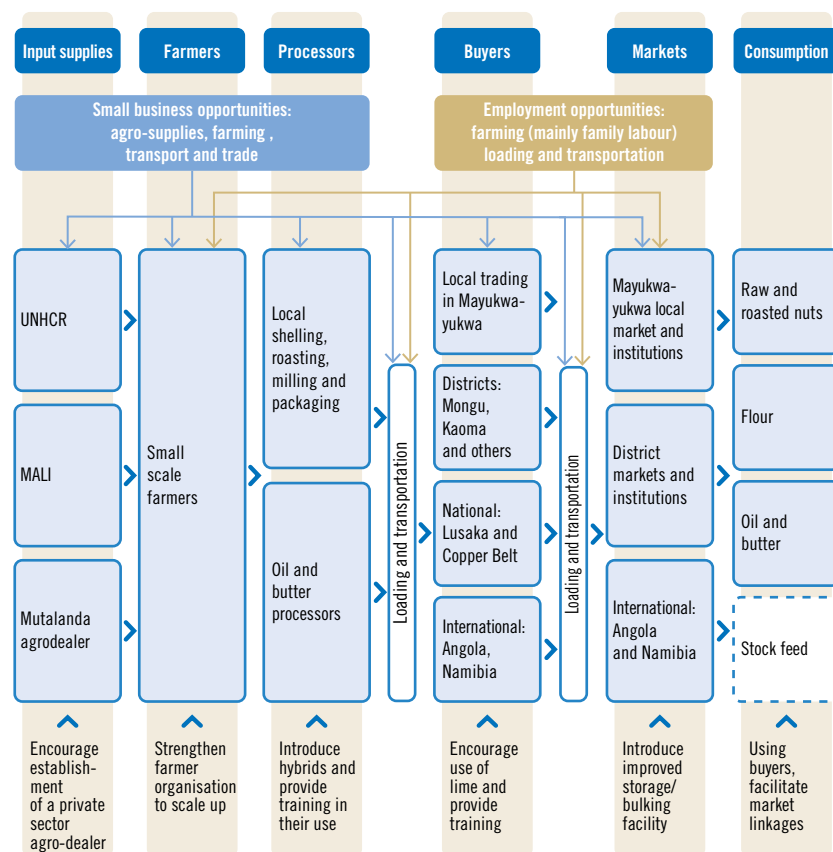
Figure 7 (next page) illustrates the groundnuts value chain. As with cassava, a major weakness for Mayukwayukwa farmers seeking to access markets for groundnuts is the transport system. Shelling, roasting, milling and packaging are the main forms of processing, currently done on a small scale in Mayukwayukwa, mainly by women. There are larger-scale processors in Kaoma, Senanga, Mongu and also in Lusaka. The Catholic Church in Mongu processes peanut butter, as does a Mongu-based nutrition group and Senenga District Cooperative Society.

Groundnuts are produced by 3,470 small-scale farmers. Like cassava, groundnuts do not require much in the way of inputs for their cultivation. The soils in Mayukwayukwa are fairly suitable for groundnuts, notably the pockets of more fertile land. There is an agro-dealer in Mongu called Mutalanda and another in Kaoma called Garden Variety Suppliers, but none in Mayukwayukwa itself. The storage facilities for groundnuts are currently inadequate.

Most employment and small business opportunities lie in the area of groundnut farming and processing, using family labour. With the establishment of a groundnut cooperative and introduction of a tractor to till the land, the intensity of farming and processing should increase significantly, but mechanisation is likely to reduce rather than increase farm labour.

17. Mayukwayukwa Report, p.25.

Figure 7: Groundnut Value Chain



An opportunity exists to establish an agro-dealership in Mayukwayukwa or one or more satellite outlets of the dealerships in Mongu or Kaoma. Transport and trade also provide opportunities but are subject to competition from outsiders.

4.3 Training Capacities and Needs

The training needs of farmers in both Meheba and Mayukwayukwa are mainly in agricultural extension and entrepreneurship. In both Meheba and Mayukwayukwa there are government and non-governmental organisations providing training in improved methods of cultivation. The NGOs operating there are also attempting to support farmers by introducing cooperatives and providing training on how to run and manage tractors and processing equipment. No training in market analysis development per se is taking place.

On the side of government, the main actors involved are the MAL, the ZNFU and the ZARI. The International Institute of Tropical Agriculture provides farmers with improved cassava cuttings and groundnut seeds and provides lead farmers with training in the multiplication for distribution to other farmers. In terms of development partners, Caritas is providing agricultural training in improved farming methods and small scale local processing in both camps and Winlock in conservation agriculture in Mayukwayukwa. Caritas is supporting younger people to obtain vocational training Solwezi. Vocational training institutions also exist in Kaoma and Mongu, but are not accessible to former refugees from Mayukwayukwa due to the distances and costs involved.

While there is a fairly dense network of government and non-governmental training organisation providing agricultural training, these are not focussed sufficiently on entrepreneurship and market development. Within Meheba, this dimension is being pursued by International Development Enterprise whereas in Mayukwayukwa there is no equivalent organisation providing market development support as such. This is the gap that the MA-VCA project seeks to begin to fill.

The situation with respect to the capacities of training institutions servicing the two camps is similar. The strengths of the government organisations providing training are that their staff are well qualified and have regular skills training which keeps them up to date. In terms of weaknesses, their field staff have inadequate transport and training equipment to provide adequate coverage of the geographical areas for which they are responsible.

The strength of the NGOs providing training on behalf of the UNHCR is that they are well funded and have dedicated staff based within the camps. The weaknesses of the NGOs are that they are not a permanent feature of the support service system and their staff turnover is fairly high. These organisations depend on external aid for their continuation and are therefore not sustainable service providers for the long term.

Viewing the training system as a whole, an important weakness is the lack of coherence in the training actually delivered. While there is a system of modular training in place nationally, the training provided locally is not sufficiently well coordinated and the content sufficiently coherent to ensure that national training objectives are being met. From the perspective of the beneficiaries, this results in training gaps and overlaps.

ACTION PLANS

5.1 Meheba/Solwezi

Within the MA-VCA methodology, planning is organised at two distinct points in the process: the team results workshop and the planning workshop. The planning workshop is made up of actors from the verification workshop who play an active role in the MA-VCA process after the MA-VCA exercise comes to an end. The purpose of the planning workshop is to plan quick win actions and lay the foundations for longer term planning. The planning workshop culminates in the establishment of a coordination committee that oversees the implementation of the actions and monitors and evaluates their results.

5.1.1 Actions identified

The teams in Meheba and Mayukwayukwa listed all actions identified during the workshops and fieldwork. These actions were then analysed using the Three Criteria for quick actions.¹⁸ The Three Criteria are that the action can be taken with local resources, that it can be implemented within one or two weeks and that it has a visible impact within three to six months. Scores are from 1 to 3 and the scores are multiplied to get the result. Table 4 (next page) give the scores for application of the Three Criteria to Actions in Meheba/Solwezi. The actions that score 27 are deemed to be quick wins. Those that score less are set aside for use in longer term planning.

18. The Three Criteria are explained in the Meheba Report, p. 36.

Table 4: Three criteria for identifying quick win actions in Meheba/Solwezi

Criteria	LR*	SI**	VI**	Total
Solwezi district				
1. Organise farmer to produce for the markets	2	3	2	12
2. Provide extension support for market-focused production	2	3	2	12
3. Aggregate products for transportation to markets	1	1	1	1
4. Facilitate market linkages to Solwezi, Loumana (mines) and Kipushi (Congo) markets	2	3	3	18
5. Organise market open days	3	3	3	27
6. Organise access to credit (National Savings and Credit Bank, Vision Fund, Youth Fund, MAL & CEEC)	2	3	3	18
Meheba Level				
7. Identify households that are genuinely committed to farming	3	3	2	18
8. Provide psycho-social trauma services for individuals and families in need	2	3	2	12
9. Provide training in the local language that is focussed on production and marketing	2	3	2	12
Maize value chain				
10. Establish collection points	1	2	1	2
11. Provide agro-input dealers with training to train farmers in the use of improved seeds and associated inputs	3	3	3	27
12. Provide entrepreneurship and vocational training (CARITAS)	2	3	3	18
13. Support purchase and installation of Solar Hammer Mills and Mixers (private investment)	1	1	3	3
14. Support creation of mechanised ploughing services (private investment)	1	3	3	9
15. Facilitate the establishment of transport linkages between the production and marketing areas (private investment)	3	2	3	18
Vegetable value chain				
16. Provide training in improved vegetable production techniques	3	3	2	18
17. Promote establishment of crop shelters and mini green houses (USD14,000/acre)	1	1	3	3
18. Scale up micro-irrigation	3	3	3	27
19. Provide training in off-season (rainy season) vegetable production	2	3	3	18
Bean Value Chain				
20. Provide training in the use of improved varieties	2	3	3	18
21. Provide training in post-harvest handling	3	3	2	18

*LR = Use local resources, **SI = Start immediately, ***VI = Visible impact in 3-6 months

During the planning workshop, quick wins are transformed into action plans using Pfeiffer's Six Point planning.¹⁹

5.1.2 Quick wins and longer term actions

Quick wins

The purpose of quick wins is to set the implementation process in motion as soon after the MA-VCA exercise as possible. With the implementation of quick wins, local actors are able to keep up the momentum established by the exercise during the period within which financial and technical resources are mobilised to take on longer term actions that require external support.

Three quick win actions emerged from the planning: Organise open market days, provide agro-dealers with training to train farmers in the use of improved seeds and associated inputs, and scale up of micro irrigation. The actions entail the following:

- The market day is organised at the entrance to Meheba. The action involves, first, obtaining the permission of the local council, the traditional authorities and the police. Secondly, it involves establishing of collection points for products within Meheba, including the integration area. It involves identifying market stalls, sanitary services and parking and movement logistics in the market.
- The organisation of agro-dealer training involves, firstly, recruiting agro-dealers in Meheba and the surrounding district, ensuring that they have permits for business dealerships, organising training venues in Meheba and then establishing dates for the training and conducting the training.
- The main action to help scale up micro-irrigation is to organise a promotion day for input suppliers to showcase their low cost drip kits, treadle and engine pumps, explaining their support services, including supplies of spare parts and training in maintenance.

19. Pfeiffer's Six Planning Points are explained in the Meheba Report, p. 38.

Longer term actions

The longer term actions may be clustered into three main groups: organising farmers for training in improved maize, bean and vegetable cultivation, establishing linkages between farmers and product markets in Solwezi district and connecting farmers to banks and micro-credit lenders.

Organise farmer groups and provide training

- Identify former Angolans and Zambians in Meheba who are genuinely committed to farming and then organising them into groups for training in improved maize, bean and vegetable cultivation.
- Provide training to input dealers to provide Training of Trainers (ToT) to farmers in the use of improved seeds and fertiliser.
- Provide training in improved methods of maize, bean and vegetable cultivation and harvesting, including rainy-season vegetable cultivation.
- Provide training for rainy season cultivation of vegetables using low cost crop shelters and mini-green houses.
- Coordinate planting, harvesting and aggregating products at collection points for loading and transportation to district markets.

Strengthen market linkages

- Building on the experience of open market days, strengthen linkages between farmers and the main agricultural markets in Solwezi district.
- Mobilise private sector transporters to return to Meheba and establish collection points within the integration area.
- Strengthen linkages between Meheba farmers and vendors within open markets in the district centres and with procurement companies supplying mines and institutions.

Connect farmers to sources of investment finance

- Organise access to credit through National Savings and Credit Bank, Vision Fund, Youth Fund, MAL and CEEC for farmers for purchase of inputs, machinery and equipment.
- Provide support to emergent entrepreneurs seeking to provide ploughing services (investment in tractors) or processing (investment in solar hammer mills and mixers).

5.1.3 Indicative Workplan

The indicative workplan set out in Table 5 organises the quick and longer term actions into a plan for Meheba/Solwezi. Three main steps are identified: implementation of quick wins, implementation of longer term actions and review and re-orientation of the process.

Table 5: Indicative Workplan for Quick Wins and Longer Term Actions in Meheba/Solwezi

Activity	Champion	Collaborators	Indicators	2015			2016							
				O	N	D	J	F	M	A	M	J	J	A
Quick wins														
Organise open market days	IDE (Mangani)	Market Manager, Market Committee, Tribal Authorities	Quantity of additional products sold by farmers											
Provide agro-input dealers with training to train farmers in the use of improved seeds and associated inputs	IDE (Mantini)	Caristas, MAL, DMDO, PACRA, ZRA, ZAR, Meheba agro-dealers	Agro-dealers trained, farmers trained by agro-dealers											
Scale up micro-irrigation by organising trade fair within Meheba for suppliers & farmers	IDE (Bumba)	MAL, MYS, NYAC, WV, DWA, Equipt. suppliers	Micro-irrigation systems installed											
Longer term actions														
Organise farmers for maize, bean and vegetable cultivation training	MF	Input suppliers	Training held, new methods adopted											
Establish linkages between Meheba farmers and Solwezi district markets	MF	Transporters & traders in Solwezi markets	Quantity of additional products sold on district markets											
Connect farmers to banks and micro finance providers in Solwezi town	MF	Finance Bank, ZOONA, ZANACO	Accounts opened, loans granted											
Internal project review														
Review and re-orient project	MF	LT and LSs	Review documents											
Continue implementation	MF	LT and LSs	Actions implemented											

Notes: IDE=International Development Enterprise, MF=Market Facilitator, LT=Local Team, LSs=Local Stakeholders

5.1.4 Coordinating Committee

A coordinating committee was set up at the end of the planning meeting in Meheba/Solwezi. A chairman was elected to champion the MA-VCA process from the local level. The rest of the committee is made up of actors committed to implementing actions within the MA-VCA process. The committee established a network of stakeholders committed to collaborating.

The formation of the Coordination Committee in Meheba/Solwezi ended the MA-VCA exercise there.

5.2 Mayukwayukwa/Kaoma

5.2.1 Actions identified

During its analysis of the cassava and groundnut value chains, the local team in Mayukwayukwa identified a number of actions to improve these value chains and their environment.²⁰

The environment for value chain development

- Encourage afforestation to improve rainfall and soil water retention.
- Lobby for modern storage for cassava and groundnuts.
- Introduce by-laws on roaming stock, notably pigs and goats.

20. The planning method used in Mayukwayukwa/Kaoma did not involve the use of the Three Criteria and Pfeiffer's Six Points. The local team made distinctions between quick win and longer term actions based on their knowledge and experience.

Economic infrastructure

- Lobby for improved information and communication technology (ITC) network.
- Introduce bulking centres and organise for bulk transportation.

Support services: training

- NGOs to intensify ToT for farmers in improved methods.
- Double the number of lead farmers from the current six to twelve.
- Provide farmers with training in modern cassava and groundnut cultivation techniques.

Value chain upgrade

- Organise agro-dealers to provide quality inputs on time and lobby for the establishment of a dealership or satellite outlets in Mayukwayukwa.
- Coordinate MAL, IITA and SCCI's supplies of drought resistant, disease-free cassava cuttings and improved groundnut varieties.
- Introduce soaking tanks for cassava.
- Sell idle cassava processing machine to business focused actors who will use them to set up small businesses.
- Mobilise traders to strengthen linkages between farmers and final markets, using forward contracts.

5.2.2 Quick wins and longer term actions

During the follow-up fieldwork that took place between the 21st and 22nd September, the local team gathered together the actions identified during the hypothesis workshop and the field work and divided them into quick wins and longer term actions. These quick win and longer term actions are described next, following which they are arranged within an indicative work-plan, illustrated below.

Quick wins

The focus of the quick wins is on rapidly introducing improved agronomic practices within Mayukwayukwa to enhance crop productivity and raise farmers' cash incomes while re-establishing soil fertility and conserving indigenous woodlands and water sources. These actions should be synchronised with the agricultural cycle, beginning with land preparation in anticipation of the onset of the rainy season. There are a number of complementary quick win actions that need to be taken simultaneously.

- Meet with and organise local agro-dealers within Kaoma and Mongu who are interested in establishing input supply points within Mayukwayukwa, both within the existing farming areas near the administrative centre and in Shibanga. These input suppliers to be trained to stock and sell inputs specifically focussed on supplying farmers in Mayukwayukwa with improved cassava plants and groundnut seed.
- Link lead farmers with suppliers of improved cassava and groundnuts, promote the cultivation of these new varieties by the lead farmers and the dissemination of these varieties to the farming community.
- Drawing on the expertise of Mali and the agro-dealers supplying Mayukwayukwa, organise training for farmers in the use of lime, manure and inoculum and in conservation agriculture and agro-forestry practices.

- Within the farmer training provided, pay particular attention to the introduction of improved, complementary cultivation methods such as cassava/groundnuts intercropping, double row planting of groundnuts and arrow rows for cassava in order to raise soil fertility and productivity levels.

Longer term actions

There are a number of actions focussed on the strengthening market linkages that will need more time and resources than the quick wins.

- Organise cassava and groundnut farmers into out-grower schemes led by private sector firms such as Mutawanda Agro and JNC Milling in Kaoma. These out-grower schemes entail provision of seed on credit by the agro-dealer in return for an agreed portion of the final crop from the farmers participating in the scheme. The agreement includes rules for the sharing of the risks and benefits of crop failures and successes.
- Introduce input credit linked to input consignments by agro-dealers. These schemes involve the provision of credit by agro-dealers to farmers for purchase of inputs which the farmers pay back to the agro-dealers once the crop is sold.
- Roll out e-voucher/paper vouchers in input distribution to stimulate private sector participation. E-vouchers and paper vouchers, backed by an input subsidy fund, enable farmers to purchase inputs with vouchers which are then exchanged by the input suppliers for cash.
- Work with local banks and micro-finance institutions to introduce mobile banking and financial services (e.g. Agora Financial Services, ZOONA money transfer and Finance Bank). The establishment of banking accounts for farmers facilitates the implementation of the previous actions involving the provision of input purchase loans and their repayment.
- Organise input fairs within the grower area in which input suppliers, including suppliers of seed, fertiliser, machinery and equipment display their goods to farmers and explain the schemes they have available to assist farmers to purchase the inputs either for cash or with credit. (Catholic Relief Services have successfully run input fairs and their experience could be drawn upon).
- Support private sector managed mechanisation programs (tractors/mills/bulking centres). The action here is to assist individual entrepreneurs or groups of entrepreneurs to raise the capital, invest in the equipment, start processing and reach their markets. A weaning period is required to take emergent entrepreneurs through the stages of obtaining investment credit, purchasing the equipment, mounting operations and establishing markets.

5.2.3 Indicative Workplan

As in the case of Meheba/Solwezi, the Mayukwayukwa/Kaoma indicative workplan has three main steps: implementation of quick wins, implementation of longer term actions and review and re-orientation of the process.

Table 6: Indicative Workplan for Mayukwayukwa/Kaoma

Activity	Champion	Collaborators	Indicators	2015		2016								
				O	N	D	J	F	M	A	M	J	J	A
Quick wins														
Promote and disseminate new varieties	MALI	ZARI/IITA/CAMEP Project	Hectareage planted											
Initiate financial & input credit services embedded in consignment credit	CONCERN		Quantity of inputs supplied											
Promote agro-dealers for input supply	Garden Variety Limited	Mutawandi Agro, WFP	Expanded use of private inputs											
Support private sector managed mechanisation programs (tractors/Mills/Bulking Centres)	CARITAS	ZNFU	Equipment sold											
Soil fertility intensification (Lime, manures and inoculum, CA, agro-forestry)	CONCERN	MAL,CFU,ZNFU, Grass Roots Trust	Increased crop productivity											
Cassava/Groundnuts intercropping	MALI	CONCERN	Increased yields											
Plant populations (Double row planting in groundnuts and narrow rows in Cassava)	MALI	CONCERN	Increased yields											
Longer term actions														
Facilitate cassava and groundnut market linkages through organising private sector led third party out grower schemes	Market facilitator and JNC	Mutawanda JNC Milling, Garden Variety	Numbers of farmers involved											
Work with local banks to introduce mobile banking and mobile money services	Market Facilitator	Finance Bank, ZOONA, ZANACO	Numbers of accounts opened											
Internal project review														
Review and re-orient project	MF, LT and STs	Stakeholders	Review undertaken											
Continue implementation	MF, LT and STs	Stakeholders	Actions implemented											

*MF=Market Facilitator, LT=Local Team & STs=Local Stakeholders

5.2.4 Coordinating Committee

As in Meheba/Solwezi, a coordinating committee was set up in Mayukwayukwa at the end of the planning workshop and a chairperson elected. The rest of the committee was made up of actors committed to the process. The committee established a network of stakeholders committed to collaborating.

RECOMMENDATIONS

6.1 What the assignment achieved

The MA-VCA assignment achieved the following results:

1. Local teams in the two implementation areas were trained in market assessment and value chain analysis.
2. The market potential of products from the two camps was assessed and products with high potential to increase small business and employment opportunities for former refugees and their host communities identified.
3. Five value chains (three in Meheba and two in Mayukwayukwa) as well as the territorial environments for value chain development in Meheba/Solwezi and Mayukwayukwa/Kaoma) were analysed.
4. Actions to upgrade the value chains and their environment were identified and quick win actions were sifted out from longer term actions.
5. Actions plans for the implementation of quick wins were formulated, a six-month workplan to implement them drawn up.
6. Coordinating structures and stakeholder networks were established to implement quick wins in the two implementation areas.

6.2 What is Needed Next

The local coordinating committees already have a set of action plans and workplans with indicative implementation schedules, but there are insufficient local resources to set these actions in motion. Some elements of a longer term plan have been identified, but the resources and capacities to convert these into a longer term-project do not exist at the local level.

What is needed next is to establish a support capacity at the national level to sustain the quick win momentum, formulate a longer-term MA-VCA development plan and implement the plan. Notwithstanding the time frame set out in the UNHCR's *Strategic Framework for Local Integration of Former Refugees in Zambia*, our estimation is that a three-year planning period is needed to achieve the objectives of full economic integration.

Based on the results of the MA-VCA assignment, it is recommended that the UNHCR funds a full-time market facilitator on a three-year contract to take the MA-VCA process to completion. The qualifications of the market facilitator will be proven practical experience in applying market development and value chain analysis in crisis and post-crisis situations and familiarity with the application of the UNHCR's *Integrated Livelihood Promotion Plan*. The

market facilitator will be based in the offices of the UNHCR in Lusaka and be responsible for driving the MA-VCA project within both camps.

The tasks of the market facilitator will be the following:

1. With the support of the UNHCR Livelihoods Officers in Lusaka, Solwezi and Kaoma, the local coordinating committees and local teams, formulate a three-year implementation plan for MA-VCA in each implementation area. This plan will take as its starting point the actions identified and action plans formulated during the MA-VCA exercises. These three-year plans will be in line with the UNHCR's Strategic Framework for Local Integration of Former Refugees in Zambia and the UNHCR's Integrated Livelihood Promotion Plan. The three-year plans will support and harmonise with the district and provincial development plans within which the camps fall.
2. Further build the capacities of the local teams and stakeholder networks to analyse value chains and formulate action plans to upgrade value chains.
3. Facilitate the access of farmers in the integration areas to agricultural and entrepreneurial training and investment finance.
4. Facilitate the establishment and/or strengthening of linkages between farmers, traders, transporters and final markets for products from the camps.
5. Integrate the stakeholder forums established during the MA-VCA exercises with the local development planning forums in the surrounding wards, districts and provinces.

