



Food and Agriculture
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United Nations

MAPPING AND PROFILING ASSESSMENT OF APEX FARMER ORGANIZATIONS ENGAGED IN AGRIBUSINESS IN THE KULIMA/AFIKEPO ACTION DISTRICTS IN MALAWI



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FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
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Abbreviations and acronyms

ADMARC	Agricultural Development and Marketing Corporation
CSO	civil society organizations
EPA	extension planning areas
FAO	Food and Agriculture of the Organization of the United Nations
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
FFS	farmer field school
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
M&E	monitoring and evaluation
MoA	Ministry of Agriculture
MWK	Malawi Kwacha
UNDP	United Nations Development Programme
WFP	World Food Programme

Introduction

1.1 Background

1.1.1 Contextualizing farmer organizations

A world without poverty is the desire of humankind. In 2018, globally, there were close to 800 million poor people, 78 percent of whom were living in rural areas and relying largely on agriculture for food and household incomes (World Bank, 2014). The 2008 world development report further noted that investing in agriculture had two to three times more potential of getting people out of poverty than in any other sector (World Bank, 2008). However, agriculture presents several challenges arising from climate change, seasonality, growing populations, urban migration and market access. Despite these challenges, agriculture presents so many opportunities as a result of increased demand for food and agricultural products due to an ever-growing population and a globalized economy. In developing countries such as Malawi, dismantled state marketing boards have created space in the supply chain and agricultural marketing of farm produce (Chirwa, Mvula and Kadzamira, 2005). Small-scale family farming provides more than 80 percent of agricultural production (FAO, 2019). Unfortunately, most of these farming households generally lack market information and struggle to sustain market requirements in terms of quantity and quality standards, yet this is key to raising their incomes. This justifies the need for collective action through farmer organizations to transcend the challenge. In this context, policymakers, and research and development practitioners increasingly promote collective action and farmer organizations as foci of the pro-poor market approach to transcend challenges faced in the sector and take advantage of the emerging opportunities.

1.1.2 Relevance of farmer organizations

Farmer organizations are critical in enhancing agribusinesses at the community level in several ways:

- **Ease access to extension services for increased productivity.** With the growing farmer population, the extension worker to farmer ratio has been diminishing over time thereby compromising the quality and timeliness of the extension services. Organizing farmers in groups enhances outreach. This will contribute to increased productivity.
- **Facilitate market linkages and integration in global value chains:** Linking with structured markets locally and globally requires adequate volumes. Farmer organizations facilitate the aggregation of farm produce, which increases their bargaining power for better market prices. This in turn will increase the incomes of farming communities thereby lifting the rural poor out of poverty.
- **Act as centres for agroprocessing and agriculture commercialization:** Farmer organizations enjoy economies of scale and can acquire agroprocessing equipment for value addition with the potential to spur local economic growth, thereby igniting growth in other related sectors. This will create jobs and contribute positively to lifting people out of poverty.
- **Help to reduce transactional cost:** Working in groups helps to reduce transaction costs related to accessing information, and output and input markets thereby contributing to the competitiveness of the agriculture sector or in a specific cluster.
- **Could be used for strategic partnership,**

to access agriculture finance, research, and markets.

- **Form critical blocks** in agriculture cluster formation and are catalytic for increased production and markets.

1.1.3 The historic perspective

Malawi has a short history of farmer organizations. In the colonial period (1891–1963), there were hardly any farmers' organizations. The government of Malawi organized the production and marketing of products through marketing boards which started with the tobacco marketing board of 1926, the cotton marketing board of 1951 followed by the grain legume marketing board of 1952 (Knorr, Bentaya, Chitete, 2007). According to the Ministry of Agriculture (MoA, 2020) farmer organization development strategy 2021, the government extension system is used to reach out to individual farmers such as estate owners and master farmers. After independence (1964–1993), the approach was blended with the development of agricultural cooperatives. A cooperative college at Mpemba was established for the development of cooperatives. However, these efforts toward agricultural cooperatives were halted after the government transformed the farmers' marketing board into the agricultural development and marketing corporation (ADMARC) in 1971, to increase the quantity and quality of export crops and directly support smallholder farmers with subsidized inputs, among others. From then up to 1998, there was no further growth in agricultural cooperatives in Malawi. The model adopted by the government was to promote farmer clubs and to discourage agricultural cooperatives as these were viewed as potential sources of political dissent. Some literature points to 1978 as a period when the government started popularizing farmer clubs in Malawi (Mapila, Makwenda, Chitete, 2010). Credit and extension services were channeled directly to farmers through farmer clubs. After 1994, Malawi became a multiparty democracy. During this democratic era (1994–to date), there have been major global, economic and political changes. The

structural adjustments led to the dismantling of the monopoly of the marketing board and market liberalization. This meant new opportunities for the growth of input and output markets. Free-market policies also meant more competition with global agribusinesses. The government created several policy instruments for fostering farmer organization and extension services. The policy environment also changed significantly. The Cooperative Act was put in place in 1998 to support the registration and development processes of cooperatives. Since then, there has been a growth in cooperatives. The political change also meant more political freedoms and emergence of non-governmental organizations and pluralistic extension services. To guide this, the government put in place policy documents such as the agriculture extension policy in the new millennium, the agriculture gender policy, the Malawi export strategy, the Malawi growth development strategy, the national agriculture policy, the national agriculture investment plan and more recently, the national agriculture extension and advisory services strategy (NAEASS) 2020–2025 (DAESS, 2019), the farmer organization development strategy (FODS) 2020–2025 (MoA, 2020), the Malawi national export strategy II - 2020–2025 and the Malawi vision 2063.

1.1.4 The evolution of farmer organizations in Malawi

The farmer organization in Malawi has been evolving. The basic farmer unit has been the farmer' club. In the context of Malawi, a farmer club is an informal group of normally between 10 to 30 farmers, who have come together to access agricultural services such as extension, loans, input and output markets and other social services. With time, the approach, context and content to be discussed to solve emerging challenges in households have been changing. Some of the changes have included advocating for human rights (freedom of speech and choices), market liberalization and multistakeholder approaches. In response to these changes, farmer field schools (FFS) were introduced. An FFS is an informal group of farmers that uses a participatory education approach and brings together a group

of small-scale food producers (20–30 farmers) to solve production problems through sustainable agriculture. The FFS approach offers space for hands-on group learning, enhancing skills for observation and critical analysis and improved decision-making by local communities. FFS usually located in the same geographical area can regroup to form an FFS network or a cluster, which increases their collective action in terms of aggregation, economies of scale and policy influence. Farmer groups can also take more formal and legal organizations and in this category farmer cooperatives and agricultural associations are the common groups in Malawi. A cooperative is an autonomous body comprising individuals who have voluntarily come together to deal with a common economic, social or cultural need and aspirations through a jointly owned and democratically controlled enterprise. A cooperative is differentiated from an association in that members own the cooperative through the acquisition of shares, control the business and are direct beneficiaries of services and generated surpluses. An agricultural association is a legal, non-profit organization, formed by individuals with the same interests and vision to facilitate access to particular agricultural goods and services. An association is designed to provide services that increase profits for its members. In Malawi, it is generally comprised of a group of farmer clubs.

1.1.5 The multistakeholder approach/the agribusiness ecosystem

Malawi's agricultural sector is hypercomplex. Developing the agriculture sector requires high-level coordination and cooperation among various actors ranging from markets, agriculture research, extension, financial institutions, processing and value addition, logistics, agrodealers and transporters among others. The growth of farmer organizations is dependent on many actors in the ecosystem. Critical actors in the agriculture value chains include the MoA (especially agriculture extension and agriculture research departments), Ministry of Trade and Industry, non-governmental organizations, civil societies, United

Nations (UN) agencies and other international organizations, development partners, farm input companies (seed, fertilizer and agrochemicals), financial institutions, agrodealers, transporters, Malawi bureau of standards, universities and other tertiary institutions. Farmer organizations as producers are critical to shaping debates in this agribusiness ecosystem.

1.2 Assessment methodology

1.2.1 Objectives

The main purpose of the assessment was to collect baseline information on existing farmer organizations engaged in agribusiness in the two European Union-funded programmes of Kutukula Ulimi M'Malawi (KULIMA) and Afikepo. These two programmes are being implemented in ten districts of Chitipa, Karonga, Mzimba, Nkhatabay, Nkhotakota, Kasungu, Salima, Chiradzulu, Thyolo and Mulanje. The farmer organizations covered in this report refer to all organizations that are created to represent the interests of farmers. These include farmer clubs, FFS, FFS networks, farmer associations, and agricultural cooperatives. This assessment specifically aimed at the following:

- collecting the geolocation information of the existing farmer organizations engaged in agribusiness in the ten districts from the time of the assessment;
- profiling and collecting baseline data on targeted parameters upon which an effective monitoring and evaluation system can be implemented.

Some of the parameters of interest included:

- membership and leadership including sex, age and disability desegregated data;
- evolution of the farmer organization membership over time, and the longevity of the farmer organizations across the target districts;
- value chains being adopted by the farmer organizations across the districts and extension planning areas (EPA) in the project area;
- enterprise performance based on the volume of sales and revenue

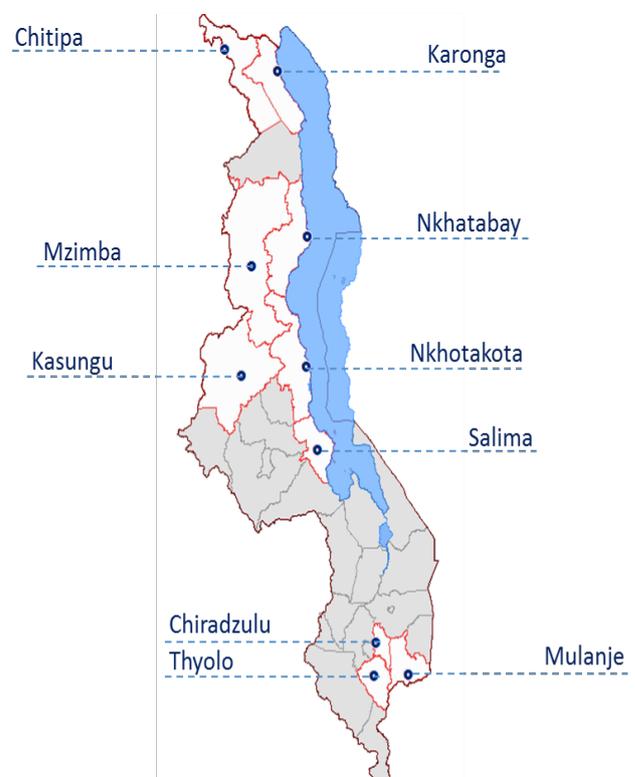
earned by the value chain;

- farmer organization linkages with other agencies, especially buying institutions, including the contractual arrangement in place;
- digital, legal, financial, electricity connection and record keeping by the farmer organizations;
- capacity building and training.

1.2.2 Geographic coverage

The assessment covered the ten districts where the KULIMA and Afikepo programmes are being implemented as shown in Figure 1.

Figure 1: KULIMA and Afikepo action districts



Source: Margaret Mugo, 2022, Map of Malawi, Lilongwe, FAO Malawi.

Map of Malawi, complies with UN Geospatial. 2012. [Map of Malawi](#)

1.2.3 Data collection process

The assessment was a census of all existing and registered farmer organizations in the ten districts, meaning that all the farmer organizations in the districts were included in the assessment, hence no sampling was done. The list of the existing farmer organizations across the districts was obtained from the agribusiness officers based in the districts. However, it is appreciated that not all farmer organizations are registered. As such, there is a likelihood that some of them may have been left out in the census.

The data collection was implemented by a team of nine enumerators that was recruited by FAO. These were trained for three days from 9 to 11 May 2022. The training was held in Lilongwe, the capital city of Malawi, and was facilitated by the FAO national agribusiness officer and the monitoring and evaluation and information management section

team. After the training, the nine enumerators were dispatched to the districts for data collection, which took place between 12 and 29 May 2022. At the district level, the enumerators worked hand in hand with the agribusiness officers and FAO field offices, especially in the identification of the locations where the farmer organizations were located.

Data collection was done using a digital platform developed by the FAO monitoring and evaluation team, with enumerators using the offline mode to collect data at the field level. They would then upload the collected data to the server on daily basis. The daily uploading of data helped the FAO monitoring and evaluation team to continuously review, track and monitor the quality of data. Where data quality issues were noted, the enumerators would return to the farmer organizations for reviews and revision. This ensured that the quality of the data collected was of high quality.

Results

This section presents the key findings from the mapping and profiling of farmer organizations engaged in agribusiness in the KULIMA and Afikepo projects action districts. The key thematic parameters selected were informed by a prior preliminary analysis conducted in Kasungu and Mzimba (south) districts under the Marketing Capacity Building project. The 12 thematic parameters included the following: (1) membership (2) bulking facilities (3) leadership (4) status of farmer organization formalization (5) banking details (6) enterprise performance (7) training and capacity building (8) networking (9) linkage and contractual arrangements (10) value addition (11) technology and (12) digital platforms.

2.1 Response rate

At the planning phase, it was projected that 406 farmer organizations existed in the ten districts. This was based on preliminary collation of data from the districts. However, at the end of the exercise, 429 farmer organizations were mapped across the districts. These are summarized in Table 1.

Table 1: Response rate by district

District	Planned	Achieved
Chiradzulu	8	11
Chitipa	32	24
Karonga	18	26
Kasungu	56	60
Mulanje	26	15
Mzimba	101	77
Nkhatabay	44	29
Nkhotakota	64	91
Salima	30	71
Thyolo	27	25
Total	406	429

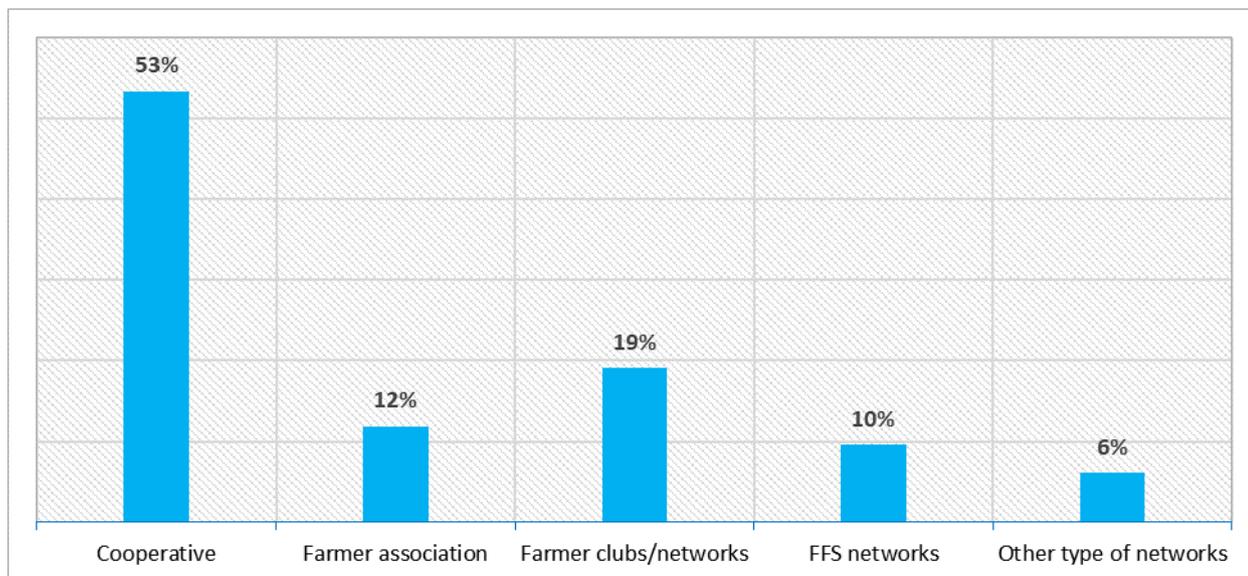
Source: Samul Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

2.2 Identification details

2.2.1 Types of farmer organizations

Of the 429 farmer organizations mapped in the ten districts, the majority were cooperatives (53 percent), followed by farmer clubs and/or networks (19 percent) and then farmer associations (12 percent), while FFS networks constituted 10 percent, as shown in Figure 2. Cooperatives are formerly registered farmer organizations, thus it is worth noting that over half of the existing farmer organizations were formal organizations.

Figure 2: Types of farmer organizations



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

At the district level, Nkhotakota had the largest share of the farmer organizations (21 percent), followed by Mzimba district, with 18 percent of the mapped farmer organizations across the 10 districts. On the other hand, Mulanje and Chiradzulu had the lowest number of farmer organizations with 15 (3.5 percent) and 11 (2.6 percent) farmer organizations respectively across the ten districts.

On the type of the farmer organizations found at the district level, the three districts in the southern region, Chiradzulu, Thyolo and Mulanje, did not have FFS networks. Other districts without FFS networks included Chitipa and Karonga in the far northern tip of the country. Additionally, Mulanje district did not record any farmer association, while Thyolo did not record any farmer clubs or networks.

Kasungu and Mzimba districts had the highest number of cooperatives with 40 cooperatives each, and when combined, both districts contributed to over a third of the farmer organizations in the ten districts. Coming a distant third was Salima with 25 cooperatives, followed by Nkhotakota with 23 cooperatives. The district with the lowest number of cooperatives is Chiradzulu with eight, while Mzimba and Kasungu have the highest number of FFS networks with both districts reporting 30, which is 73 percent of the total FFS networks across the ten districts. This is attributed to the fact that there has been a market access project, which purposively nurtured the FFS networks, with a focus on group marketing.

Table 2: Type of farmer organizations by district

District	Cooperative	Farmer association	Farmer clubs/ networks	FFS network	Other type of networks	Total
Chiradzulu	8	1	2			11
Chitipa	21	2	1			24
Karonga	22	4				26
Kasungu	40	4	4	9	3	60
Mulanje	13		2			15
Mzimba	40	13	3	21		77
Nkhatabay	17	5	3	2	2	29
Nkhotakota	23	6	37	6	19	91
Salima	25	11	30	3	2	71
Thyolo	20	5				25
Total	229	51	82	41	26	429

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

2.2.2 Extension worker support to farmer organizations

The assessment revealed that there was near universal extension worker support to farmer organizations across the districts. Of the 429 farmer organizations, 418 (97 percent) reported that they received various forms of support from extension workers. Thyolo district had two farmer organizations, which reported that they were not receiving any support from the extension workers, while Chitipa, Kasungu, Nkhatabay and Salima districts, each had one farmer organization reported as not receiving support from extension workers.

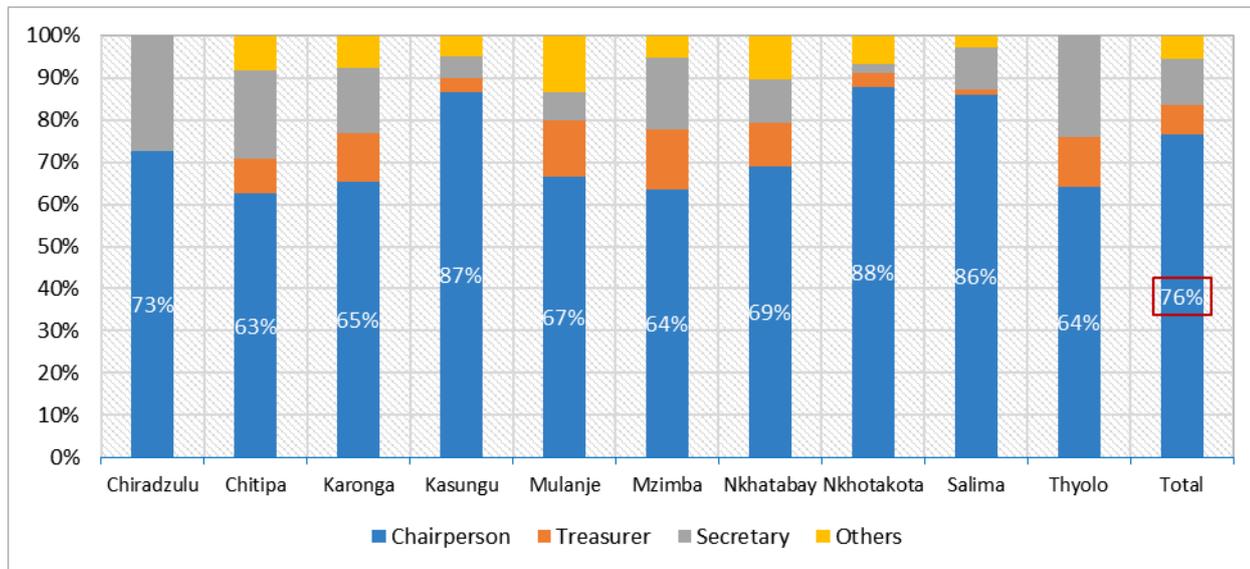
Across the 10 districts, of the extension workers who were supporting farmer organizations, 53 percent were trained as master trainers and 7 percent were trained as trainers of trainers in FFS methodology; and nearly all (92 percent) were trained by FAO

and the rest being trained by the government under the Sustainable Agriculture Production Project, Pride project and Agricultural Commercialization project, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), among others. Finally, of the extension workers providing support to the farmer organizations, 38 percent were female.

2.2.3 Farmer organization contact person demographics

Of the 429 farmer organizations that responded to the assessment, 76 percent (n=328) of the interviews were responded to by the farmer organization chairpersons, 11 percent (n=47) were farmer organization secretaries, 7 percent (n=30) were farmer organization treasurers and the rest (6 percent, n=24) were members who held other responsibilities in the organizations. The distribution of interview respondents by district is presented in Figure 3:

Figure 3: Responsibilities of the farmer organization focal persons



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

By gender, 26 percent (n=111) of the farmer organization focal points were female and the rest (74 percent, n=318) were male. It is worth noting that of the focal points who were farmer organization chairpersons, only 21 percent (n=70) were female, while 34 percent (n=12) of those who were secretaries were female. By age, only 9 percent (n=40) of the farmer organization focal persons were youth (aged between 18 and 35 years), while the majority (60 percent, n=258) were aged between 35 and 55 years.

2.3 Farmer organization membership

2.3.1 Membership by gender and age

The 429 farmer organizations had a total membership of 64 603 of which 27 702 (43 percent) were male and 36 901 (57 percent) were female. By district, Karonga had the highest proportion of female members at 63

percent, followed by Mulanje, Thyolo and Mzimba both at 61 percent. On the other hand, Nkhotakota had the lowest proportion of female members estimated at 43 percent.

By age, only 25 percent (n=16 332) of the members were classified as youth being aged between 18 and 35 years. The majority of members, estimated at 62 percent, were aged between 36 years and 55 years, while the rest, 13 percent, were aged above 55 years. By district, Chiradzulu had the highest proportion of youth membership estimated at 31 percent, followed by Salima at 30 percent. These were the only district where youth membership was more than 30 percent. On the other end, Nkhatabay and Thyolo had the lowest share of youth membership estimated at 18 percent.

Table 3: Farmer organization membership by sex and age

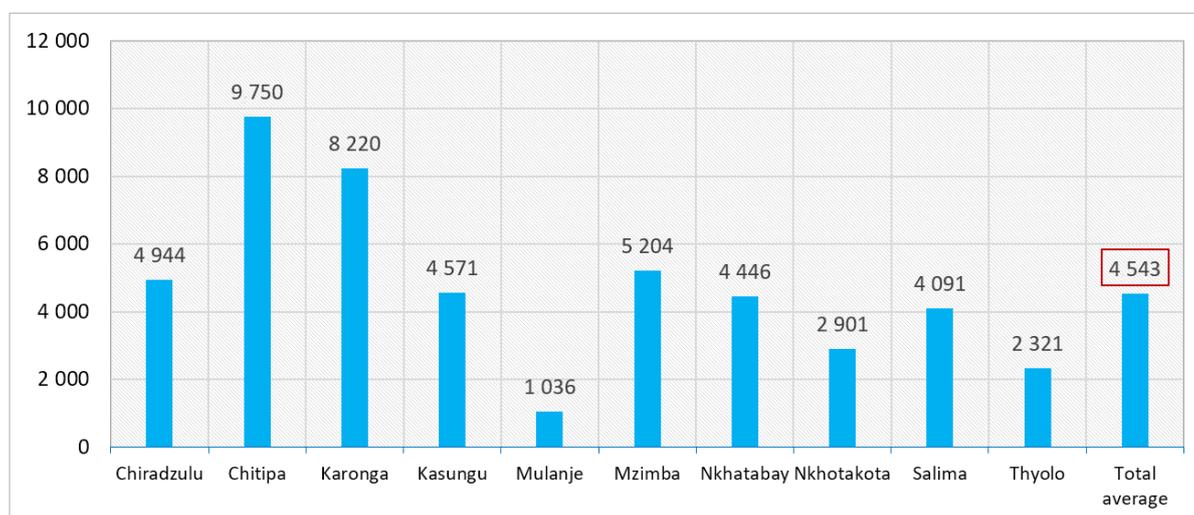
District	Male	Female	Total	18–35 years	36–55 Years	> 55 Years
Chiradzulu	649 (50%)	648 (50%)	1 297	397 (31%)	759	141
Chitipa	1 426 (56%)	1 106 (44%)	2 532	661 (26%)	1 471	400
Karonga	2 245 (37%)	3 797 (63%)	6 042	1 430 (24%)	3 957	655
Kasungu	6 772 (43%)	9 001 (57%)	15 773	4 171 (26%)	9 916	1 686
Mulanje	705 (39%)	1 108 (61%)	1 813	466 (28%)	1 055	292
Mzimba	5 740 (39%)	9 125 (61%)	14 865	4 143 (28%)	8 984	1 738
Nkhatabay	1 621 (45%)	1 988 (55%)	3 609	666 (18%)	2 355	588
Nkhotakota	3 426 (57%)	2 567 (43%)	5 993	1 469 (25%)	3 654	870
Salima	2 231 (42%)	3 023 (58%)	5 254	1 579 (30%)	2 924	751
Thyolo	2 887 (39%)	4 538 (61%)	7 425	1 350 (18%)	5 073	1 002
Total	27 702 (43%)	36 901 (57%)	64 603	16 332 (25%)	40 148	8 123

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

The mapping exercise further assessed if membership fees were applicable among new members who joined farmer organizations. Analysis of the data showed that a membership fee was applicable in 96 percent (n=413) of the farmer organizations, with no major variation across the districts. The average membership application fee was MWK 4 543 ranging from MWK 1 036 in Mulanje to MWK 9 750 in Chitipa district. Further analysis showed that the membership application fee was highest in the northern region with an average membership of MWK 6 905 compared with the

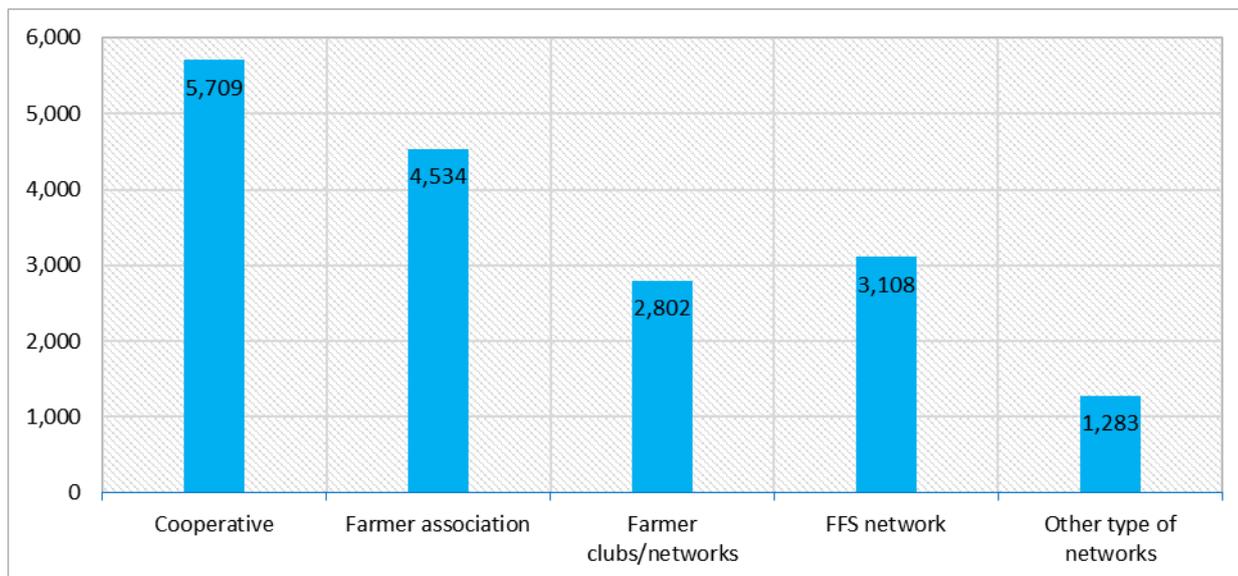
central region whose average was MWK 3 854 and the southern region whose average was MWK 2 766. Figure 3 shows the average membership application fee by district.

By type of farmer organization, the membership application fee was highest amongst the cooperatives with the average fee estimated at MWK 5 709, followed by the farmer associations at MWK 4 534 and FFS networks at MWK 3 108 as indicated in Figure 4 below.

Figure 4: Average membership application fee by district

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

Figure 5: Average membership application fees for farmer organizations



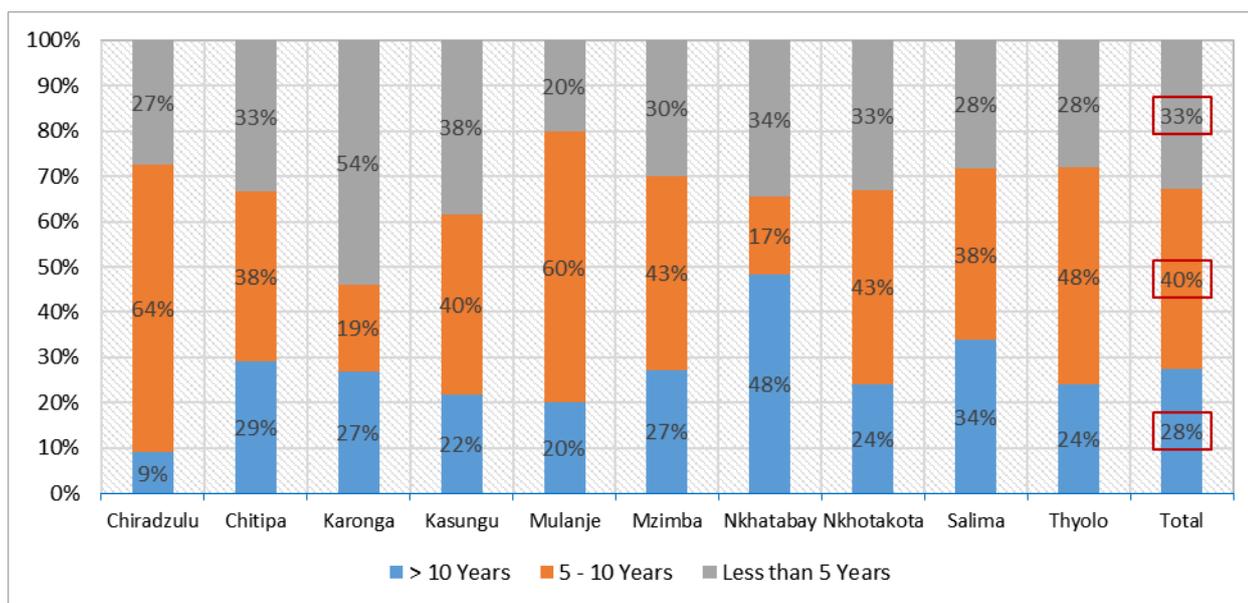
Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

2.3.2 Farmer organization age and record-keeping status

The assessment further aimed at establishing the farmer organization age in the community. Across the ten action districts combined, the average age of farmer organizations was 8 years and ranged from 0 to 49 years. At the district level, Nkhatabay, Salima

and Thyolo farmer organizations had the highest average age at ten years, while Chiradzulu, Chitipa, Karonga and Kasungu had an average age of 7 years. By age category, four in ten farmer organizations had been in existence for between 5 and 10 years, while three in ten had been in existence for less than 5 years. Significant variations were observed across the districts.

Figure 6: Age of farmer organizations



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

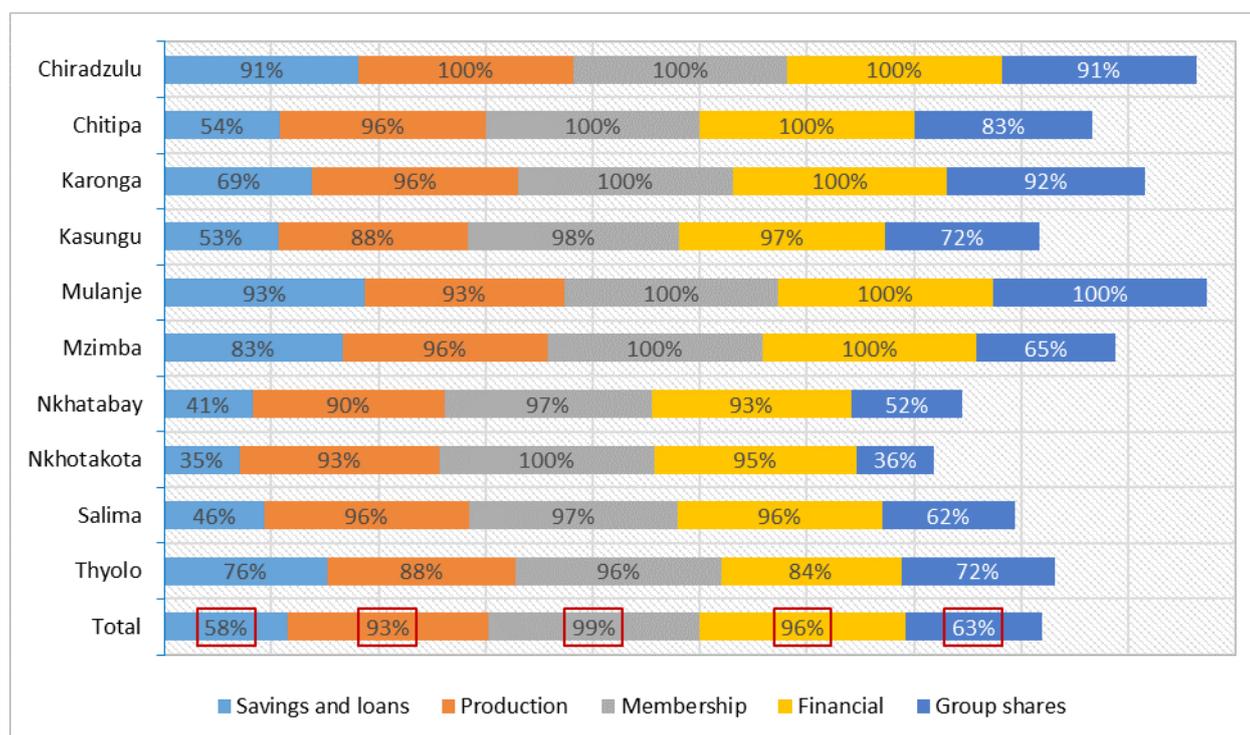
On record-keeping, 425 of the 429 farmer organizations were able to produce evidence of records representing 99.1 percent, which is significantly high. Only four farmer organizations were unable to show evidence of record-keeping, two of which were from Salima district, and one each from Nkhatabay and Kasungu districts. The dominant type of records being kept by the farmer organizations were membership records, with a near-universal rate across the ten districts (ranging from 96 percent in Thyolo to 100 percent in multiple districts as shown in the figure below). On the other hand, the savings and loans records were the least kept records across the districts, with the overall estimate being 58 percent and district estimates ranging from 41 percent in Nkhatabay to 93 percent in Mulanje. The table below presents the type of records kept by farmer organizations.

based and electronic methods of record-keeping. It is worth noting that none of the farmer organizations in Mulanje and Chiradzulu used electronic methods of record-keeping, while Kasungu and Mzimba had the highest number of farmer organizations which had integrated record-keeping systems. In Kasungu and Mzimba, the positive trend could be attributed to the ongoing FAO-supported project on e-marketing in the two districts, which has record systems as a major component of the project.

2.3.3 Farmer field school involvement in farmer organizations

Nearly 54 percent (n=230) of the farmer organizations reported that they had FFS groups as part of their membership. This was highest among FFS networks driven by the definition of an FFS network, which is a group of FFS. FFS involvement was second

Figure 7: Type of records kept by farmer organizations

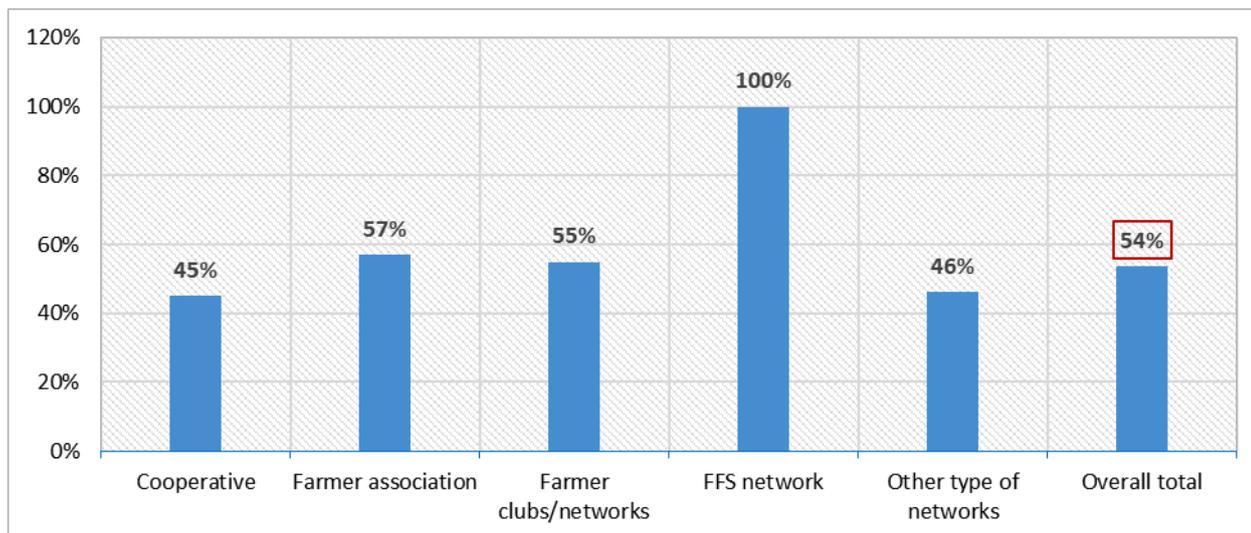


Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

Of the 425 farmer organizations keeping records, the assessment established that the paper-based method was dominant across the districts. This was observed in 95 percent of the farmer organizations. The rest of the farmer organizations, 5 percent, were using an integrated system, which combined both paper-

highest among farmer associations, at 57 percent, meaning that nearly 6 in 10 farmer associations had membership from FFS groups. The figure below presents the FFS group members in the existing farmer organizations across the districts.

Figure 8: Membership of farmer field schools in farmer organizations



Source: Samuel Kirichu. Assessment data. Lilongwe. FAO Malawi.

At the district level, FFS group participation in the farmer organizations was highest in Mzimba at 81 percent, followed by Salima at 56 percent, and then Kasungu and Chiradzulu at 55 percent. On the other end, FFS groups participation in the farmer organizations was lowest in Karonga at 27 percent, then Nkhatabay at 28 percent and finally in Thyolo at 36 percent. These were the three lowest districts. On average, the number of FFS groups that were members of the farmer organizations was nine and was highest in Kasungu with 16 FFS groups, followed by Mzimba with 13 FFS groups.

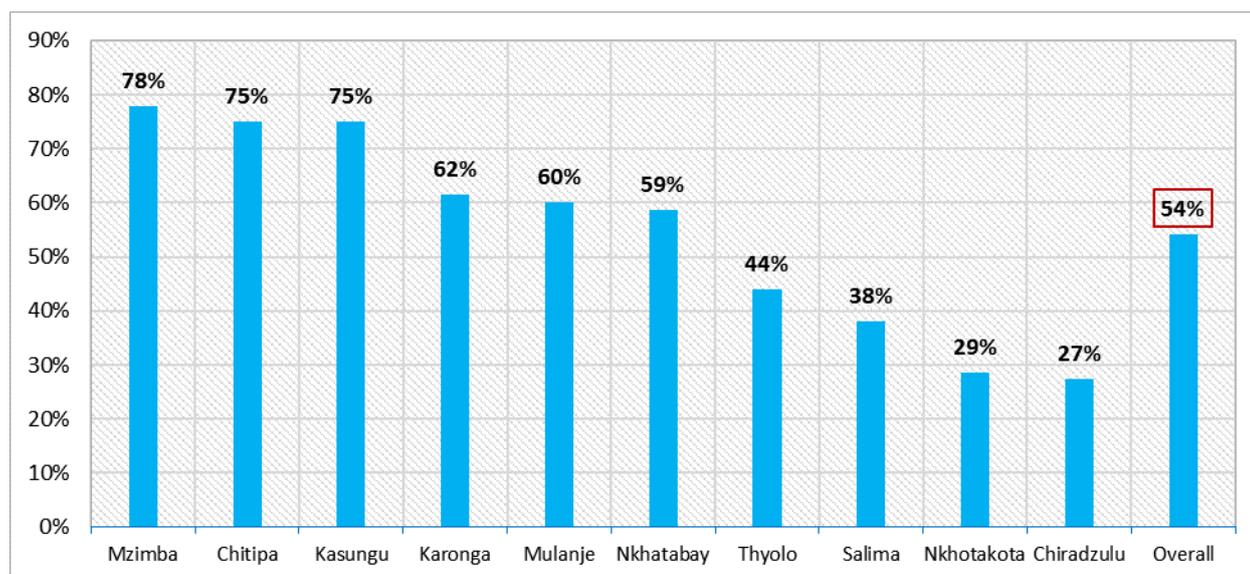
As for the FFS networks, only five districts had existing FFS networks, namely Kasungu, Mzimba, Nkhatabay, Nkhotakota and Salima. The average number of FFS in these networks is 15 with the highest in Nkhatabay at 29 groups followed by Kasungu at 24 FFS groups.

2.4 Bulking facilities

Across the ten action districts combined, only 54 percent (n=232) of the farmer organizations had bulking facilities. Mzimba and Kasungu had the highest proportion of farmer organizations with bulking facilities estimated at 78 percent and 75 percent respectively. On the other hand, Nkhotakota and Chiradzulu had the lowest proportion of farmer organizations with bulking facilities estimated at 29 percent and 27 percent respectively. The figure below presents the share of farmer organizations that have bulking facilities by the district.

By farmer organization type, nearly 67 percent of cooperatives have bulking facilities, while 47 percent of farmer associations have bulking facilities and only 21 percent of farmer clubs and/or networks have bulking facilities.

Figure 9: Share of farmer organizations with bulking facilities by district



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

Among the 197 farmer organizations that do not have a bulking facility, the analysis showed that the majority (52 percent, n=101) bulk their products in one of the members' households, while 20 percent (n=39) bulk their products at the selling point and 13 percent (n=26) do not have any bulking station.

Further, among the 232 farmer organizations that had bulking facilities, 127 (55 percent) of these bulking stations were constructed by members, 23 percent (n=54) are rented facilities and 22 percent (n=51) were donated by members. However, it was noted that the bulking facilities did not meet the basic requirements of a warehouse. Many lacked proper ventilation with poor air circulation, poor floor conditions and lacked elevated pallets, lacked health, safety and security measures and had inadequate storage spaces, which was limiting the amount of produce being aggregated. Notably, no major variations were recorded across the districts or by type of the farmer organization. Of the 51 farmer organizations that rent the bulking facilities, the average monthly rent paid was estimated at MWK 21 096, with the highest rent recorded in Kasungu estimated at MWK 25 063 and the lowest in Chiradzulu at MWK 6 000.

2.5 Farmer organization leadership

The mapping exercise further aimed at assessing the various indicators under farmer organization

leadership. Such indicators included the proportion of farmer organization leaders who are females, youths and people with any form of disability. In addition, the section aimed at assessing how frequently the leadership is changed and the methods of changing leadership. The information in this section is slightly different from information found in section 2.2.3 where the focus was on the farmer organization focal point, while this section focuses on all the leadership positions within the farmer organizations.

Female leadership is high in the farmer organizations, with 51 percent of the leadership positions being held by females with no major variation across the districts. By district, Mulanje has the highest proportion of female leaders at 55 percent, followed by Kasungu at 54 percent and the lowest is Thyolo at 41 percent. Comparing with the results of section 2.2.3, it seems that although female leadership is high across the farmer organizations, the senior leadership represented by the farmer organization contact person is mainly male-driven.

By age, the results showed that 28 percent of the leadership positions are held by youths aged between 18 and 35 years, with slight differences across the districts. Nkhotakota district recorded the highest proportion of youth leadership at 34 percent, while Karonga district recorded the lowest proportion of

youth in leadership positions. This is also slightly different from the findings of Section 2.2.3 where only 9 percent of the farmer organization focal points were youth. Finally, 2 percent of the leadership members were people living with some form of

the frequency of leadership changes in the district.

By type of farmer organization, the cooperatives were more likely to change their leadership annually than the other types of farmer organizations.

The assessment showed that 21 percent of the

Table 4: Farmer organization leadership by sex, age and disability

District	Female leadership	Youth leadership	Disability
Chiradzulu	52%	18%	1%
Chitipa	49%	17%	1%
Karonga	55%	16%	3%
Kasungu	54%	35%	2%
Mulanje	55%	21%	3%
Mzimba	53%	25%	1%
Nkhata Bay	47%	15%	1%
Nkhotakota	48%	34%	3%
Salima	53%	26%	2%
Thyolo	41%	21%	4%
Total	51%	28%	2%

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

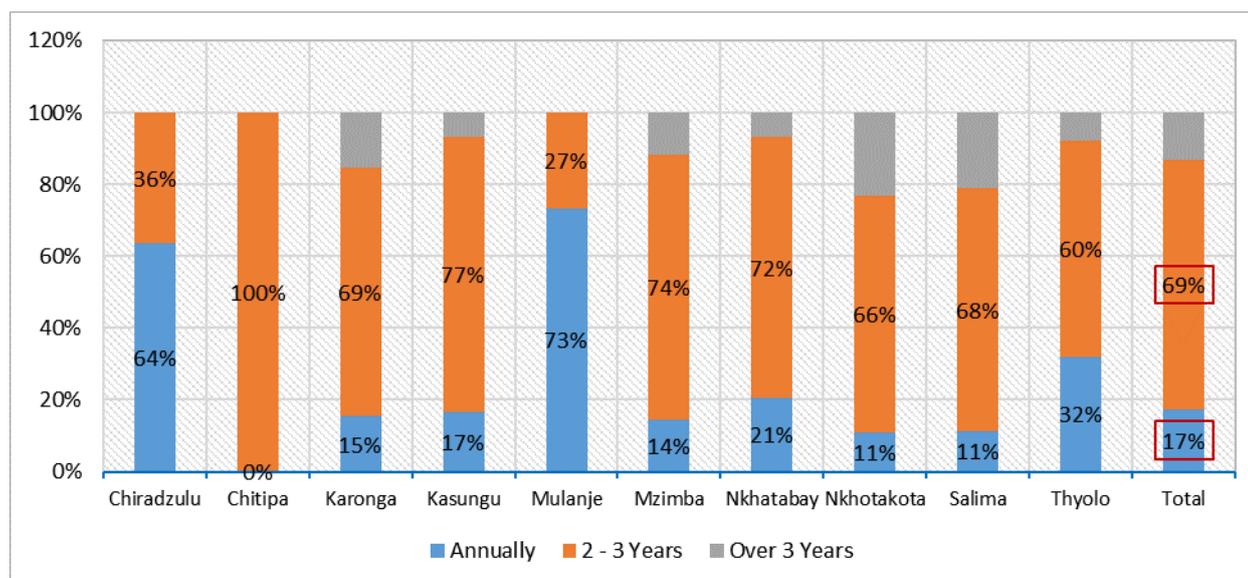
disability, and no significant variation was recorded across the districts although Thyolo recorded the highest proportion of 4 percent.

On how frequently the farmer organizations change their leadership, the assessment revealed that the majority (69 percent, n=297) change their leadership every 2–3 years, while 17 percent (n=75) change their leadership annually and the rest (13 percent, n=57) change the leadership after more than three years. By district, significant variation was recorded, with all the farmer organizations in Chitipa changing their leadership every 2–3 years, while in Mulanje, the majority of farmer organizations (73 percent) change their leadership annually. Figure 9 below presents

cooperatives, 16 percent of the farmer associations and 7 percent of FFS networks change their leadership on an annual basis. Furthermore, only 7 percent of the cooperatives changed their leadership after three years, 18 percent for farmer associations, 27 percent for the FFS networks and 17 percent for the farmer clubs/networks.

Finally, on the method of changing leadership, the analysis noted that there was near universal use of the election method, where 423 out of the 429 farmer organizations reported that they use elections to change their leaders. The rest (six farmer organizations) use other methods such as rotation and choosing based on members' commitments.

Figure 10: Frequency of changes in leadership by district



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe, Malawi

2.6 Status of farmer organization registration

The assessment further intended to assess the status of farmer organization formal registration. In addition, the assessment aimed at determining whether the farmer organizations have constitutions, by-laws and if they hold regular meetings.

Of the 429 farmer organizations, 52 percent had been formally registered. By district, Thyolo and Mulanje had the highest number of farmer organizations that were formally registered at 88 percent and 87 percent respectively. On the other end, Nkhotakota and Salima had the lowest number formally registered. By farmer organization type, nine out of ten

cooperatives had been registered, which was high and as expected (Table 5).

Nearly 76 percent of the farmer organizations had a constitution and significant variations across the districts were noted. All the organizations in Chiradzulu and Thyolo had a constitution, while only 55 percent of the farmer organizations in Salima had an existing constitution. The results further showed a near-universal availability of by-laws, with a combined estimate of 99 percent and no significant variations across the districts. By farmer organization type, the results showed that all the cooperatives had an existing constitution and by-laws (Table 5).

Table 5: Status of farmer organization registration, and availability of a constitution and by-laws

District	Registration	Constitution	By-laws
Chiradzulu	82%	100%	100%
Chitipa	75%	92%	100%
Karonga	77%	92%	100%
Kasungu	63%	78%	98%
Mulanje	87%	93%	100%
Mzimba	45%	70%	99%
Nkhatabay	59%	93%	97%
Nkhotakota	27%	68%	99%
Salima	35%	55%	99%
Thyolo	88%	100%	96%
Total	52%	76%	99%
Type of farmer organization	Registration	Constitution	By-laws
Cooperative	86%	95%	98%
Farmer association	29%	65%	100%
Farmer clubs/networks	7%	43%	99%
FFS networks	0%	61%	100%

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

On holding regular meetings,¹ the assessment established that nearly all the farmer organizations were holding regular meetings reported by 98 percent (n=422) of the farmer organizations, and with no variation across the districts or by type. This was confirmed by the availability of minutes, which were provided by 85 percent (n=362) of the farmer organizations which reported having regular meetings. On how often the farmer organizations hold their meetings, the assessment noted that 31 percent (n=129) held meetings on a bi-weekly basis, 28 percent (n=118) on a monthly basis, 27 percent (n=113) on a weekly basis and the rest meet on a bi-monthly (8 percent, n=35) or quarterly basis (6 percent, n=27).

2.7 Banking details

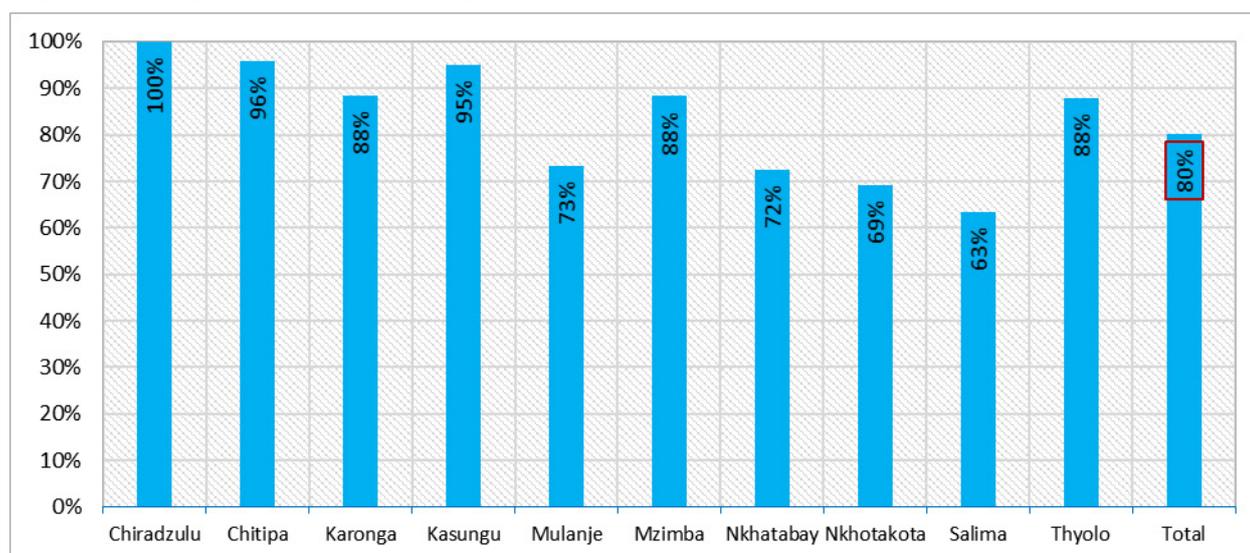
On banking details, the assessment found that 80 percent (n=344) of the farmer organizations had opened bank accounts, with some significant

¹ Confirmation of meetings was through the minute books and/or records.

variations across the districts. In Chiradzulu, all the farmer organizations had opened bank accounts, while in Chitipa and Kasungu over 90 percent in either district had a bank account. Salima district had the lowest proportion of farmer organizations which had bank accounts, estimated at 63 percent. Further, in Mulanje, Nkhatabay and Nkhotakota districts, less than 75 percent had bank accounts as presented in Figure 10 below.

By type of farmer organization, the data shows that nearly all cooperatives had bank accounts, while only 88 percent of the farmer associations had operating bank accounts. In addition, the analysis shows that farmer clubs/networks were the least involved in banking, with only 57 percent having bank accounts. The assessment established that 71 percent of FFS networks had bank accounts.

Figure 11: Proportion of farmer organizations with bank accounts by district



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

Among the 344 farmer organizations with bank accounts, 41 percent (n=140) held their main account with the First Discount House and 23 percent (n=80) with the National Bank. Other banks where the main account of the farmer organization were held include New Building Society (16 percent, n=55), Standard Bank (8 percent, n=29), First Capital Bank (11 percent, n=31).

On the type of accounts, the majority (88 percent (n=301)) of farmer organizations operate a savings account with no significant variations across the districts or by type of farmer organization. In addition, aside from the main account, the analysis established that only 16 percent (n=72) of the farmer organizations have secondary bank accounts, and therefore operate more than one bank account. The cooperatives had the highest number of secondary bank accounts, with 53 cooperatives reporting having secondary bank accounts from the 72 farmer

organizations which reported having secondary bank accounts. On average, the farmer organizations with more than one bank account had an average of two bank accounts.

The assessment further established the amount of money currently banked in the farmer organizations' main account. In total, the farmer organizations had MWK 368 057 308 in their primary bank accounts, an average of MWK 1 069 934 per organization. By district, Chitipa had the highest amount at MWK 87 219 917 while Mulanje had the lowest amount in the primary bank accounts at MWK 4 322 458. Table 6 below presents the total amount of money that was available at the time, in the farmer organizations' primary accounts. By type of farmer organization, cooperatives had the highest amount of money in the primary bank account estimated at MWK 319 049 088, which was nearly 87 percent of the total savings.

Table 6: Total and the average amount of money in the primary bank account

District	Total current balance in the main bank account	Average current balance in the main bank account
Chiradzulu	19 277 200.00	1 752 472.73
Chitipa	87 219 916.75	3 792 170.29
Karonga	60 393 665.90	2 625 811.56
Kasungu	75 407 950.00	1 322 946.49
Mulanje	4 322 458.00	392 950.73
Mzimba	50 850 422.25	747 800.33
Nkhatabay	21 876 479.00	1 041 737.10
Nkhotakota	17 501 970.00	277 809.05
Salima	18 405 000.00	409 000.00
Thyolo	12 802 246.13	581 920.28
Type of FOs	Total current balance in the main bank account	Average current balance in the main bank account
Cooperative	319 049 088.03	1 526 550.66
Farmer association	34 512 320.00	766 940.44
Farmer clubs/networks	4 695 850.00	99 911.70
FFS network	6 166 050.00	212 622.41
Other type of networks	3 634 000.00	259 571.43
Grand total	368 057 308.03	1 069 934.03

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

2.8 Training and capacity building

This subsection presents the key findings on the farmer organization training and capacity building in various thematic areas, and the agencies that supported these kinds of modular-based sessions. According to the results, 84 percent (n=359) of the organizations had received at least one of the modules of the pieces of training listed in Table 7, with no significant differences across the districts. In Mulanje, 100 percent of the farmer organizations had received training on at least one module. This was the highest across the ten districts. By type of farmer organization, cooperatives had the highest share of pieces of training with 90 percent of them having received any form of training. They were followed closely by FFS networks with 88 percent of

the FFS networks trained. 78 percent of the farmer associations were found to have received any form of training, while 73 percent of the farmer clubs/networks had been trained, which was the lowest across the different farmer organizations.

On who had provided the training, various agencies were mentioned including UN agencies such as FAO, the United Nations World Food Programme (WFP) and United Nations Development Programme (UNDP); civil society organizations (CSO) such as Plan Malawi, United Purpose, Self-Help Africa; government ministries and departments such as the MoA, department of fisheries, ministry of trade, district agricultural offices, and other agencies such as GIZ, International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Clinton Foundation

among others.

Table 7 presents the thematic areas, in which the farmer organizations have been trained. According to the results, of the farmer organizations that were trained, 67 percent (n=242) were trained in group marketing, and market research, 58 percent (n=209) were trained in group dynamics, while 57 percent (n=205) were trained in profit and losses, and only 19 percent (n=70) were trained in social media marketing.

By type of farmer organization, no significant differences were recorded. According to the results, the majority of the cooperatives (78 percent) had been trained in market research, followed by 76 percent who had been trained in group marketing. For the farmer associations, the majority (73 percent)

had been trained in group marketing followed by 70 percent who had been trained in market research.

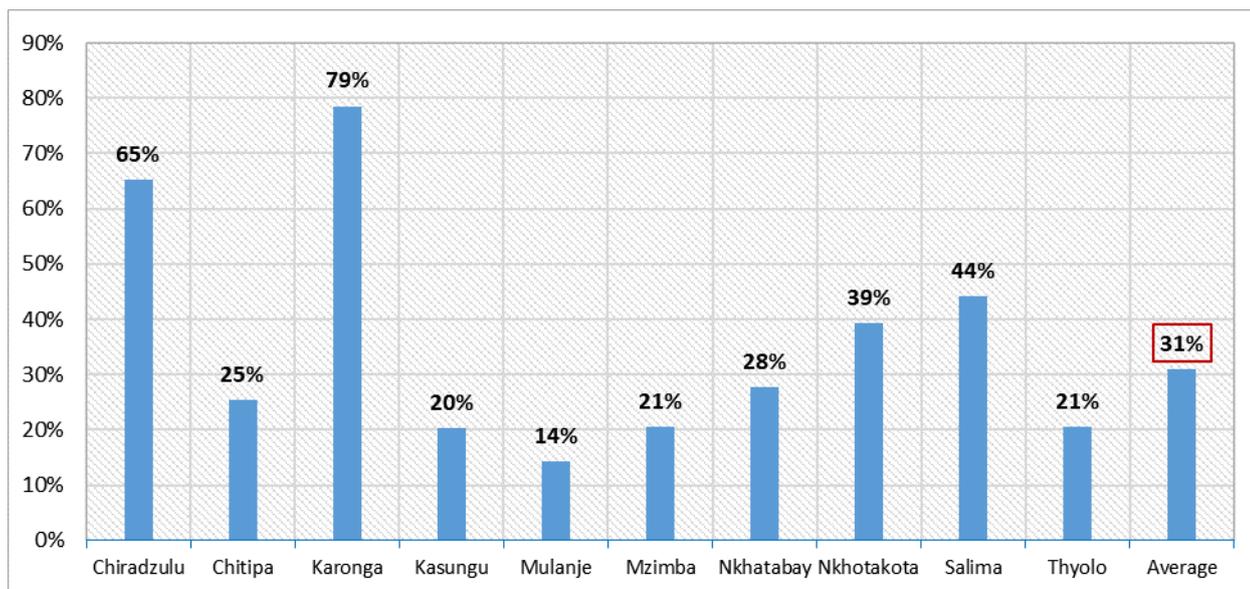
Although the proportion of trained farmer organizations is high as presented in the previous section, the results showed that the proportion of members of the farmer organizations trained is very low. Across the ten districts, it was only 31 percent of the group members who have been trained in at least one of the thematic areas presented in the previous section. Significant variations by district existed as evidenced by the results presented in the figure below. By district, the proportion of total farmer organization membership trained was highest in Karonga at 79 percent, followed by Chiradzulu at 65 percent. However, the proportion of trained farmer organization members was lowest in Mulanje at 14 percent.

Table 7: Training and capacity building

District	Bulking	Group marketing	Social media marketing	Profit and loss	Market research	Group dynamics
Chiradzulu	44%	56%	11%	44%	56%	78%
Chitipa	61%	72%	22%	67%	83%	83%
Karonga	52%	65%	9%	61%	74%	87%
Kasungu	46%	77%	21%	63%	65%	37%
Mulanje	27%	80%	27%	47%	73%	73%
Mzimba	78%	90%	52%	65%	94%	76%
Nkhatabay	56%	64%	8%	48%	64%	72%
Nkhotakota	19%	43%	1%	47%	46%	39%
Salima	50%	64%	5%	61%	63%	59%
Thyolo	33%	67%	38%	54%	63%	38%
Total	47%	67%	19%	57%	67%	58%

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe, FAO Malawi.

Figure 12: Proportion of farmer organization members trained



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe, FAO Malawi.

Finally, of the 429 farmer organizations across the ten districts, only 24 percent (n=102) of them were receiving any support from FAO. Of these, a majority 62 percent (n=63) were in Kasungu and Mzimba districts. This could be attributed to the existence of the market capacity-building project, which is being implemented by FAO with support from the Flanders government in the two districts. The rest were scattered across the other eight districts. Further, of the 102, 50 (49 percent) were cooperatives, 31 (30 percent) were FFS networks and 14 (17 percent) were farmer associations.

2.9 Networking

The main purpose of this module was to assess the level at which the different farmer organizations in the community link with other types of organizations and agencies such as the civil society organizations (CSO), public sector and private sector among others, especially in areas of capacity building and training.

Of the 429 farmer organizations in the ten districts, the results established that 264 (62 percent) of them had established working relationships with other organizations and agencies to enhance their

performance. Significant variation was recorded across the districts with Mzimba having the highest (87 percent) proportion of farmer organizations that work with other agencies and organizations, while Salima recorded the lowest proportion of 31 percent.

By type of farmer organization, the FFS networks had the highest share of farmer organization linkage with other agencies at 76 percent followed by the cooperatives at 66 percent, and the least was the farmer clubs/networks at 48 percent. The assessment further established that the farmer organizations which collaborated and worked with other agencies and organizations, on average, each farmer organization was working with two such agencies with no significant variation across the districts or by organization type.

On the sectors that the farmer organizations were collaborating with, the results showed that 32 percent of the cooperatives were collaborating closely with the CSO and the public sector, while 36 percent of the farmer associations were linking with the UN agencies. Further, 54 percent of the FFS networks were linking closely with the CSO, while 31 percent were linking with the public sector.

Table 8: Sectors collaborating with farmer organizations

Type of farmer organizations	Private sector	Civil society organizations	Public sector	UN agencies	Others
Cooperative	15%	32%	32%	19%	2%
Farmer association	29%	7%	29%	36%	0%
Farmer clubs/networks	9%	36%	27%	14%	14%
FFS network	5%	54%	31%	3%	8%

Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

2.10 Private sector engagement

This section of the survey aimed at assessing multiple things including assessing how the farmer organizations were linked to buying and off-taking institutions, the period of linkages, and if the farmer organizations had long-term contractual arrangements with buyers among other buying institutions.

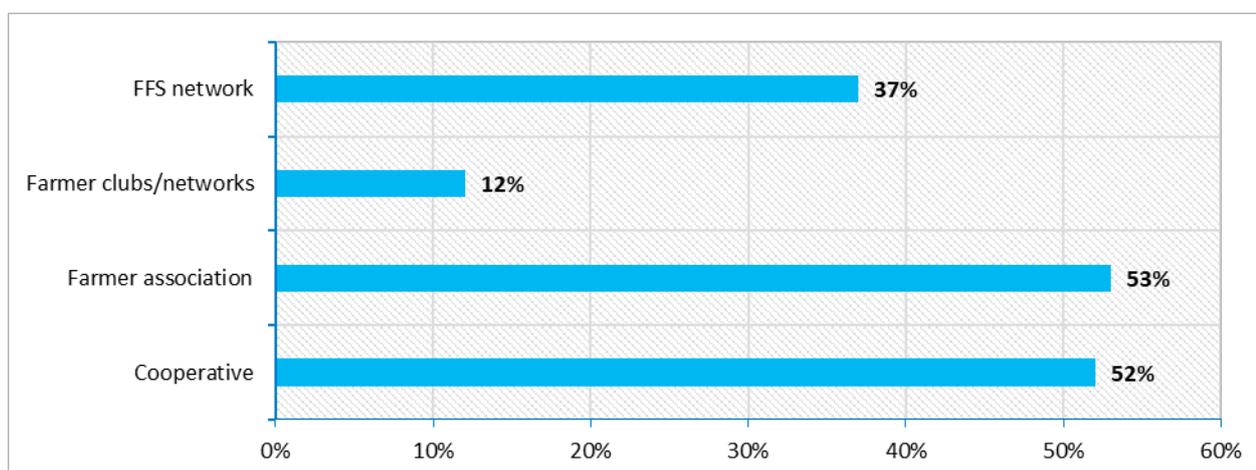
Of the 429 farmer organizations, 40 percent (n=173) reported being linked directly with buying institutions, and significant variations were observed across the districts. The districts where the farmer organizations are highly linked to buying institutions were Mzimba (64 percent), Chitipa (63 percent) and Karonga (62 percent) all in the northern region. On the other hand, the districts with the lowest proportion of farmer organizations linked to buying institutions were Mulanje (27 percent), Salima (25 percent) and Nkhosakota (18 percent).

By type of the farmer organizations, the assessment showed that 52 percent of the cooperatives and farmer

associations were linked with buying institutions, while only 12 percent and 37 percent of the farmer clubs/networks and FFS networks respectively were linked with buying institutions. The results are presented in the figure below:

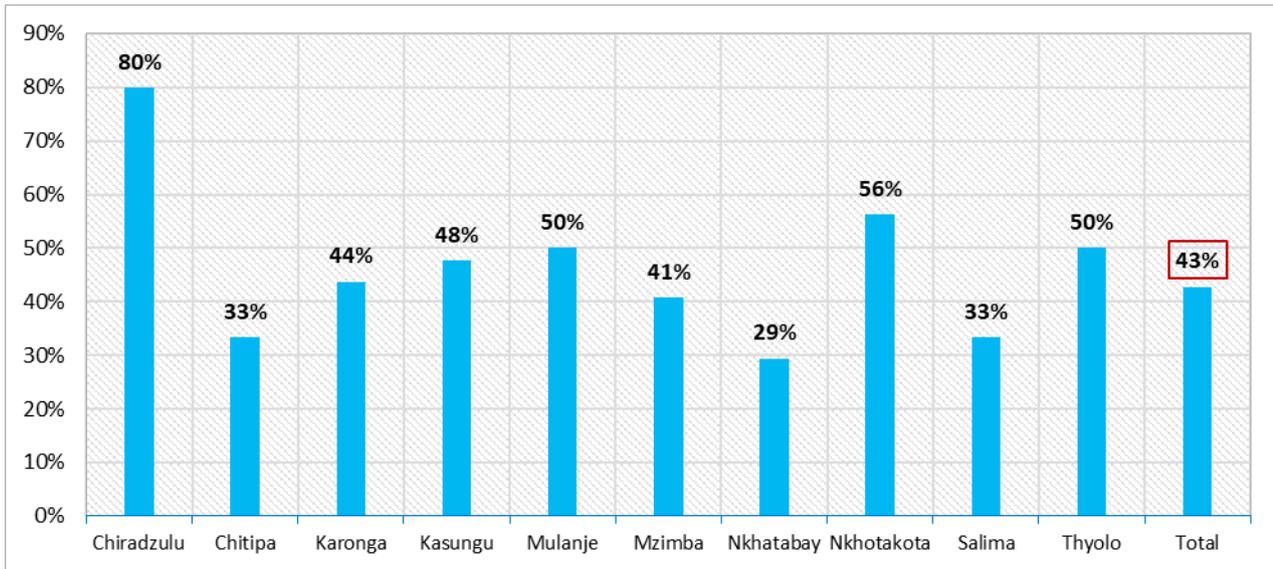
Among the farmer organizations that were linked with buying institutions, the results showed that on average they were linked to two of such buying institutions, with no variation across the districts or by type of farmer organizations. On the point of sale by the farmer organizations, the analysis showed that 62 percent (n=107) of the farmer organizations which are linked to buying institutions had the point of sale at the farmer organizations' bulking facility, while 27 percent (n=46) reported that the point of sale was at delivery facility of the off-takers.

The assessment further aimed at establishing if the farmer organizations linked to the buying institutions had long-term contractual agreements. According to the results, of the 173 farmer organizations that were linked to buying institutions, 43 percent had

Figure 13: Proportion of farmer organizations linked with buying institutions by organizations type

Source: Samuel Kirichu, 2022, Assessment data. Lilongwe, FAO Malawi.

Figure 14: Proportion of farmer organizations with long-term contractual agreements with buying institutions



Source: Samuel Kirichu. Assessment data. Lilongwe. FAO Malawi.

long-term contractual agreements with the buying institution, and a significant variation across the districts was recorded as noted in Figure 13 below.

By type of farmer organization, the results indicate that 59 percent of the farmer associations linked to buying institutions had long-term contractual agreements, while 44 percent of the cooperatives had such long-term contractual agreements. FFS networks and farmer clubs/networks had the lowest proportion with long-term contractual arrangements with buying institutions.

Besides establishing linkages with buying institutions, the assessment further wanted to infer if the farmer organizations had established any financial linkages with financial service providers. The results showed that only 72 out of the 429 farmer organizations were linked with financial service providers representing 17 percent of all the farmer organizations, and 42 percent of the farmer organizations had established linkages with buying institutions. No significant variation was recorded by districts and by type of farmer organizations, although cooperatives and farmers associations had a slightly higher proportion that had been linked to financial institutions.

Of the 72 farmer organizations linked to financial institutions, a majority (65 percent) said the linkage was based on the grants given by the institutions,

while the rest (35 percent) was based on loans given by the financial institutions. On loans, the 72 farmer organizations had an outstanding loan of MWK 300 850 000, which was an average of MWK 12 034 000 per farmer organizations. Only the cooperatives and farmer associations reported having secured loans. On grants, the analysis established that 47 farmer organizations had received a total of MWK 2.4 billion, with an average of MWK 51.1 million per farmer organizations of which nearly 62 percent had been given to the cooperatives.

2.11 Technology and digital platforms

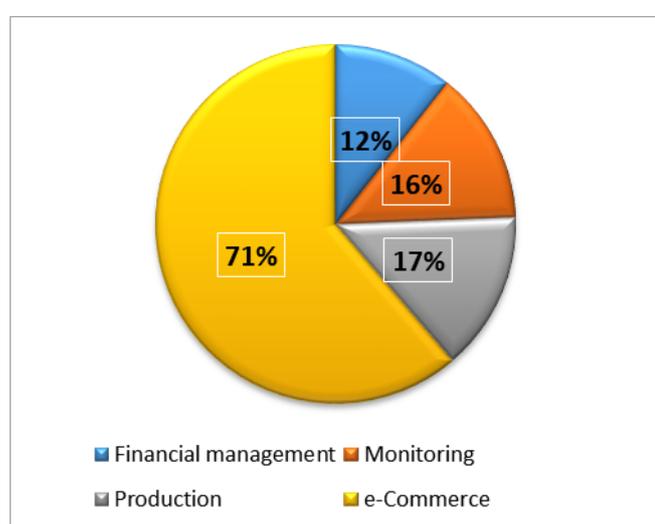
2.11.1 Technology and digital platforms

The assessment further aimed at establishing the utilization of digital platforms and adoption of technology in day-to-day activities to enhance operations. The results showed that of the 429 farmer organizations across the 10 districts, only 139 (32 percent) used digital platforms in their operations. By district, significant variation was recorded, with Mzimba recording the highest (75 percent) proportion that use technology in their operations, while Chiradzulu and Mulanje had no farmer organization using any form of digital platform. By type of farmer organization, a significant variation was also recorded across the different types of farmer organizations, with FFS networks having the highest

proportion (62 percent) using digital platforms, while 42 percent of the cooperatives use digital platforms.

Of the farmer organizations which use digital technology in their operations, the assessment revealed that majority (71 percent, n=98) of the farmer organizations use digital platforms for e-commerce; 17 percent (n=23) use the platforms for productions, 16 percent (n=22) for monitoring and 12 percent (n=17) use them for financial management as presented in the figure below. No major variation was recorded either by type of farmer organization or by districts.

Figure 15: Digitized systems by farmer organization



Source: Samuel Kirichu. 2022. Assessment data. Lilongwe. FAO Malawi.

The analysis further showed that the digital platform most used by the farmer organizations was the smartphone, which were used by 93 percent (n=129) of the 139 farmer organizations that use digital platforms. Regardless of whether the farmer organizations had adopted digital platforms or not, the assessment showed that only 30 percent of all the 429 farmer organizations use smartphones, which is the most common digital platform. Further, only 2 percent and 1 percent of the farmer organizations across the ten districts use computers and tablets respectively. By district, adoption of all the three digital platforms was highest in Karonga and Chitipa districts, while 50 percent of the farmer organizations were using smartphones in both districts and 8 percent were using computers in both districts. Karonga had a slightly higher proportion of organizations using tablets. Of the 139 farmer organizations using digital platforms, 138 (99 percent) reported that the platforms are user-friendly.

2.11.2 Connection to the power grid

Availability and sources of power are crucial to driving the adoption of digital technology. The assessment aimed at assessing whether the farmer organizations are connected to the national grid and for those not connected, whether they have

Table 9: Digital platforms in use by farmer organizations

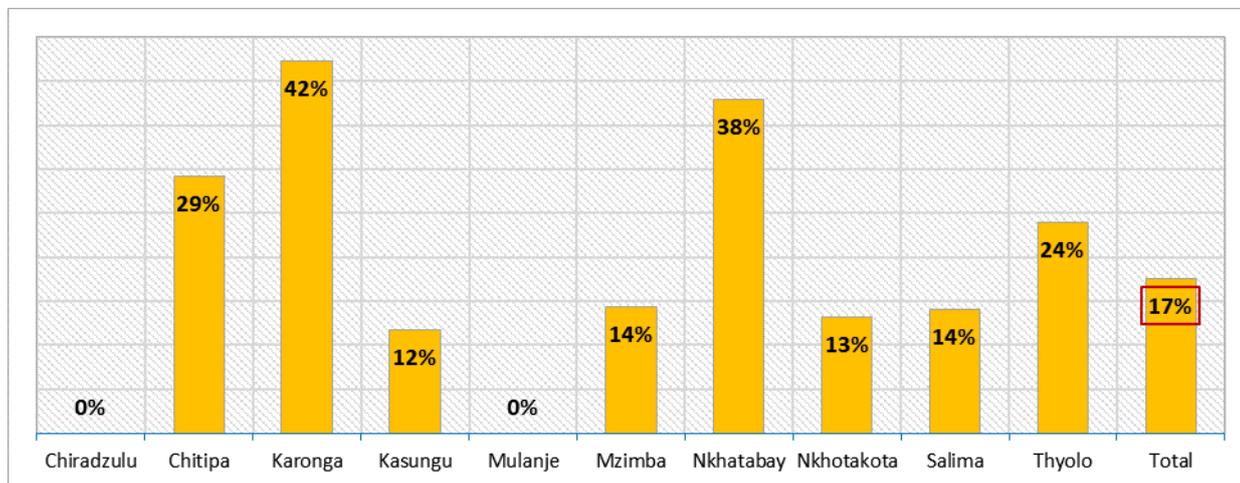
District	Tablets	Smart phones	Computers
Chiradzulu	-	-	-
Chitipa	4%	50%	8%
Karonga	8%	50%	8%
Kasungu	0%	27%	2%
Mulanje	-	-	-
Mzimba	1%	70%	1%
Nkhatabay	0%	59%	0%
Nkhotakota	0%	9%	1%
Salima	0%	11%	1%
Thyolo	8%	4%	4%
Total	1%	30%	2%

Source: Samuel Kirichu. 2022. Data collected during assessment. Lilongwe. FAO Malawi.

alternative sources of power. Across the ten districts, only 17 percent (n=75) of the farmer organizations were connected to the main grid, with significant variations by the district. Karonga had the highest proportion of farmer organizations connected to the

national grid estimated at 42 percent, followed by Nkhatabay at 38 percent. On the other hand, none of the farmer organizations were connected to the national grid in Chiradzulu and Mulanje districts.

Figure 16: Proportion of farmer organizations connected to the main power grid



Source: Samuel Kirichu. 2022. Data collected during assessment. Lilongwe. FAO Malawi.

It is worth noting that nearly 66 percent of the farmer organizations connected to the main grid reported frequent power losses. This represents only 11 percent of all the farmer organizations in the ten districts), and 79 percent (n=59) of those farmer organizations connected to the power grid do not have back-up power systems. Of those that have backup systems, 16 of them, nine have a solar backup while the rest (7) had a genset system.

2.12 Enterprise performance

This section presents the key highlights of the different enterprises that the farmer organizations have ventured into across the ten districts. According to the results, there were varying types of value chains by district, although the main enterprises that cut across the districts included maize, soya and groundnuts.

Table 10 presents the summary information on the performance of the various value chains across the ten districts. By the number of farmer organizations, maize is the dominant value across the ten districts and is being practiced by 150 farmer organizations, followed by the soya value chain, which is being practiced by 136 farmer organizations. By revenue, the soya value chain recorded the highest revenue in the season under consideration (2020–2021) with gross revenue of MWK 1.5 billion, followed by the rice value chain whose revenue was estimated at MWK 1.3 billion. By per capita revenue, the coffee value chain had the highest per capita revenue of MWK 149 million followed by sugarcane at MWK 108 million and banana at MWK 69 million. Annex 1 and 2 contain detailed data on the dominant value chains by district and EPA.

Table 10: Value chain performance in the 2020/2021 season

Value chain	Number of farmer organizations	Sum of revenue (previous season (2020/2021))	Per capita
Soya	136	1 510 586 294	11 107 252
Rice	66	1 373 009 070	20 803 168
Groundnuts	96	1 169 827 656	12 185 705
Maize	150	1 083 427 055	7 222 847
Banana	13	906 106 920	69 700 532
Dairy (milk)	15	314 402 340	20 960 156
Coffee	2	299 000 000	149 500 000
Apiculture (beekeeping)	35	210 991 425	6 028 326
Beans	21	203 536 150	9 692 198
Tea	4	194 992 780	48 748 195
Vegetables	23	170 371 430	7 407 453
Sunflower	18	123 400 580	6 855 588
Sugarcane	1	108 000 000	108 000 000
Vegetable	19	37 076 600	1 951 400
Pigeon peas	21	32 970 000	1 570 000
Broiler chicken	3	25 055 600	8 351 867
Pineapple	3	21 750 000	7 250 000
Sorghum	1	16 380 000	16 380 000
Sweet potato	10	11 104 157	1 110 416
Layer chicken	1	7 637 500	7 637 500
Irish potato	3	7 332 000	2 444 000
Cassava	4	6 410 000	1 602 500
Fish	6	5 443 500	907 250
Goat	14	5 298 250	378 446
Sweet potato	1	3 750 000	3 750 000
Eggs	1	3 420 000	3 420 000
Cattle	2	3 400 000	1 700 000
Layers eggs	1	3 360 000	3 360,000
Moringa herbals	1	2 000 000	2 000 000
Grapes	1	1 842 000	1 842 000
Cowpeas	3	1 826 000	608 667
Neem soap	1	1 800 000	1 800 000
Beef meat	2	1 522 200	761 100
Quails	1	1 392 700	1 392 700
Macadamia nuts	1	956 189	956 189

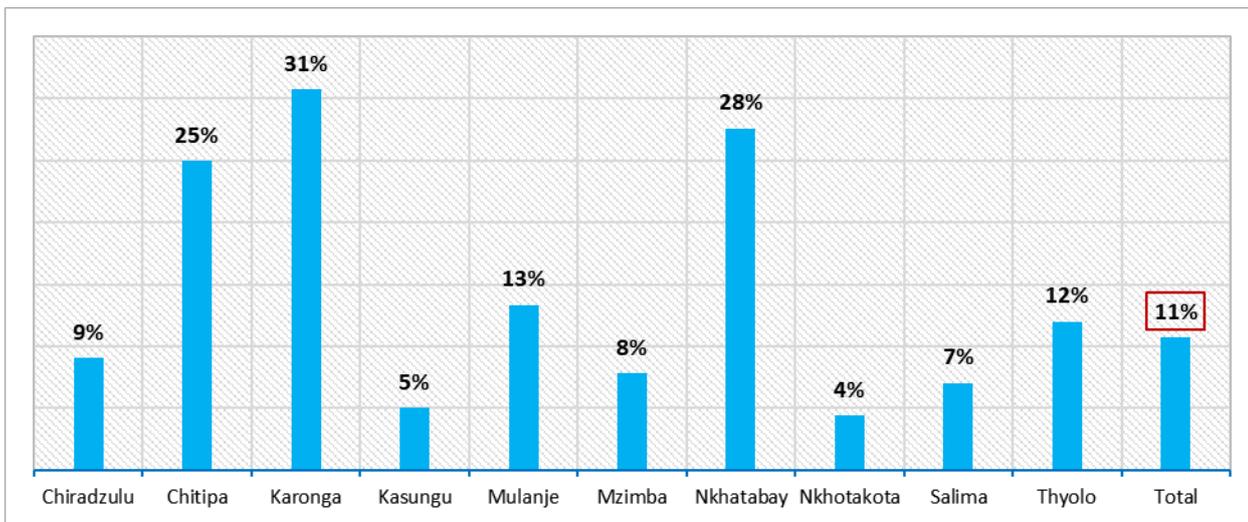
Value chain	Number of farmer organizations	Sum of revenue (previous season (2020/2021))	Per capita
Tree farming	1	950 000	950 000
Fruits	1	845 000	845 000
Fruit	1	573 600	573 600
Soap	1	210 000	210 000
Cotton	1	99 000	99 000
Orange-fleshed sweet potatoes)	1	15 000	15 000

Source: Samuel Kirichu. 2022. Data collected during assessment. Lilongwe. FAO Malawi.

Finally, of the 429 farmer organizations, 11 percent (n=46) were involved in value addition. By district, Karonga had the highest share of farmer organizations that were involved in value addition,

followed by Nkhatabay as presented in Figure 17. Across the districts, beekeeping, rice, sunflower and groundnuts were the most dominant value chains that were undergoing value addition and annex.

Figure 17: Proportion of farmer organizations involved in value addition by district



Source: Samuel Kirichu. 2022. Data collected during assessment. Lilongwe. FAO Malawi.

Conclusion

Low access to energy: The results of the assessment demonstrated low connectivity of farmer organizations' bulking facilities to the national grid. This could be attributed to the low penetration of electricity in the county, which is currently estimated at only 11.4 percent according to the 2018 census results (NSO, 2018). In addition, most of the farmer organizations assessed are in rural areas, where access to electricity is estimated at only 4 percent. However, it is worth noting that there were significant variations across the regions, with the northern region having a higher proportion of farmer organizations connected to the national grid with an estimate of 31 percent, while the estimates for the central and southern regions were 13 percent and 8 percent respectively. Regardless of the low connectivity to the national grid, the assessment further showed low adoption of alternative sources of energy such as solar energy. This implies that for future engagements with the farmer organizations, investment in energy sources should be considered. Any mention of the low level of agroprocessing, which could be linked to this energy deficiency

Low adoption of digital technology: Notably, the adoption of digital technology and platforms remained low across the ten districts. This could be attributed to multiple challenges including availability of the hardware, access to energy and limited access to internet services. For instance, internet access in Malawi is estimated at 17.8 percent as of 2021 which is among the lowest globally (Kemp, 2021). In addition, of the assessed farmer organizations, only about a third were using digital platforms. The existing barriers to digitalization have also been a major drawback in record-keeping, with most farmer organizations relying heavily on paper-based systems. Paper-based systems have increased levels of error and compromised institutional memory in cases of loss of records. Suffice to note that, digital technology can be one of the major

pillars of revolutionizing farmer organizations and an opportunity that can be harnessed for the rescue of historical data within farmer organizations.

Financial and banking structures: The assessment deduced that nearly 80 percent of the farmer organizations had access to banking services. The majority of the farmer organizations were operating savings accounts, which could be a great platform for increasing their access to credit and insurance facilities.

Legal formalization: The findings of the assessment showed that while nearly all the cooperatives were legally formalized through the Ministry of Trade and Industry, only a third of the farmer associations had been registered. Further, the proportion of FFS networks and farmer clubs registered was significantly low and less than ten percent across the ten districts.

Membership and leadership: The assessment established that gender and youth inclusion in membership and leadership positions were mainstreamed. According to the results, nearly half of the farmer organization leaders were female, and nearly a third were youth. In addition, it is worth noting that about 2 percent of those in leadership were persons with disabilities.

Networking and linkages: The results established that nearly two-thirds of the farmer organizations had established working relationships/networks with other organizations and agencies to enhance their enterprise performance. The main areas of collaboration included training and capacity building, grants, financial support, digitalization and setting up of bulking facilities among other areas. Among the agencies, which have established working relations with the farmer organizations, include UN agencies (e.g. WFP, UNDP, FAO etc.), Donor Community (e.g. GIZ, World Bank etc.), CSO (e.g. Plan International,

Good Neighbors, Self Help Africa etc.), the private entities and government ministries, departments and agencies. Further, the assessment found that approximately four in ten farmer organizations had been linked to off-taking institutions.

Bulking facilities: Slightly above half of the farmer organizations across the ten districts had bulking facilities with significant variations across the ten districts. Among the farmer organizations that had bulking facilities, slightly over half had been constructed through members contributions. One in five of the bulking facilities had been donated by other actors and agencies. It is worth noting that about 20 percent of the farmer organizations were using rented facilities where the average monthly rent paid varied significantly across the district and by type of enterprise. Many of the bulking facilities lacked standard market and food safety measures in terms of proper aeration, drying racks, grading platforms, loading ramps, pallets, etc. which need to be urgently addressed to minimize storage losses (quality depreciation and physical damage).

Training and capacity building: The assessment noted that various forms of training and capacity building modules had been offered to the farmer

organizations. Among the actors who were reported to be providing various forms of training included United Nations agencies such as FAO, World Food Programme (WFP) and United Nations Development Programme (UNDP), civil society organizations (CSO) such as Plan Malawi, United Purpose, Self-Help Africa; government ministries and departments such as the MoA, the Department of Fisheries, Ministry of Trade, district agriculture offices, and other agencies such as GIZ, ICRISAT, Clinton Foundation among others.

Although 84 percent of the organizations had received some form of training, only 31 percent of the members benefited from the training programmes. The content and delivery approach varied by stakeholder, mainly driven by the agency's needs. Different agencies would tailor their pieces of training depending on their specific deliverables. It will be paramount to enhance the delivery mechanism through a coordinated approach with harmonized and tailored training content geared at enhancing the capacity of the farmer organizations and constituent members in order to realize the desired transformation.

Annexes

Annex 1: Enterprise performance (revenue) by district

District / value chain	Number of farmer organizations	Revenue (previous season 2020/2021)
Chiradzulu	11	173 287 120
Dairy (milk)	2	144 720 000
Pigeon peas	5	10 800 000
Groundnuts	2	6 953 620
Maize	5	4 878 000
Sweet potato	1	3 750 000
Soya	1	2 185 500
Chitipa	24	1 513 685 050
Banana	1	897 280 000
Coffee	2	299 000 000
Vegetables	3	153 850 000
Maize	6	92 455 800
Groundnuts	6	28 616 000
Soya	6	19 571 000
Sunflower	5	12 985 000
Apiculture (beekeeping)	3	6 911 500
Beans	1	3 015 750
Karonga	26	498 023 700
Rice	9	456 096 500
Broiler chicken	1	8 190 000
Dairy (milk)	2	7 860 000
Layer chicken	1	7 637 500
Vegetables	3	6 980 000
Layers Eggs	1	3 360 000
Fish	1	2 345 000
Grapes	1	1 842 000
Quails	1	1 392 700
Apiculture (beekeeping)	1	1 359 000
<i>Groundnuts</i>	<i>2</i>	<i>452 000</i>
<i>Beef meat</i>	<i>1</i>	<i>219 000</i>
<i>Soap</i>	<i>1</i>	<i>210 000</i>

District / value chain	Number of farmer organizations	Revenue (previous season 2020/2021)
<i>Maize</i>	<i>2</i>	<i>80 000</i>
Kasungu	60	1 384 947 450
Maize	33	690 367 100
Soya	41	373 754 990
Groundnuts	15	182 579 160
Sunflower	3	88 620 000
Apiculture (beekeeping)	5	32 488 500
Beans	3	7 000 000
Vegetables	2	3 225 000
Cowpeas	1	1 560 000
Beef meat	1	1 303 200
Broiler chicken	1	1 096 000
Fish	1	937 500
Goat	1	870 000
Cattle	1	700 000
<i>Irish potato</i>	<i>1</i>	<i>296 000</i>
<i>Sweet potato</i>	<i>1</i>	<i>150 000</i>
Mulanje	15	232 814 620
Tea	1	181 090 000
Rice	2	19 730 400
Maize	7	7 118 500
Pigeon peas	7	6 750 000
Soya	3	5 346 520
Cassava	2	4 525 000
Beans	2	3 120 000
Vegetables	3	3 395 500
Apiculture (beekeeping)	2	1 009 700
Groundnuts	2	714 000
<i>Orange-flesh sweet potatoes</i>	<i>1</i>	<i>15 000</i>
Mzimba	77	2 118 621 004
Soya	51	985 926 734
Groundnuts	26	814 789 900
Maize	28	190 158 650
Dairy (milk)	3	57 690 540
Sunflower	9	21 715 580
Beans	7	20 302 500

District / value chain	Number of farmer organizations	Revenue (previous season 2020/2021)
Vegetable	8	23 554 600
Cattle	1	2 700 000
Apiculture (beekeeping)	2	982 500
Fish	1	800 000
Nkhatabay	29	742 239 025
Rice	10	539 850 000
Apiculture (beekeeping)	7	107 334 025
Dairy (milk)	4	57 252 000
Broiler Chicken	1	15 769 600
Maize	6	9 561 000
Irish potato	1	7 000 000
Cassava	2	1 885 000
Banana	2	1 839 000
Vegetable	2	912 000
<i>Pineapple</i>	<i>1</i>	<i>450 000</i>
<i>Beans</i>	<i>1</i>	<i>386 400</i>
Nkhotakota	91	449 539 981
Rice	27	133 173 130
Sugarcane	1	108 000 000
Groundnuts	25	100 563 726
Soya	16	53 902 250
Pineapple	2	21 300 000
Beans	4	17 393 500
Maize	26	5 217 375
Goat	9	3 605 000
Moringa herbals	1	2 000 000
Neem soap	1	1 800 000
Tree farming	1	950 000
<i>Apiculture (beekeeping)</i>	<i>6</i>	<i>625 000</i>
<i>Fish</i>	<i>2</i>	<i>376 000</i>
<i>Vegetable</i>	<i>4</i>	<i>260 000</i>
<i>Sweet potato</i>	<i>2</i>	<i>159 000</i>
<i>Cotton</i>	<i>1</i>	<i>99 000</i>
<i>Sunflower</i>	<i>1</i>	<i>80 000</i>
<i>Irish potato</i>	<i>1</i>	<i>36 000</i>
Salima	71	526 298 820

District / value chain	Number of farmer organizations	Revenue (previous season 2020/2021)
Rice	18	224 159 040
Maize	33	80 610 630
Beans	1	70 200 000
Soya	17	69 561 800
Groundnuts	18	35 159 250
Sorghum	1	16 380 000
Dairy (milk)	2	9 979 800
Banana	10	6 987 920
Apiculture (beekeeping)	7	4 841 200
Sweet potato	6	1 989 000
Vegetables	12	2 920 930
Pigeon peas	1	1 575 000
Goat	4	823 250
Fruits	1	845 000
<i>Cowpeas</i>	<i>2</i>	<i>266 000</i>
Thyolo	25	232 614 226
Beans	2	82 118 000
Apiculture (beekeeping)	2	55 440 000
Dairy (milk)	2	36 900 000
Tea	3	13 902 780
Pigeon peas	8	13 845 000
Vegetable	5	12 350 000
Sweet potato	1	8 806 157
Eggs	1	3 420 000
Maize	4	2 980 000
Fish	1	985 000
Macadamia nuts	1	956 189
Fruit	1	573 600
<i>Soya</i>	<i>1</i>	<i>337 500</i>
Grand total	429	7 872 070 996

Annex 2: Enterprise performance (revenue) by extention planning area

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Chiradzulu	11	173 287 120	15 753 375
Mbulumbuzi	3	14 530 500	4 843 500
Dairy (milk)	1	9 000 000	9 000 000
Maize	2	3 345 000	1 672 500
Soya	1	2 185 500	2 185 500
Mombezi	2	7 100 520	3 550 260
Groundnuts	1	4 415 520	4 415 520
Pigeon peas	2	1 485 000	742 500
Maize	1	1 200 000	1 200 000
Thumbwe	6	151 656 100	25 276 017
Dairy (milk)	1	135 720 000	135 720 000
Pigeon peas	3	9 315 000	3 105 000
Sweet potato	1	3 750 000	3 750 000
Groundnuts	1	2 538 100	2 538 100
Maize	2	333 000	166 500
Chitipa	24	1 513 685 050	63 070 210
Chisenga	5	10 223 250	2 044 650
Apiculture (beekeeping)	1	3 491 500	3 491 500
Groundnuts	2	3 466 000	1 733 000
Beans	1	3 015 750	3 015 750
Tomato	1	250 000	250 000
Kameme	5	13 546 800	2 709 360
Maize	3	7 360 800	2 453 600
Sunflower	2	4 305 000	2 152 500
Soya	3	1 881 000	627 000
Kavukuku	4	14 540 000	3 635 000
Groundnuts	2	13 700 000	6 850 000
Apiculture (beekeeping)	1	840 000	840 000
Lufita	6	276 515 000	46 085 833
Tomato	1	115 200 000	115 200 000
Maize	2	85 095 000	42 547 500
Cabbage	1	38 400 000	38 400 000

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Soya	3	17 690 000	5 896 667
Groundnuts	2	11 450 000	5 725 000
Sunflower	3	8 680 000	2 893 333
Misuku	4	1 198 860 000	299 715 000
Banana	1	897 280 000	897 280 000
Coffee	2	299 000 000	149 500 000
Apiculture (beekeeping)	1	2 580 000	2 580 000
Karonga	26	498 023 700	19 154 758
Lupembe	13	243 457 200	18 727 477
Rice	3	207 100 000	69 033 333
Broiler chicken	1	8 190 000	8 190 000
Layer chicken	1	7 637 500	7 637 500
Dairy (milk)	1	7 500 000	7 500 000
Layers eggs	1	3 360 000	3 360 000
Fish	1	2 345 000	2 345 000
Vegetables	1	1 980 000	1 980 000
Grapes	1	1 842 000	1 842 000
Quails	1	1 392 700	1 392 700
Apiculture (beekeeping)	1	1 359 000	1 359 000
<i>Groundnuts</i>	<i>2</i>	<i>452 000</i>	<i>226 000</i>
<i>Beef meat</i>	<i>1</i>	<i>219 000</i>	<i>219 000</i>
<i>Maize</i>	<i>1</i>	<i>80 000</i>	<i>80 000</i>
Mpata	1	164 000 000	164 000 000
Rice	1	164 000 000	164 000 000
North Kaporo	3	9 836 500	3 278 833
Rice	2	9 836 500	4 918 250
Nyungwe	5	5 160 000	1 032 000
Tomato	2	5 000 000	2 500 000
<i>Rice</i>	<i>1</i>	<i>160 000</i>	<i>160 000</i>
South Kaporo	2	570 000	285 000
Dairy (milk)	1	360 000	360 000
<i>Soap</i>	<i>1</i>	<i>210 000</i>	<i>210 000</i>
Vinthukutu	2	75 000000	37 500 000
Rice	2	75 000 000	37 500 000

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Kasungu	60	1 384 947 450	23 082 458
Chamama	8	396 912 500	49 614 063
Maize	7	183 134 500	26 162 071
Groundnuts	5	125 200 000	25 040 000
Soya	6	81 128 000	13 521 333
Beans	3	7 000 000	2 333 333
Apiculture (beekeeping)	1	300 000	300 000
<i>Sweet potato</i>	<i>1</i>	<i>150 000</i>	<i>150 000</i>
Chulu	7	588 378 460	84 054 066
Maize	5	302 631 650	60 526 330
Soya	6	169 396 000	28 232 667
Sunflower	3	88 620 000	29 540 000
Groundnuts	4	23 074 110	5 768 528
Apiculture (beekeeping)	2	1 783 500	891 750
Beef meat	1	1 303 200	1 303 200
Goat	1	870 000	870 000
Cattle	1	700,000	700,000
Kaluluma	13	104 579 700	8 044 592
Soya	10	61 748 750	6 174 875
Maize	8	26 155 950	3 269 494
Groundnuts	2	16 675 000	8 337 500
Kasungu/ Chipala	16	241 143 290	15 071 456
Maize	8	165 255 000	20 656 875
Soya	10	36 162 240	3 616 224
Apiculture (beekeeping)	1	21 000 000	21 000 000
Groundnuts	3	17 630 050	5 876 683
Broiler chicken	1	1 096 000	1 096 000
Lisasadzi	8	21 768 500	2 721 063
Soya	4	11 250 000	2 812 500
Maize	2	4 500 000	2 250 000
Tomato	1	2 925 000	2 925 000
Cowpeas	1	1 560 000	1 560 000
Fish	1	937 500	937 500

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Onions	1	300 000	300 000
Irish potato	1	296 000	296 000
Santhe	8	32 165 000	4 020 625
Soya	5	14 070 000	2 814 000
Apiculture (beekeeping)	1	9 405 000	9 405 000
Maize	3	8 690 000	2 896 667
Mulanje	15	232 814 620	15 520 975
Kamwendo	1	1 250 400	1 250 400
Beans	1	720 000	720 000
Rice	1	530 400	530 400
Milonde	2	28 838 700	14 419 350
Rice	1	19 200 000	19 200 000
Maize	2	4 500 000	2 250 000
Vegetables	1	2 687 500	2 687 500
Beans	1	2 400 000	2 400 000
<i>Apiculture (beekeeping)</i>	<i>1</i>	<i>51 200</i>	<i>51 200</i>
Msikawanjala	5	9 516 520	1 903 304
Cassava	2	4 525 000	2 262 500
Pigeon peas	4	3 590 000	897 500
Groundnuts	2	714 000	357 000
<i>Soya</i>	<i>2</i>	<i>546 520</i>	<i>273 260</i>
<i>Maize</i>	<i>1</i>	<i>126 000</i>	<i>126 000</i>
<i>Orange-fleshed sweet potato</i>	<i>1</i>	<i>15 000</i>	<i>15 000</i>
Mulanje mountain	3	183 693 000	61 231 000
Tea	1	181 090 000	181 090 000
Pigeon peas	1	1 360 000	1 360 000
Tomato	1	672 000	672 000
Maize	2	535 000	267 500
<i>Onions</i>	<i>1</i>	<i>36 000</i>	<i>36 000</i>
Thuchila	4	9 516 000	2 379 000
Soya	1	4 800 000	4 800 000
Maize	2	1 957 500	978 750
Pigeon peas	2	1 800 000	900 000

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Apiculture (beekeeping)	1	958 500	958 500
Mzimba	77	2 118 621 004	27 514 558
Bulala	1	22 000 000	22 000 000
Groundnuts	1	16 000 000	16 000 000
Maize	1	6 000 000	6 000 000
Bwengu	5	28 055 700	5 611 140
Soya	2	14 800 000	7 400 000
Maize	3	4 548 600	1 516 200
Groundnuts	2	3 922 000	1 961 000
Beans	2	3 602 500	1 801 250
Tomato	2	1 182 600	591 300
Champhira	7	22 042 050	3 148 864
Soya	6	11 895 000	1 982 500
Sunflower	2	5 940 000	2 970 000
Maize	5	3 407 050	681 410
Beans	2	800 000	400 000
Emfeni	5	50 817 000	10 163 400
Soya	5	26 071 000	5 214 200
Maize	2	24 746 000	12 373 000
Emsizini	2	44 258 437	22 129 219
Dairy (milk)	2	44 258 437	22 129 219
Euthini	7	122 215 000	17 459 286
Groundnuts	6	53 100 000	8 850 000
Soya	6	44 710 000	7 451 667
Cabbage	1	17 280 000	17 280 000
Maize	2	6 675 000	3 337 500
Onions	1	288 000	288 000
Tomato	1	162 000	162 000
Kazomba	2	17 278 000	8 639 000
Soya	2	15 935 000	7 967 500
Maize	2	753 000	376 500
Beans	1	500 000	500 000
<i>Groundnuts</i>	<i>1</i>	<i>90 000</i>	<i>90 000</i>
Khosolo	1	19 900 000	19 900 000

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Beans	1	15 400 000	15 400 000
Maize	1	4 500 000	4 500 000
Luwelezi	2	74 920 000	37 460 000
Soya	2	48 820 000	24 410 000
Maize	2	26 100 000	13 050 000
Malidade	4	843 235 000	210 808 750
Groundnuts	3	430 235 000	143 411 667
Soya	2	413 000 000	206 500 000
Manyamula	4	21 367 000	5 341 750
Maize	2	13 875 000	6 937 500
Soya	2	7 450 000	3 725 000
<i>Onions</i>	<i>1</i>	<i>42 000</i>	<i>42 000</i>
Mbalachanda	6	563 452 000	93 908 667
Soya	2	275 098 000	137 549 000
Groundnuts	5	265 854 000	53 170 800
Maize	1	22 500 000	22 500 000
Mbawa	13	72 550 380	5 580 798
Soya	13	66 850 800	5 142 369
Sunflower	5	3 349 580	669 916
Maize	2	2 350 000	1 175 000
Mpherembe	6	61 389 900	10 231 650
Groundnuts	6	31 065 900	5 177 650
Soya	4	30 124 000	7 531 000
<i>Maize</i>	<i>1</i>	<i>200 000</i>	<i>200 000</i>
Njuyu	1	523 000	523 000
Groundnuts	1	523 000	523 000
Vibangala	4	130 138 534	32 534 634
Maize	2	72 584 000	36 292 000
Soya	4	31 128 534	7 782 134
Groundnuts	1	14 000 000	14 000 000
Sunflower	2	12 426 000	6 213 000
Zombwe	7	24 479 003	3 497 000
Dairy (milk)	1	13 432 103	13 432 103
Tomato	1	3 800 000	3 800 000
Cattle	1	2 700 000	2 700 000

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Maize	2	1 920 000	960 000
Apiculture (beekeeping)	1	982 500	982 500
Fish	1	800 000	800 000
Vegetables	1	800 000	800 000
<i>Soya</i>	<i>1</i>	<i>44 400</i>	<i>44 400</i>
Nkhatabay	29	742 239 025	25 594 449
Chikwina	4	61 936 000	15 484 000
Dairy (milk)	3	52 836 000	17 612 000
Irish potato	1	7 000 000	7 000 000
Maize	1	1 300 000	1 300 000
Cabbage	1	800 000	800 000
Chintheche	5	519 510 000	103 902 000
Rice	4	513 270 000	128 317 500
Maize	1	6 240 000	6 240 000
Chitheka	1	4 416 000	4 416 000
Dairy (milk)	1	4 416 000	4 416 000
Mpamba	5	56 669 600	11 333 920
Apiculture (beekeeping)	3	32 500 000	10 833 333
Broiler chicken	1	15 769 600	15 769 600
Rice	1	8 400 000	8 400 000
Mzenga	4	68 971 425	17 242 856
Apiculture (beekeeping)	2	67 290 025	33 645 013
Banana	1	1 229 000	1 229 000
Beans	1	386 400	386 400
<i>Maize</i>	<i>2</i>	<i>66 000</i>	<i>33,000</i>
Nkhata Bay	9	30 701 000	3 411 222
Rice	5	18 180 000	3 636 000
Apiculture (beekeeping)	2	7 544 000	3 772 000
Maize	1	1 920 000	1 920 000
Cassava	2	1 885 000	942 500
Banana	1	610 000	610 000

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Pineapple	1	450 000	450 000
<i>Tomato</i>	<i>1</i>	<i>112 000</i>	<i>112 000</i>
Tukombo	1	35 000	35 000
<i>Maize</i>	<i>1</i>	<i>35 000</i>	<i>35 000</i>
Nkhotakota	91	449 539 981	4 940 000
Linga	18	129 638 100	7 202 117
Rice	11	93 538 100	8 503 464
Pineapple	2	21 300 000	10 650 000
Groundnuts	1	7 800 000	7 800 000
Moringa herbals	1	2 000 000	2 000 000
Neem soap	1	1 800 000	1 800 000
Tree farming	1	950 000	950 000
Maize	2	785 000	392 500
Goat	2	750 000	375 000
<i>Soya</i>	<i>2</i>	<i>375 000</i>	<i>187 500</i>
<i>Tomato</i>	<i>3</i>	<i>260 000</i>	<i>86 667</i>
<i>Sunflower</i>	<i>1</i>	<i>80 000</i>	<i>80 000</i>
<i>Watermelon</i>	<i>1</i>	<i>-</i>	<i>-</i>
Mwansambo	8	34 661 126	4 332 641
Groundnuts	5	21 194 126	4 238 825
Soya	3	13 250 000	4 416 667
<i>Cotton</i>	<i>1</i>	<i>99 000</i>	<i>99 000</i>
<i>Apiculture (beekeeping)</i>	<i>1</i>	<i>46 000</i>	<i>46 000</i>
<i>Maize</i>	<i>1</i>	<i>36 000</i>	<i>36 000</i>
<i>Irish potato</i>	<i>1</i>	<i>36 000</i>	<i>36 000</i>
Nkhunga	41	59 629 000	1 454 366
Groundnuts	13	23 484 000	1 806 462
Soya	4	13 790 000	3 447 500
Rice	9	9 745 000	1 082 778
Beans	1	7 246 000	7 246 000
Goat	6	2 655 000	442 500
Maize	13	1 595 000	122 692
<i>Apiculture (beekeeping)</i>	<i>3</i>	<i>579 000</i>	<i>193 000</i>
<i>Fish</i>	<i>2</i>	<i>376 000</i>	<i>188 000</i>
<i>Sweet potato</i>	<i>2</i>	<i>159 000</i>	<i>79 500</i>

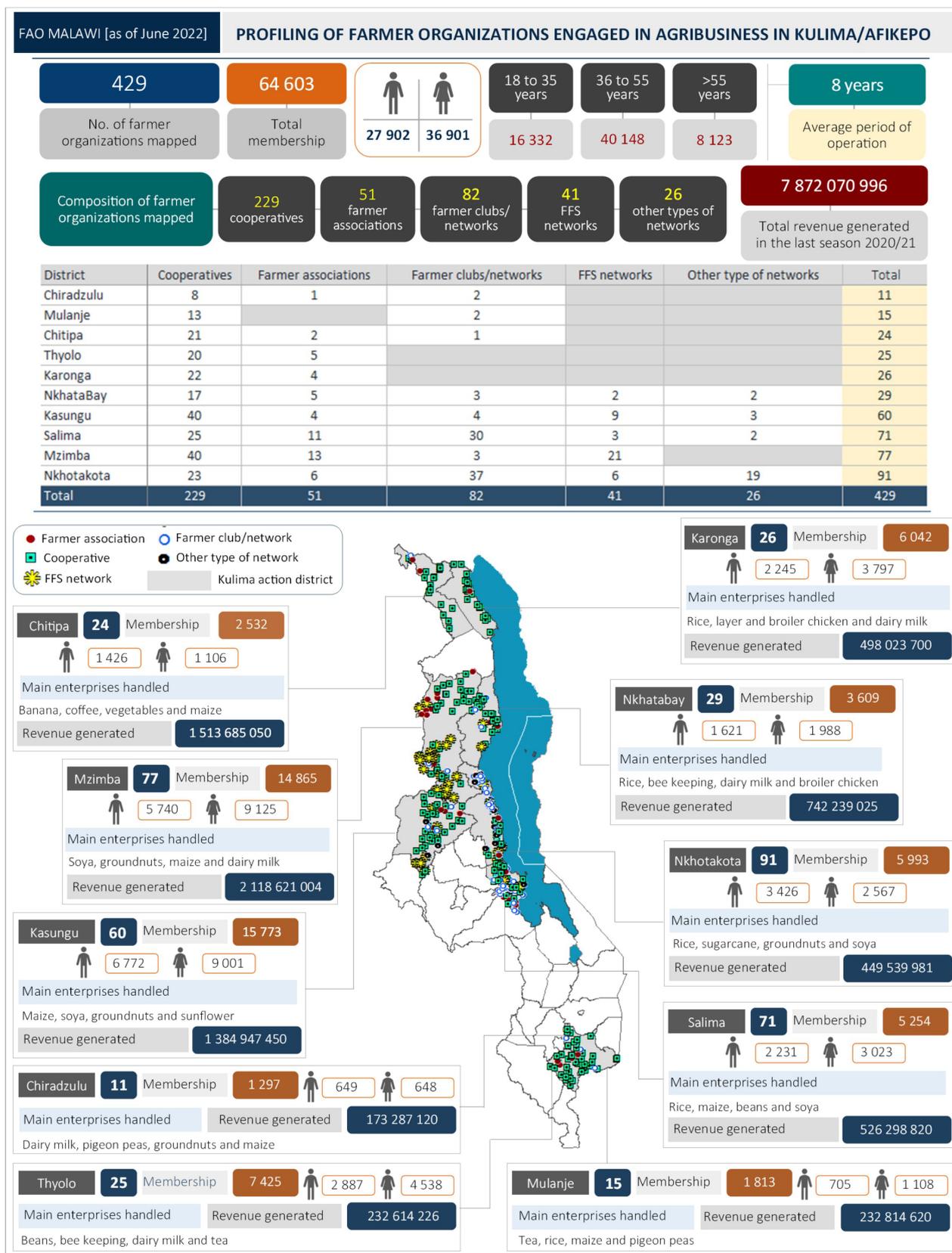
District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Zidyana	24	225 611 755	9 400 490
Sugarcane	1	108 000 000	108 000 000
Groundnuts	6	48 085 600	8 014 267
Rice	7	29 890 030	4 270 004
Soya	7	26 487 250	3 783 893
Beans	3	10 147 500	3 382 500
Maize	10	2 801 375	280 138
<i>Goat</i>	<i>1</i>	<i>200 000</i>	<i>200 000</i>
Salima	71	526 298 820	7 412 659
Chinguluwe	12	28 576 900	2 381 408
Sorghum	1	16 380 000	16 380 000
Groundnuts	4	6 072 000	1 518 000
Soya	3	3 286 800	1 095 600
Pigeon peas	1	1 575 000	1 575 000
<i>Maize</i>	<i>4</i>	<i>676 100</i>	<i>169 025</i>
<i>Apiculture (beekeeping)</i>	<i>2</i>	<i>372 000</i>	<i>186 000</i>
<i>Vegetables</i>	<i>1</i>	<i>130 000</i>	<i>130 000</i>
<i>Goat</i>	<i>2</i>	<i>85 000</i>	<i>42 500</i>
Chipoka	9	283 727 102	31 525 234
Rice	3	199 738 040	66 579 347
Beans	1	70 200 000	70 200 000
Maize	3	4 651 712	1 550 571
Groundnuts	2	3 822 900	1 911 450
Banana	2	2 401 400	1 200 700
Apiculture (beekeeping)	2	840 000	420 000
Sweet potato	1	515 000	515 000
Goat	1	488 250	488 250
Vegetables	1	400 800	400 800
Fruits	1	400 000	400 000
<i>Soya</i>	<i>1</i>	<i>250 000</i>	<i>250 000</i>
<i>Dairy (milk)</i>	<i>1</i>	<i>19 000</i>	<i>19 000</i>
Khombedza	18	64 970 200	3 609 456
Soya	4	42 850 000	10 712 500
Maize	5	11 315 000	2 263 000

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Groundnuts	1	3 850 000	3 850 000
Apiculture (beekeeping)	2	3 629 200	1 814 600
Rice	2	1 980 000	990 000
Watermelon	1	370 000	370 000
<i>Banana</i>	<i>1</i>	<i>275 000</i>	<i>275 000</i>
<i>Cowpeas</i>	<i>2</i>	<i>266 000</i>	<i>133 000</i>
<i>Goat</i>	<i>1</i>	<i>250 000</i>	<i>250 000</i>
<i>Vegetables</i>	<i>1</i>	<i>110 000</i>	<i>110 000</i>
<i>Mangoes</i>	<i>1</i>	<i>75 000</i>	<i>75 000</i>
Mvera	1	1 004 000	1 004 000
Maize	1	524 000	524 000
Tomato	1	480 000	480 000
Tembwe	31	148 020 618	4 774 859
Maize	20	63 443 818	3 172 191
Soya	9	23 175 000	2 575 000
Rice	13	22 441 000	1 726 231
Groundnuts	11	21 414 350	1 946 759
Dairy (milk)	1	9 960 800	9 960 800
Banana	7	4 311 520	615 931
Sweet potato	5	1 474 000	294 800
Vegetables	10	1 251 970	125 197
<i>Tomato</i>	<i>2</i>	<i>320 000</i>	<i>160 000</i>
<i>Onions</i>	<i>1</i>	<i>228 160</i>	<i>228 160</i>
Thyolo	25	232 614 226	9 304 569
Dwale	4	21 806 789	5 451 697
Tea	2	12 927 000	6 463 500
Cabbage	1	7 200 000	7 200 000
Macadamia nuts	1	956 189	956 189
Fruits	1	573 600	573 600
<i>Ginger</i>	<i>1</i>	<i>150 000</i>	<i>150 000</i>
Masambanjati	3	5 697 500	1 899 167
Pigeon peas	3	5 360 000	1 786 667
Soya	1	337 500	337 500
Matapwata	8	103 796 047	12 974 506

District/EPA	Number of farmer organizations engaged in the value chain	Revenue (previous season – 2020/2021)	Average revenue per group (previous season – 2020/2021)
Apiculture (beekeeping)	1	55 440 000	55 440 000
Dairy (milk)	2	36 900 000	18 450 000
Sweet potato	1	4 141 047	4 141 047
Cabbage	1	3 000 000	3 000 000
Maize	2	2 080 000	1 040 000
Tomato	2	2 000 000	1 000 000
<i>Pigeon peas</i>	<i>2</i>	<i>235 000</i>	<i>117 500</i>
Thekerani	2	7 400 000	3 700 000
Pigeon peas	2	6 500 000	3 250 000
Maize	1	900 000	900 000
Thyolo	8	93 913 890	11 739 236
Beans	2	82 118 000	41 059 000
Sweet potato	1	4 665 110	4 665 110
Eggs	1	3 420 000	3 420 000
Pigeon peas	1	1 750 000	1 750 000
Fish	1	985 000	985 000
Tea	1	975 780	975 780
Grand total	429	7 872 070 996	18 349 816

Source: Margaret Mugo, 2022, M&E and IM assessment data, Lilongwe, FAO Malawi.

Annex 3: Geospatial profile of apex farmer organizations assessed



Source: Margaret Mugo, 2022, M&E and IM infographics, Lilongwe, FAO Malawi.

Map of Malawi complies with UN. 2020 map of the world

Annex 4: List of the apex farmer organizations' value additions by district

District/value addition	Revenue from value addition (2020–2021 season)
Chitipa	30 856 100
Sunflower	24 383 600
Cooking oil	23 981 600
Poultry feeds	402 000
Apiculture (beekeeping)	4 356 500
Candle wax	25 000
Honey extraction, straining, packaging and labelling	3 491 500
Processing of honey	840 000
Groundnuts	2 116 000
Groundnuts shelling	2 116 000
Karonga	251 188 500
Rice	247 667 500
Milling	8 100 000
Milling, packaging, labelling	239 567 500
Grapes	1 842 000
Packaging and labelling	1 842 000
Apiculture (beekeeping)	1 359 000
Packaging and labelling	1 359 000
Groundnuts	200 000
Groundnuts shelling	200 000
Tomatoes	120 000
Jam making and packaging	120 000
Kasungu	29 390 000
Apiculture (beekeeping)	21 000 000
Honey extraction, straining, packaging and labelling	21 000 000
Sunflower	8 000 000
Cooking oil	8 000 000
Soya	390 000
Soya milk	390 000
Mulanje	4 007 500
Cassava	4 007 500
Milling	4 007 500
Mzimba	75 607 576
Soya	50 470 076

District/value addition	Revenue from value addition (2020–2021 season)
Coffee	300 076
Labelling of sacks	2 500 000
Packaging and labelling	47 670 000
Groundnuts	24 000 000
Production of peanut butter and groundnut flour	24 000 000
Apiculture (beekeeping)	982 500
Honey extraction, straining, packaging and labelling	982 500
Livestock	155 000
Mincemeat	35 000
Sausage	120 000
Nkhatabay	53 195 000
Apiculture (beekeeping)	39 400 000
Packaging and labelling	39 400 000
Rice	11 910 000
Milling	3 510 000
Milling, packaging, labelling	8 400 000
Cassava	1 885 000
Groundnuts shelling	1 750 000
Milling	135 000
Nkhotakota	45 537 530
Rice	37 987 530
Packaging and labelling	27 000 000
Polishing	10 987 530
Moringa	3 800 000
Moringa powder	2 000 000
Neem soap	1 800 000
Cassava	3 750 000
Milling	3 750 000
Salima	4 705 000
Milk	4 380 000
Yoghurt	4 380 000
Groundnuts	315 000
Groundnuts shelling	315 000
Apiculture (beekeeping)	10 000
Candle wax	10 000
Thyolo	756 690

District/value addition	Revenue from value addition (2020–2021 season)
Chidede	674 050
Juice extraction	674 050
Mango	82 640
Juice extraction	82 640
Grand total	495 243 896

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Source: Margaret Mugo, 2022, Apex farmer organizations listed as being engaged in value addition, Lilongwe, FAO Malawi

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