



AGRICULTURAL INSTITUTE OF ZAMBIA

STRATEGIC PLAN

2024 - 2028

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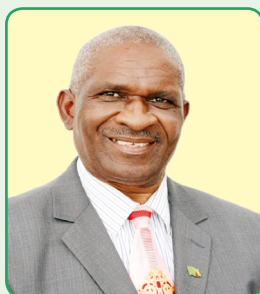
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GLOSSARY

AGM	– Annual General Meeting
AIZ	– Agricultural Institute of Zambia
FFTUZ	– Federation of Free Trade Union of Zambia
GDP	– Gross Domestic Product
MOA	– Ministry of Agriculture
M & E	– Monitoring and Evaluation
MFL	– Ministry of Fisheries and Livestock
7NDP	– 7th National Development Plan
8NDP	– 8th National Development Plan
NGOs	– Non-Governmental Organizations
SDGs	– Strategic Development Goals
SWOT	– Strengths, Weaknesses, Opportunities and Threats
PESTLE	– Political, Economic, Social, Technical, Legal and Environmental Factors

FOREWORD



The Agricultural Institute of Zambia (AIZ) is a Statutory Body established by the AIZ Act No. 2 of 2017

It is with great pride and anticipation that I present the inaugural Strategic Plan for the Agricultural Institute of Zambia (AIZ) for the period 2024-2028. This plan marks a significant milestone in the journey of AIZ, an institution established by Act No. 2 of 2017 and operationalised by Statutory Instrument 19 of 2023.

The development of this strategic plan has been driven by our unwavering commitment to advancing the agricultural sector in Zambia. Agriculture remains a cornerstone of our nation's economy, providing livelihoods for the majority of our population and contributing significantly to food security and economic growth. It is within this context that AIZ was founded, with the mission to promote excellence in agricultural education, research, and practice.

Our strategic plan for 2024-2028 is built upon a thorough understanding of the current landscape and future potential of Zambian agriculture. It outlines clear objectives and actionable strategies to enhance the quality of agricultural training, foster innovation, and ensure sustainable agricultural practices. Central to our strategy is the collaboration with key stakeholders, including government agencies, educational institutions, industry partners, and the farming community.

This strategic plan is not just a document but a roadmap to the future we envision for Zambian agriculture. It is a testament to our dedication to excellence, our commitment to progress, and our belief in the transformative power of education and innovation.

As we embark on this journey, I extend my heartfelt gratitude to all our stakeholders for their unwavering support and collaboration. Together, we will build a robust and dynamic agricultural sector that meets the needs of today while preparing for the challenges of tomorrow.

I invite you all to join us in this endeavor, and to contribute to the realization of our shared vision for a prosperous, sustainable and transformative agricultural profession.

Professor Kavwanga E.S. Yambayamba, FZaAZ, FAIZ
AIZ COUNCIL PRESIDENT

ACKNOWLEDGEMENTS



The development of this Strategic Plan was accomplished with the involvement and participation of various stakeholders. I, therefore, acknowledge the invaluable input from all stakeholders in the production of this 2024-2028 AIZ Strategic Plan.

I extend our deepest gratitude to all those who contributed to the development of the Agricultural Institute of Zambia (AIZ) Strategic Plan.

Firstly, I would like to thank the Council members of AIZ for their vision, leadership, and unwavering commitment. Their guidance was instrumental in shaping the direction of this strategic plan.

I am immensely grateful to our staff members for their dedication and hard work. Their insights and expertise were invaluable in crafting a comprehensive and forward-looking plan.

I also appreciate the Ministry of Agriculture, our anchor ministry, for their continuous support and partnership. Their involvement and shared vision have been vital in ensuring our strategic goals are aligned with national agricultural policies.

My gratitude extends to all stakeholders, including farmers, educators, industry partners, and community members, who participated in consultations and provided critical feedback. Their contributions helped us understand the diverse needs and challenges within the agricultural sector.

Lastly, I acknowledge the tireless efforts of the strategic planning committee. Their dedication, thorough research, and collaborative spirit made this plan possible.

Together, we have laid a strong foundation for the Agricultural Institute of Zambia to thrive and make a significant impact on the agricultural sector in Zambia. Thank you to everyone who played a part in this important endeavor.

Mathews Ngosa, MZaAZ, FAIZ
REGISTRAR/CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

This 2024-2028 Strategic Plan was developed to communicate the AIZ Council's Strategic Roadmap for its professional regulation function in Zambia. This Strategic Plan reflects the strategic direction of the AIZ for the next five (5) years and will provide AIZ with a guide in the execution of programmes over these years. The AIZ Council and management own the Plan and will work with the members and other stakeholders to ensure that the Plan is implemented as desired. The Strategic Plan demonstrates the council and management's commitment to the regulation of the agricultural profession in the best interest of the agricultural sector. In line with this formulated Strategic Plan, it is expected that the AIZ's legal mandate, guiding principles and core functions will guide the operations of the institute as well as the performance and conduct of the Council and management. Not only will the legal mandate and guiding principles form the basis for performance measurement, they, in addition will communicate a sense of institutional purpose; belonging and focus which are fundamental to the regulatory success of the AIZ.

The AIZ strategic operational framework for the period 2024 – 2028 has been set premised on the vision, mission, core values, strategic themes and results, and strategic objectives outlined as follows:

Vision: *To be the leading authority in advancing agricultural excellence and innovation for sustainable development in Zambia.*

Mission: *Our mission is to promote and regulate the agricultural profession, uphold standards of excellence, and foster collaboration to drive advancements in science, technology, and practices for the enhancement of livelihoods and ecosystems in Zambia. Through research, advocacy, and strategic partnerships, we strive to ensure the integrity, prosperity, and resilience of the agricultural sector, benefiting both present and future generations.*

Our Shared Core Values: *The conduct of Council and Management at AIZ will be guided by the eight (8) core values, namely: Integrity; Excellence; Collaboration, Innovation; Service; Diversity and Inclusion; Sustainability and Empowerment.*

This Strategic Plan will be operationalized using a five-year Implementation Plan. The Implementation Plan will consist of costed annual activities that will be implemented by management under the watch of the AIZ council. The Strategic Plan will be monitored regularly, that is, monthly, quarterly, and annually and Progress reports shall be prepared to provide necessary interventions for improvement. In addition, a mid-term review will be conducted to establish progress in attainment of set targets midway its implementation and institute corrective measures if any. Further, a terminal review will be carried out at the end of the Strategic Plan period to establish its implementation and impact.

1.0 BACKGROUND

1.1 Status of Agriculture

Zambia is endowed with enormous agricultural land and valuable and rich diversity of biological resources. The forest resources, for example, comprise about 60% of the country and have an estimated 1,755 – 3,652 million cubic meters of woody biomass. There is a variety of ecosystems with over 3,000 different species, occurring in three main biomes namely forests, woodlands, and grasslands. Wildlife protected areas occupy about 40% of the country's land surface area, making Zambia one of the largest wildlife estates in the sub-region.

According to the 7th National Development Plan (7NDP), 58% of the country's 752,000Km² of landmass is suitable for arable use. However, only 14% is under cultivation. Land under irrigation is equally low, with only 50,000 hectares being irrigated, and mainly done by commercial farmers.

The agricultural sector is dominated by small scale farmers who collectively produce about 75% of the staple food, maize. Productivity in the smallholder sector is, however, very low. Despite the low agricultural productivity, the agricultural potential possibly offers the greatest opportunity and realistic way for generating growth, increasing employment and incomes, and reducing poverty. Concerted efforts have been made in the past three decades or so to liberalize the sector. Some notable policy measures that have been implemented include the liberalization of agricultural marketing for inputs and products including exports, privatization of agro-parastatals and increased private sector participation in commodity marketing and input supply. The ministry responsible for agriculture has been split into two ministries: the Ministry of Agriculture and the Ministry of Fisheries and Livestock.

Under this new dispensation, the role of the public sector is supposed to be confined to policy formulation, enforce targeted action, regulation and inspection, maintenance of the national strategic food reserves, provision of market information, financing the control of pests and diseases of national economic importance, provision of agricultural services (research and extension) in partnership with private sector, provision of targeted support to outlying areas and underprivileged farmer groups, promoting capacity building within public and private organizations, and monitoring and evaluation of overall sector performance including projects and programs. This new role of the public sector has been

identified because of the various constraints and challenges facing the agricultural sector, including poor service delivery (particularly for small scale farmers), marketing constraints especially in outlying areas as a result of poor road infrastructure, a void in agricultural finance and credit, weak regulatory framework and poor enforcement of legal framework, unfavorable world and regional markets as well as poor accessibility and administration of land in Zambia.

Zambia has now entered its Eighth National Development Plan (8NDP) 2022-2026. The 8NDP builds on the multi-sectoral integrated development planning approach introduced in the Seventh National Development Plan. The 8NDP, therefore, provides an avenue for catalyzing the nation's response to addressing the developmental challenges over the 2022-2026 period in the quest to attain the Vision 2030 SDGs, and other regional and international commitments. The 8NDP takes cognizance of the country's developmental context, challenges and opportunities being faced towards actualizing the Vision 2030. It has been formulated against the backdrop of a challenging economic situation exacerbated by the COVID-19 pandemic. The current state of development indicates persisting socio-economic challenges which include low diversification of the economy, high youth unemployment, high incidences of poverty and inequality, slow pace of decentralization as well as low education outcomes, coupled with inadequate access to other social services. To overcome these challenges and attain the Vision 2030, the 8NDP has introduced strategic interventions anchored on Economic Transformation and Job Creation, Human and Social Development, Environmental Sustainability and Good Governance Environment.

Given that the livelihood of many Zambians depends on agricultural related activities, the agricultural sector has been positioned by the 8NDP to set Zambia's strategic direction in terms of the development priorities. The Government aims to increase production and productivity in the agriculture sector by creating an enabling environment for private sector growth. This is to be done by providing a stable trade policy with emphasis on easing restrictions on exports of agricultural commodities and facilitating access to finance. Additionally, a robust comprehensive agriculture support program was implemented at the beginning of the 2022/2023 farming season. The program encompasses the provision of inputs through the electronic agro-input system to include extension service support, support for value addition, storage, and logistics. Further, the program provides for better

targeting and equity across beneficiaries. Tree crop production and irrigation development is also to be promoted. To support increased production in the sector, research and development has been identified as key, particularly in the development of improved varieties of crops including tree crops.

To increase hectareage under production and enhance productivity, agricultural mechanization is being promoted. The Government is also promoting farm block development with a special focus on the diversification of crops and the expansion of the livestock and fisheries sub-sectors. The farm block concept entails the creation of specialized agricultural production and processing zones. Resettlement schemes will also be developed as centers for agricultural production. Interventions in fisheries aim at promoting investments for increased fingerling production and establishing and operationalizing fish breeding and freezing centers. These are measures to bridge the domestic fish deficit and to expand into the regional market. Livestock production is to be enhanced by establishing community-managed livestock service centers, provincial livestock insemination centers and veterinary laboratories. The Government will also devolve veterinary services to improve efficiency in the livestock sub-sector. These interventions are expected to result in an agricultural growth rate of at least 10 percent per annum throughout the 8NDP.

Concerning livestock, the main thrust is to control livestock pests and diseases of national economic importance, and increase overall production, productivity and management of marketable livestock and livestock products especially in the small-scale sector.

For fisheries, the focus is to promote community-based resource management of capture fisheries thereby improving catches. Concerted efforts are also to be made to promote aquaculture development which should include better processing facilities and improvement in the distribution network. Capture fisheries provide the bulk of the fish output. Considerable work with the department of fisheries in cooperation with international agencies and NGOs has resulted in more small-scale farmers operating fishponds throughout the country. The challenge remains a failure to adopt innovative technologies due to lack of competently trained human resources.

Thus, the 8NDP is aimed at repositioning the agricultural sector as one of the driving engines for anticipated economic transformation

and poverty reduction. Despite this positioning of agriculture as the bedrock of economic transformation, it is admitted that the sector's contribution to GDP has not been significant.

It is to be acknowledged, however, that while the 8NDP outlines good plans, it will be difficult to implement the same unless the agricultural sector repositions itself with competent human capital and bridge the knowledge gap between the public and private sectors. The birth of the Agricultural Institute of Zambia should be seen as a catalyst in the transformation and repositioning of the sector, given the Institute's immense capacity of its members.

1.2 Role of the Agricultural Institute of Zambia

Agriculture as a growth sector in Zambia is of priority. However, the biggest challenge is how to enhance and sustain agricultural productivity and agribusiness development in the smallholder sector. Since Zambia attained its political independence in 1964, productivity in this sector has remained unacceptably low. While several factors may be cited for this scenario, the biggest factor is the low levels of professionalism and inadequate evidence-based policies in the sector.

The practice of agriculture in Zambia is mainly by smallholder farmers who practice it as a way of life rather than a profession or a business. Despite the Zambian government's substantial investment of billions of Kwachas annually to support smallholder farmers, these efforts have failed to produce significant tangible results for the country, and the outlook for future positive outcomes appears bleak. Thus, the sector needs to be repositioned by enhancing professionalism. It is only if the sector is repositioned in this manner that the 8NDP and the National Agricultural Policy can be successfully implemented to actualize the aspirations of Vision 2030. The Agricultural Institute of Zambia (AIZ) has been formed for this purpose.

The AIZ is a professional body for all agricultural professionals and technicians, biological technologists, and managers in the agricultural and allied industries, including forestry, food technology and environment. Therefore, except for veterinarians, all agricultural professionals such as agronomists, animal scientists, agricultural economists, general agricultural practitioners, agri-business professionals, soil scientists, food scientists, agricultural trainers and consultants, forestry experts, apiary experts, aquaculture experts, and all other related disciplines are required to register.

When these professionals utilize their combined analytical skills and experiences across the agriculture value chain, agriculture performance will improve.

The Institute is a body corporate whose functions include but not limited to the following:

- (a) Register agricultural professionals and regulate their professional conduct.
- (b) Promote the agricultural profession in Zambia.
- (c) Recommend the development and maintenance of appropriate standards of qualification in the agricultural profession to the Higher Education Authority and the Zambia Qualifications Authority.
- (d) Promote and encourage internationally accepted agricultural practice standards in Zambia.
- (e) Undertake research in agricultural policy-related issues.
- (f) Investigate allegations of professional misconduct and impose such sanctions as may be necessary.
- (g) Advise the Government on matters relating to the agricultural profession.
- (h) Promote the advancement of science and technology in agriculture for the improvement of the quality of human, animal and plant life.
- (i) Promote and recognize agricultural scientists and award them accordingly.
- (j) Promote alternative dispute resolution mechanisms for disputes in the agricultural profession.
- (k) Collaborate with private and State institutions on matters relating to the agricultural profession; and
- (l) Do all such other things as are necessary or incidental to the performance of its functions under this Act.

Membership of the institute shall provide a status that will be recognized globally as an important career profession regulator. Members' activities shall cover a broad technical and administrative spectrum in agricultural scientific research, training, consultancy, animal and crop management practices, marketing and distribution.

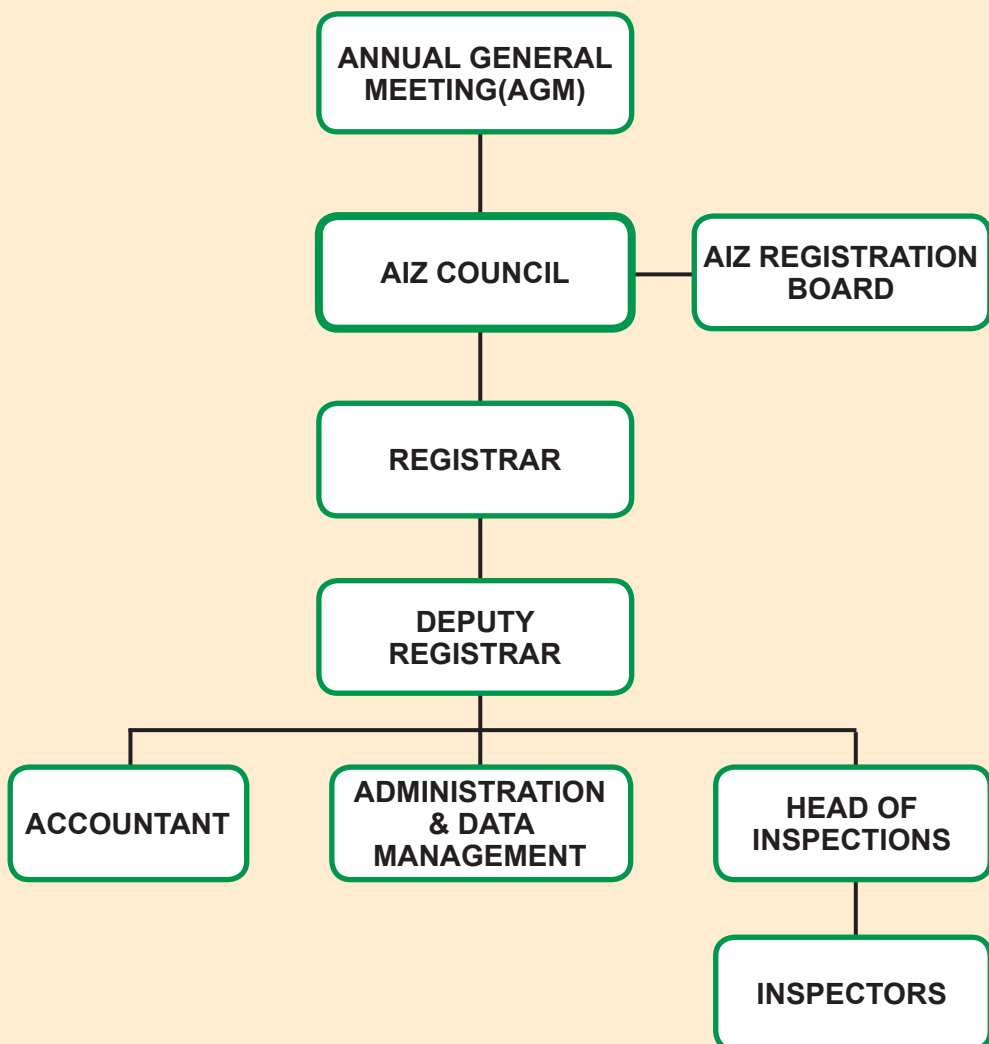


2.0 GOVERNANCE AND ADMINISTRATION

2.1 General

The governance structure of AIZ is split into two different organs with separate functions; the Council and the Registration Board. Between the two organs is the Secretariat which is the common ground for coordination. The board is appointed by the minister, while the council is elected by the body of agricultural professionals, the AGM. The main reason for having two separate organs with different functions is to enhance the integrity and credibility of AIZ.

AIZ ORGANISATION STRUCTURE



2.2 Composition of the Council

The Council is elected in accordance with the provisions of the AIZ constitution. It consists of the following members:

- The President, who is a Fellow.
- The Vice-President, who is a Fellow and shall be responsible for administration and policy direction.
- The Information and Publicity Secretary, who is a Fellow and shall be responsible for public relations.
- The Treasurer, who is a Fellow with financial skills and shall be responsible for finance and administration.
- One representative from each province; and
- One professional member.

2.3 Composition of the Registration Board

The Registration Board is responsible for the registration of the professionals and consists of the following part-time members, appointed by the Minister:

- (a) a person experienced in agricultural matters, as the chairperson;
- (b) a representative of each of the Ministries responsible for
 - (i) Agriculture.
 - (ii) Livestock and fisheries.
 - (iii) Finance.
 - (iv) Development planning.
 - (v) Higher education.
 - (vi) Forestry.
- (c) A representative of the Attorney-General.
- (d) A representative of a farmers' body.
- (e) A representative of a body representing research institutions.
- (f) A representative of an agricultural policy research institute.
- (g) A representative of the agricultural sector.
- (h) A representative of the Zambia Congress of Trade Unions; and
- (i) A representative of the Federation of Free Trade Unions of Zambia.

2.4 Staff of the Institute

Administratively the institute is run by the Registrar, appointed by the Council. He/She is the chief executive officer of the Institute and Secretary to the Council. The Registrar is deputized by Deputy Registrar who assists the Registrar in performing the Registrar's duties under the Act. Both the Registrar and Deputy Registrar are

qualified registered agricultural professionals. The inspectorate comprises part-time inspectors who are council members, to ensure compliance. In this first strategic plan, the Institute seeks the following:

- To outline the overall direction, philosophy, and purpose
- To examine itself in terms of its strengths, weaknesses, opportunities, and threats
- To set out long term objectives
- To formulate short term tactics to reach them.
- To undertake stakeholder and environmental analyses to inform the SWOT analysis.



3.0 SITUATIONAL ANALYSIS

3.1 Stakeholder Analysis

A Stakeholder analysis undertaken shows that AIZ has different stakeholders with high interest in the work of the institute. Below is a presentation of the AIZ's primary stakeholders and what is expected of them, and the secondary stakeholders and their expectations. Primary Stakeholders are the AIZ members while secondary stakeholders include: Line Ministries (Ministry of Agriculture, Ministry of Fisheries and Livestock), Other government institutions, employers, media, cooperating partners and the general public.

Table 1: Primary stakeholders

Stakeholder cluster (Broad)	Stakeholder cluster (Specific)	What is expected of them
Members	<ul style="list-style-type: none"> Degree Diploma Certificate 	<ul style="list-style-type: none"> Registration Certificate and Annual Practicing Certificate Technical Competence Continued Professional Development Ethical Conduct Environmental Stewardship Engagement with Stakeholders Adherence to Regulations and Standards Effective Communication Problem-Solving and Innovation

Table 2: Secondary stakeholders

Stakeholder cluster (Broad)	Their Expectations
Line Ministries	Professional service delivery
Other Government institutions	<ul style="list-style-type: none"> Effective implementation of laws and policies related to AIZ mandate. Collaboration and partnerships Regulatory compliance Professional service delivery
Employers	Improved professional output and conduct
Cooperating partners	Partnership and collaboration in the implementation of programs related to the agricultural profession.
Media	Timely, accurate and accessible information
General Public	Compliance with respective agricultural standards and regulations, legal provisions and ethics. Promote dispute resolutions in the sector

3.2 Environmental Analysis

To ensure that the AIZ takes a realistic route in mapping its strategic direction, it took into consideration the internal and external factors that would impact the execution of the 2024-2028 AIZ Strategic Plan. The Internal analysis used the McKinsey 7S Model to ascertain gaps and identify core internal competences. External to the Institute, the Political/Policy, Economic, Social, Technological, Environmental/Ecological and Legal (PESTLE) factors which are likely to impact AIZ's implementation of the Strategic Plan either positively or negatively were analyzed. Further, AIZ's Strength, Weaknesses, Opportunities and Threats (SWOT) were identified.

3.2.1 Internal Environmental Analysis

The internal environmental analysis involved undertaking an internal capability assessment using the McKinsey 7S Model to establish internal inadequacies and provide interventions to achieve desired outcomes. The McKinsey 7S relates to the seven areas of an organization namely, Strategy, Structure, Systems, Staff, Skills, Shared Values and Style of Leadership. This model assumes that, for an organization to effectively operate, the seven areas should be adequate and complementary. It rides on the principles of interdependence and interconnectedness. Based on the internal analysis, the findings indicate that the organization Structure is appropriate but Inadequate. For instance, the provinces have no structure but form part of the organization structure. For AIZ to operate optimally, an appropriate structure consistent with the mandate is required to increase staffing levels. As regards the Systems, most of the systems are still being developed to facilitate online services. However, a few systems require automation and upgrading to enhance efficient service delivery. Further, Skills are an important element in an organization to enhance high quality performance among members of staff. Accordingly, there is a need for continuous skills development for competent and skilled staff once the secretariat is fully staffed.

3.2.2 External Environmental Analysis

As part of the strategic planning process, AIZ analyzed the external environment to establish external factors that could have an impact on the implementation of the 2024-2028 Strategic Plan. To identify these external factors, PESTLE was used as an analytical tool which categorizes factors into Political/Policy,

Economic, Social, Technological, Legal, and Environmental/ Ecological dimensions. The PESTLE Analysis provided AIZ with a framework that enabled the investigation of the external environment and identified their likely positive or negative implications. The findings formed part of the input for development of the 2024-2028 Strategic Plan.

3.2.2.1 Political Factors

Government policies and support for the agricultural sector play a significant role in shaping its development. Zambia has a stable political environment compared to some of its neighbouring countries, with regular democratic elections. As a result, the country's political stability has had a positive effect on the implementation and effectiveness of agricultural policies. The positive policies have, in turn, impacted investment and business operations positively. Notwithstanding this, there have been occasional concerns about political stability, including issues such as corruption and governance challenges. Land tenure systems and property rights are yet to influence investments in agriculture and land use practices as they get improved upon.

3.2.2.2 Economic Factors

Zambia's economy heavily relies on copper mining, making it vulnerable to fluctuations in global commodity prices. The country has faced economic challenges, including high levels of debt and fiscal deficits. Inflation rates and exchange rate stability are important economic factors influencing business operations and investment decisions, agriculture inclusive.

Agriculture is set to be a key sector of Zambia's economy, contributing to employment, GDP, and export earnings. Fluctuations in global commodity prices, especially for crops like maize and soybean, have not only impacted the income of crop farmers but livestock as well and the overall profitability of the subsectors. The country needs to work on improving access to credit, infrastructure and markets, all of which are important economic factors affecting agricultural productivity and competitiveness.

3.2.2.3 Social Factors

Zambia has a youthful population, with 65% under the age of 25, and over half (52%) under the age of 18, which presents both opportunities and challenges for the labor market and consumer trends. Access to education, healthcare, and social services remains a concern in some parts of the country.

Agriculture is a significant source of livelihood for the majority of the rural population in Zambia. It is important to note that cultural factors and social norms play a significant role in influencing consumer behavior and business practices not only in agriculture but other sectors as well. It is also true that other social factors such as education, access to healthcare, and gender dynamics have impacted agricultural practices and productivity to a greater extent in Zambia. While the “education for all” policy is good, it has compromised the quality of training professionals, and this has impacted the performance of professionals in the agricultural sector. With growing demographic trends, including population growth and urbanization all of which affects food demand and distribution channels, the country needs to improve its agricultural production and productivity to avert potential deficits.

3.2.2.4 Technological Factors

Zambia has been investing in improving its technological infrastructure, including telecommunications and internet connectivity. Adoption of new technologies and digitalization trends are gradually increasing, offering opportunities for innovation and efficiency improvements in various sectors, agriculture inclusive. Digital technologies, such as mobile apps for market information and weather forecasting, are increasingly being utilized in the agricultural sector. Technology has become a game changer through adoption of modern technologies, such as improved seeds, mechanization, and irrigation systems, which have enhanced productivity and resilience to climate change. Access to information and extension services has also been made easy thereby improving dissemination of agricultural best practices and innovations. However, there are still disparities in access to technology between urban and rural areas.

3.2.2.5 Legal Factors

Zambia's legal system is based on English common law, providing a relatively stable legal framework for businesses. Regulatory frameworks related to food safety, environmental conservation, and trade agreements influence agricultural production and marketing. However, changes in legislation or regulatory enforcement has significantly impacted businesses' operations and strategies. Legally Zambia needs to do more on Intellectual property rights (IPRs) and regulations on biotechnology which without doubt can affect access to and adoption of new agricultural technologies. Furthermore, there is need to improve land tenure laws and regulations to allow for positive impact on agricultural land use, investment, and tenure security.

3.2.2.6 Environmental Factors

Zambia's economy is heavily dependent on natural resources, particularly mining, which can have significant environmental impacts if not managed sustainably. Climate change poses risks to agriculture and water resources, which are important sectors for the economy and livelihoods of many Zambians.

Agriculture is sensitive to environmental factors such as climate variability, soil degradation, and water availability. Sustainable land management practices, including conservation agriculture and agroforestry, are important for mitigating environmental risks and ensuring long-term productivity. Climate change adaptation strategies, such as drought-resistant crop varieties and water management schemes, are increasingly important for the resilience of Zambia's agricultural sector.

Nonetheless, there is growing awareness of environmental sustainability issues, both domestically and internationally, which may influence government policies and business practices in Zambia

3.3 SWOT analysis

The SWOT analysis was used to identify AIZ's Internal Strengths, Internal Weaknesses, External Opportunities and External Threats. The analysis revealed that AIZ has many internal strengths that can be used to leverage and manage its weaknesses. AIZ management will become more proactive in addressing the identified challenges.

Table 3: SWOT Matrix

Strengths	Weaknesses
<ul style="list-style-type: none">• AIZ Act no 2 of 2017• Functional Council and Registration Board• Skilled human capital• Ability to generate funds.• Availability of a constitution and code of ethics• Committed membership• Bank accounts available	<ul style="list-style-type: none">• Inadequate finances• Inadequate staff• No permanent office accommodation• No transport• Inadequate ICT processes
Opportunities	Threats
<ul style="list-style-type: none">• Political will• Large pool of Potential members• Industry support• Willingness from Cooperating partners to support AIZ activities	<ul style="list-style-type: none">• Slow economic growth• Some sections within the agricultural industry against formation of AIZ.• Non inclusiveness on major policy discussions



4.0 STRATEGIC DIRECTIONS

4.1 Promotion and Regulation of the Agricultural Profession

We will work to elevate the status and professionalism of agricultural practitioners in Zambia through advocacy, capacity-building initiatives, and regulatory frameworks that ensure ethical conduct and adherence to standards.

4.2 Upholding Standards of Excellence

We will establish and enforce rigorous standards of excellence in agricultural practices, research, and education, ensuring that our stakeholders meet and exceed industry benchmarks for quality and innovation.

4.3 Fostering Collaboration

We will actively cultivate partnerships and collaboration with government agencies, industry stakeholders, academia, and civil society organizations to leverage resources, expertise, and networks for mutual benefit and collective impact.

4.4 Driving Advancements in Science, Technology, and Practices

We will spearhead research, innovation, and technology adoption initiatives that address key challenges and opportunities in the agricultural sector, driving productivity, sustainability, and resilience in farming practices.

4.5 Research, Advocacy, and Strategic Partnerships

We will prioritize research, advocacy, and the establishment of strategic partnerships as core pillars of our approach to achieving our mission. Through these efforts, we will generate evidence-based insights, influence policy decisions, and mobilize resources to support the integrity, prosperity, and resilience of the agricultural sector.

4.6 Ensuring Integrity, Prosperity, and Resilience

We will strive to uphold the integrity of the agricultural sector, ensuring transparency, accountability, and ethical conduct in all our activities. Our ultimate aim is to contribute to the prosperity and resilience of farmers, rural communities, and ecosystems in Zambia, ensuring a sustainable future for generations to come.

5.0 VISION AND MISSION STATEMENTS

5.1 Vision

To be the leading authority in advancing agricultural excellence and innovation for sustainable development in Zambia.

5.2 Mission

Our mission is to promote and regulate the agricultural profession, uphold standards of excellence, and foster collaboration to drive advancements in science, technology, and practices for the enhancement of livelihoods and ecosystems in Zambia. Through research, advocacy, and strategic partnerships, we strive to ensure the integrity, prosperity, and resilience of the agricultural sector, benefiting both present and future generations.



6.0 CORE VALUES

6.1 Excellence

We are committed to upholding high standards of professionalism, expertise, and quality in all aspects of our work, striving for continuous improvement and innovation.

6.2 Integrity

We conduct ourselves with honesty, transparency, and ethical integrity, maintaining the trust and confidence of our stakeholders through responsible stewardship and accountability.

6.3 Collaboration

We believe in the power of partnership and teamwork, fostering open communication, mutual respect, and collaboration among stakeholders to achieve shared goals and maximize impact.

6.4 Innovation

We embrace creativity, curiosity, and forward-thinking approaches to address complex challenges and drive positive change in agricultural practices, policies, and technologies.

6.5 Service

We are dedicated to serving the needs of our members, stakeholders, and the broader community with professionalism, responsiveness, and a commitment to making a meaningful difference in people's lives.

6.6 Diversity and Inclusion

We value and celebrate the diversity of perspectives, experiences, and backgrounds within our organization and the agricultural profession, promoting inclusivity, equity, and respect for all individuals.

6.7 Sustainability

We recognize the interconnectedness of environmental, social, and economic factors in agriculture and strive to promote sustainable practices that conserve natural resources, enhance resilience, and support the well-being of present and future generations.

6.8 Empowerment:

We empower agricultural professionals and stakeholders through knowledge sharing, capacity building, and advocacy, enabling them to make informed decisions, drive innovation, and contribute to the sustainable development of Zambia's agricultural sector.



7.0 STRATEGIC THEMES

The Council identified three strategic themes which are areas of focus during this strategic Plan period namely:

Theme 1: Registration of Agricultural professionals

Theme 2: Regulate the professional conduct of members to ensure that the public interest is served.

Theme 3: Promotion of the agricultural profession.

7.1 Strategic objectives

Theme 1

- To establish a comprehensive registration system.
- To increase awareness and participation of agricultural professionals.

Theme 2

- To enhance regulation of Agricultural professional conduct.
- To establish the code of conduct and ethical standards
- To enforce compliance with regulatory standards and ethical guidelines

Theme 3

- To build capacity among members.
- To promote research and development in the sector.
- To advocate for the agricultural profession.
- To promote collaboration between agriculture and other professions.

8.0 SCOPE OF ACTIVITIES

The Agricultural Institute of Zambia will accelerate broad-based regulatory activities for purposes of implementing the AIZ Act No. 2 of 2017. The activities will be anchored on the prescribed functions of AIZ in the AIZ Act.

The broad range of activities to be undertaken is crucial for the development and sustainability of the agricultural sector. Through professional development, research, policy advocacy, extension services, collaboration, and public awareness, AIZ will play a vital role in advancing agriculture in Zambia and ensuring that it remains a cornerstone of the nation's economy and food security.



9.0 OPERATION DOMAIN

AIZ will operate in all provinces, with each provincial capital having offices for inspectors.

10.0 FIVE YEAR WORK PLAN

This five (5) year work plan covers the period 2024 to 2028 and outlines planned activities and expected results for each pillar. This section represents AIZ's proposed work plan for a five-year existence, organized by activities and expected outputs.

Pillar 1: To establish a comprehensive registration system

Establishing a comprehensive registration system for agricultural professionals could be a multifaceted endeavor, involving various stakeholders and considerations. A complete establishment of registration systems will enhance transparency and integrity in the registration process anchored on the provisions of the Law on Registration of the AIZ agricultural professionals in the country. It will bring about the understanding of the existing legal and regulatory landscape related to agricultural professionals, help design an efficient and user-friendly registration process and identify any potential issues or improvements needed before full implementation.

Pillar 2: To increase awareness and participation of agricultural professionals

Agriculture plays a significant role in the economy of our country, especially in rural areas. By raising awareness on professionalism in the sector, we can attract more professionals to work in this sector, leading to increased employment, income generation, and economic development, particularly in rural communities.

Agriculture faces numerous challenges, including climate change, biodiversity loss, and resource constraints. Increasing awareness and participation in agricultural professions can mobilize a diverse workforce to tackle these complex challenges collaboratively. By bringing together professionals from various disciplines, such as agronomy, environmental science, engineering, and economics, we can develop holistic approaches to address pressing agricultural issues on a global scale. Increasing awareness and participation in agricultural professions therefore, is essential for ensuring the sustainability, resilience, and prosperity of the agriculture sector, as well as for addressing

broader societal challenges related to food security, economic development, and environmental sustainability.

Pillar 3: *To establish the code of conduct and ethical standards*

Establishing a code of conduct and ethical standards for agricultural professionals is essential for promoting integrity, protecting stakeholders, and fostering sustainability and trust within the agricultural sector. It provides a foundation for responsible and ethical practice, guiding the behavior of agricultural professionals and contributing to the overall well-being of society and the environment.

Pillar 4: *To enforce compliance with regulatory standards and ethical guidelines*

Regulatory standards and ethical guidelines ensure that agricultural practices meet specific safety and quality requirements, safeguarding public health. Enforcing compliance with regulatory standards and ethical guidelines for agricultural professionals is essential for protecting public health, preserving environmental sustainability, promoting fairness and integrity in agricultural markets, and upholding professionalism and ethics within the industry. It helps ensure that agricultural activities are conducted responsibly and ethically, benefiting both society and the environment.

Enforcing compliance with regulatory standards ensures a level playing field for agricultural professionals. By holding all participants to the same standards, enforcement efforts prevent unfair advantage and promote fair competition in the marketplace. It enhances public trust and confidence in agricultural products, practices, and professionals, supporting consumer confidence, market stability, and industry reputation.

Pillar 5: *To build capacity for both the institute and its members*

Building capacity for both the institute and members is essential for fostering a skilled, knowledgeable, and resilient agricultural professionals, advancing the profession, and contributing to the sustainable development of the agricultural sector.

Capacity building programs provide opportunities for agricultural professionals to acquire new knowledge, skills, and competencies relevant to their field. By offering training workshops, seminars, and educational resources, organizations can help members

stay abreast of advancements in agricultural technology, best practices, and industry trends, enhancing their effectiveness and competitiveness in the marketplace.

The institute requires appropriate logistics and administrative planning and support to ensure its activities are undertaken efficiently.

Pillar 6: *To promote research and development in the sector*

Promoting research and development in the agricultural sector is essential for driving innovation, solving complex challenges, informing policy and decision-making, and fostering sustainable growth and development. As such, AIZ will play a crucial role in advocating for and supporting R&D efforts that benefit the agricultural profession, farmers, consumers, and society as a whole.

By investing in R&D initiatives, AIZ can help stimulate technological innovation, increase productivity, and create new market opportunities for agricultural products and services, driving economic development and prosperity within the industry.

Pillar 7: *To advocate for the agricultural profession*

Advocating for the agricultural profession is critical for raising awareness, influencing policy, addressing challenges, protecting interests, promoting innovation, building partnerships, educating the public, and contributing to sustainable development. By actively engaging in advocacy efforts, agricultural professionals can help shape the future of agriculture and ensure its continued relevance and resilience in a rapidly changing world.

Advocacy efforts can promote innovation and technological advancement in agriculture. By advocating for investment in research and development, technology transfer, and education and training programs, agricultural professionals can help drive innovation and improve productivity, efficiency, and resilience in the sector.

Pillar 8: *To promote collaboration between agriculture and other professions*

Promoting collaboration between agriculture and other professions is essential for addressing complex challenges, driving innovation, fostering learning and knowledge sharing, strengthening advocacy efforts, enhancing market access and value addition, managing risks, and promoting sustainable development in agriculture and

rural communities. By working together, professionals from diverse fields can create synergies and achieve collective impact in support of a more resilient, equitable, and sustainable agricultural sector.

Collaboration fosters capacity building and training opportunities for agricultural professionals. By partnering with other professional bodies, academic institutions, training centers, and industry associations in related fields, agricultural professionals can access specialized training programs, workshops, and educational resources that enhance their skills and expertise.

Pillar 9: *Monitoring and Evaluation*

Monitoring of institute activities is vital to ascertain the growth trajectory of the organization. A Monitoring and Evaluation (M&E) framework is vital for effective implementation of the Strategic Plan and ascertaining its impact. Therefore, AIZ shall develop the 2022 – 2026 AIZ Strategic Plan Monitoring and Evaluation Framework for effective tracking of progress and evaluation of performance against set targets to timely institute corrective measures where necessary. The monitoring and evaluation shall be conducted at individual, regional, secretariat and council levels monthly, quarterly, and annually for effective implementation of the Strategic Plan.

Furthermore, in 2024 a midterm review shall be undertaken to ascertain the progress made towards attainment of the strategic results. Finally, a terminal review will be undertaken at the end of the Strategic Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform the preparation of the next Strategic Plan.

11.0 RISK MANAGEMENT

Risk management is key to the Agricultural Institute of Zambia's efforts to promote sustainable agriculture, enhance farmer livelihoods, and ensure food security in Zambia. By proactively addressing risks and building resilience within the agricultural sector, the AIZ will contribute to the long-term viability and prosperity of Zambia's agriculture industry.

Developing a risk management framework for the Agricultural Institute of Zambia (AIZ) would involve establishing a structured approach to identifying, assessing, managing, and monitoring risks across various aspects of the organization's operations. Here's an outline of what the AIZ framework include:

11.1 Risk Identification:

- Establish a process for systematically identifying and documenting risks that could impact the AIZ's objectives, projects, and activities.
- Engage stakeholders from different departments and levels of the organization to gather insights and perspectives on potential risks.
- Utilize risk identification techniques such as brainstorming, interviews, workshops, and risk registers to capture and catalogue identified risks.

11.2 Risk Assessment:

- Evaluate the likelihood and potential impact of identified risks on the AIZ's operations, resources, and stakeholders.
- Prioritize risks based on their significance, considering factors such as severity, frequency, and the organization's risk tolerance.
- Use risk assessment tools and methodologies, such as risk matrices, heat maps, and scenario analysis, to quantify and qualify risks.

11.3 Risk Management Strategies:

- Develop risk management strategies and action plans to address identified risks effectively.
- Consider a range of risk response options, including risk mitigation, risk avoidance, risk transfer, and risk acceptance.

- Tailor risk management strategies to the specific characteristics of each risk, considering its nature, magnitude, and potential consequences.

11.4 Risk Monitoring and Control:

- Implement mechanisms for ongoing monitoring and control of identified risks throughout their lifecycle.
- Define key risk indicators (KRIs) and performance metrics to track changes in risk exposure and assess the effectiveness of risk management efforts.
- Establish protocols for regular review and update of the risk management framework in response to changing risk profiles and organizational needs.

11.5 Risk Communication and Reporting:

- Establish clear channels for communicating risk-related information within the organization and with relevant stakeholders.
- Develop standardized reporting formats and protocols for reporting on risk assessment findings, risk management activities, and risk status updates.
- Ensure that risk communication is timely, transparent, and accessible to all stakeholders, facilitating informed decision-making and accountability.

11.6 Capacity Building and Training:

- Provide training and capacity-building programs to enhance staff awareness, knowledge, and skills in risk management principles and practices.
- Offer workshops, seminars, and educational resources on topics such as risk identification, risk assessment, and risk mitigation strategies.
- Foster a culture of risk awareness and accountability within the organization, encouraging proactive engagement with risk management processes at all levels.

11.7 Integration with Organizational Processes:

- Integrate risk management considerations into the AIZ's strategic planning, project management, budgeting, and performance evaluation processes.

- Ensure that risk management activities are aligned with organizational objectives, priorities, and governance structures.
- Foster collaboration and coordination among different departments and functions to facilitate effective risk management across the organization.

11.8 Continuous Improvement:

- Establish mechanisms for continuous improvement of the risk management framework, based on lessons learned, feedback from stakeholders, and changes in the external environment.
- Conduct regular reviews and audits of risk management processes and practices to identify areas for enhancement and optimization.
- Encourage a culture of innovation and adaptability, where the organization is responsive to emerging risks and proactive in implementing risk management solutions.

The Council will conduct a risk analysis to manage the anticipated risks during the 2024 - 2028 Strategic Plan period. The pre-conditions and assumptions made, and other factors not anticipated will be monitored using a Risk Management Framework to ensure successful implementation of the Strategic Plan.

By implementing a robust risk management framework, the Agricultural Institute of Zambia can enhance its ability to anticipate, assess, and respond to risks effectively, thereby safeguarding its operations, reputation, and long-term sustainability.

IMPLEMENTATION PLAN

12.0 TABLE 4: AIZ WORK PLAN

Objectives	Measures/ Activities	Indicators	Baseline	outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Person responsible
To establish a comprehensive registration system.	Registration Board and Council meetings	Number of meetings held	20%	15 Registration board 20 Council meetings						Secretariat/ Council President/ Registration Board Chairperson
	Data Management	Systems of receiving registrations forms developed	0%	A server is set up						Secretariat
	Online services		20%	60 % of Agricultural professionals accessing online services						Secretariat
	Certification	Number of meetings held	50%	Atleast two meetings held						Secretariat/ Registration Board
	Legal services and conduct membership drive activities in all the AIZ branches country wide.	Percentage Increase in sensitization on registration in provinces	0%	Atleast 75% registration of Agric professionals						Secretariat/ Legal committee
	Risk Mitigation	Development of a risk register	0%	80% of the risks and potential impact identified						Secretariat
	Sensitization	Number of sensitisation activities conducted.	40%	Meetings. Radio adverts. Press briefings. Virtual meetings.						Secretariat

	Develop a detailed registration form for physical and online registration	Detailed registration forms for both physical and online registration developed	80%	1 physical form developed 1 online form programmed						Secretariat
	Develop systems of receiving the registration forms from professionals	Standard operating procedure developed.	60%	3 channels developed: - Website . - Email. - Physical						Secretariat
To increase awareness and participation of agricultural professionals.	Create sensitization and awareness programs for professionals, Employers, and the general public.	Number of sensitisation activities conducted.	40%	20 Institutional Meetings. 100 Radio adverts. 20 Press briefings. 100 Virtual meetings.						Secretariat
	Engage training institutions	Number of sensitisation activities conducted.	10%	Formal communication to all agric training institutions						Secretariat / Council
	Develop electronic, print content	electronic and print content developed	20%	300 social media 60 radio 30 tv 30 print programs						Secretariat
	Conduct membership drive activities in all different regions	Membership drive activities conducted in different regions	30%	Membership drive activities conducted in 10 regions						Secretariat/ Regional teams
	Conduct press briefs	Number of press briefs conducted	25%	20 press briefings						Secretariat/ Council/Board

	Develop a communication network that guides dissemination of AIZ information to members and stakeholders	Communication matrix developed	50%	1 Communication matrix developed						Secretariat
To establish the code of conduct and ethical standards	Review and update the code of ethics	Code of ethics reviewed and updated	0%	Code of ethics reviewed and documented						Secretariat/ Council
	Conduct training workshops, seminars, and refresher courses	Training workshops, seminars, and refresher courses conducted	0%	10 Training workshops, seminars, and refresher courses conducted						Secretariat/ Council / Disciplinary Committee
	Conduct exposure visits and exchange programs,	A number of exposure visits and exchange programs conducted	0%	5 exposure visits and exchange programs						Secretariat
To enforce compliance with regulatory standards and ethical guidelines enhance regulation of Agricultural professional conduct.	Conduct disciplinary committee procedures	Standard operating procedures available	0%	1 Standard operating procedure developed						Secretariat / Council/ Disciplinary Committee
	Enforce the code of conduct	Code of conduct Enforcement record prepared.	0%	20 Code of conduct records.						Secretariat/ Disciplinary Committee
	Establish and maintain policies and procedures	Availability of Policies and procedure document.	80%	2 Policy and procedure documents developed.						Secretariat/ Council

	Appoint inspectors to ensure enforcement	Inspectors appointed.	10%	10 inspectors appointed.						Secretariat/ Council
	Prepare for regulatory audits	Regulatory documents available.	10%	10 regulatory audit reports.						Secretariat
	Create a disciplinary committee	Disciplinary committee created	0%	Disciplinary committee is set up. 20 disciplinary committee meetings						Secretariat/ Council/AGM
	Conduct investigation of alleged professional misconduct	Percentage of agricultural professionals adhering to the code of conduct	0%	75% of the agric professionals adhere to the Disciplinary code of conduct						Secretariat/ Disciplinary Committee
	Develop an induction framework to train the Regional Reps and inspectorate teams	Induction framework for training Regional Reps and inspectorate teams developed	0%	Induction training framework developed 5 induction training for Regional Reps and inspectorate teams						Secretariat
To build capacity for both the institution and members.	Host relevant training and capacity-building workshops/seminars per discipline on requisite skills	Availability of reports on training and capacity building.	0%	5 Strategic / Project Management sessions 2 Resource mobilisation sessions. 5 Computer training skills.						Secretariat/ Council

	Linking professionals to new career prospects and consultancy opportunities.	Number of professionals linked to new career prospects and consultancy.	0%	80% of professionals linked to new career prospects and consultancy.						Secretariat/ Council
	Conduct exposure visits and exchange programs	Similar professional institutes identified	10%	At least 4 exposure visits accomplished and documented						Secretariat/ Council
	Introduce working groups according to professional competencies	Working groups introduced and functional	0%	5 working groups established						Secretariat/ Council
	Set up secretariat and regional office	Secretariat and regional office set up Office equipment and office accessories purchased	0% 100%	10 regional offices 1 Secretariat office						Secretariat
	Hold Board and Council meetings	Meetings held as scheduled	30%	40 quarterly meetings held as						Secretariat/ Council/Board
	Hold AGM annually.	AGM held as scheduled	0%	5 AGMs held						Secretariat/ Council
	Promote student apprenticeship, attachments and mentorship and hold lectures at agricultural training institutions.	Programs for apprenticeship and mentorship Established.	0%	Modelling Incubation Skills acquisition						Secretariat/ Council
	Improve mobility of the secretariat	Vehicles purchased	0%	13 vehicles purchased						Secretariat/ Council

	Develop IT and communication systems	IT and communication systems operational	40%	Website, data base and email services developed,						Secretariat
	Staffing and skills development of the secretariat	Full Staffing levels functional at the secretariat	30%	Improved services delivery by the secretariat						Secretariat/ Council
	Training on corporate governance for board and council members	Workshop on corporate governance for board and council members held	0%	24 council and board members trained,						Secretariat/ Council/Board
To promote research and development in the sector.	Lobby for financial support to fund research initiatives and scholarships for learners	Grant proposals and concept notes drafted	0%	10 Grant proposals and concept notes submitted to funding agencies						Secretariat/ Council
	promote and recognise agricultural scientists and award them accordingly	Criteria for recognition developed	0%	25 scientists recognised and awarded.						Secretariat/ Council
	Identify researchers with capacity to lead relevant local research	Researchers with the capacity to publish and lead locally relevant research identified	0%	125 Researchers identified and accredited.						Secretariat/ Council
	Support development of new products or technologies due to AIZ supported research and learnerships	Number of new products or technologies developed due to AIZ-supported research and learnerships	0%	25 new products or technologies developed						Secretariat/ Council
	Facilitate filing of patents as part of AIZ supported research.	Patents granted as part of AIZ-supported research filed.	0%	At least 50% of the granted-patents filed.						Secretariat/ Council

	Publish Science Journals, Newsletters/ Magazines, extension materials and media captions	Number of publications done per year	0%	5 journal issues. 60 issues of magazines/ newsletters.						Secretariat/ Council
	Organize conferences, symposia, workshops, and seminars to facilitate knowledge exchange and dissemination among professionals and stakeholders.	Scientific symposia, conferences, webinars held per year	0%	5 conferences held 5 symposia held 60 webinars held						Secretariat/ Council
	Establish a reference library, with a component to archive all research publications and books.	A reference Library established.	0%	60% of all research publications archived.						Secretariat/ Council
To advocate for the agricultural profession.	Engage with local communities through outreach programs, educational initiatives, and partnerships to promote awareness about sustainability in agriculture.	Outreach activities and educational initiatives identified.	10%	20 communities benefit from outreach programs						Secretariat/ Council
	Carry out Advocate activities for agriculture policy and dialogue	Relevant policy briefs and advocacy campaigns conducted	10%	20 policy briefs and advocacy campaigns conducted						Secretariat/ Council/ functional groups
	Contribute to agriculture legislation through writing advice briefs.	Number of written advise briefs on agriculture legislations	10%	10 legislative meetings held with authorities and reports						Secretariat/ Functional groups
	Conduct joint awareness and advocacy raising activities	Conduct joint awareness and advocacy raising activities	0%	5 partnerships created and joint awareness advocacy conducted and documented						Secretariat/ Council

	Provide agricultural early warning alerts	Number of relevant agricultural early warning alerts issued	0%	10 relevant agricultural early warning alerts issued and documented						Secretariat/ Functional groups/Council
	Education campaigns to influence agricultural training curriculum	Radio and TV programs done	10%	20 radio and TV programmes						Secretariat/ Council
To promote collaboration between agriculture and other professions.	Provide adequate platform on agricultural issues, provide consultative fora with other institutes	Hold consultative workshops and seminars/Webinars	0%	10 consultative workshops and seminars held and documented.						Secretariat/ Functional groups/Council
	Encourage multi-disciplinary interactions, projects, and advocacy.	Hold interdisciplinary research and advocacy campaigns	0%	5 interdisciplinary research and advocacy campaigns conducted and reported.						Secretariat/ Functional groups
	Foster collaborations with local and international professional bodies and researchers to enhance understanding and share experiences.	Improved collaborations with local and international professional bodies	0%	Increased global networking and knowledge sharing						Secretariat/ Council/Board
	Form partnerships with other like-minded organizations	Partnerships with other like-minded organizations formed	0%	At least 5 partnerships with other like-minded established.						Secretariat/ Council/Board
Monitoring and Evaluation:	Gathering baseline information, developing and testing and adapting monitoring tools.	Gathering of information and testing and adapting monitoring tools done	10%	5 Data analysis reports made available						Secretariat
	Management meetings.	Number of management review meetings held after M&E reports	10%	20 Management Performance review meetings held						Secretariat

12.2 Table 5: MONITORING AND EVALUATION MATRIX

S/No.	Results	Key Performance Indicators (KPIs)	Documented evidence	Assumptions
1	Comprehensive registration system established	Number of meetings held	Minutes recorded and reports	Effective governance enhanced
		Increased sensitization on registration	Registration registers	
		Risk mitigations recorded	Risk register	
		Systems of receiving registrations forms developed	Registration Reports	Improved registration system and increased service coverage
2	Awareness and participation of agricultural professionals increased	Number of sensitisation and awareness programs created	Reports on responses sensitisation programs	Improved awareness and participation of professionals
		Number of press briefs conducted	Press brief reports	Increased visibility of AIZ activities and programs
		Communication Matrix developed	Reports on communication	Increased efficiency of communication and service delivery
3	Code of conduct and ethical standards developed	Code of conduct reviewed and ethics standards developed.	Publication and distribution of reviewed code of ethics to members	More professionals learn about the code of conduct and ethics and begin to follow the dictates in it.
		Training workshops and refresher courses conducted	Reports on training workshops	Increased knowledge on code of conduct and ethics standards
4	Compliance with regulatory standards and ethical guidelines enforced	Number of disciplinary committee procedures conducted	Disciplinary committee reports	Improved record of compliance
		Code of conduct enforced	Incident reports Disciplinary reports	Improved positive professional culture
		Policies and procedures established and maintained	Guidelines documented on policies and procedures	Increased transparency and accountability
		Inspectors to ensure compliance appointed	Number of inspectors employed	Improvement in levels of enforcement and compliance
		Regulatory audits prepared	Regulatory Reports	Increase in regulatory functions and compliance

		Disciplinary committee created	Introduction of committee members to the AIZ membership	Increased membership awareness on the committee
		Number of investigations on professional misconduct conducted	Reports on cases	Professional conduct enhanced among the professionals
		Training induction framework developed and Regional Representative and Inspectors Trained	Training reports Training modules	Improves validation and testing of reliability of the induction framework or model
5	Capacity building for both the institute and members built	Relevant training and capacity building workshops on requisite skills held	Reports on training and capacity building	Increased individual and organisation performance leading to better outcomes and results
		Professionals linked to new career prospects and consultancy opportunities	Reports on links to new career prospects and consultancies	Increased demand for professionals with specific skills and expertise
		Exposure visits and exchange programs conducted	Reports on the exposure visits	Improved networks and knowledge sharing
		Working groups established and functional	Reports from working groups	Increased specialized knowledge and expertise within a particular discipline of agriculture recommending valuable insights
		Secretariat and regional offices set up and equipped	Office Asset Registers Rental reports	Convenient and easily accessible Effective provincial coordination and reporting
		Board and council meetings held	Minutes from board and council meetings	Effective governance and management enhanced
		AGM held as scheduled in the law	Minutes from AGM Attendance registers	Good governance enhanced

		Programs for apprenticeship and mentorship established	Program reports	Increased exposure of new graduates to new technologies, practices and skills
		Mobility and visibility of the AIZ secretariat improved	Vehicles procured and in use	Enforcement and administrative challenges minimised
		IT and communication systems developed	Web and email traffic reports	Improved website reach out and communication via email
		Full staffing levels functional at the secretariat	Management reports	Improved service delivery at secretariat.
		Workshop on corporate governance for board and council held	Workshop report	Improved service delivery and decision making by board and council
6	Research and development promoted in the sector	Lobby for financial support for research and development and learnership scholarships	Drafted proposals and concept notes	Increased funding to R&D initiatives More learnership scholarships facilitated
		Recognition awards for distinguished agricultural scientists promoted	Criterion for awards in place	Broad impact of scientists' work in agriculture appreciated and acknowledged.
		Researchers with capacity to lead relevant local research identified	Researchers accreditation register	Researchers so identified have deep understanding of the local content, cultural, technical, economic and environmental challenges.
		New products or technologies supported by AIZ developed	New products files Patents	Increase in research and development efforts to shape expectations for impact of new products on agriculture
		Patents granted as part of AIZ supported research filed	Patents	Patents granted to represent innovative and novel solutions to agricultural challenges either through new technologies, methods or products
		Science Journals. Newsletters etc published	Journals Newsletters Extension education materials	To increase national and global readership and contributors, reflecting national and international nature of agricultural research and practice.

		Scientific symposia/conference, webinars and seminars hosted	Symposia / conference reports Webinar reports Seminar reports	Increased knowledge and expertise sharing, research findings and best practices among peers
		AIZ reference library established	Official website Publications Annual reports Data Bases	The library likely to contain diverse resources covering various aspects and disciplines of agriculture
7	Advocacy for the Agricultural profession advanced	Community outreach activities and educational initiatives identified and implemented	Activity reports	Increased access to the necessary information or resources to participate in the initiatives
		Policy briefs and advocacy campaigns conducted	Management reports Media reports	Increased stakeholder coverage and public in general
		Briefings on agriculture legislations conducted	Management reports	Increased influence of AIZ on agricultural legislative engagements
		Joint awareness and advocacy raising activities conducted	Reports on joint meetings and activities	Increased networking
		Relevant agricultural early warning alerts issued	Management reports Media Reports Publications	Increased stakeholder alert on agricultural matters of interest
		Education campaigns to influence agricultural training curriculum developed	Management reports Media Reports Publications	Increased impact and influence on matters of agriculture training curriculum development
8	Collaboration between agriculture and other professions promoted	Consultative workshops/seminars held	Reports on workshops	Increased impact and influence on matters of agriculture policy and dialogue
		Interdisciplinary research and advocacy campaigns held	Reports on interdisciplinary meetings	Increased collaboration and communication among different fields to generate innovative solutions and drive meaningful change.

		Collaborations with local and international professional bodies improved	Reports on collaborations/ meetings	Increased collaborations with Local and international bodies
		Partnerships with likeminded organization's formed	Reports on partnership meetings	More partnerships with like-minded institutes created
9	Monitoring and Evaluation	Gathering of information, testing and adapting monitoring tools done	Lobby Reports Report on policy briefs Management Reports	Improved baseline information collection, testing and adaption of monitoring tools.
		Management review meetings held	Management Reports/ M&E reports	Council/ management and decision making improved and easily tracked

12.3 TABLE 6: ACTIVITIES COST PLAN

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
To establish a comprehensive registration system.	<ul style="list-style-type: none"> Registration Board and Council meetings Data Management Online services Certification Legal services and conduct membership drive activities in all the AIZ branches country wide. Risk Mitigation Sensitization Develop a detailed registration form for physical and online registration Develop systems of receiving the registration forms from professionals 	<ul style="list-style-type: none"> Number of meetings held Systems of receiving registrations forms developed Number of meetings held Percentage Increase in sensitization on registration in provinces Development of a risk register Number of sensitisation activities conducted Standard operating procedure developed 	<ul style="list-style-type: none"> 15 Registration board 20 Council meetings A server is set up 60 % of Agricultural professionals accessing online services Atleast two meetings held Atleast 75% registration of Agric professionals 80% of the risks and potential impact identified Meetings. Radio adverts. Press briefings. Virtual meetings. 1 physical form developed 1 online form programmed 3 channels developed: <ul style="list-style-type: none"> Website Email. Physical 						
				257.50	2,848.00	3,528.75	2,311.00	451.17	9,396.42

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
To increase awareness and participation of agricultural professionals.	<ul style="list-style-type: none"> Create sensitization and awareness programs for professionals, Employers, and the general public. Engage training institutions Develop electronic, print content Conduct membership drive activities in all different regions Conduct press briefs Develop a communication network that guides dissemination of AIZ information to members and stakeholders 	<ul style="list-style-type: none"> Number of sensitisation activities conducted. Number of sensitisation activities conducted. electronic and print content developed Membership drive activities conducted in different regions Number of press briefs conducted Communication matrix developed 	<ul style="list-style-type: none"> 20 Institutional Meetings. 100 Radio adverts. 20 Press briefings. 100 Virtual meetings. Formal communication to all agric training institutions 300 social media 60 radio 30 tv 30 print programs Membership drive activities conducted in 10 regions 20 press briefings 1 Communication matrix developed 						
				267.00	408.20	280.50	328.98	357.56	1,642.24

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
To establish the code of conduct and ethical standards	<ul style="list-style-type: none"> Review and update the code of ethics Conduct training workshops, seminars, and refresher courses Conduct exposure visits and exchange programs, 	<ul style="list-style-type: none"> Code of ethics reviewed and updated Training workshops, seminars, and refresher courses conducted A number of exposure visits and exchange programs conducted 	<ul style="list-style-type: none"> Code of ethics reviewed and documented 10 Training workshops, seminars, and refresher courses conducted 5 exposure visits and exchange programs 						
				0	146.50	59	143.00	8	356.50
To enforce compliance with regulatory standards and ethical guidelines enhance regulation of Agricultural professional conduct.	<ul style="list-style-type: none"> Conduct disciplinary committee procedures Enforce the code of conduct Establish and maintain policies and procedures Appoint inspectors to ensure enforcement Prepare for regulatory audits Create a disciplinary committee Conduct investigation of alleged professional misconduct Develop an induction framework to train the Regional Reps and inspectorate teams 	Standard operating procedures available <ul style="list-style-type: none"> Code of conduct Enforcement record prepared. Availability of Policies and procedure document. Inspectors appointed. Regulatory documents available. Disciplinary committee created Percentage of agricultural professionals adhering to the code of conduct Induction framework for training Regional Reps and inspectorate teams developed 	<ul style="list-style-type: none"> 1 Standard operating procedure developed 20 Code of conduct records. 2 Policy and procedure documents developed 10 inspectors appointed 10 regulatory audit reports. Disciplinary committee is set up. 20 disciplinary committee meetings 75% of the agric professionals adhere to the Disciplinary code of conduct Induction training framework developed 5 induction training for Regional Reps and inspectorate teams 						
				123.00	837.70	1,630.50	2,430.12	2,929.50	7,950.82

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
To build capacity for both the institution and members	<ul style="list-style-type: none"> Host relevant training and capacity-building workshops/seminars per discipline on requisite skills Conduct exposure visits and exchange programs Introduce working groups according to professional competencies Set up secretariat and regional office Hold Board and Council meetings Hold AGM annually. Promote student apprenticeship, attachments and mentorship and hold talks at agricultural training institutions. Improve mobility of the secretariat Develop IT and communication systems Staffing and skills development of the secretariat Training on corporate governance for board and council members 	<ul style="list-style-type: none"> Availability of reports on training and capacity building. Number of professionals linked to new career prospects and consultancy Similar professional institutes identified Working groups introduced and functional Secretariat and regional office set up Office equipment and office accessories purchased Meetings held as scheduled AGM held as scheduled Programs for apprenticeship and mentorship established. Vehicles purchased IT and communication systems operational Full Staffing levels functional at the secretariat Workshop on corporate governance for board and council members held 	<ul style="list-style-type: none"> 5 Strategic / Project Management sessions 2 Resource mobilisation sessions. 5 Computer training skills. 80% of professionals linked to new career prospects and consultancy. At least 4 exposure visits accomplished and documented 5 working groups established 10 regional offices 1 Secretariat office 40 quarterly meetings held as 5 AGMs held Modelling Incubation Skills acquisition 13 vehicles purchased Website, data base and email services developed Improved services delivery by the secretariat 24 council and board members trained, 						
				1,444.70	4,491.32	5,536.15	7,022.00	8,645.57	27,139.74

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
To promote research and development in the sector.	<ul style="list-style-type: none"> Lobby for financial support to fund research initiatives and scholarships for learners promote and recognise agricultural scientists and award them accordingly Identify researchers with capacity to lead relevant local research Support development of new products or technologies due to AIZ supported research and learnerships Facilitate filing of patents as part of AIZ supported research Publish Science Journals, Newsletters/ Magazines, extension materials and media captions Organize conferences, symposia, workshops, and seminars to facilitate knowledge exchange and dissemination among professionals and stakeholders. Establish a reference library, with a component to archive all research publications and books. 	<ul style="list-style-type: none"> Grant proposals and concept notes drafted Criteria for recognition developed Researchers with the capacity to publish and lead locally relevant research identified Number of new products or technologies developed due to AIZ-supported research and learnerships Patents granted as part of AIZ-supported research filed. Number of publications done per year Scientific symposia, conferences, webinars held per year A reference Library established 	<ul style="list-style-type: none"> 10 Grant proposals and concept notes submitted to funding agencies 25 scientists recognised and awarded 125 Researchers identified and accredited. 25 new products or technologies developed At least 50% of the granted-patents filed. 5 journal issues. 60 issues of magazines/ newsletters. 5 conferences held 5 symposia held 60 webinars held 60% of all research publications archived 						
				177.00	452.00	592.85	669.42	834.52	2,725.79

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
To advocate for the agricultural profession	<ul style="list-style-type: none"> Engage with local communities through outreach programs, educational initiatives, and partnerships to promote awareness about sustainability in agriculture. Carry out Advocate activities for agriculture policy and dialogue Contribute to agriculture legislation through writing advice briefs. Conduct joint awareness and advocacy raising activities Provide agricultural early warning alerts Education campaigns to influence agricultural training curriculum 	<ul style="list-style-type: none"> Outreach activities and educational initiatives identified. Relevant policy briefs and advocacy campaigns conducted Number of written advise briefs on agriculture legislations Conduct joint awareness and advocacy raising activities Number of relevant agricultural early warning alerts issued Radio and TV programs done 	<ul style="list-style-type: none"> 20 communities benefit from outreach programs 20 policy briefs and advocacy campaigns conducted 10 legislative meetings held with authorities and reports 5 partnerships created and joint awareness advocacy conducted and documented 10 relevant agricultural early warning alerts issued and documented 20 radio and TV programs 						
				11.25	413.40	406.00	506.00	630.75	1,967.40

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
To promote collaboration between agriculture and other professions	<ul style="list-style-type: none"> • Provide adequate platform on agricultural issues, provide consultative fora with other institutes • Encourage multi-disciplinary interactions, projects, and advocacy. • Foster collaborations with local and international professional bodies and researchers to enhance understanding and share experiences. • Form partnerships with other like-minded organizations 	<ul style="list-style-type: none"> • Hold consultative workshops and seminars/Webinars • Hold interdisciplinary research and advocacy campaigns • Improved collaborations with local and international professional bodies • Partnerships with other like-minded organizations formed 	<ul style="list-style-type: none"> • 10 consultative workshops and seminars held and documented. • 5 interdisciplinary research and advocacy campaigns conducted and reported. • Increased global networking and knowledge sharing • At least 5 partnerships with other like-minded established. 						
				60.00	81.00	101.25	107.81	134.80	484.86

Objectives	Measures/ Activities	Indicators	Outputs	Year 1 ZMW 000'	Year 2 ZMW 000'	Year 3 ZMW 000'	Year 4 ZMW 000'	Year 5 ZMW 000'	TOTAL AMOUNT ZMW 000'
Monitoring and Evaluation	<ul style="list-style-type: none"> Gathering baseline information, developing and testing and adapting monitoring tools. Management meetings 	<ul style="list-style-type: none"> Gathering of information and testing and adapting monitoring tools done Number of management review meetings held after M&E reports 	<ul style="list-style-type: none"> 5 Data analysis reports made available 20 Management Performance review meetings held 						
				272.90	1,151.90	1,389.12	1,506.76	1,695.95	6,016.63
TOTAL									57,680.40