

GREENBELT AUTHORITY Strategic Plan 2022-2027

Striving towards sustainable commercial irrigation

TABLE OF CONTENTS

LIST OF FIGURES.....	iv
LIST OF TABLES.....	v
ABBREVIATIONS AND ACRONYMS	vi
FOREWORD	vii
PREFACE	viii
EXECUTIVE SUMMARY.....	ix
1.0 INTRODUCTION	1
1.1 Background.....	1
1.2 Rationale for the GBA Strategic Plan	1
1.3 Process	2
1.4 Mandate.....	2
1.4.1 Constitutional Mandate	2
1.4.2 Legislative Mandates, other Acts and Policies.....	3
1.4.3 Linkage with MW2063 and MIP-1 2030.....	4
1.5 Governance and Management.....	4
1.5.1 The Board of Directors	4
1.5.2 The Chief Executive Officer, Management and Staff	4
1.6 Government Oversight Bodies	7
1.6.1 OPC and Line Ministry.....	7
1.6.2 Parliamentary Committees	7
1.6.3 Other Major Stakeholders	7
1.7 Greenbelt Initiative Holdings Limited (GHBIHL)	7
2.0 OVERVIEW OF GBA INVESTMENT PROJECTS	8
2.1 Investment Projects under Implementation and Achievements	8
2.1.1 Chikwawa Irrigation Scheme in Salima, Sugar Production.....	8
2.1.2 Nchalo Irrigation Scheme in Chikwawa for Cotton Production.....	8
2.1.3 Greenbelt Greenhouse Limited in Lumbadzi for Vegetable Production.....	9
2.1.4 Nthola-Illora Project in Karonga for Rice Production.....	9
2.1.5 Reforms and Completion	10
2.2 MEGA Farms.....	10

2.3 PSIP Pipeline Projects	10
2.4 Potential Investment Projects	11
3.0 PROJECT MANAGEMENT STRUCTURE	12
3.1 Project Implementation Stages	12
3.2 Challenges.....	13
3.3 Lessons Learnt	14
4.0 STRATEGIC ANALYSIS.....	15
4.1 Stakeholder Analysis	15
4.2 SWOT Analysis.....	16
4.3 PESTEL Analysis.....	17
5.0 THE GBA STRATEGIC DIRECTION FROM 2022 TO 2027.....	18
Vision	18
Mission.....	18
Core Values	18
5.1 Strategic Objectives.....	20
5.1.1 Infrastructure Development	20
5.1.2 Agriculture Production and Productivity.....	20
5.1.3 Agro-Processing and Market Development.....	20
5.1.4 Institutional Efficiency and Performance	20
6.0 STRATEGIC TARGETS	21
6.1.1 Short-Term	21
6.1.2 Medium-Term.....	21
6.1.3 Long-Term	21
6.2 Financing Investment Initiatives.....	21
6.3 Strategic Outcomes	22
7.0 KEY FOCUS AREAS FOR THIS STRATEGY	23
7.1 Sustainable Irrigation Infrastructure Development	23
7.2 Sustainable Agricultural Production and Productivity.....	23
7.3 Business Development, Agro Processing and Marketing.....	24
7.4 Corporate Services, Finance and Investments.....	25
8.0 STRATEGIC OUTCOMES, OUTPUT INDICATORS AND IMPLEMENTATION TARGETS	26
9.0 CRITICAL SUCCESS FACTORS	33

9.1 Good Strategic Leadership and Directional Skills.....	33
9.2 Human Resource and Institutional Capacities	33
9.3 Sufficient Resources	34
9.4 Stable Political Environment.....	34
9.5 Supportive and Collaborative Stakeholders	34
9.6 Governance, Monitoring and Evaluation.....	34
9.7 Communication and Coordination.....	34
9.8 Feedback.....	34
9.9 An Appropriate Culture.....	35
9.10 Resource Mobilization and Utilization	35
10.0 RISKS AND MITIGATION MEASURES.....	36
11.0 MONITORING AND EVALUATION.....	38
11.1 Strategic Plan Implementation Arrangements	38
11.2 Monitoring System	38
11.3 Data Collection, Analysis and Reporting System	38
11.4 Review Process.....	39
12.0 COSTING AND RESOURCE MOBILIZATION PLAN	40
12.1 Estimated Project Costs.....	40
12.2 Resource Mobilization Plan	42
13.0 CONCLUSION.....	43
14.0 RECOMMENDATIONS.....	44
15.0 APPENDICES.....	45
15.1 Costing Per Year.....	45
15.2 Resource Mobilization Plan	51

LIST OF FIGURES

Figure 1: GBA Corporate Structure	6
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LIST OF TABLES

Table 1: GBA’s Strengths, Weaknesses, Opportunities and Threats	12
Table 2: Key Result Areas, Outcomes, and Targets	21
Table 3: Risks and Mitigating Measures	31
Table 4: Total Estimated Cost	35
Table 5: Total Estimated Cost per Project	37
Table 5a: Short Term	38
Table 5b: Medium Term	38
Table 5c: Long Term	38
Table 6: Costing for Sustainable Irrigation Infrastructure Development	46
Table 7: Costing for Sustainable Agriculture Production and Productivity	48
Table 8: Costing for Corporate Services	50
Table 9: Internally Generated Funds	52

ABBREVIATIONS AND ACRONYMS

ACB	Anti-Corruption Bureau
ADL	Airport Development Limited
ADMARC	Agricultural Development and Marketing Corporation
AUM SAL	AUM Sugar and Allied Limited
CEO	Chief Executive Officer
CSF	Critical Success Factor
DSC	Department of Statutory Corporations
GAP	Good Agricultural Practices
GBA	Greenbelt Authority
GBI	Greenbelt Initiative
GBIHL	Greenbelt Initiative Holdings Limited
GGL	Greenbelt Greenhouse Limited
ICT	Information and Communication Technology
KRA	Key Result Area
MIP-1	Malawi Implementation Plan 1
MW2063	Malawi 2063
NAO	National Audit Office
NIP	National Irrigation Policy
OPC	Office of the President and Cabinet
PAA	Public Audit Act
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act
PPDA	Public Procurement and Disposal of Assets Authority
PSIP	Public Sector Investment Programme
SDGs	Sustainable Development Goals
SPV	Special Purpose Vehicle
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Traditional Authority

FOREWORD

This 2022-2027 Strategic Plan aims at guiding the Greenbelt Authority (GBA) in its mission of promoting large scale sustainable smart commercial irrigation agriculture to the nation through infrastructure development, agricultural production and productivity, value addition and marketing for sustainable wealth creation.

During the implementation phase of this Strategic Plan, the Board will take the leading role in providing strategic oversight and guidance. In the discharge of its mandate, the Board shall be guided by the Greenbelt Authority Act, the National Irrigation Act, the National Agriculture Policy, the National Irrigation Policy, the Irrigation Master Plan and Investment Framework, the National Export Strategy, Malawi 2063 Agenda and other relevant policy instruments. The general function of the Authority, as set out in Section 6 of the Greenbelt Authority Act, is to oversee, direct and co-ordinate the implementation of irrigation policies and programmes in Malawi.

The GBA plans to champion the development of sustainable large-scale commercial irrigation, and to accelerate socio-economic development through increased agricultural productivity, agro-processing and easy access to markets. In order to achieve these objectives, the Board of Directors of the GBA will put in place prudent and effective measures and ensure strict adherence to approved strategic goals of the Authority in compliance with its Strategic Plan.

The Authority, through this Strategic Plan, seeks to undertake investment projects to contribute towards realisation of the Malawian dream of transforming into a wealthy and self-reliant industrialized upper-middle income country as stipulated in Malawi 2063 Agenda. In the short-term, the Authority will align itself to the realization of the goals of the Malawi Implementation Plan 1 (MIP-1) by focussing on all the three pillars of Agriculture Productivity and Commercialisation, Industrialisation, and Urbanisation.

I, sincerely, hope that the cooperation that prevailed with stakeholders during the development of this Five-Year Strategic Plan will continue during the implementation phase. This cooperation will support the Authority achieve its mission and vision of being a sustainable large scale commercial irrigation farming and agro-processing champion in Malawi.



Wester Peter Kosamu, LLB (Hons) Mw
BOARD CHAIRPERSON

PREFACE

The Government of Malawi recognises the critical role which irrigation plays in the agriculture sector and thus established the Greenbelt Authority (GBA) to champion sustainable large scale commercial irrigation farming in Malawi through the sustainable use of available land and water resources. To deliver on this mandate, the Authority has formulated a five-year strategic plan covering both the core strategic targets and the requisite investment project implementation arrangements between April 2022 and March 2027.

The GBA takes cognisance of the challenges that may directly affect the delivery of its mandate, particularly, the acquisition of land, climate change, availability of foreign exchange, currency devaluation, pandemics and the ability to mobilise resources for investments. The Strategic Plan is very ambitious and can only be feasible with adequate investments and resources for the projects. For this reason, the strategy invites investors to inject share capital in partnership with the GBA to propel irrigation efforts as set-out in this Strategic plan.

The Authority has developed a five-year (2022-2027) Investment Plan as a key tool of implementing the Strategic Plan focusing on the completion of the four existing investment projects, implementation of the Mega Farms Programme, realisation of Public Sector Investment Programme (PSIP) pipeline projects and several potential investment projects. The investment projects will involve production and agro-processing of high value crops such as cotton, wheat, birds eye chillies, bananas, horticultural crops, rice, maize, legumes, industrial and medicinal hemp, aquaculture, sugarcane and meat products. The Authority provides insurance cover for its products, especially crops and the insurance policies and enhance the capacity of the farmers to anticipate and withstand shocks and mitigate their effects.

This Strategic Plan will remain a dynamic document and will be reviewed periodically to be in tandem with the emerging socio-economic and technological developments in the country and the SADC region. There will also be mid-term evaluation of the Strategic Plan in October 2024 and the results shall be considered in the implementation process. Therefore, the GBA welcomes comments and constructive reviews from stakeholders to enhance the services of the Authority and the achievement of the targets in the plan.



Eric Dudley Chidzungu
CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

Globally, irrigation farming results in increased crop yields, improving food security, revenue generation and job creation. An estimated 18 percent of the world's crop-land is now used for irrigation, this expansion has occurred mainly in Asia, Africa, and South America.

In Malawi, irrigation is a crucial solution to food insecurity in the face of rapid population growth and recurring droughts and floods. As indicated in the irrigation Master Plan, Malawi can irrigate about 408,000 hectares of agricultural land. Currently, only 108,000 hectares (26% of the potentially irrigable land) have been developed and the target is to reach a total irrigated area of 220,000 hectares by 2035. Such irrigation expansion requires US\$2,146 million for initial infrastructure, US\$278 million as annual recurrent costs and not to mention, sustained political will. Most of the irrigation farming in Malawi is practised by small-scale farmers hence primarily for subsistence.

The targeting of smallholder farmers has resulted in low yields and low revenue generation due to inefficient irrigation infrastructure, unimproved seeds, lack of mechanisation, limited access to organized markets, limited access to land, high dependence on few crops for export earnings and limited access to loans. To address these challenges, the Government of Malawi established the Greenbelt Authority (GBA) in 2017 through an Act of Parliament to champion large scale commercial irrigation farming in Malawi.

In line with all the three pillars of MW2063 that target Agricultural Productivity and Commercialization, Industrialization and Urbanization, the GBA is currently implementing four irrigation projects namely: Chikwawa Sugarcane irrigation scheme in Salima District, Nchalo Cotton Irrigation Scheme in Chikwawa District, Greenbelt Greenhouse Intensive Vegetable Project in Lilongwe and Nthola Ilora Rice Irrigation scheme in Karonga district. The GBA is also facilitating construction of agro-processing facilities and the development of commercial zones in some of these project sites.

The GBA has through the implementation of its investment projects, achieved the following milestones:

- a. 6,293 hectares of land were acquired for the Chikwawa Sugar irrigation scheme, out of which 1,630 hectares has been developed for Sugar production. From this, 51,953.77 metric tons of sugar have been produced.
- b. At the Nchalo Cotton Project, 3104 hectares of land have been acquired out of which 205 hectares have been developed for cotton production and 500MT of irrigated cotton has been produced so far.

- c. At the Greenbelt Greenhouses Intensive Vegetable Production Project, 58 hectares of land were leased from Airport Development Limited (ADL), and 16 greenhouses have been constructed and 175000MT of various vegetables are produced annually and sold at up-markets locally and internationally. At the Nthola Ilora rice project in Karonga, 1000 ha of land has been acquired for rice production.

These projects have enhanced business opportunities for input suppliers benefiting over 80,000 people directly and indirectly. In addition to job creation and revenue generation, the production of high value crops such as sugar and vegetables have led to a reduction in the importation of these commodities thereby saving foreign currency.

In the next five years, GBA envisions achieving the following milestones:

- a. To develop at least four additional Irrigation schemes and one commercial zone to increase vegetable production from 1,700 to 2,300 metric tons annually, Sugar production from 25,000 metric tons to 30,000 metric tons annually, cotton production from 500 metric tons to 12,000 metric tons annually; 5,000 metric tons of legumes by 2027; 12,000 metric tons of rice annually, 3,500 metric tons of industrial hemp annually, 350 metric tons of meat products and 800 metric tons of fish by 2027.
- b. To increase value-added products from the current two to eight by constructing six additional agro-processing plants.
- c. To produce the stated crops, livestock and fish, and land of not less than 7500 ha is to be developed. However, an additional 12500 ha of potential land in new sites is already earmarked for producing various field and horticultural crops.
- d. To contribute 7% of 75 000 ha to the national irrigation target of 2030.

The GBA will require **MK 302,045 billion** for initial infrastructure development, production and recurrent costs to implement this Strategic Plan. The GBA shall develop and implement a robust resource mobilization action plan to finance the implementation of this Strategic Plan. The GBA plans to mobilise over **MWK300 billion** to achieve its strategic objectives and goal in five years. These resources will be mobilised internally and externally through the Finance and Investment Department. The Planning, Monitoring and Evaluation Section will be responsible for developing and tracking implementation of the plan under the guidance of the Chief Executive Officer

1.0 INTRODUCTION

1.1 Background

The Government of Malawi established the Greenbelt Authority (GBA) to champion sustainable large-scale commercial irrigation farming in Malawi through sustainable use of available land and water resources. This 2022-2027 Strategic Plan aims to guide the Greenbelt Authority (GBA) in the fulfilment of its mission of promoting sustainable smart commercial irrigation agriculture to the nation through infrastructure development, productivity, value addition and marketing for sustainable wealth creation.

The country's economy largely depends on agriculture as a major foreign exchange earner, contributing about one-third of the total Gross Domestic Product. According to the country's Irrigation Master Plan and Investment Framework (2015), Malawi has around 408,000 hectares of potential irrigable land out of which 26% has been developed. The development of the targeted area in this GBA's Strategic Plan aims at increasing irrigation by 7%. High-value commercial agriculture has the potential to increase the contribution of Agriculture in the Economy.

1.2 Rationale for the GBA Strategic Plan

Malawi is predominantly an agro-based economy with 85 percent of its population being rural based and relying on subsistence agriculture. The agricultural sector employs about 80 percent of the workforce. It contributes significantly to the country's economic growth accounting for more than 80 per cent of export earnings and national and household food security. Smallholder farmers contribute about three-quarters of agricultural production in Malawi. Rain-fed farming system dominates the agriculture sector, leading to low agricultural production and productivity due to weather shocks and natural disasters.

However, Malawi is endowed with natural resources including vast expanses of soil and water systems covering over 21% of the country. The GBA was formulated to use the available water resources to increase production, productivity, incomes, and food security at household and national levels for accelerated economic growth and development. Therefore, by implementing the projects laid out in this Strategic Plan, the Greenbelt Authority will be an agent to drive the Government of Malawi's agenda on Agricultural Productivity and Commercialization, Industrialisation and Urbanization for sustainable economic development.

The main aim of this Strategic Plan is to set a clear path for agricultural transformation in the country through sustainable large-scale commercial irrigation farming techniques championed by the Authority. The strategic plan will help in monitoring the Authority's performance and undertake necessary corrective measures whenever necessary. The development of this Strategic

Plan stems from the need to transform Malawi through sustainable large-scale irrigation farming. The Plan reflects the will and interests of the Malawi Government to accelerate agricultural development in the country through high-impact commercial irrigation projects. The Plan outlines irrigable greenbelt areas and the type of irrigation farming technologies the country aims to pursue to realise high crop yields.

1.3 Process

The GBA Strategic Plan has been developed through a collective and participatory process with input from various stakeholders including representatives of farmer organizations, traditional authorities, key Government Ministries, Departments and Agencies private sector and development partners.

1.4 Mandate

There are general and specific legislative mandates that inform, regulate and guide the operations of the GBA. The general ones include constitutional and legislative mandates enshrined in the specific Acts of Parliament, policies, regional and international obligations. The other mandates are specific to the GBA.

1.4.1 Constitutional Mandate

The Constitution of the Republic of Malawi of 1994 is the supreme law of the land. The Constitution forms the legal foundation of a democratic Malawi and sets out the rights and duties of its citizens. It also defines the governance and institutional structure of Government and different sectors. Section 93 of the Constitution establishes government ministries and departments and defines the roles and responsibilities of ministries, departments, and agencies such as the GBA.

The Constitution, under Chapter IV also provides several human rights that must be respected and upheld by the executive, legislature, judiciary and all organs of the Government and its agencies. It among other rights provides the citizens with the right to land tenure, food and nutritional security and access to information relevant to the context of GBA's operations.

1.4.2 Legislative Mandates, other Acts and Policies

The Authority derives its mandate from the Greenbelt Authority Act number 23 of 2017 and under Section 6 mandates Greenbelt Authority to:

- a) Oversee, direct and co-ordinate the implementation of irrigation policies and programmes.
- b) Identify irrigable land, determine potential water sources and carry out feasibility studies for new irrigation projects and programmes.
- c) Investigate, plan, design, construct and supervise the implementation of irrigation projects, infrastructure or programmes.
- d) Operate and maintain irrigation projects or programmes and do all acts incidental thereto.
- e) Conduct and co-ordinate research and investigation on the optimum use of water for irrigation.
- f) Modernise and upgrade aging irrigation schemes to enhance efficiency and improve services to the farmers.
- g) Train farmers on different methods of irrigation and use of irrigation equipment
- h) Provide support to farmer organisations including water users' associations and co-operative societies for the proper management of irrigation schemes.
- i) Promote public-private partnerships on irrigation programmes.
- j) Mobilise technical and financial resources for the implementation of irrigation in Malawi.
- k) Review implementation progress and evaluate ongoing irrigation policies, projects, or programmes.
- l) Promote agro-processing and marketing of crops and produce grown or produced in national irrigation schemes in liaison with organisations responsible for marketing of agriculture produce.
- m) Arrange and coordinate activities which may contribute to training activities and costs related to the setting up and operation irrigation programmes, including the payment of any remuneration, honorarium or fees to persons employed in or engaged in undertaking commercial activities.
- n) Perform any other functions in irrigation as it may consider appropriate for achieving the purposes of the GBA Act.

The GBA will also adhere to other Acts and Policies that include but are not limited to the Public Finance Management Act (2022), the Public Procurement and Disposal of Assets Act, the Public Audit Act (2015), the Corrupt Practices Act (1995), Irrigation Act (2001), The Water Resources Act (2013), the Customary Land Act NO 19 of 2018, the Lands Act No 16 of 2016, the Land Survey Act (2016), the Environment Management Act (2016) and Trade Policies among others. For more details about these Acts, refer to the appendices.

1.4.3 Linkage with MW2063 and MIP-1 2030

In 2021, the Malawi Government launched Malawi 2063 (MW2063) as a long-term development agenda to guide the country's development plans from 2021 to 2063. MW2063 envisions an inclusively wealthy and self-reliant nation. This Strategic Plan has been developed in line with MW2063 and the Malawi 2063 First Ten Year Implementation Plan (MIP-1) which aims to transform Malawi into a wealthy, self-reliant, industrialized upper medium income country by 2063. The MW2063 has three pillars. In fulfilling all the three pillars of MW2063 (Agricultural Production, Productivity and Commercialisation, Industrialisation, and Urbanisation), GBA will grow irrigated high- value crops with complete value chains by constructing agro-processing facilities and developing commercial zones within project sites. GBA qualifies for all the three pillars of MW2063.

1.5 Governance and Management

1.5.1 The Board of Directors

The GBA is a statutory corporation guided by a Board of Directors. The Board is the highest policy-making organ responsible for setting the Authority's strategic direction and guidance. It consists of a representative from the farmers' organization, a legal professional, an accounting professional, irrigation or related engineering expert and a representative from the private sector. The Secretary responsible for Irrigation, the Secretary to the Treasury and the Secretary responsible for Lands are ex-officio members.

On policy matters, the GBA is guided by Ministry of Agriculture. The Ministry of Finance provides guidance on plans and budgets in line with the Public Finance Management Act (2022).

1.5.2 The Chief Executive Officer, Management and Staff

The Chief Executive Officer (CEO) heads the organization and is responsible for the operations of the GBA. His primary responsibilities include making corporate decisions, managing its

overall operations and resources and being the point of contact and communication between the Board of Directors and the Authority. The CEO also represents the GBA on the GBIHL Board.

The office of the CEO performs its duties with the support of three Directors responsible for providing Irrigation Operations, Finance and Investments, and Corporate Services.

Under each directorate are various sections and units headed by Managers and Officers that support the Directors.

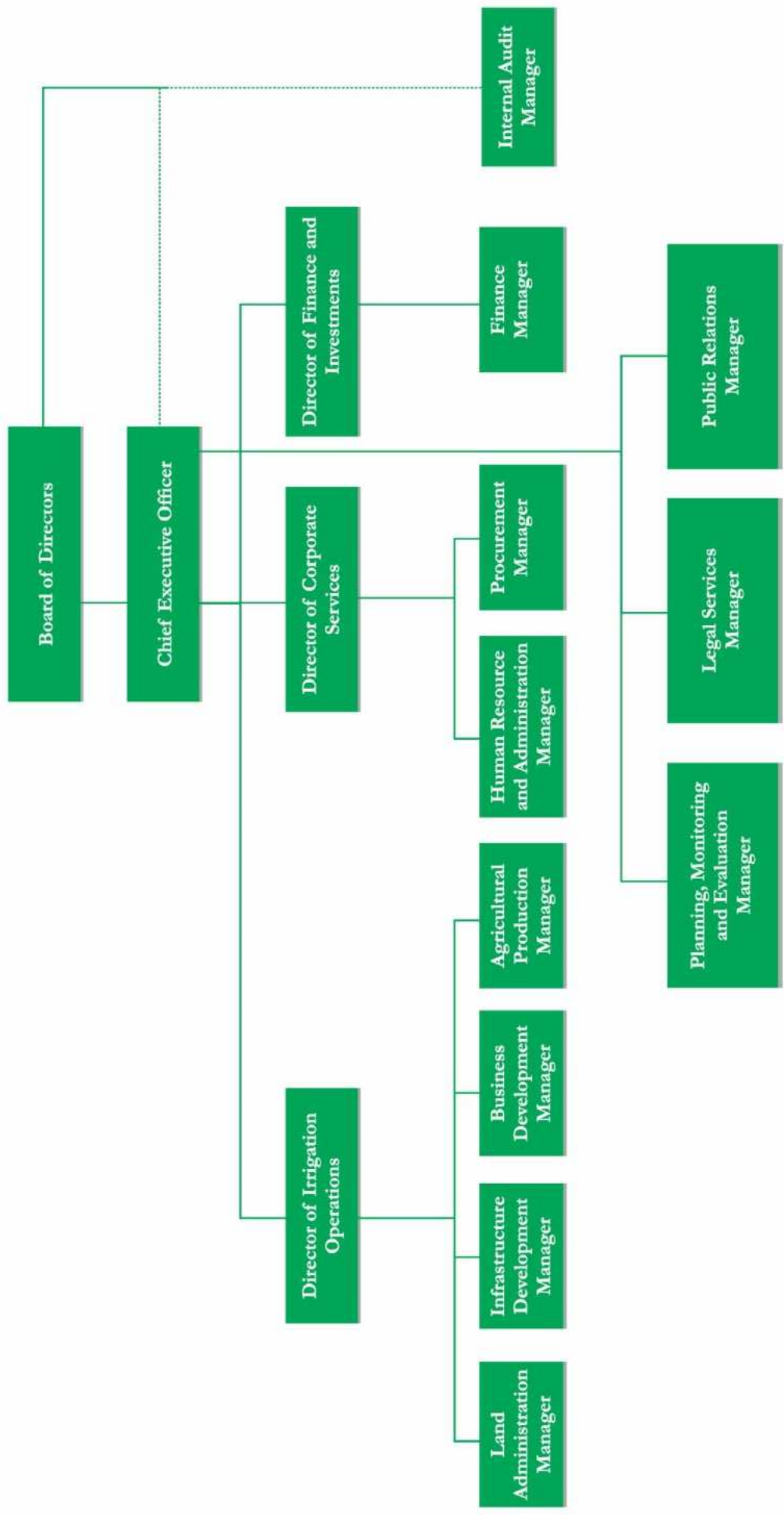


Figure 1: The GBA Corporate Structure

1.6 Government Oversight Bodies

1.6.1 OPC and Line Ministry

The Greenbelt Authority, as a statutory corporation, is also guided by the Department of Statutory Corporations which is under the Office of the President and Cabinet on governance and administrative purposes. In terms technical and policy guidance, the Greenbelt Authority is guided by the line ministry which is the Ministry of Agriculture.

1.6.2 Parliamentary Committees

The Greenbelt Authority is also answerable to the following Parliamentary Committees: Agriculture and Irrigation Committee, Public Appointments Committee, Public Accounts Committee, Transport and Public Infrastructure Committee, Commissions, Statutory Corporation's and State Enterprises Committee, Natural Resources and Climate Change Committee and Government Assurance Committee.

1.6.3 Other Major Stakeholders

The Greenbelt Authority is also accountable to other relevant stakeholders. On matters of audit, the GBA is accountable to the National Audit Office that is also responsible for clearing any external auditors that would be involved. Whenever any person has suffered injustice and it does not appear that there is any remedy reasonably available by way of appeal from court or where there is no other practical remedy, the Office of the Ombudsman would investigate such cases. The National Planning Commission (NPC) is also one of the major stakeholders of GBA considering its critical role in ensuring the implementation of MW2063.

1.7 Greenbelt Initiative Holdings Limited (GHBIHL)

Greenbelt Initiative Holdings Limited company was registered as a private company and a subsidiary of the Greenbelt Authority. The company is responsible for the shareholding arrangements and formation of Special Purpose Vehicles between GBA and private investors. The original shareholders are the Secretary to Treasury (ST) and Secretary to the President and Cabinet (SPC) assisted by Secretary for Agriculture and GBA CEO. Arrangements are underway to transfer the Shareholding composition from ST and SPC to GBA Board Chairperson and GBA CEO. So far, GBIHL has entered into Joint Ventures with AUM Sugar of India to form Salima Sugar Company Limited and Inoselia of Israel to form Greenbelt Greenhouses Limited. It is envisaged that more Joint Venture Companies will be formed.

2.0 OVERVIEW OF GBA INVESTMENT PROJECTS

2.1 Investment Projects under Implementation and Achievements

The GBA has four irrigation schemes that are currently at the implementation stage.

2.1.1 Chikwawa Irrigation Scheme in Salima, Sugar Production

The project was initiated in 2012 and is located in 3 Traditional Authorities (TA) namely Mwanza, Makanjira and Khombeza in Salima District. The scheme covers 6,293 hectares with the area developed comprising sugar plantations and a sugar mill/factory.

The Government of Malawi through the GBI Holdings Limited (GBIHL) partnered with AUM Sugar & Allied Ltd (AUM SAL), to form a joint venture company known as Salima Sugar Company Limited to manage the sugar plantations and run the sugar factory. The factory produces sugar for local and export markets. Allied Ltd (AUM SAL) is a partnership of a Malawian and Indian company. The GBIHL holds 40 percent shareholding of the Salima Sugar Company, and AUM SAL holds 60 percent shareholding. The Salima Sugar Company has its own secretariat. The GBA Chief Executive Officer is a member of the Salima Sugar Company Board where his role is to provide technical support to facilitate operations of the irrigation scheme.

The current project implementation arrangement involves 530 hectares for small holder farmers, 1,470 hectares for medium scale farmers, 4000 hectares for the core grower (Salima Sugar Company) and 293 hectares for commercial zone development.

The Salima Sugar Processing Factory became operational in 2017 and employs over 3,500 people and there are 250 smallholder farmers and 100 medium-scale farmers directly benefiting from the plantation. The smallholder and medium-scale farmers are allocated 2 hectares and 10 hectares of land respectively for sugarcane production. Under the project, 1,630 hectares of land has been developed with irrigation infrastructure, and 424,457.36 metric tons of sugarcane and 51,953.77 metric tons of sugar have been produced since inception. At full capacity, the factory produces 3 megawatts of electricity from bio-gas for production and domestic use.

2.1.2 Nchalo Irrigation Scheme in Chikwawa for Cotton Production

The GBIHL partnered with Nchalo Cane Growers Association to form a joint venture company called Nchalo Greenbelt Limited in which the former has 49 percent shareholding whilst the latter holds 51 percent. The GBA also offers technical support to facilitate operations of the irrigation scheme and input into management through the representation of the CEO on the company's Board.

The project started in 2017 on 3,104 hectares of land in 2 sites namely Nkhwazi 1 and Nkhwazi 2 under TA Lundu in Chikwawa District. The main infrastructure to support the operations of the scheme in the project sites includes water pumping station intake from the Shire River, booster pumps, water distribution points, reservoirs, access roads, generators and tractors. The project has 15 permanent employees and employs approximately 600 casual labourers.

2.1.3 Greenbelt Greenhouse Limited in Lumbadzi for Vegetable Production

The project is located in Lumbadzi near Kamuzu International Airport on land leased from ADL. The project started in 2018 to develop 58 hectares of land for intensive vegetable irrigation using greenhouse technology. The project is being implemented through a joint venture company known as Greenbelt Greenhouse Limited (GGL) with an agreed shareholding of 49 percent for GBIHL and 51 percent for Inosselia Agro Africa Limited. The GBA's CEO represents GBIHL on its Board.

The target of the project was to construct 16 greenhouses at the site in Lumbadzi, complete installation of pumping system on drilled boreholes, and construct support infrastructure such as packing house, cold room, training centre and a workshop. Construction of 13 greenhouses and installation of drip irrigation system has been completed, and eight (8) of the greenhouses are under operation, five are not operation. Installation of pumping system on the boreholes, construction of the packing house, training centre, mechanical workshop and cold room have been completed.

The greenhouses project employs over 160 people and is being developed in liaison with sub-contractors thereby creating more employment opportunities. When fully operational, the project is expected to employ over 500 people, reduce imports of fruits and vegetables by upmarket shops and pave way for export to nearby countries.

2.1.4 Nthola-Ihora Project in Karonga for Rice Production

The project is earmarked for implementation in the area of Traditional Authority Kyungu in Karonga District. The aim is to develop 1000 hectares of irrigable land for the production of 9000 metric tons of rice annually, targeting local and export markets. The Project will also establish an agro-processing facility for value addition.

The primary Project target group is smallholder farmers who will have access to irrigation infrastructure. The scope of infrastructure includes water pumping intake structures (canal and pump station), conveyance pipes, block storage reservoirs, infield distribution canals and boxes, furrows paddies and an agro-processing plant. The Project will use electricity from the national grid combined with solar PV facilities for pumping, abstraction and conveyance of water.

The project will enhance business opportunities for input suppliers, and directly benefit about 14,000 people (smallholder farmers, traders, agro processors and their families).

2.1.5 Reforms and Completion

The Greenbelt Authority will be implementing a number of reforms in order to complete all its projects. Some of the reforms the Authority will be implementing include:

- I. Restructuring of the shareholding agreements for Salima Sugar to accurately reflect the actual equity
- II. Empowerment of medium and small-scale farmers to operate independently
- III. The identification of resources should be ensured for the operations of small-scale farmers, particularly in terms of infrastructure for bulkwater systems.
- IV. Enable private investors to construct commercial infrastructure in specified commercial zones
- V. Expansion of factory capacity for Salima Sugar to accommodate more out-growers
- VI. Increase corporate social responsibility for Salima Sugar to cover all spills, not just those in Salima
- VII. The training of rural farms in greenhouse technologies should be conducted, and efforts should be made to secure financing for them to practice greenhouse farming
- VIII. Strategic investors should be sought out to complete the Nchalo project.
- IX. To actively seek strategic partners and financiers for the operations of Nthola Illola.

2.2 MEGA Farms

The Greenbelt Authority is one of the institutions championing Malawi Government's Mega Farms Programme. The GBA is currently formulating a concept note for the implementation of Mega Farms under its jurisdiction.

2.3 PSIP Pipeline Projects

In the PSIP Pipeline, the Greenbelt Authority has the following projects:

1. Rice Production project in Nkhatabay
2. Mbalangwe Industrial hemp production in Dedza district
3. Mbalangwe livestock production for goats and sheep in Dedza district

4. Malombe wheat and legumes production in Mangochi district
5. Aquaculture Fish farming in Salima
6. Banana Production project in Mulanje district
7. Mwananjovu project in Chikwawa

2.4 Potential Investment Projects

The Greenbelt Authority has the following potential investment projects:

- Cereal and Legumes Production Project
- Ethanol Production Project
- Industrial Hemp Production Project
- Tea, Macadamia and Wheat Production Project

3.0 PROJECT MANAGEMENT STRUCTURE

The GBA is not directly involved in the management of the SPV managed projects except through the representation of the CEO as a member of the Board of GBI Holdings Limited. However, technical assistance is rendered on need basis and in compliance with pre-SPV formation agreements regarding the obligations of GBI Holdings.

3.1 Project Implementation Stages

GBA projects are implemented using basic principles of project management that involve planning, scheduling and controlling all joint activities to ensure the successful implementation of set objectives. This is done from inception, through implementation, to project closure. These steps are chronologically shown below;

a) Concept

The conceptual stage covers understanding the project and those responsible for performing specific functions. During the conceptual stage evidence such as graphs, charts, statistics and other data are analyzed to help with successful project design and for implementation.

b) Land Identification and Acquisition

Once the concept has been agreed and approved, the Project proceeds to identify and acquire land. The following are ways in which GBA through its Land Administration section acquires land:

- **Buy Out-** This is where land is acquired permanently, and the affected people are compensated.
- **Sub-leasing-** This is where the landowner who holds land rights agrees that the new owner of land pays rent for the land for a specific period.
- **Equity contribution (Shareholding) -** This is where the landowners put their land as equity.

c) Feasibility Study

After land identification and acquisition processes are completed, the GBA projects proceed to the feasibility study stage. These studies evaluate whether or not a project plan will be successful. They assess the practicability of the project to judge whether the project can continue. Furthermore, the preparedness of the GBA to undertake the project is also assessed. This is related to the financial analysis undertaken to gauge economic viability before continuing with the projects.

d) Financing

The GBA being a government parastatal gets its funding through Government subventions. However, in trying to champion irrigation in Malawi, GBA plans to increase its resource

mobilization base so that the projects do not solely rely on the Government. The Authority seeks to intensify collection of its machinery and equipment hire fees, land rentals and through partnerships with financing institutions for tailor made financial support.

e) Formation of a cooperative/Company/Special Purpose Vehicle

The GBA implements projects on its own or in partnership with private investors and/or through cooperatives formed by farmers. With the latter arrangement, the GBA facilitates establishment of a Special Purpose Vehicle (SPV) or company. The SPV may be a company limited by shares, allowing multiple reputable investors to partake in ownership, decision making and sharing benefits of the SPV. Shareholding is allotted based on equity contributions by the parties involved.

f) Infrastructure Development and Environmental Management

The GBA recognizes the importance of constructing durable irrigation infrastructure because poorly designed irrigation infrastructure poses a significant risk to the scheme users and is also costly. Furthermore, the sustainable use of natural resources is also paramount in GBA projects hence that is why GBA embarks on comprehensive Environmental Impact Assessment on all its projects.

g) Agriculture Production

GBA seeks to undertake agricultural production using good farming practices by employing modern techniques to produce various crops.

h) Agro Processing and Marketing

The goal of the GBA is to ensure that the final product has added value from its raw form because it is only through value addition that GBA will be able to penetrate the export market.

i) Project Closure

All projects have start and completion dates. Arrangements are put in place to incorporate the completed projects into sustainable business portfolios. The GBA will ensure that all management, financial and project closure processes are undertaken.

3.2 Challenges

Even though some notable achievements have been registered over the years, the Authority experienced the following challenges:

- I. Land encroachment in some project areas by people from surrounding communities, who have used part of the undeveloped areas for their personal use. For example, at the Chikwawa Sugarcane Irrigation Scheme.
- II. Poor Irrigation infrastructure to support production of various crops. The Authority relies on irrigation infrastructure, however, there have been instances where the irrigation infrastructure has been substandard, for instance at the Nchalo cotton irrigation project.

- III. Low visibility, the Authority's programs and activities have not been properly documented and explained to the public such that it has been difficult for people to understand GBA's importance to the nation.
- IV. Poor understanding on GBA project implementation arrangements by the community. Since the Authority uses several project implementation arrangements, it has been difficult by some people to understand their roles and responsibilities in the whole project setup.
- V. Poor governance issues in some projects. In the SPV, the management role is placed on an agreed arrangement between the parties, thus the leadership role is placed on the SPV itself with supervision from the partners. However, in one particular project, poor governance issues affected the operations of the project.
- VI. Inadequate and untimely financing by Government. GBA being a subvented institution relies on finances from government. This has affected project implementation as the resources are mostly not adequate and they are released intermittently.
- VII. Adverse effects of climate change such as cyclones and other natural phenomena have affected the projects through floods, pests and diseases.
- VIII. Solicitation of investors without due diligence leading to agreements that do not profit the organization.

3.3 Lessons Learnt

Over the same period, several lessons have been learned from the implementation of these projects and these include:

- I. Where land belongs to the GBA, it is easier to implement the project activities.
- II. When the required funding is secured and disbursed as planned it is easy to implement the project, as is the case in Salima and GGL project.
- III. Climate change continues to negatively impact GBA projects (e.g. cyclones)

4.0 STRATEGIC ANALYSIS

4.1 Stakeholder Analysis

Large scale commercial agriculture production requires huge expanses of land to be utilized and land being in short supply, the country is forced to rely on aggregating it from landowners to achieve the dream of large-scale commercial farming. In addition, to achieve bumper yields, irrigation infrastructure has to be laid to support production. The GBA, therefore, implements its projects targeting three key beneficiaries: small-scale farmers, medium scale farmers and a core grower. The latter grower can be the off-taker or investor who can also be the operator whilst small scale farmers have small pieces of land of not more than 2ha each that they contribute as equity; and, medium scale farmers have land not more than 10ha each.

The incorporation of the small and medium scale farmers is to ensure that the rewards from the project trickle down to the average Malawians thereby improving their livelihoods.

For key scheme operationalisations, the GBA collaborates with other partners such as banks and financial institutions to provide working capital. Local farmers who form a cooperative, operators and consultants, investors and responsible Government Ministries and Departments (MDA) are the key stakeholders. This is important as it helps the Authority to tap from the expertise and experiences from a pool of knowledge from these various stakeholders for successful project implementation. Each stakeholder provides a different contribution to the way the project should be run, from technical and policy direction to resource allocation. Their contribution aides the successful project implementation.

4.2 SWOT Analysis

Table 1: Analysis of the GBA's Strengths, Weaknesses, Opportunities and Threats

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Availability of a legal framework that gives GBA the mandate to operationalise the implementation of sustainable agriculture irrigation activities. • Availability of project financing through sovereign guarantees. • Ability to inject upfront equity in new projects using government subvention for other projects e.g., GGL and Chikwawa sugarcane irrigation project. • Ability to solicit investors. • Ability to establish successful commercial irrigation projects through PPP's. • Ability to aggregate land for sustainable irrigation development • Availability of qualified and experienced human capital in various expert areas. • Ownership of modern irrigation equipment. • Rich pool of expertise from expatriates 	<ul style="list-style-type: none"> • Incomplete value chain processes in some existing projects. • Delay in making full use of the expertise from expatriates in our projects. • Poor organisational visibility • Dependency on government subventions for internal operations and projects. • Inability to develop the acquired land timely • Failure to retain qualified and experienced human capital due to poor incentives • Inadequate funding in other projects due to over-reliance on government subvention. E.g., Nthola Ilola rice irrigation project 	<ul style="list-style-type: none"> • Availability of abundant sustainable water sources • Availability of potentially irrigable land. • The political will to advance commercial irrigation in Malawi • Community receptiveness to development projects • Existing good relationships with financial institutions • Potential for more partnerships • Investor confidence. • Availability of local and export markets. • Availability of Labour on the market. • Global demand for agriculture products. • Availability of raw materials for high value farm products from smallholder for agro processing investments. • Tax incentives for agriculture equipment 	<ul style="list-style-type: none"> • Expensive unreliable energy supply • High risk of withdrawal of farmers due to untimely land development • Land encroachment • Adverse effects of climate change • An outbreak of new pests and diseases • Counterfeits and smuggled products • The emergence of other players in the large-scale commercial irrigation sector • Natural phenomena such as floods and cyclones • Corruption • GBI holdings Ltd is a constraint to GBA's mandate since GBA does not benefit from agreements made between GBI holdings and partners and investors.

4.3 PESTEL Analysis

Table 2: PESTEL Analysis

POLITICAL	ECONOMICAL	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL	ETHICAL
<ul style="list-style-type: none"> • Change in the country's administration • Size of government Budget 	<ul style="list-style-type: none"> • Level of disposable income • Inflation rate • Unemployment rates • Currency devaluation 	<ul style="list-style-type: none"> • Impact of pandemics on operations • Impact of HIV aids on the behaviours of people on project sites • Cultural beliefs Gender 	<ul style="list-style-type: none"> • Change in Technology e.g change from traditional hoe to mechanisation • Level of innovation • Access to new technology 	<ul style="list-style-type: none"> • Climate Change • Natural Disasters • Rise in environmental activism against Dumping, pollution 	<ul style="list-style-type: none"> • Land Disputes • Impacts of court case on the operation of the factory 	<ul style="list-style-type: none"> • Integrity • Professionalism

5.0 THE GBA STRATEGIC DIRECTION FROM 2022 TO 2027

The vision and mission, key result areas, strategic outcomes and core values were generated upon analyzing internal strengths and weaknesses while considering the opportunities and threats that might affect the organization's operations and performance.

Vision

“To be a sustainable large scale commercial irrigation farming and agro-processing champion in Malawi”

Mission

“To develop and promote climate smart commercial irrigation farming to the nation, through infrastructure development, agriculture productivity, value addition and marketing for sustainable wealth creation”

Core Values

In achieving its vision and fulfilling its mission, the GBA will be guided by the following core values which will set the behaviour standards for its employees on which the Authority will be measured by its stakeholders.

I. Integrity

The GBA shall ensure that its employees:

- a) Maintain an environment of trust built upon honesty, ethical behaviour and respect.
- b) Demonstrate commitment to doing what is right and ethical
- c) Resist undue pressure in making decisions
- d) Place the interest of the Authority above their own
- e) Show consistency between expressed principles and behaviour

II. Professionalism

The GBA shall discharge its duties following ethical and standard procedures using highly qualified, competent and skilled staff. This shall include:

- a) Exercising professional independence in discharging its duties
- b) Resisting undue pressure when carrying out its duties
- c) Abiding by the professional code of conduct

- d) Continuously developing its staff to be abreast with the irrigation sector's trends and developments

III. Transparency and Accountability

Members of staff in the Authority shall at all times take collective and professional responsibility for their actions and promote transparency in decision-making while consistently maintaining high level of performance.

IV. Innovation and Creativity

The Authority shall strive to improve its operational capacity by introducing tailor-made ways, ideas and products to improve the delivery of its irrigation services that are appealing to partners.

V. Teamwork

The GBA shall encourage teamwork as a powerful tool for achieving its vision and mission. Our approach to teamwork shall be based on the philosophy that each team member brings to the organization unique experience and expertise to our operations.

VI. Partnership

The GBA recognizes that partnerships and coordination of efforts are the essential pre-requisites for achieving the Authority's vision and mission. To this end, the Authority shall ensure that inclusive partnerships that recognize the different and complementary roles of all actors in the irrigation sector are established.

VII. Agility

The GBA shall always strive to build a fast-responding team of workforce that is intrinsically motivated to work harder and provide faster responses to the demands of GBA client's needs.

VIII. Competence

The GBA shall provide services that are responsive to the needs of the clients and changes to its operating environment, and endeavour to focus on the achievement of results (outputs and outcomes) rather than processes or tasks.

5.1 Strategic Objectives

The strategic objectives were identified for each key result area

5.1.1 Infrastructure Development

- i. To develop sustainable land and water resources management systems
- ii. To establish commercial zones
- iii. To improve irrigation schemes
- iv. To enhance support for mitigation of water-related disasters
- v. To ensure sustainable catchment management by farmers of all gender categories
- vi. To develop sustainable water resources

5.1.2 Agriculture Production and Productivity

- i. To enhance production, productivity and diversification of crop and livestock enterprises.
- ii. To increase production and productivity of fisheries and crops through the integration of aquaponics and hydroponics by using cooperatives to effectively make use of small land-holdings.

5.1.3 Agro-Processing and Market Development

- i. To promote value addition and improve market linkages
- ii. To develop farmers' and staff skills for marketing
- iii. To support the transmission from subsistence to commercial farming practices
- iv. To facilitate development and upgrading of different commodity value chains
- v. To increase employment in agricultural production and value chains
- vi. To reduce loss of agriculture products
- vii. To improve quality and standards of agricultural products against international benchmarks
- viii. To facilitate increased cross border trade
- ix. To promote the investment in the agriculture sector
- x. To foster public private sector partnership
- xi. To develop credible contract marketing mechanisms that benefit both the buyer and the grower.

5.1.4 Institutional Efficiency and Performance

- I. To improve the GBA's management information system
- II. To improve organizational performance and efficiency.

6.0 STRATEGIC TARGETS

The GBA intends to implement its programs in the following phases:

6.1.1 Short-Term

In one to two years, the GBA is targeting to complete all ongoing projects including:

1. Bulk water system at Chikwawa Sugarcane Irrigation Scheme on 1000 ha of land;
2. Operationalizing the Nthola-Ilorra Rice Irrigation Scheme on 1000ha of land; and,
3. Production of cotton at Nchalo Irrigation Scheme on 3100 ha of land.
4. Complete operationalisation of GGL

6.1.2 Medium-Term

In two to three years GBA intends to commence the implementation of all pipeline and potential projects. These include:

1. Production of industrial hemp on 650 ha of land at Mbalangwe in Dedza District
2. Production of wheat on 500 ha of land at Malombe in Mangochi District
3. Livestock production on 250 ha of land at Mbalangwe in Dedza District
4. Production of fish, fingerings and feed through integrated fish farming in Salima
5. Production of bird's eye chili in Mzimba and Thyolo
6. Production of Ethanol and Biogas in Salima, Chikwawa, Nkhotakota and Nkhatabay

6.1.3 Long-Term

The GBA intends to implement all potential projects in next three to five years and these include:

1. Production of banana on 6000ha in Mulanje
2. Production of rice on 1000ha in Nkhatabay

6.2 Financing Investment Initiatives

To fulfil its strategic objectives, GBA will embark on initiatives to secure financing in addition to government funding and these include:

1. Collaboration with financial institutions within Malawi and abroad to support the development of major infrastructure works.
2. Review and enhance revenue collection strategy-land rentals, and, equipment hire
3. Solicit investors to partner with on projects.

4. Review agreements with different partners to ensure that money accrued directly benefits the Authority.
5. Hiring out expertise to stakeholders to generate income (designing irrigation schemes and consultations)

6.3 Strategic Outcomes

The GBA's 2022-2027 Strategic Plan is premised on four Key Result Areas (KRAs) namely; (i) Irrigation Infrastructure Development, (ii) Agricultural Productivity, (iii) Agro-processing and Marketing, and (iv) Corporate Services. From these KRAs, four broad strategic outcomes have been determined which reflect the GBA's mandate and the criteria from which the Authority will assess the performance of the Strategic Plan. The four strategic outcomes are as follows:

- a) Improved and efficient irrigation infrastructure
- b) Increased agricultural production, productivity and diversification.
- c) Market development, agro-processing and value addition.
- d) Enhanced institutional efficiency and performance.

7.0 KEY FOCUS AREAS FOR THIS STRATEGY

7.1 Sustainable Irrigation Infrastructure Development

The GBA will develop appropriate irrigation systems, including water abstraction, conveyance and management infrastructure for supplying and delivering water to irrigated fields. The GBA will acquire and own land in order to free itself from encumbrances in the development of irrigation infrastructure. Acquisition of own land ensures land tenure security which is a prerequisite for instilling confidence in development partners or investors interested in developing irrigation schemes. The Authority shall identify and invest in irrigation schemes in line with the Irrigation Master Plan and Investment Framework (2015). The GBA will further ensure that marginalized sectors of the community, such as children, women and the youth are part of its projects and that their economic rights are safeguarded. Related to this, the GBA will devise deliberate policies to help the marginalized to improve their livelihoods.

Feasibility studies shall be conducted, and engineering designs developed for all prospective irrigation schemes. The Authority will on its own or in partnership with investors develop all acquired irrigable land with modern irrigation infrastructure. The GBA will also facilitate construction of agro-processing facilities for value addition. Tendering for civil works, goods and technical services shall be the responsibility of the Authority or special purpose vehicle companies in cases where there are joint ventures. The Authority shall ensure that all development is done in line with relevant policies outlined in this Strategic Plan.

The GBA will also champion development of best approaches to irrigation development, that is, technical management systems for sustainability. The Authority shall provide technical and financial support to Water Users' Association on schemes managed by farmers. In line with MW2063 pillar on urbanisation, the Authority will facilitate development of commercial zones in some of the irrigation schemes to bring essential services and amenities closer to the projects.

7.2 Sustainable Agricultural Production and Productivity

The GBA will in support of MW 2063 pillar 1 on agriculture productivity and commercialisation and Malawi Implementation Plan 1 (MIP 1) on commercial crop diversification, and Government Initiatives on attaining food and nutrition security and job creation, target the cultivation of high value crops such as sugarcane, rice, cotton, wheat, legumes, medicinal and industrial hemp. It also aims to achieve import substitution by producing high value crops for export markets and upmarket shops that have been importing the same crops for sale on the local market. This will be in addition to the attainment of food and nutrition security and job creation.

The Authority through Chikwawa sugarcane and Greenbelt greenhouses projects produces sugar and vegetables and has increased export earnings through substitution of imports in this area.

The nation will therefore continue registering significant gains from forex saving through the various projects earmarked for production of various high valued crops such as wheat. Good agricultural practices (GAP) are a prerequisite to achieving increased crop yields, and fish and livestock products. Therefore, the Authority shall use a combination of modern technologies that will significantly increase crop yields and these include efficient water-saving irrigation technologies, early field preparations, good crop nutrition, use of certified seed, optimum plant population densities, timely weeding, farm planning and management. To improve fish and livestock production, the GBA will introduce improved animal breeds and apply modern feeding methodologies good stocking densities, pests and disease control measures.

7.3 Business Development, Agro Processing and Marketing

Creating wealth for the masses is the overall goal of the Authority's activities. Therefore, the production and promotion of products for both domestic and export markets is the ultimate goal of the GBA. The Authority will thus produce commodities within its projects that have ready markets or are demand driven. For this to happen there is a need to identify effective markets for the commodities. In this regard, the GBA shall prioritize market studies for the major commodities. Market studies will help in identifying the various markets for the commodities, volumes demanded by the different markets and the form (processed or raw) of the commodities demanded. All possible market linkages will be identified through the market studies which should include value chain analyses for the various commodities.

Furthermore, the market studies will help in identifying the nature of value-adding and processing to be undertaken. This will eventually determine the type of agro-processing and marketing infrastructure to be put in place.

Rolling business models and plans for all the projects will be developed based on the various investment opportunities. Such plans will be guided by the annual market studies and the cost benefit analysis to ensure that GBA invests in the most profitable enterprises.

The products produced and processed in the project sites will target local and international markets. Products earmarked for international markets include vegetables grown at GGL and meat products targeting Dubai markets.

7.4 Corporate Services, Finance and Investments

Corporate services will aim at ensuring that all the stakeholders understand the vision, mission and values of the GBA to achieve its mandate by having the service ethos embedded in them.

The Human Resources and Administration Directorate will guarantee that GBA staff are recruited, selected, trained, rewarded accordingly and retained. It shall ensure coherence and adherence/alignment with organisational policies and procedures to uphold ethical processes for a systematic approach into planning and implementing organisational strategies. The function will facilitate skills development for its human resource guided by an institutional training plan to accord staff a competitive advantage.

The overarching strategy for financing major investments is in the long-term, move from a sub-vented state enterprise to a commercial one. Finance function shall ensure prudent financial management systems are in place and aligned to legal requirements and standards, including periodic internal and external audits as well as real-time monitoring of budget performance.

Resource mobilization initiatives shall be implemented and monitored guided by the resource mobilization action plan. The internal audit function shall promote transparency and accountability in resource mobilisation and utilisation.

The organisation's visibility is also essential; as such, the public relations programmes and activities shall be prioritized. The GBA will develop and implement a communication strategy. Visibility of the GBA shall be enhanced through various communication platforms including social media.

In all GBA activities, digitalisation and use of technology shall be enhanced and supported through ICT support services. Corporate service will ensure that board meetings are conducted in good time to provide strategic direction.

8.0 STRATEGIC OUTCOMES, OUTPUT INDICATORS AND IMPLEMENTATION TARGETS

Table 3: Key Result Areas, Outcomes, and Targets

Key Result Area 1	Irrigation Infrastructure Development										
	Strategic Objective	Outcome target	Objectively Verifiable Indicator	End line Target	Baseline	Annual output targets					
						2022/23	2023/24	2024/25	2025/26	2026/27	
Improved and efficient irrigation infrastructure	To develop appropriate irrigation systems, including provision of water abstraction, conveyance and management infrastructure for supplying and delivery of water to irrigated fields	Number of Irrigation schemes developed increased from 3 to 7 by 2027	Hectares of land acquired	15,000	6,351	4,000	3,000	2,606	2,606	2,606	
			Feasibility studies conducted	4	4	1	3				
			Designs of irrigation system developed	4	4	1	3				
			Irrigation schemes developed	5	3		1		1	1	1
			Hectares of irrigable land developed	7,000	1,860	1,000	1,500	1,500	1,500	1,500	1,500
			Hectares of land acquired	150	80	80	70				
			Hectares developed	150	0		80		70		
Number of commercial zones developed increased from 0 to 1 by 2027											

Agricultural Production and Productivity										
Key Result Area 2	Strategic Objective	Outcome target	Objectively Verifiable Indicator	End Line Target	Baseline	Annual output targets				
						2022/23	2023/24	2024/25	2025/26	2026/27
Increased crop production, productivity and diversification		Vegetable production increased from 1,700 to 2,300 metric tons annually by 2027	Metric tons of vegetables produced annually	12,000	1,700	1,820	1,940	2,060	2,180	2,300
						200000	220,000	240,000	260,000	260,000
		Sugarcane production increased from 175,000 to 260,000 metric tons per year by 2027	Metric tons of sugarcane produced	1,180	175,000					
		Sugar processing increased from 25,000 metric tons to 30,000 metric tons annually by 2027	Metric tons of sugar produced	146,000	25,000	27,000	30,000	30,000	30,000	30,000

	Cotton production increased from 500 metric tons to 12,300 metric tons	Metric tons of cotton produced	27,000	500	700	2,300	4,500	7,000	12,300
	metric tons of wheat produced	Metric tons of wheat produced	8,000	0	0	1,200	2,000	2,000	2,000
	13,000 metric tons of legumes produced by 2027	Metric tons of legumes produced	13,000	0	0	1,250	2,500	3,750	5,000
	30,000 metric tons of rice produced by 2027	Metric tons of rice produced	30,000	0	0	1000	2000	8,400	12,000
	10,000 metric tons of industrial hemp produced by 2027	Metric tons of dry matter of cannabis produced	10,000	0	0	1,000	2,000	3,000	3,500
	350 metric tons of meat products produced from beef and small stock by	Hectares of pasture grown	300	0	0	100	200	300	
		Number of goats reared	37,000	0	0	7,245	12,450	17,045	
		Number of sheep reared	35,000	0	0	7,125	12,245	16,075	

	2027	Metric tons of meat products produced	700	0	0	52.5	105	210	350
	800 metric tons of fish produced by 2027	Metric tons of fish produced	800	0	0	160	160	160	160
	8 cooperatives established	Number of cooperatives	8	2	1	2	2	1	2
Key Result Area 3									
Strategic Objective									
Strategic Outcome	Outcome target	Objectively Verifiable Indicator	End Line Target	Baseline	Annual output targets				
					2022/23	2023/24	2024/25	2025/26	2026/27
Increased agriculture market development, agro-processing and value addition	Value added products increased from 2 to 5 by 2027	Number of value-added products	6	2	1	2	2		
		Number of Markets identified	6		2	1	1	1	1
		Number of agro-processing plants established	6		1	2	2	2	1
Key Result Area 4									
Strategic Objective					Corporate Services, Finance and Investments				
					To improve organizational performance				

Strategic Outcome	Outcome target	Objectively Verifiable Indicator	Baseline	Annual output targets				
				2022/23	2023/24	2024/25	2025/26	2026/27
Enhanced institutional efficiency and performance	Improve the Authority's work environment by 2027	Percentage of officers with adequate office space	30	100				
		Percentage of adequate work enabling office equipment acquired (Computers, Furniture, Vehicles, Machinery) by 2027	15	20	25	30	50	100
		Percentage of Ergonomic compliant offices operationalized (Disability friendly, Lighting, Office setup, Emergency exit, Healthy and safety procedures) by 2027	5	10	20	25	30	50

	70% paperless procurement services achieved by 2027	Percentage of electronic procurement services operationalized	70	30	50	55	60	65	70
	Financial management and budget systems improved by 2027	Alignment of expenditure with approved budget	95	40	60	80	90	95	95
	Increased revenue generation by 30% by 2027	Number of days taken to have audit report	90	150	90	90	90	90	90
		% implementation of resource mobilization action		10	10	5	5	5	5
		Number of guidelines on agreements developed	1						
	Visibility of GBA projects increased by 2027	Number of communications strategies developed	1	0	1				
		Number of communication policies developed.	1	0	1				

	ICT services and infrastructure improved by 2027	Number of ICT policies developed and implemented	1	0	1	0	1						
	Authority's governance enhanced by 100% by 2027	Fully functional audit department	100	50	100	50	100						
		Approved audit charter	1	0	1	0	1						
	Risk management culture inculcated in all staff members by 2027	Number of Staff trained	52	0	46	0	52						
	Human resource performance improved by 2027	No of human resource policies developed	10	0	10	0	10						
		Number of board meeting and supervisory visits conducted	90	16	16	16	16	16	16	16	16	16	16

9.0 CRITICAL SUCCESS FACTORS

Implementing a robust Strategic Plan requires recognising that certain critical elements are available for the outcomes to be successfully attained and sustained. These are crucial assumptions that must be considered, measures put in place and adhered to in order to successfully achieve the intended results of implementing the Strategic Plan.

Critical success factors (CSFs) may change overtime, hence the need to regularly observe them and make necessary adjustments depending on the circumstances. The Authority will implement the following CSFs to achieve its mission:

9.1 Good Strategic Leadership and Directional Skills

Leadership is the driving force for achieving the goals and objectives of any organisation. It needs to be at the forefront with a clear vision to direct the rest of the employees towards the defined destiny. Apropos of this, the GBA leadership shall be proactive, visionary, inspiring and accommodative of other people's views and be able to delegate responsibilities. This includes commitment to see the implementation process through. The Board of Directors is appointed by the President of the Republic of Malawi and undergoes interviews by the Appointments and Disciplinary Committee of Parliament (Public Appointments Committee). Board members are assessed on key performance indicators annually.

9.2 Human Resource and Institutional Capacities

All activities that the GBA envisions implementing can only be realised if it has the requisite human resource that has capacity to meet targets. In this regard, the GBA shall ensure that adequate and requisite professional human resource is recruited and put in place. Capacity building programmes including training and coaching will be organised to acquire core competencies and to address performance gaps. Furthermore, the human resource recruited will be deployed in the appropriate functional areas and relevant positions.

In addition, GBA will develop staff motivation policies to create a work environment where all the hired personnel are adequately motivated to achieve the set objectives. Further, the GBA will roll-out an organogram that aligns to the components of the Strategic Plan following an organisational functional review.

9.3 Sufficient Resources

Everything in the Strategic Plan will require financial and other resources for implementation. The GBA will develop and implement a resource mobilization action plan to generate and provide adequate resources to all the departments for the planned activities and targets.

9.4 Stable Political Environment

The assumption in this strategic Plan is that the political leadership will continue supporting the activities of the GBA throughout the implementation period and beyond. Whilst ensuring the independence of operations as a parastatal institution, the GBA with the support provided will strive to meet the expectations of its shareholders.

9.5 Supportive and Collaborative Stakeholders

In implementing the GBA projects, stakeholders (government institutions, development partners, banks, NGOs and the general public) will be crucial to the success of the strategic plan. The GBA will continue to engage its stakeholders in the implementation of the Plan.

9.6 Governance, Monitoring and Evaluation

Compliance to the GBA Act and other relevant laws and policies will be critical in the implementation of the strategic plan. Therefore, the GBA shall develop and implement efficient and effective governance, monitoring and evaluation systems that will provide the institution with periodic reports on how it is complying and fairing in terms of strategy implementation.

9.7 Communication and Coordination

The GBA will develop and implement a Communication Strategy to keep members of staff and stakeholders abreast of the strategy implementation process. The Planning, Monitoring and Evaluation Department will ensure that there is proper coordination between departments in the implementation of the strategy.

9.8 Feedback

Feedback is an essential part of a strategic plan implementation process. It enables significant improvements in performance where a report highlights under-performance and misdirection of resources per targeted outputs or outcomes. This feedback mechanism synchronises well with the other CSF highlighted earlier on communication and collaboration, where staff and departments are provided with proper information relating to the progress of the strategic plan.

9.9 An Appropriate Culture

Human nature requires an appropriate organizational culture to be tuned to work towards a goal constantly. The GBA will ensure that its employees are inculcated with a working and result oriented culture to implement the Strategic Plan within the stipulated five-year period.

9.10 Resource Mobilization and Utilization

Resource mobilization is critical to any organization as it ensures the continuation of the organizational service to clients and supports sustainability allowing the improvement of products and services of the organization. The GBA will ensure that resources are effectively and efficiently utilized to realize its strategic goals.

10.0 RISKS AND MITIGATION MEASURES

Risk management is the process of identifying, assessing and mitigating threats to an organization’s earnings and capital. For the GBA, the process will help to minimize any potential problems that may negatively impact project performance. The risks can originate from financial uncertainties, legal liabilities, technology issues, strategic management errors, accidents, natural disasters among others. Table 4 shows some of the common risks and mitigation measures.

Table 4: Risks and Mitigating measures

RISKS	MITIGATION
Climate change and natural disasters-flooding, drought, outbreak of pests and diseases	<ul style="list-style-type: none"> • Implementing water saving irrigation techniques • Replanting of trees • Building of dikes and contours above farms • Planting resilient varieties
Pandemics - COVID 19, cholera, etc	<ul style="list-style-type: none"> • Observing Government issued preventive measures
Land disputes	<ul style="list-style-type: none"> • Community sensitization • Lease agreements • Timely and efficient land compensation • Following all relevant laws and regulations e.g., ESIA report.
Machine failure	<ul style="list-style-type: none"> • Periodical servicing of machinery • Contractual arrangement on machinery service e.g., tractor • Engaging competent personnel in operating machinery • Training in essential maintenance of machines
Poor quality of inputs	<ul style="list-style-type: none"> • Use of certified inputs • Controlled use of recycled inputs
Labour disputes	<ul style="list-style-type: none"> • Ensuring payment of wages is done on time • Formation of union • Contractual agreements
Knowledge transfer challenge (technological)	<ul style="list-style-type: none"> • Deploying understudy mechanism in all relevant areas where there are expatriates for continuity
Vandalism and burglary	<ul style="list-style-type: none"> • Taking insurance for the equipment and machines • Security/guarding
Unreliable energy supply	<ul style="list-style-type: none"> • Alternative energy sources such as solar power and backup generators
Unavailability of spare parts for development of irrigation schemes and maintenance	<ul style="list-style-type: none"> • Procuring from reputable suppliers • Constant monitoring of technology trends • Engaging a spare-parts management firm
Poor workmanship	<ul style="list-style-type: none"> • Hire reputable contractors • Adequate supervision of project

	<ul style="list-style-type: none"> • Engaging reputable consultants
Misinformation and negative information about GBA	<ul style="list-style-type: none"> • Communication through different media outlets • Newspaper articles about GBA • Website creation
Inadequate funding for projects and operations (Financial)	<ul style="list-style-type: none"> • Constant Lobbying with Treasury • Creation of different revenue streams • Evaluate business operations for efficiency • Use cost/ revenue metrics for every decision • Maintaining good relationships with financiers • Implement robust resource mobilization action plan
Poor agreements with partners	<ul style="list-style-type: none"> • Focused Scrutiny of potential contracts (due diligence) • Involvement of experts in scrutiny e.g., Attorney General • Eliminate missed milestones with alerts and notification • Renegotiate poorly done agreements
Unstable economy (inflation, foreign exchange)	<ul style="list-style-type: none"> • Engagement of competent personnel in planning and forecast. • Budgeting with the inclusion of anticipated economic fluctuations.
Changing government policy	<ul style="list-style-type: none"> • Continued consultation on business decisions • Lobby meetings with Government
Non-compliance with legal requirements	<ul style="list-style-type: none"> • Conducting business based on applicable laws of Malawi • Develop and implement a legal compliance charter
Operational risk (peoples, processes and systems)	<ul style="list-style-type: none"> • Staff motivation and reward activities • Policies and procedures • Training
Competition from other public and private institution undertaking similar project.	<ul style="list-style-type: none"> • Being proactive • Employing modern technologies to be a market leader.

11.0 MONITORING AND EVALUATION

11.1 Strategic Plan Implementation Arrangements

For the successful implementation of the Strategic Plan, GBA will establish an internal steering committee that will oversee implementation of the plan. The Committee will comprise senior staff and heads of sections to provide adequate representation across the board. The committee will be guided by terms of reference and shall be headed by the Chief Executive Officer supported by the Planning, Monitoring and Evaluation Manager for Secretariat.

The GBA realizes the need for information dissemination on its current role and strategic direction. In this regard, the Authority shall implement the following strategies:

- Launch of the Strategic Plan that will involve key stakeholders
- Utilizing platforms such as the institutional website, Facebook and twitter, as well as banners, brochures and calendars.
- Exhibits at local and international forums.

11.2 Monitoring System

The Authority recognizes the need for effective and continuous reporting structures and instruments to capture progress towards planned outputs and outcomes and provide a basis to draw lessons that will input into its operations. Data collection tools and storage will be strengthened in line with the log frame. Quarterly action/ work plans will be drawn from the annual targets set in this Strategic Plan to facilitate coordination.

A data management system and monitoring framework will be developed to fast-track the implementation progress. Balanced score cards will be used as a performance metric to identify and improve internal functions and their resulting external outcomes.

11.3 Data Collection, Analysis and Reporting System

The GBA may implement projects either alone or through a partnership with private investors and/or farmer cooperatives. In this regard, partners and SPV will agree on data collection and information strategies to ensure that progress is being captured. Sectional quarterly reports will be developed in line with strategic outcomes and outputs to be shared with the Strategic Plan implementation committee. The committee will develop an institutional overview report that will present the GBA's stand and progress towards achieving planned targets.

11.4 Review Process

The Strategic Plan will be reviewed in October, 2024 at the mid-term stage. The process will allow for progress toward general outcomes as well as assess if the Strategic Plan is effective and focused on bridging developmental gaps in the country. The focus shall be on identifying what is working or not, has worked or not, changes that have taken place in the environment including policies and determining how to realign the Authorities' efforts to achieve planned results.

12.0 COSTING AND RESOURCE MOBILIZATION PLAN

12.1 Estimated Project Costs

The tables below highlight the costs for implementing the various activities laid out in this Strategic Plan in the short-, medium- and long-term projects. In addition, it provides annual cost per focus output (Appendices 12.1)

Table 5: Total Estimated Cost per Project

Table 5a: Short term projects

ID	Project Description	Estimated amount	Remarks
1	Bulk water system at Chikwawa Sugarcane Irrigation Scheme on 1000 ha of land	6,000,000,000.00	To reintroduce the project in PSIP and collaborate with Banks
2	Nthola-Ihora Rice Irrigation Scheme on 1000ha of land	18,000,000,000.00	Approved projects and funded
3	Nchalo cotton Irrigation Scheme on 3100 ha of land	18,000,000,000.00	Approved projects and funded
	Sub-Total	42,000,000,000.00	

Table 5b: Medium term projects

ID	Project Description	Estimated amount	Remarks
4	Mbalangwe industrial hemp on 650 ha of land in Dedza District	12,000,000,000.00	Pipeline project in the PSIP
5	Malombe wheat and legumes production on 500 ha of land in Mangochi District	8,125,650,000.00	Pipeline project in the PSIP
6	Livestock production on 250 ha of land at Mbalangwe in Dedza District	6,000,000,000.00	
7	Production of fish, fingerling and feed through integrated fish farming in Salima	10,000,000,000.00	Pipeline project in the PSIP
8	Production of bird's eye chili in Mzimba and Thyolo on 2000 ha	16,327,068,643.00	

9	Production of Ethanol in Salima, Chikwawa, Nkhotakota and Nkhatabay	10,000,000,000.00	
10	Salima Sugar Factory Expansion Project in Salima	35,000,000,000.00	
11	Agro processing facilities (8)	100,000,000,000.00	
12	Cooperative program	TBD	
13	Horticulture production programme	TBD	
	Sub-Total	197,452,718,643.00	

Table 5c: Project Management

ID	Project Description	Estimated amount	Remarks
12	Corporate services, Finance and Investments	16,446,281,357.00	Management
	Sub-Total	16,446,281,357.00	

Table 5d: Long term

ID	Project Description	Estimated amount	Remarks
14	Banana production project in Mulanje on 6000 ha	30,000,000,000.00	Pipeline project in the PSIP
15	Production of rice project in Nkhatabay on 1000 ha	16,146,000,000.00	Pipeline project in the PSIP
	Sub-Total	46,146,000,000.00	
TOTAL COST FOR ALL PROJECTS		302,045,000,000.00	

12.2 Resource Mobilization Plan

The GBA anticipates to mobilize over **MWK302,000,000,000.00** to achieve its planned strategic objectives within a period of five years and these resources will be generated internally and externally. It is projected that 25% of funds will be generated internally. The Government of Malawi will finance 38% whereas 36% will be co-financed through sovereign grantees and grants by development partners.

It is estimated that the Authority will generate **MWK76,634,442,027.00** internally through intensive debt collection, sales revenue from high-value crops, livestock and fisheries, hiring out of equipment, collection of land rentals, development charges for commercial zones and dividends collected from SPV.

Considering that all pipeline projects in PSIP have been approved, it is estimated that **MWK115,000,000,000.00** will be sourced from Government subvention, the strategy will solicit **MWK108bn** through grants, joint venture investments and loan facilities from commercial banks.

13.0 CONCLUSION

The GBA will require **MK302,045,000,000.00** for initial infrastructure development, mechanised production, agro-processing and recurrent costs to implement this strategic plan. The GBA shall develop and implement a robust resource mobilization action plan to finance the implementation of the Strategic Plan. The Authority anticipates mobilising over **MWK302 billion** to achieve its five-year strategic goal and will generate these resources internally and externally. The Planning, Monitoring and Evaluation Section will be responsible for developing and tracking implementation of the plan under the guidance of the Chief Executive Officer.

14.0 RECOMMENDATIONS

Based on the critical and SWOT analysis made throughout this Strategic Plan, the following recommendations are made:

- i. The Greenbelt Authority to champion acquisition of land without encumbrances to attract more investors by engaging the Ministry of Agriculture on idle lands and buying such land.
- ii. Identification and utilization of idle government schemes to reduce project costs.
- iii. Where Government of Malawi is financing the projects, there should be timely disbursement of lump sum funds to implement projects in time. However, the Authority will strive to be self-sustaining through the vigorous generation of resources.
- iv. Private Sector Players should be encouraged to partner with GBA and form SPVs
- v. There is need to operationalise GBIHL fully so that it has its own functional Board and Management running the daily affairs of the company.
- vi. Government should support the GBA's projects with guarantees.

15.0 APPENDICES

15.1 Costing Per Year

Table 6: Costing for Sustainable Irrigation Infrastructure Development

Focus area	Strategic outcome	Output	2022/23	2023/24	2024/2025	2025/2026	2026/2027	
Irrigation Infrastructure Development	Improved and efficient irrigation infrastructure	16,000 hectares of land acquired for irrigation development	1,500,000,000	1,500,000,000	1,500,000,000	750,000,000	750,000,000	
		7 feasibility studies conducted	125,000,000	375,000,000	375,000,000			
		7 irrigation designs produced	150,000,000	300,000,000	450,000,000			
		15,250 hectares of irrigable land developed	3,000,000,000	18,000,000,000	39,000,000,000	60,000,000,000	20,000,000,000	
		150 hectares of land acquired for commercial zone development	30,000,000	26,000,000				

Table 7: Costing for Sustainable Agriculture Production and Productivity

Focus area	Strategic outcome	Output	2022/23	2023/24	2024/2025	2025/2026	2026/2027
Agriculture production and productivity	Production, productivity of crops, livestock, and fisheries and diversification enhanced	12, 000 of various vegetables produced	8,000,000	8,000,000	8,000,000	10,000,000	10,000,000
		30,000 tons of high-quality rice processed	108,000,000	208,000,000	308,000,000	350,000,000	408,000,000
		1,180,000 tons of sugarcane produced	10,000,000	10,000,000	12,000,000	15,000,000	20,000,000
		146,000 tons of sugar processed	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
		12 study visits to Salima sugar factory for knowledge and skill transfer conducted	5,000,000	5,000,000	7,000,000	10,000,000	15,000,000
		27,000,00 tons of cotton produced	700,000,000	705,000,000	790,000,000	750,000,000	800,000,000
		8,000 tons of wheat produced	126,000,000	326,000,000	462,000,000	526,000,000	526,000,000
		10,000 tons of industrial hemp	280,000,000	480,000,000	580,000,000	580,000,000	580,000,000

	produced and processed								
	13,000 tons of legumes produced	1,200,000,000	1,700,000,000	2,500,000,000	2,700,000,000	2,700,000,000			2,700,000,000
	350 Mt of meat products processed	572,000,000	272,000,000	272,000,000	172,000,000	172,000,000			150,000,000
	800 Mt of Fish produced/	210,000,000	310,000,000	330,000,000	410,000,000	410,000,000			450,000,000
	8 cooperatives established	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000			10,000,000
	150,000 Mt of bananas produced	1,200,000,000	1,700,000,000	2,500,000,000	2,700,000,000	2,700,000,000			2,700,000,000
Estimated cost per year		4,449,000,000	5,754,000,000	7,799,000,000	8,253,000,000	8,253,000,000			8,379,000,000
Total estimated budget for 5 years		MK 34,634,000,000,00							

Table 8: Costing for Corporate Services, Finance and Investments

Focus area	Strategic outcome	Output	2022/23	2023/24	2024/2025	2025/2026	2026/2027
Corporate Services, Finance and Investments	efficient and effective services delivery enhanced	One office space acquired/built	150,000,000	50,000,000	650,000,000	870,000,000	330,000,000
		100 % enabling work equipment acquired	52,000,000	42,000,000	42,000,000	52,000,000	42,000,000
		70 % of electronic procurement achieved	50,000,000	5,000,000	6,000,000	6,000,000	7,000,000
		Financial management and budget system improved by 95%	35,000,000	45,000,000	35,000,000	25,000,000	20,000,000
		1 resources mobilization plan developed and implemented	15,000,000	10,500,000	7,500,000	5,000,000	5,000,000
		1 Communication and policy strategy for increased GBA visibility developed	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
		7 ICT systems installed in GBA project system	400,000,000	400,000,000	400,000,000	400,000,000	400,000,000
		Good governance enhanced	20,000,000	15,000,000	12,000,000	10,000,000	10,000,000

		Human resources performances improved	852,000,000	1,022,400,000	1,226,880,000	1,472,256,000	1,766,702,200
		90 Board meetings and supervisory visits conducted	270,000,000	270,000,000	270,000,000	270,000,000	270,000,000
		Ergonomic complaint offices operationalized	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
	Capacity building	52 Staff and Board member trained in various areas	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000
	Risk management inculcated	52 employees and Board of Directors insured under workers compensation law, group cover	24,408,631.33	24,408,631.33	24,408,631.33	24,408,631.33	24,408,631.33
		All valuable assets insured	40,000,000	50,000,000	60,000,000	70,000,000	80,000,000
		52 employs and Board of Directors trained on compliance	10,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Estimated cost per year			2,606,408,631	3,002,308,631	3,351,788,631	3,912,664,631	3,573,110,831
Total estimated budget for 5 years			Mk 16,446,281,357				

15.2 Resource Mobilization Plan

Table 9: Internally Generated Funds

Activity Description	Estimated Revenue generated					
	2022	2023	2024	2024	2025	2026
Leasing out idle land to smallholder farmers	12,980,000	12,980,000	17,470,000	17,470,000	17,470,000	17,470,000
Collection of Land Rentals from Medium Scale Farmers	17,250,000	17,250,000	17,250,000	17,250,000	17,250,000	17,250,000
Hiring Out Mobile Vans		12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
Hiring Out of Dredgers	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000
Develop of Commercial Zones						
Production of Rice	0	900,000,000	1,800,000,000	8,400,000,000	22,500,000,000	27,000,000,000
Production of Cotton	0	250,000,000	350,000,000	1,150,000,000	2,250,000,000	6,150,000,000
Production of wheat	0	960,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000
Production of Legumes	0	0	640,000,000	2,000,000,000	3,000,000,000	4,000,000,000
Production of						

Industrial Hemp										
Production of Livestock	0	0	210,000,000	420,000,000	840,000,000	1,400,000,000				
Production of fish	0	0	640,000,000	640,000,000	640,000,000	640,000,000				
Dispose dilapidated equipment	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000				
Hiring Out GBA Expertise	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000				
Engage in intensive debt collection exercises		116,000,000								
SSCL	1,470,000,000	1,470,000,000	1,470,000,000	1,470,000,000	1,470,000,000	1,470,000,000				
GGL	735,000,000	735,000,000	735,000,000	735,000,000	735,000,000	735,000,000				
TOTAL INTERNALLY GENERATED FUNDS										MWK76,634,442,027.00

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