Securing Rural Livelihoods in Zimbabwe through economic transformation in Agriculture

Final Research Report

1. Introduction

In Zimbabwe, around 72 % of the population live on less than US$1.25 a day with 30 % of the rural population categorized as being 'food poor', or 'extremely poor' (WFP, 2014). The levels of vulnerability in Zimbabwe are high and translate to high poverty levels. About 11 % are employed in the formal sector whilst 84 % are employed in the informal sector (Africa Check, 2014; ZimStat, 2014). Production of the major cereal crop (maize) has been declining in recent years due to a number of reasons that include weather related risks and poor management of a very necessary Land reform programme. This has resulted in an increase in the food insecure population. In 2015, Zimbabwe was listed among countries requiring external assistance for food because maize production had decreased by 49 % to 742, 000 tonnes compared to the previous five-year average (FAO GIEWS, 2015).In future, cereal production is likely to be further reduced because of climate change and variability. Given this situation, in order to secure rural livelihoods in Zimbabwe, pursuing an agriculture transformation agenda, which allows inclusive growth (equity), reduces poverty and is, sustainable (socially, economically and environmentally) is therefore required.

Zimbabwe's agricultural sector form the basis of direct and indirect livelihoods of almost 70% of the population therefore, it has remained key to the country's economic stability and growth (DBSA 2012).To push the economic transformation agenda, priority should be on transforming the agricultural sector. Staatz(1998) defines agricultural transformation as "the process by which individual farms shift from highly diversified, subsistence-oriented production towards more specialized production and market oriented or other systems of exchange (e.g., long-term contracts)". The process results in an increase in agricultural productivity which creates a surplus that raises economic output and employment in other sectors. Agricultural transformation should be inclusive, empowering and create a sense of ownership by the smallholder farmers especially women rural farmers whose livelihoods are dependent on the agricultural sector. The transformation agenda, however, must not be implemented at the expense of degrading the environment and other life supporting systems (Dolny, 1990).

This paper draws together experiences, views and recommendations from literature on agricultural policies in Zimbabwe, Agricultural Experts and multi stakeholder roundtable dialogue platform held in February 2016 in Harare. The background paper highlights key advocacy messages around securing rural livelihoods. The first section provides a brief

background of the agricultural policies in Zimbabwe that have hindered or contributed towards the agricultural transformation (AT) agenda. The second section summarises the relevance of the agricultural transformation agenda in Zimbabwe and identifies the AT initiatives, their impacts and the strategies, priorities and institutional support that was in place to contribute towards the sustainable development goals outcomes. The third section is a review of the critical gaps and opportunities that have stalled or promoted AT in Zimbabwe. The paper concludes with policy recommendations and key steps required to enhance AT in Zimbabwe.

2. Background on Economic transformation and Agriculture

The Zimbabwe agricultural sector contributes on average 15-18 % of the Gross Domestic Product (GDP) (Kanyenze et al. 2011).At independence the sector contributed 17 % but declined to less than 12 % during the Economic Structural Adjustment Program (ESAP) period and rose to 20.1 % after dollarization but has currently dropped again to 13.62 % (CIA World Factbook. 2015).The new agrarian structure of Zimbabwe is tri-modal, with a majority being small-scale farmers (in the communal, A1 and old resettlement areas), but there are also medium scale commercial farms (A2) and the large-scale estates. Stabilisation of the GDP can be achieved by enhancing productivity growth in smallholder farming in an integrated approach across farm scales which avoids the old dualism – a separation between peasant agriculture and modern commercial agriculture with its stark racial and economic divide.

From independence in 1980, the agricultural policy of the Zimbabwean government aimed at reducing inequality and achieving food self-sufficiency and food security and at the same time improving the welfare of the long marginalised rural population (Makamure et al. 2001; FAO, 2003). The first decade, from 1980 to 1990, was characterized by a strong extension service, access to credit and a programme of subsidized inputs for communal farmers together with a network of marketing depots in rural areas such as the Grain Marketing Board (GMB), Cold Storage Company, and Cotton Marketing Board (Kanyenze et al. 2011). Government viewed the agricultural sector as the centre of its development strategy and highlighted this in the First Five-Year Development Plan (1986–1990) (Zimbabwe, 1986).The policies in the first decade attempted to address equity issues by focusing on support to small holder farmers. However, the major challenges was in sustaining the subsidy component which proved to be a burden to the fiscus.

However, this was followed by the "structural adjustment market-oriented reforms", of the Economic Structural Adjustment Program (ESAP), which was adopted in 1991. This policy aimed at market deregulation, liberalisation and export promotion. ESAP contributed to the growth of export-oriented commercial farming such as horticulture, especially floriculture at

the expense of the smallholder farmers who were ill-equipped to meet the challenges and opportunities presented by the market reforms (Kanyenze et al., 2011). Budgets in several ministries were cut and measures were instituted to curtail losses of parastatals resulting in the reduction of government interventions that had been aimed at further development of the agricultural sector.Agricultural services such as extension, research, finance and market outlets deteriorated in real terms throughout the 1990s (Makamure et al. 2001, Kanyenze et al, 2011).The economic reform programme implicitly made an incorrect assumption that production in the sector is homogeneous, therefore farmers in Zimbabwe have equal opportunities to enter and gain within this capitalist liberal market system(ZCTU, 1996).As a result the ESAP period removed gains made in the small holder sector and only benefited a minority of smallholder farmers with better resources, entrepreneurial skills, locational advantages or access tothe development programmes of NGOs (Moyo, 2000).

The programme of "fast-track land resettlement and redistribution" which started in 2000, hadfurther profound implications for the sector. Although some smallholder farmers benefited from land distribution under the programme, production remained low because of uncertainty and insecure land tenure. There was also a mismatch between land use and the interests of the newly resettled farmer. Kanyenze et al. (2011) points out that there were many different reasons why many resettled farmers have not been productive and include, "… hurried survey and demarcation (which led to mistakes), inadequate state support at individual farmer level, lack of farming resources (especially tillage and harvesters), shortage of labour, inadequate extension when new farmers needed to manage large landholdings, inadequate irrigation support, poor pricing of products controlled by government (especially maize and wheat), transport bottlenecks, as well as the effects of global warming – for instance, lack of planning to mitigate droughts." The government attempted to correct this by commissioning land audits (Flora Buka in 2002, by the Utete Commission in 2003, and by the Ministry of Lands and Rural Resettlement and SIRDC in 2006). The audits were meant to address various issues among them land disputes, cases of multiple farm ownership, account for land that is being used unproductively as well as investigate reports that some resettled farmers are leasing out their farms to white commercial farmers. Overall this period was therefore characterized by lack of confidence in the land ownership arrangements and low investment in the resettlement areas by financial institutions as many anomalies identified at the policy level and in the field were not addressed.

Rebuilding the agriculture sector after the land reform process was attempted in the inclusive government's Short-Term Emergency Recovery Programme (STERP, 2009). The policy had four objectives for agricultural recovery and rural development, namely: i) Agriculture must improve food security and the livelihoods of the poor, ii) Agriculture for community and self-employment, iii) Enhancing agricultural efficiency to better the yields and increase output, and iv) Rebuilding agricultural assets and infrastructure. All these four objectives fit very well within the scope of agricultural transformation. However, the inclusive government and its policies were short-lived and implementation was impeded by party political frictions.

Soon after the inclusive government, the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset) (2013 to 2018),was crafted with the aim of achieving sustainable development and social equity anchored on indigenisation, empowerment and employment creation propelled by the judicious exploitation of the country's abundant human and natural resources(Zimbabwe, 2013). ZimAsset has four strategic cluster; Food Security and Nutrition; Social Services and Poverty Eradication; Infrastructure and Utilities; and Value Addition and Beneficiation. The resource envelopes for the four strategic clusters however, were not identified and are unknown. If ZimAsset is to succeed, the government has to address liquidity challenges by investing in initiatives that generate new capital flows within and into the country on a long term basis (FBC Securities, 2013). This would involve reviving industry and mapping a sustainable growth trajectory. Measures such as creating an economic infrastructure for Sovereign Wealth Fund (SWF) and Special Economic Zone (SEZ) which includes smallholder farmers as out growers could also be valuable interventions.

Overall, Zimbabwe has also failed to diversify its economy over the last 20 years: productivity has declined with many industries still collapsing; there has been limited technological improvements especially in industry; and the standard of living has declined.According to the African Centre for Economic Transformation (ACET), what African countries like Zimbabwe need is more diversification, export competitiveness, increased productivity, technological upgrading and improvements in human well-being (DBSA 2012). It may be advisable that government takes an integrated approach in supporting agriculture across farm scales not just the smallholder farmer pathway if longer-term securing of rural livelihoods is to be achieved.

3. **Agricultural transformation Initiatives in Zimbabwe**

Participants of the round table discussion added to the traditional definition of AT (Staatz 1998) highlighting that it also involves a shift of mindset from low-productivity, subsistence farming to high-productivity market-oriented agriculture where an inclusive economic growth is being pursued not at the expense of marginalized socio-economic groups and degrading the environment. They also highlighted that key elements that would enable AT include:

- Improvement in the business environment
- Use of appropriate and affordable technology to drive productivity
- Diversificationin production
- Exports that bring income in a country
- Access to adequate inputs

- Strong extension system
- Use of high value crops that have a comparative advantage
- Shift from primary production to value addition in the value chain and across sectors

Table 1 below captures some of the initiatives that have contributed to the AT agenda in Zimbabwe. Overall, a few of the initiatives were noble and included most of the key elements in their design that contributed to AT that is equitable and environmentally sustainable. Most of the AT initiatives although with good intentions however, suffered from policy and programming related gaps. A review of the literature and the roundtable discussion highlighted the following gaps;

i) **Land tenure:** The potential of agriculture in Zimbabwe particularly smallholder agriculture following land reform lacks clear land tenure and ownership position

ii) **Farmer profiling:** The smallholder farmers have not been profiled to understand their categories, specialisation and comparative advantage. Previously and currently, all the smallholder farmers are viewed as a homogenous group. Therefore relevant information on the different categories, interests and expectations of different smallholder farmers have not been captured. This results in mismatch between resources availed and farmer needs or priorities. e.g a heavy duty tractor being allocated to a smallholder farmer with a plot size of 0.1ha

iii) **Implementation of policies:** The agricultural policy frameworks that have been developed and planned lack technical support, resourcing and systems to support implementation (Gwarazimba 2011 and the UNECA 2013).The agricultural policies do not single out the promotion of ecosystem management in agriculture, a key element for AT. The stakeholders attributed this to different interpretation and understanding of what constitutes Agricultural Transformation and so far no targeted training on agricultural transformationhas been done.

iv) **Corruption:** Corrupt institutions and individuals have derailed any efforts towards meaningful development.

v) **Sectoral planning**: Lack of consultation and coordination among institutions resulting in ‘silo’ approaches was also highlighted as a key gap by stakeholders.The agricultural sector like other sectors are not growing together: Economic history shows that an improvement in the agricultural sector could stimulate these other sectors like manufacturing and processing industries that are currently stagnant. The agro-manufacturing and processing subsectorcould provide the necessary inputs and

value to the country's production but has been operating (and continues to operate) at low levels of capacity, ranging from as low as 10% to about 40% (DBSA 2012).

vi) **Lack of coordinated information systems** and information asymmetry (market, finance, extension and technical) has also resulted in weak demand for information. Research and development results are not effectively disseminated to reach farmers. At community level there are several uncoordinated leadership structures which have stalled very good agricultural initiatives especially those associated with input support.

vii) **Lack of adequate and suitable road infrastructure** is one of the major constraints in resuscitating Zimbabwe agriculture (UNECA 2013). Most of the farming areas are inaccessible due to lack of or dilapidated infrastructure. Thus, for example, some roads no longer exist because of years of neglect.

viii) **Poor or no strong market linkages** between farmers and the markets. The country has not prioritized value chains that have a comparative advantage. A number of market studies and investment studies such as Comprehensive Africa Agriculture Development Programme (CAADP) process (CAADP is Africa's policy framework for agricultural transformation, wealth creation, food security & nutrition, economic growth & prosperity for all), the Zimbabwe Agriculture Sector Assessment (ZASA) (by the World Bank and the MDTF), and the strategic investment planning documents of the United States Agency for International Development (USAID) have been conducted but the results have not been fully used.The capacity of farmers to produce quality products and meet market requirements is still very low.Most of the new and young resettled farmers on the land are untrained and technically unqualified to undertake and manage agricultural operations and some farmers end up selling inputs given to them (DBSA, 2012).

ix) **Most agricultural projects have remained emergency-oriented and short term**; often lasting a year or less (DBSA 2012). The current development programming approach has however, promoted free handouts especially agricultural inputs which has created a dependency syndrome among smallholder farmers and require rigorous transformational processes to change the current mindsets.

x) **Low uptake of useful technologies** such as conservation farming due to current technologies in agriculture that do not address labour constraints created by migration and HIV and AIDS, including lack of appropriate technologies, operating

and servicing skills (Round table, 2016).

xi) **The extension service is short staffed and demotivated** due to poor resourcing. Until late 1999s when the Department of Agricultural Extension (Agritex) was dismembered, technical support was effective, enabling farmer training programs and motivating farmers into competitive mode of agricultural production. Indeed then the farmers were receptive to training and desired to be part of growing population of successful small holder farmers.

xii) **Different understanding on what constitutes AT**: So far no targeted training on agricultural transformation has been done because stakeholdershave different interpretation and understanding of what constitutes Agricultural Transformation.

Despite all these gaps there are opportunities that can contribute to AT in Zimbabwe. These include;

i. **Potential sources of funds for bilateral collaboration:** There are potential resource envelopes such as the resilience fund being championed by UNDP and funded by DFID and EU and the Productive Asset Creation funded by USAID and championed by WFP which may contribute to increased capacities of communities to create productive assets, to protect development gains and achieving improved wellbeing outcomes in the face of shocks and stresses enabling them to contribute to the economic growth of Zimbabwe.

ii. **Value chains with comparative advantage:** This can be achieved by conducting a review of the value chain with regards to the demand and supply sides of the potential subsector. The objective is to increase, on a sustainable basis, the income of smallholder farmers and rural entrepreneurs that are engaged in the production, processing, storage and marketing of the priority commodity value chains.

iii.

iv. **Integrating ICTs in agribusiness models:** Current mobile service providers focus mainly on providing communication services but are not able to link up business nodes with farmers traders and other actors. Without knowledge brokers, ICTs will continue to be associated with gadgets such as smart phones, ipads and laptops. Unless farmers, traders and other actors see the content value of ICTs they will not be enticed to buy smart phones, ipads and other gadgets.

v.

vi. **The agricultural colleges** in the country can be strengthened in their endeavor to

train agriculturalists who can then spearhead AT agenda. The trained agriculturalist can then take advantage of the availability of land and labour to drive the AT agenda.

vii. There is potential for **developing water sources** for the purpose of irrigation, use of renewable energy and efficient irrigation systems for better water and land management. This has the potential to create employment and generate income for the smallholder farmers.

Table 1 Examples of initiatives that have promoted the agricultural transformation agenda in Zimbabwe.

Initiative	**Support agency**	**Target group & type of support**	**Subsector**	**Institutional arrangements**	**Major impact realised**
Communal Areas Management Programme for Indigenous Resources (CAMPFIRE)	USAID Norad EU DFID WWF-SARPO FORD Foundation W.K. Kellogg Foundation	Rural communities, Rural District Councils Institutional development, Law enforcement, contracting and monitoring of commercial activities**,** managing human-wildlife conflict **,** technical and training support	agriculture, cattle ranching and wildlife ranching	CAMPFIRE Association, Government ministries of Environment (Parks and Wildlife Management Authority) and the Ministry of Local Government, World Wildlife Fund (WWF Zimbabwe Country Office), and other local NGOs.	natural resource stewardship Infrastructure development especially schools and clinics Income security
Agro Initiative Zimbabwe (AIZ)	UK Aid, Technoserve and Delta Corporation	Medium-sized Zimbabwean businesses and Smallholder farmers/rural communities Seed capital and a package of technical assistance	High value crops – horticulture, coffee, tea, cotton •Staples soya, maize •Livestock: beef, poultry •Agro-processing	Sponsors, Captains of industry & private sector	Income, access to markets & market linkages, Access to credits, job creation, Access to market information, inclusion of smallholder farmers as out-grower or contract-farming models
The Participatory Ecological Land Use Management	NGOs promoting ecological and sustainable agriculture	Smallholder farmers Technical support	Training	Member association lead in training	Access to food, seed security, skills development, accumulate assets and savings, educate their children who may get high wage nonfarm employment
Agriculture Mechanisation Cooperation Agreement	South-South Cooperation: Zim-Brazil Zim-India	Smallholder farmers especially women and youths Capital investment and technical support	Agricultural machinery and irrigation equipment	Government ministries:	Improve national food security Improper allocation of machinery and inputs
Access to commercial credit to small holder and commercial agriculture	Commercial banks (mainly CBZ, Agribank)	All categories of farmers	Livestock, crop production, fishing, horticulture, sugarcane, honey,	Commercial banks	Increased output; foreign exchange generation, food security, employment Non repayment of loans

Conservation Agriculture	FAO Christian Care World Vision Save the Children	Poor farmers with no draft power – fertilizer, seeds, chemicals, training through lead farmers.	• Staples – soya, maize, ground nuts.	Donors - support through government & NGO Extension Workers. -Farmer field School.	-Increase in yield and harvest. - Moisture conservation. Negative impact – livestock deprived of feed. as stover is used as mulch
Zimbabwe Livelihoods and Food Security Programme (LFSP)	DFID, FAO, Agritex & NGOs	Smallholder Farmers Capacity Building in bookkeeping.	All crops	FAO & Others	Promote agriculture productivity and market development to increase incomes and improved food security and nutrition, Increase in record keeping among farmers.
Emkambo Platform	Hivos, KTA, Agritex, Financial Institutions	Farmers, Traders, Agro-dealers, transporters and Financial Institutions.	Horticulture and Field crops. Poultry	Value Chain-Partnership in delivering market intelligence.	Increase in demand for information from farmers and others.
Value Chain financing	FAO	Rural Farmers Small Holder Farmers Off takers Processors, Insurers, Agro dealers and Transporters and Financiers Inputs and loans, Technical support services	High value crops – horticulture, coffee, tea, cotton • Staples – soya, maize • Livestock – beef, poultry, goat •Agro-processing Small grain	Sponsors, FAO, World Vision, ZADF, ZIDT, SNV, CADS, CBZ, German Agro, Ministry Agriculture , Mechanisation and Irrigation Development (MAMID), Green Trade	Income, Access to markets & market linkages, Access to credits, Jobs creation, Access to market information, inclusion of smallholder farmers/rural communities such as out-grower or contract-farming models
Dairy herd improvement scheme	GOZ MAMID	Dairy Farmer Import dairy cows and Artificial insemination	Dairy	ZIDT, ZADF, MAMID	Increased Dairy Herd

4. Challenges and risks associated agricultural transformation in Zimbabwe

Based on literature review and participant contribution at the round table discussion, Zimbabwe still face a number of challenges and risks that could be a setback to AT. These include but not limited to;

i. **Policy inconsistency:** A regional study has shown that Zimbabwe has been ranked 36 out of 45 African countrieswith respect to policy consistency and quest to meet developmental goals, making the country one of the tail-enders, as government sends mixed signals on the country's indigenisation and empowerment policy (HDR, 2015).Policy inconsistency can easily chase away investors, lose trust of the farmers and frustrates civil servants who are expected to implement government policies. Inconsistency in policies on the land tenure and politicization of the agricultural sector has contributed to low productivity as land is still categorized as contested land and farm owners and illegal farm settlements have rendered productive farms to be underutilized.

ii.

iii. **Inadequate resources towards AT:** Resource allocations are inadequate and cannot contribute to meaningful agricultural transformation. The Ministry of Economic Planning indicated that there was only short term financing to meeting salaries while agriculture require medium to long term financing. This is evidenced by low levels of resource allocation onagricultural transformation initiativesin national budget, local Authorities and institutions that are supposed to provide support services to smallholder farmers. Notable examples include institutions such as GMB, which has failed to pay farmers after grain deliveries and District Development Fund (DDF) which has failed to maintain infrastructure such as dams for irrigation and access roads to and from markets. A study conducted by African Capacity Building Foundation (ACBF) shows that Zimbabwe is struggling to improve its domestic resource mobilisation, which is critical in achieving the Sustainable Development Goals (SDGs) and the African Union's vision of an Africa, driven by its own citizens.

iv.

v. **Lack of subsidies:** High-cost producers in Zimbabwe (emanating from high costs inputs and taxes) cannot compete with low cost producers in the region who have access to technology and subsidies. This is exacerbated by use of a strong United States Dollar currency which makes exports of agricultural products not a viable option. As a result production and exports are still based on a narrow range of commodities and the share of manufacturing in production and exports remains relatively low, as do the levels of technology and productivity across economies. The Zimvac report of 2009 shows that low productivity is related to a low level of capital endowment, leading to a restricted uptake of productive farm technologies and, subsequently, to low yield and output.

5. Policy recommendations

The recommendations below are based on research evidence gathered from different stakeholders and are directed to government and her development partners.

1. **Resource mobilisation to support AT:** The first objective for Zimbabwe's agricultural transformation agenda should be to increase productivity levels focusing first on basic food crops that require minor investments, such as crops that are adapted climate change and variability and extensive livestock production.Government and development partners therefore need to mobilise and invest financial resources in AT. The resources should be directed towards availing adequate quality of inputs and services, affordable financial arrangements for working capital a gradual increase in efficiency in production at all scales of operation marketed oriented production that is inclusive and investment in productive assets for entrepreneurs and all others operating in value chains.

2. **Taking a holistic approach towards AT:** The agricultural policies currently being developed should single out the promotion of ecosystem management in agriculture, a key element for AT.

3. **An integrated and inclusive approach:** Support for a smallholder led strategy with linkages to large-scale capital investments in core estates or farms is essential for agricultural transformation. Out grower and contract farming arrangements for farmers who have been trained in farming as a business should be promoted to, allow for market connections, quality control and upgrading. While there are 'intermediation' problems to be addressed, the efficiency and productivity of smallholder farmers is acknowledged, especially if they could be offered capital investment, input support and training.

4. **Consider and/or diversify into off farm activities:** Investments should not focus only on agricultural activities, but recognise the importance of non-farm rural activities and other income-generating strategies in a country in transition includingthe broader services, infrastructure and institutions that enable the agricultural sector to develop. The government must invest in quality rural infrastructure and create the agricultural corridors that would attract investors into the rural areas including investing funds to build feeder roads to meet the demand for an industrialized agriculture sector. The agricultural transformation agenda should promote agribusiness, attract private sector investment in agriculture, reduce post-harvest losses, add value to local agricultural produce, develop rural infrastructure and enhance access of farmers to financial services and markets.

5. **Dissemination of research information on Agriculture transformation:** The existing key platforms such as Food Assistance Working Group, ZIMASSET thematic groups and other multistakeholder knowledge sharing platforms should be used to discuss issues around AT and develop mechanisms to roll out and disseminate research results.

To achieve the above policies the following strategies should be considered/ applied:

- The land policy currently being developed should address the problems of multiple ownership, security of tenure and implementation mechanisms of the policy which must promote AT principles.
- Improve resource allocation: mainstream budget, role of financial institutions and private sector so that farmers have access to credit for inputs.
- By providing more information beyond mobile calling and short message services, mobile applications may enable farmers and traders to track, manage and improve their agribusinesses activities.
- Investment-driven strategic partnerships with the private sector: There is need to create space for Private firms or wealth creators — foreign and local, formal and informal — to take the lead in producing and distributing goods and services, in upgrading technologies and production processes and in expanding the opportunities for productive employment. However, they must be facilitated by a government that has strong capabilities in setting an overall economic vision and strategy, providing efficient supportive infrastructure and services, maintaining a regulatory environment conducive to entrepreneurial activity and facilitating the acquisition of new technologies and the capabilities to produce new goods and services and access new foreign markets.
- A thorough profile of the smallholder farmers to establish categories rather than seeing them as a homogenous group is required so that the support matches with their needs and priorities. The profile should include the existing and potential resources that smallholder farmers have, farm production and productivity levels, geographical concentration.
- On global markets, Zimbabwe generally finds it a challenge to compete, except in primary agricultural commodities and extractives. Zimbabwe needs to be competitive on the international markets by increasing the productivity of all resource inputs, especially labour and upgrade technologies they use in production. This can be achieved by;
    - Increasing agricultural productivity per worker or output per hectare so that there is surplus which can be used to develop the non-agricultural sector.
    - Considering farming as a business: focus on subsectors that make a business sense
    - Strong management skills in production
    - Extension support: farmer to farmer or Lead farmer approach
    - promote and develop strong market linkages
    - Promote and engage small holder farmers in community based adaptive practices:

certain shifts are required- e.g cattle to goat production, maize to sorghum promote technologies that improve productivity e.g CA, water harvesting and irrigation, adapted seed varieties, integrated nutrient management and general agronomic practices

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