

REPORT**BOAT-Natural Resources College, Malawi Workshop****MANAGING SUSTAINABLE DEVELOPMENT****Improving agricultural management by training and extension**NRC, LILONGWE, 30th July - 3rd August 2012**Orientation**

BOAT facilitators David Wendover and John Wibberley arrived in Lilongwe at mid-day on Thursday July 26th. Although we travelled to London together by train, David flew on Kenya Airways via Nairobi and Lusaka since he was to go to Tanzania for a BOAT assignment in Tengeru afterwards, and John flew on South African Airways via Johannesburg since he was to go on subsequent assignments in Pietermaritzburg, RSA. David was billeted with Lecturer in Environmental Management Principal ('Prince') Mdholo, and John was billeted with Acting NRC Principal Mrs Jean Mtethiwa (previously V-P), her husband Austin (Senior Lecturer in Water Management at Bunda College) and their family.

We met Natural Resources College (NRC) staff at an end-of-term examination review meeting and were struck by their friendly camaraderie together, and were given a great welcome. On the morning of July 27th, we attended a briefing meeting with the Management team of NRC:- Mrs Jean Mtethiwa (Acting Principal), Mr Kingsley Mikwamba (Head of Agriculture), Mrs Naomi Mkandawire (Head of Natural Resources), Mr Mohammed Hanif (Director of Business & Finance), Mr Maxwell Mbweza (Registrar), Mr James Sangara (Internal Auditor). BOAT was thanked for its training within the UK as a result of which the NRC College Farm was improved.

The Natural Resources College (NRC) Lilongwe

The NRC is sited on a superb campus, with excellent buildings and facilities. The NRC has a Board of Trustees with 10 members under the Chairmanship of Dr Beatrice Mtinuni of Bunda College. It reports to the Minister of Agriculture. NRC's main purpose is training of diplomates as 'technicians'. However, from September 2012 – owing to a perceived gap in the market - a new degree in Food Technology is to be launched as NRC's first degree programme, not only with a foundation degree programme but also for holders of the existing NRC diploma in Food & Nutrition.

Although originally founded and opened by President Kamuzu Hastings Banda in 1986 with new buildings on the site of Colby College, NRC was privatised around 1991. Moves to merge it with Bunda College and Chitedze Research Station as LUANAR (Lilongwe University of Agriculture & Natural Resources) have been put into abeyance by the new Malawi government since April 2012. However, Bunda College had already been disconnected from the University of Malawi to form the beginnings of the University of Lilongwe.

NRC income is derived approximately as follows:- 75% students' fees; 15% College Farm; 5% Hiring out income (for which there is more scope); 3% from government; 2% other sources (such as private corporate sponsorship, renting out of houses and transport facilities). Overall turnover is around 800 million kwacha (almost 2 million pounds sterling since the recent devaluation of Malawi currency).

The permanent NRC staff is 120, of whom 40 are trainers and 80 are support staff. They hire in some 25 further trainers on a demand-led basis. They run blocked courses in modules so that some students can

attend as short courses. The NRC outsources management of their cafeteria, campus security and landscaping (with splendidly maintained grounds resulting).

Overall, NRC has 1500 students and operates two semesters per year:- February – June, and September – December. Students are recruited on a semester basis with some 300 new students joining each semester. These are almost 100% Malawians. Sensibly, courses are cost centres, not departments.

The fee structure for students equates now (post devaluation of the kwacha) to US \$1,000 per semester some 45% of this for tuition and the balance of some 55% for boarding. The College campus can accommodate 600 students. The rest only pay tuition fees and find their own accommodation nearby or stay with their families.

The NRC College Farm

The NRC College Farm is now run by Acting Farm Manager Ruth Memory Mphepo Matimati (very recently appointed) + 21 staff and further seasonal workers. There are 2 tractors (a Massey Ferguson 275 and a very recently government donated Sonalika DI60) plus disc ploughs, scalloped disc cultivators and trailers, but no seed drill since planting is by hand (heel/toe). The farm is a separate cost centre from the College, contributing some 15% of NRC overall income. It consists of 60 ha, including 10 ha devoted to livestock, 40 ha cultivated for crops of maize, soyabeans and sweet beans, plus a separate additional 38ha crop training area for teaching purposes.

Livestock consist of:- poultry (chickens and a few guinea fowls), rabbits, fish (*Tilapia* usually, with fingerlings obtained from Mchinji; 2 fishponds empty at present), pigs (1 boar + 12 sows – with piglets sold for breeding at 3 months), goats(11), sheep (8 Dorpers), dairy (6 Friesians + 30 cross-breds and 1 Friesian bull) and beef cattle (40 Brahman cross Malawi Zebu cows + 1 Brahman bull) and associated calves and followers (with castrated bull calves kept to fattening). Some 2,200 layers produce 60 trays (30/tray) of eggs per day and there is priority to expand to 10,000 birds plus 12,000 broilers. Eggs are sold along with farm-produced dairy items, vegetables and fruits through the NRC Farm Shop (a new 'Farm Market' is being built at present); they also dress some chickens for the hotel trade.

A further 187ha consists of the beautiful College Campus, Forest and extensive Staff Housing area.

Weekend Field Visit

We travelled with Kingsley Mikwamba, Prince Mdholo and Moses Kamwanda (driver) to Salima and Lake Malawi, taking lunch at **Kambiri Lodge** and viewing recent fish catches (with notably small *Chambo* (*Tilapia*). We proceeded to **Nyika Crocodile Farm**, noting a tin of 'crocodile paté in port wine' in the gatehouse! Some 15,000 crocodiles are raised to 3-4 years of age for skins for handbags etc. The oldest breeding male we saw was 52 years, and another 47. They are fed on minced chicks, chickens and crocodile meat, injected if sick, treated for coccidiosis in their feed, and have their teeth cut after stunning on the neck at around 3 years old to stop them bruising each others' skins. This is not done earlier because the teeth regenerate. Adjacent are 6 fishponds of *Tilapia* also fed to crocodiles; it was unclear to what extent they achieve single sex populations to increase fish growth rates. They are killed on site by stunning, skinned and salted for 7 days then rolled and placed into chilled storage before being exported wet and salted to Germany, France, Italy and the USA since there is no tannery in Malawi now. Breeding stock are mated in July and females lay some 30-50 eggs each into the sand. Two staff enter the pens and one chase the crocs into their water ponds while the other searches the sand and

recovers these eggs to take to the incubator for 90 days. They prefer males to females since they grow faster and bigger. The farm catches dangerous crocodiles in rivers and keeps these in a separate pond.

‘The Village’ Mandevu (= ‘Bearded One’ after its owner Dr Leonard Kalindekafe). He is Malawi’s Director of the Geological Survey Department at the Ministry of Energy & Mines and Chairman of the Intergovernmental Panel on Mining, Minerals and Metals – which is based in Canada but with meetings in Geneva. Now aged 48, he obtained his PhD from the University of Dundee, Scotland and admires all things Scottish. He was among the first intake of students at the famous Kamuzu Academy, where his wife Meya also attended later. He confirmed to us that niobium (valuable steel additive) had been found recently near Kasungu, and there may be oil in Lake Malawi’s bed. We were genially hosted by Leonard and his wife Meya, who is a Senior Lecturer and Environmental Impact Assessment Specialist based at the University of Malawi’s Chancellor College, Zomba. ‘The Village’ Mandevu is between Liwonde and Zomba and was our overnight stay. The Kalindekafes moved here five years ago and established the restaurant/bar together with ‘joined rondavel’ style accommodation, plus a band of local musicians. It is an ecotourism centre. Notably, they set up as their joint ‘hobby’ **MIFAC (Mandevu Integrated Farming & Aquaculture Centre)** – currently covering some 40 ha of land. ‘Make money with your heart’ they said of their passion to develop and to encourage others to emulate this inspiring venture. Making compost from manures is the foundation of the system’s fertility. Livestock include cattle, sheep, goats, pigs, poultry (hens and guinea fowls), rabbits, pigeons. They employ over 100 local people in the rainy season, but not children. They raise many species of tree seedlings in their nursery (including Malawi’s national tree *Mbawa = Khaya nyassica* mahogany) using the labour of local elderly women to fill the pots. Some of these are for poles to construct simple local buildings, and for fuelwood. With USAID help, they have already dug large 9 fishponds using local hand labour, put in their own bridge at 5% of a quoted consultant’s fee, and have set up large concrete ponds with *Tilapia (Chambo)* to raise fingerlings to sell to small farmers (at 25k) with teaching on how to keep them, in order to upgrade incomes and nutrition in the surrounding area. Breeding is by a 1:2 ratio of males to females, and they are fed with bags of manure tied into the corner of ponds and renewed every 2-3 months. The largest pond is named Lake Lucy after their youngest daughter (12) and his late mother, as also is a Maize Mill set up not only for their own purposes but also to help the local community. Students come for training already, and it is their ambition to make it a full Training Centre for groups of 50 or so at a time, with a special building to cost around US\$180,000. They hope others will emulate their integrated system elsewhere for Malawi’s benefit. An Anglican, Leonard said of his philosophy, ‘first help the poor and then go to church’.

The Workshop: Managing Sustainable Development

The workshop was held in the Conference Room behind the Library at NRC from July 30th to August 3rd. Entitled ‘*Managing Sustainable Development: improving agricultural management by training and extension*’, there were 29 participants – 8 females and 21 males, ranging in age from about 25 to 60, with an average age around 40 (see [Appendix IV](#)). A manual was prepared containing welcome letters from both NRC and BOAT, plus notes of the topics covered during the 5 days. As well as illustrated presentations with comments, inputs from delegates’ particular experiences, questions and discussion, there was a field visit around the NRC Farm and Training ground, buzz groups for discussion, a

participatory 'Development Game' which became very lively, and ample time for interaction during lunchtimes and breaks. The Timetable is shown in [Appendix III](#).

At the outset, expectations were sought, management issues facing participants in their work were identified, workshop rules proposed and agreed (no mobile 'phones; keep time; one person to speak at a time; listen to one another; 'soberness'), and group officers appointed: President (John Banda), V-P (Catherine Chabvuta), chaplain (Ruth Matimati) and timekeeper (Christopher Katema). Attendance was good and consistent for the great majority of participants and the group integrated well with each other. The timetable largely went as published with minor adjustments, including 'towards power' cuts.

Expectations

Learning on Rural Extension; Training strategies and techniques; re-forestation; soil management and livestock management; GM and organic crops; Sustainable development; sustainable agriculture and environmental protection; strategic management skills (we advised: 'including use time to learn from each other'); effective leadership; Farmer-controlled businesses; how to manage extension and training; strategic planning skills; proposal writing; improving agricultural livelihoods; sustainable management of farmer training institutions.

Action Plan Covenant

As the final session of the workshop, participants were asked to answer three questions as follows:-

- 1. What have you learned/been reminded of in this workshop? (Note three key aspects, ideas, concepts or practices)
- 2. With whom will you share this? (Be specific and name people/organisations)
- 3. What will **YOU do** in the next 6 months with the resources you control or influence? (Be specific; three things; be realistic)

The answers to these questions were extremely varied, reflecting the broad range of interests and skillsets represented in the workshop and the wide range of subjects covered. The detailed responses are found in [Appendix 1](#).

Workshop Evaluation

The Evaluation Questionnaire was developed jointly with the NRC and details of the responses are found in [Appendix II](#).

In general, the workshop venue, dates, course length and daily schedule were very satisfactory, although a number of respondents felt that the workshop was too short and some of the topics were rushed. The number of participants was about right. Because the workshop was held in a semester break, NRC staff were able to attend.

There were a number of complaints regarding the accommodation where electricity and water supply had been a problem, as well as meals which were not always on time, rather monotonous and with too much meat and insufficient fresh fruit and vegetables. However, as one participant pointed out, the workshop was rather cheap to attend.

The workshop objectives were clear to most people, and were well met. The workshop format was considered satisfactory. The Workshop Handbook was only distributed on the final day to ensure maximum participation and note taking during presentations so the question was irrelevant.

Most participants thought the workshop covered the topics that they expected, although a number commented that some key subjects were too rushed and not covered in sufficient detail and that there was insufficient opportunity for practical sessions. A number of diverse subjects were mentioned, reflecting the widely varied backgrounds of participants. However, all the subjects covered were deemed to be relevant to participant's work and the teaching hours allocated to subjects was considered appropriate.

Most participants understood the subjects presented, although a number of specific subjects were identified as not fully understood by some participants.

Nearly all participants stated that they would recommend the workshop to others although some commented that there should be more focus on Malawi local issues and more time for practicals.

Conclusion

This first joint venture between BOAT and NRC Malawi has been successful and the NRC has already indicated informally that it would like to hold similar events in the future.

The NRC is an excellent training facility located in a country with which BOAT already has links, and which is among the 12 poorest countries in the world.

NRC is largely autonomous which gives it flexibility and considerable freedom from bureaucracy in decision making.

The college has plans to develop into a regional training hub and to increase its *ad hoc* courses but has indicated that it would appreciate assistance to achieve this.

NRC senior management has enjoyed a good working relationship with BOAT particularly through BOAT Associate Prof John Wibberley, as well as the BOAT/Bicton courses attended by Kingsley Mikwamba and two other staff in 2008/09. As a result, NRC senior staff consider themselves to be old friends of BOAT and have indicated that they would like to strengthen and formalize the relationship.

Appendix 1

Q.1 Key Learning/Reminders

What have you learned/been reminded of in this workshop? (Note three key aspects, ideas, concepts or practices). The following responses were received:-

First answers on Sustainable intensification and biodiversity conservation

- Agriculture intensification programmes
- Sustainable agricultural practices
- On farmers and governance
- Strategic and business planning
- Sustainable intensified management
- The concept of sustainable management
- The need to learn from farmers' indigenous knowledge
- Land grabbing and the need for strong civil society organisations
- The power of working with farmer groups
- Tree planting
- Intensify management of natural resources
- Strategic Planning
- Integral management as a sustainable approach to development
- Sustaining farmer groups
- Leadership and teamwork
- Conservation farming
- Participatory strategic management
- Proper extension concepts when dealing with farmer groups
- Sustainable agricultural intensification
- Agronomic and soil management
- Soil management and Conservation Farming
- Participatory approaches
- Shifting of emphasis in extension
- Benefits of farmer-controlled groups
- Sustainable intensification
- Challenges facing Africa in managing agriculture
- Farmer groups are the best strategy for improved livelihoods
- Good points and practices on sustainable intensification
- How to work with communities, especially farmers, enabling participation

Second answers on Q.1.:-

- The Log-frame
- Conservation Agriculture
- Business management and strategic planning
- Report writing ingredients
- Agronomic and soil management practices for food security
- Managing Farm Groups
- The vast potential and resources of Africa
- Sensitising local people to realities
- Fuel-efficient stoves

- Cultivate land in our heads before doing the actual thing
- Farmer collaboration
- Management issues facing other participants
- Key farmer trainers concept
- Training needs assessment
- Livestock management and integration into sustainable farming
- How smallholder farmers can manage their soils
- Proper guidelines when writing reports
- Leadership skills and their role in organisational management
- Strategic planning and strategies
- Livestock management
- Leadership skills
- The importance of Farm groups
- Log-frame benefits and limitations
- FARMS Groups
- The importance of the FARMS Groups approach
- Planning
- Plan ahead

Third answers to Q.1:

- Report writing
- Importance of local breeds of farm animals
- Planning
- Strategic planning
- Monitoring and evaluation
- SWOT analysis
- Local systems rather than junk foods
- Farmers deciding what they want to happen for sustainable management
- Conservation farming
- Listen more from farmers and don't be Mrs Know-it-all
- Holistic approach to agriculture
- Leadership integrity, tenacity, service
- Crop diversification – not maize alone
- Agronomic and soil management practices
- How to manage farmers' groups
- How to help form farmers' groups
- Best application of log-frames
- Food security challenges facing the world
- Business planning
- Monitoring and Evaluation
- Investing in future farmers (youths)
- Rural leadership and teamwork
- Integral management
- Strategic planning
- How to work with farmers
- Improved report-writing skills

2. On Q.2, Participants promised to share this learning with a variety of specific named people and organisations.

3. On Q.3, participants specified the following intended actions:-

- Teaching on paper recycling and fuel-saving stove making; Source treadle pumps for people; Start bee-keeping; Initiate fish farming; Advocate for Conservation Farming trials on church land
- Pass on lessons learnt; Revamp a broken fuel-saving stove; Increase compost-making
- Establish a tree nursery for neem, avocado, orange, *Cassia* etc; Ensure that Conservation Farming is taught and how to make fuel-saving stoves;
- Plant fruit trees around my house and strengthen agroforestry groups; Re-use plastic bags and avoid bringing more when visiting shops
- Lobby for adoption of best practices learnt with management; Incorporate business planning in training courses; Diversify poultry enterprises with compost-making and growing vegetables
- Adopt organic farming through training and demonstration; Plant 1,000 fruit tree seedlings in catchment area; Advise farmers on good pig houses
- Resuscitate and strengthen weak and dead farmers' groups; Organise key farmer training; Diversify cropping by promoting cassava, sweet potato, sorghum and millet alongside Conservation Farming
- Make an Action Plan for NRC Farm; Conduct a Training Needs Assessment at the NRC Farm; Produce a Report of NRC Farm activities
- Practice Conservation Farming with integrated livestock, and apply management lessons learnt
- Sensitise smallholder farmers and form one Group; Train on soil management for conservation farming; Monitor and evaluate the Group's farming progress
- Set up demonstration field on improved soil and water management; form Farmers' Groups; carry out a SWOT analysis of my organisation
- Help 14 Natural Resource Management Committees [of WESM] raise trees and plant at least 30,000; plant 20 trees on my private land; help 6 bee-keeping clubs to market their honey
- Train 80 Farmers' representatives on business skills in August; TOT for establishing 40 fertiliser tree nurseries (e.g *Faidherbia albida*) to reach 5040 farmers; form 40 Farmers' groups
- Train others especially on Conservation Farming, establishing one demonstration plot
- Plan for Human Resource Development with colleagues; introduce sustainable practices with farmers by integrating environmental re-afforestation
- Establish a school vegetable garden and carry out soil conservation practices
- Scale up Conservation Farming with communities; procure and distribute fuel-saving stoves; train project staff on environmental management and gender aspects
- Orient field staff on key concepts of the training; promote FARMS Groups and sustainable intensification; intergate layers into my personal broiler chicken rearing in order to diversify
- Review our M&E system; circulate and share existing Reports to all relevant stakeholders; introduce staff appraisal, mentoring & coaching; mentor Project Staff in concise Report-writing
- Enhance Farmer Group formation and development

- Conduct extension sensitisation meetings; facilitate conservation farming and sustainable intensification using compost; improve livestock management; carry out M&E; write a Report
- Open up a farm to set an example; practice conservation farming; rear livestock
- Pilot conservation farming with my own maize; make compost; plant 3 different types of fruit; explore hay-making and other fodder conservation for my parents' dairy farm
- Incorporate what I have learnt into my own organic farming; give a presentation to NRC students on what I have learnt
- Train Ministry of Agriculture staff on Management of Farmers' groups; train 1,000 farmers on Conservation Farming with trees and on Farmer Group development; train 3 groups on Fodder establishment and utilisation in Dedza
- Reach out to more farmers; set up more demonstration plots; collect more data from farmers' fields who practice agroforestry
- I believe things will improve in my community in the next 6 months...
- Improve on management issues for agriculture
- Help organise farmers around NRC into Groups; teach hay and silage making
- Train staff on key aspects learnt; work to help form FARMS Groups; demonstrate a change in the way I have been planning and reporting on the implementation of programme activities.

Appendix II

Evaluation by participants

Questionnaires were completed at the end of the workshop as manuals were distributed, just before certificates of attendance were issued. Results are reported below.

	Excellent	V Good	Good	Poor	Comments
1. WORKSHOP ARRANGEMENTS.					
Has the Workshop Venue been satisfactory?	5	11	12	2	No disturbances as students on holiday (3). Good learning environment (2). Chance to visit NRC farm. (1) No air conditioning – too hot. (1)
Have the dates of the Workshop been suitable? Comment	10	11	8	1	Semester break so NRC staff could attend.
Has the length of the course been appropriate?	1	8	18	1	Rather short to accommodate practicals (2) Too much material covered within short period – need more than 1 week (9)
Has the daily schedule been satisfactory?	3	11	11	2	Not tiring. Started and finished at a good time (2)
Has accommodation been satisfactory?	0	3	12	6	Water problems (5) Electricity problems (1) Small beds (1); Very good and clean (1) NB Non-residential participants (8)
Has feeding been satisfactory?	1	2	14	10	Poorly time managed. Some meals not well prepared. Lacked variety. Too much meat. No fresh fruit. Nsima not well cooked.
Was the number of participants appropriate?	11	12	6	0	Manageable diversity. Although some did not contribute, generally fully participatory. Sizeable number – could have been a few more.
Were the Workshop Objectives clear to you?	10	13	6	0	Subject very clear, particularly Strategic & Business Planning (2).
Were the Workshop Objectives met?	4	13	9	2	Not all met because of time. Lacked case studies & practicals eg for SWOT Analysis (3)
Was Workshop Handbook satisfactory?	5	11	6		Note: Handbook distributed at same time as this questionnaire
Was the Workshop format satisfactory?	4	12	7	3	HIV AIDS not addressed (1) – although mentioned in context
2. WORKSHOP CONTENT					
Did the Workshop cover all the subjects that you expected? Yes/No If no, please specify?	Yes 20 No 7				Some key topics rushed or inadequately covered. Practical field issues not dealt with. Expected more detail and depth in eg Business Planning (1), M&E (3). Crop L/S integration as practiced in Malawi not covered (1). Too much Livestock lecturing (1).

Were all the subjects relevant to your daily work? Very Relevant; Fairly Relevant: Relevant: Not relevant.	Very Relevant 11 Fairly Relevant 9 Relevant 8 Not relevant 1	Livestock less relevant (1)
Were the teaching hours allocated to the subjects appropriate?	Yes 22 No 5	Some topics needed more time allocated (3)
Were there any subjects that you did not understand? Please specify	Understood 21 Did not understand 8	Not understood: Training Needs Assessment (1) Integral Management inadequately covered (1) M&E (3) Logframe not logical (1) Livestock housing (1) Agricultural Intensification & Management (1).
Would you recommend the Workshop to others? Comment	Yes 27 No 2	Yes but: Content has to reflect Malawi issues Only if time increased to accommodate practicals Only if material content revised

Any other general comments about the Workshop?

- The Workshop fees were cheap making up for the accommodation.
- Such Workshop should be held in a hotel and not an institution.
- Facilitators well experienced and provided good insights. Too much lecturing. Too many pictures in the presentations.
- Topics were very rich but due to time constraints difficult to discuss case studies/practicals eg SWOT, Business Plan. Logframe and M&E not adequately addressed. Course should be at least 7 or 14 days. Reduce content to suit time frame. Encourage Group Work. Spend more time discussing practical examples based on participant's experience.
- Workshop used outdated information. Workshop should have more Malawi based material.
- Workshop an eye-opener on Agricultural Extension.
- Include a component on writing a Project Proposal.
- Workshop participants should meet after 6 months to review progress, success and problems to find the way forward. Invite most successful to LITA Tenggeru/Bicton.
- Well done and thank you!

Managing Sustainable Development: Improving Agricultural Management by Training & Extension

30th July - 3rd August 2012 NRC Lilongwe, Malawi

Workshop Timetable

Time	Monday	Tuesday	Wednesday	Thursday	Friday
0830-1000	Registration & Introduction . Workshop Rules, Monitors & Expectations EJW Introduction to NRC KM Introduction to BOAT DW	Recap session Agronomic & Soil Management Practices for Food Security EJW/DW	Recap session. Rural Extension: <u>Overview</u> & Farm-Household Development I EJW/DW	Recap session Managing Farmers' Groups in Extension EJW/DW	Recap session. Integral Management EJW/DW
1000-1030	Break	Break	Break	Break	Break
1030-1200	<u>Overview</u> of Sustainable Agricultural Intensification & Development EJW <u>Overview</u> of Management aspects to be covered in this course DW	Livestock Management Practices for Food Security. DW/EJW	Rural Extension: <u>Overview</u> & Farm-Household Development II EJW/DW	Development of Farmer-controlled businesses DW/EJW	Monitoring & Evaluation: Report writing - Overview DW/EJW
1200-1330	Lunch	Lunch	Lunch	Lunch	Lunch
1330-1500	<u>Discussion</u> : Management Issues participants have faced DW/EJW facilitated	Buzz groups <u>Forum</u> : Questions and issues so far	Strategic & Business Planning with use of the "Log Frame" DW/EJW	Management Quiz	Action Plan:- a) What learned? b) With whom to share? c) What to do in the next 6 months Workshop Evaluation questionnaire. EJW/DW
1500-1530	Break	Break	Break	Break	Break
1530-1700	<u>Overview</u> : Current Agricultural Management Challenges facing Africa EJW/DW	Management Analysis: Vision, Mission, SWOT & SMART	Farm/Field visit at NRC discussing issues raised so far	Leadership, People Management & Training Needs Assessment EJW/DW	Closing Ceremony & Certificate presentation
Evening	Possible DVD or pictures or Development Game	Debate: "GM or Organic" or "Plough or Min Till" etc	Adding value, marketing & PR - visit to NRC Farm Shop & eating together at local food outlet	Open Forum or DVD	