



SPRODETA AGRIBUSINESS LIMITED 2025-29 STRATEGIC PLAN

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Executive Summary

SPRODETA Agribusiness Limited, part of the Small Producers Development and Transporters Association (SPRODETA), is focused on boosting economic growth and food systems for smallholder farmers in Malawi. Established in 2009 and registered in 2012, the company's 5-year strategic plan aims to expand its operations in poultry, goat meat, soybeans, and maize, enhance market presence, sustainability thereby enhancing the impact of the organization's impact on the livelihood of the communities it serves.

The plan is based on thorough internal and external analyses (SWOT and PESTEL), identifying key objectives such as increasing production capacity, strengthening market presence, and improving supply chain efficiency. It also addresses challenges like economic volatility and climate change, while seizing opportunities from regional trade and technology.

Key components include:

- **Objectives:** Enhancing production, market presence, supply chain, product range, financial sustainability, human resources, and governance.
- **Implementation:** A detailed plan with actions, timelines, and performance indicators.
- **Risk Management:** Identifies potential risks and outlines mitigation strategies.
- **HRM Plan:** Focuses on workforce planning, recruitment, training, and performance management.
- **Financial Plan:** Includes budgeting, funding, and financial projections.
- **Monitoring and Evaluation:** Tracks progress and adjusts strategies as needed.

This strategic plan aims to position SPRODETA Agribusiness Limited as a leader in Malawi's agribusiness sector, promoting economic development and food security in the local communities.

1. Introduction

1.1. Background

SPRODETA Agribusiness Limited was conceptualized by the Small Producers Development and Transporters Association (SPRODETA), a local Non-Governmental Organization (NGO) dedicated to livelihood initiatives targeting marginalized rural households in Malawi. Established in 2009 and registered in 2012 under the Trustee Incorporation Act (CAP. 5.03), SPRODETA is a member of the NGO Board, the Farmers Union of Malawi (FUM), the Council for Non-Governmental Organizations in Malawi (CONGOMA), and various district NGO forums where it operates.

SPRODETA Agribusiness Limited aims to improve food systems among smallholder farmers in rural communities through enhanced production, reliable markets, and value addition of farm produce. This ambitious mission is heavily supported by SPRODETA, the NGO, which has been instrumental in establishing and nurturing the company.

To solidify its existence and amplify its impact, SPRODETA Agribusiness Limited has developed a comprehensive 5-year strategic plan. This strategy addresses the growing demands of stakeholders for greater impact and is firmly anchored in SPRODETA's mandate. Since its inception, SPRODETA Agribusiness Limited has focused on providing markets for products produced by cooperatives benefiting from the NGO's interventions. Moving forward, the company intends to consolidate its market position, expand its reach, and positively impact more livelihoods within these cooperatives.

1.2. Rationale for the Strategic Plan

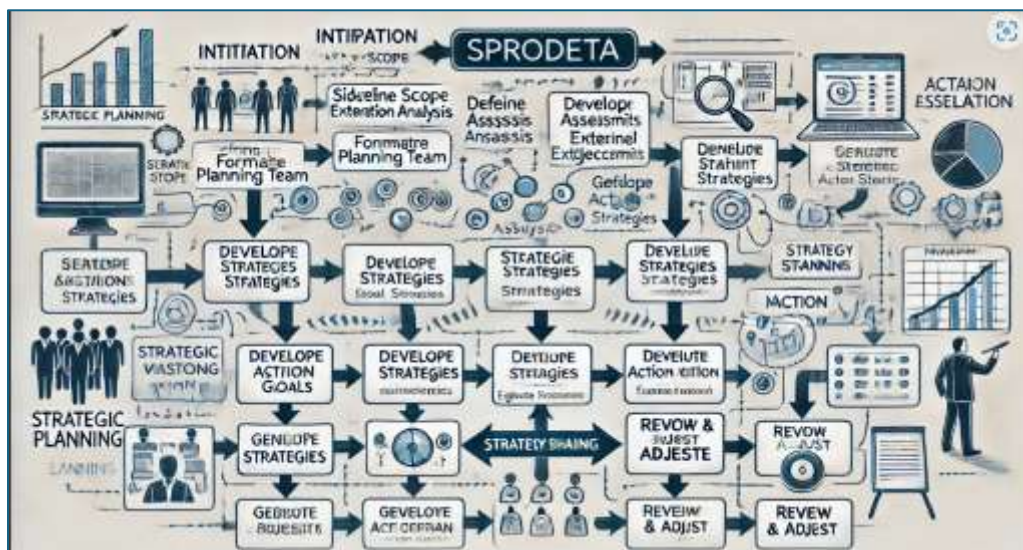
This strategic plan outlines the roadmap for achieving these goals, detailing initiatives aimed at production enhancement, market access improvement, and sustainable growth. By leveraging its strong foundation and the support of SPRODETA, SPRODETA Agribusiness Limited is poised to become a leading force in Malawi's agribusiness sector, driving economic development and food security in rural communities.

The strategic plan for SPRODETA provides direction, aligns resources, improves decision-making, enhances accountability, anticipates challenges, increases stakeholder engagement, supports growth and adaptation, and measures success. It is a framework that ensures that the organization has a clear vision, effective resource use, and a framework for achieving goals.

1.3. Scope and Methodology Employed in Strategic Planning Process

The scope of SPRODETA's strategic planning process encompassed a comprehensive analysis of the internal and external environment to define the organization's vision, mission, and long-term objectives. This included evaluating strengths, weaknesses, opportunities, and threats (SWOT analysis), as well as considering political, economic, social, technological, environmental, and legal (PESTEL) factors. The methodology involved several key steps: initiating the process by defining its scope and forming a planning team; conducting situation analysis; setting strategic objectives and developing actionable plans; and establishing a monitoring and evaluation framework to ensure continuous improvement.

This structured approach ensured that SPRODETA's strategic plan is grounded in thorough consultation, research and analysis, aligns with the organization's goals, and is adaptable to changing conditions. By engaging stakeholders, utilizing SMART objectives, and continuously monitoring progress, the strategic planning process aims to provide clear direction, optimize resource allocation, and enhance overall organizational effectiveness.



2. Vision, Mission and Values

2.1. Vision



To be a leading agribusiness company in Malawi, empowering smallholder farmers and contributing to sustainable economic development.

2.2. Mission



To enhance food security and livelihoods in rural communities through innovative agribusiness practices, reliable market access, and value addition.

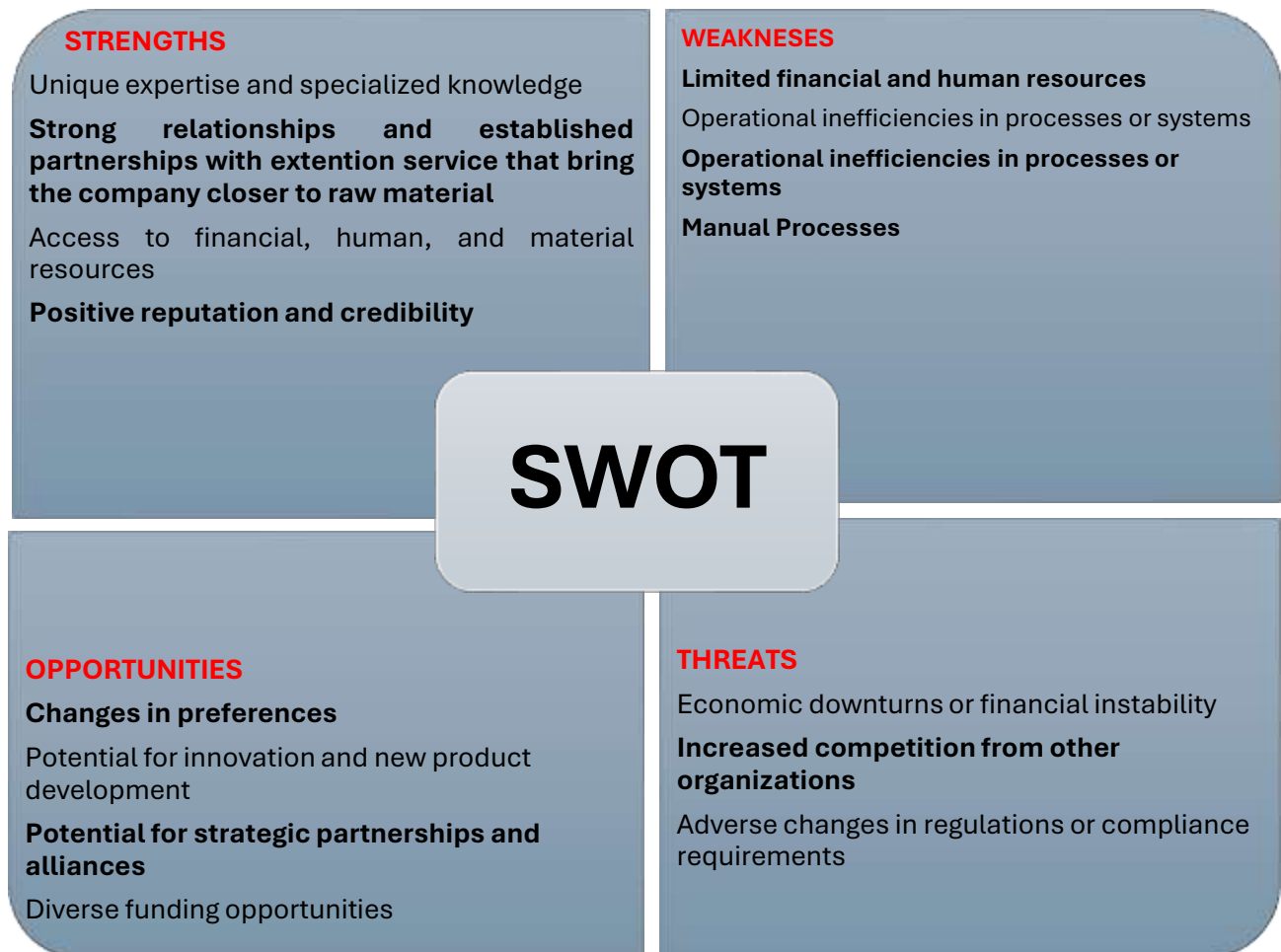
2.3. Core Values

- **Integrity** - Conduct all operations with honesty and transparency.
- **Sustainability** - Promote environmentally friendly and socially responsible practices.
- **Innovation** - Continuously seek new and better ways to improve our processes and products.
- **Empowerment** - Foster the development and success of smallholder farmers.
- **Quality** - Commit to providing high-quality products and services.



3. Situation Analysis

3.1.SWOT Analysis



The SWOT analysis for SPRODETA identifies its key internal strengths, such as unique expertise, strong relationships, resource availability, and positive reputation. Conversely, weaknesses include resource constraints, operational inefficiencies, market position gaps, dependence on key individuals, and technological limitations.

Externally, SPRODETA can capitalize on opportunities like market growth, innovation potential, strategic partnerships, new funding sources, and favorable changes in preferences. However, it must also navigate threats such as economic downturns, increased competition, regulatory challenges, and operational risks. This analysis provides a comprehensive view of SPRODETA's strategic position, guiding effective planning and decision-making.

3.2. PESTEL Analysis

Table 1: PESTEL

Category	Factors
Political	<ul style="list-style-type: none"> • Government stability in operations. • Public policies and government initiatives impacting the sector. • Availability of subsidies • Price floors that affect returns
Economic	<ul style="list-style-type: none"> • Economic conditions such as growth rates and inflation affect cost of production. • Currency fluctuations especially in situations where raw materials are imported as is case for SPRODETA construction projects.
Social	<ul style="list-style-type: none"> • Demographic trends and shifts affecting target audience. • Cultural factors influencing acceptance or success of initiatives (e.g. halaal requirements for some products) • Health benefits of organic products that is focus for the company.
Technological	<ul style="list-style-type: none"> • Technological advancements impact operations or industry. • Adoption of digital tools and platforms for efficiency or outreach.
Environmental	<ul style="list-style-type: none"> • Environmental regulations and sustainability practices affecting operations. • Impact of climate change on operational practices. • Resource management and waste management practices and requirements.
Legal	<ul style="list-style-type: none"> • Compliance with legal standards and industry regulations. • Employment law and labor regulations affecting human resources and organizational policies.

The PESTEL analysis for SPRODETA examines external macro-environmental factors impacting the organization. Politically, it considers regulatory environments and government stability. Economically, it evaluates market conditions, funding availability, and currency fluctuations. Social factors include demographic trends, cultural influences, and public awareness. Technologically, it assesses advancements, digital transformation, and cybersecurity needs. Environmental factors focus on sustainability practices, climate change impacts, and resource management. Legally, it looks at compliance requirements, intellectual property issues, and employment laws. This analysis helps SPRODETA understand the broader external factors that can influence its strategic planning and operational decisions.

3.3.Global Economic Context

The global economic landscape significantly influences the agricultural sector, and by extension, SPRODETA Agribusiness Limited's strategic initiatives. Key global factors include:

1. **Commodity Prices:** Fluctuations in global prices of agricultural commodities, such as soybeans and maize, affect input costs and profitability for operations. Rising prices can increase production costs, while falling prices may impact revenue.
2. **Trade Policies:** International trade agreements and tariffs impact the export and import of agricultural products. Changes in trade policies, particularly with major agricultural economies like the United States, China, and the European Union, can affect market access and competitiveness.
3. **Climate Change:** Global climate change poses risks to agricultural productivity through extreme weather events, shifts in growing seasons, and increased prevalence of pests and diseases. These challenges necessitate adaptation strategies, including climate-resilient crops/livestock and sustainable farming practices.
4. **Technology Advancements:** Innovations in agricultural technology, such as precision farming, biotechnology, and digital tools, can enhance productivity and efficiency. However, access to and adoption of these technologies may vary, influencing competitive advantage.

3.4.Regional Economic Context

Growth in Africa's average real gross domestic product (GDP) fell to an estimated 3.2 percent in 2023, from 4.1 percent in 2022, due largely to multiple shocks. Despite the growth slowdown in 2023, the continent's economies remain resilient, with growth in 2024 projected to rise to 3.8 percent.

The slowdown in average growth in 2023 and growth projections for 2024 mask considerable cross- regional variations. Their range largely reflects differences in domestic policy, including decoupling economies from commodity dependence, renewing strategic investment in key growth sectors, and promoting private consumption as well as external factors such as a potential recovery in key export markets.

Inflation in Africa has been increasing since the beginning of the Covid- 19 pandemic and remains stubbornly high, threatening macroeconomic stability. Average inflation for the continent was estimated at 17.8 percent in 2023, 3.7 percentage points higher than in 2022 and nearly twice the pre-pandemic five- year (2015–19) average of 10.1 percent. Inflationary pressures have been driven by rising global food and energy prices as well as domestic factors such as fiscal largesse, agricultural supply shocks, and passthrough effects of the depreciation of national currencies against the US dollar.

Tighter global financial conditions have also weighed on financial flows to Africa, reversing gains since the Covid- 19 pandemic. After rising sharply following the Covid- 19 outbreak, total financial flows to Africa including foreign direct investment (FDI), official development assistance, portfolio investment, and remittances are estimated to have declined from 2022.

Initiatives like the African Continental Free Trade Area (AfCFTA) aim to reduce trade barriers and promote intra-African trade. Enhanced regional trade can open new markets for SPRODETA Agribusiness Limited's products and facilitate access to a broader customer base.

SPRODETA's strategic plan can be significantly impacted by the current economic and market conditions in Africa. The continent's projected GDP growth and resilience amidst recent economic slowdowns provide a mixed landscape of challenges and opportunities. High inflation rates and tighter global financial conditions may strain resources and increase operational costs, necessitating prudent financial management and innovative strategies to maintain stability. However, the potential recovery in key export markets and initiatives like the AfCFTA offer promising opportunities for growth and expansion. By aligning its strategic plan to address these macroeconomic factors, investing in key growth sectors, and leveraging regional trade enhancements, SPRODETA can navigate these complexities, capitalize on emerging opportunities, and sustain its growth trajectory.

3.5. Local Economic Context

Malawi's real GDP growth is estimated at 1.5 percent in 2023, a moderate recovery from 0.9% in 2022. Cyclone Freddy reduced agricultural output and disabled a third of the country's power generation, slowing industrial activity. Falling real incomes due to elevated inflation, monetary tightening, and foreign currency shortages reduced both corporate and consumer demand. Inflation rose from 20.8% in 2022 to 28% in 2023 despite a tightening of monetary policy that raised the policy rate by 400 basis points to 22% by end of 2023.

According to the African Development Bank (AfDB) country report, poverty remains a challenge, with 72% of the population below the \$2.15 international poverty line in 2023, up somewhat from 70.1% in 2019. The unemployment rate improved slightly, from 6.8% in 2022 to 6.7% in 2023.

Economic growth is projected at 3.3% in 2024 and 3.8% 2025, lower than the January 2024 projections due to the negative impact of drought on agriculture. Growth will be driven by the mining, retail, and tourism sectors. Inflation is projected to remain elevated due to a poor agricultural season.

Malawi's economy faces significant headwinds, most notably a shortage of international reserves, macroeconomic instability, and drought. Dependence on rain-fed agriculture, given the increasing vulnerability to climate change, is also a major risk.

SPRODETA's strategic plan must adapt to Malawi's challenging economic context, characterized by modest GDP growth, high inflation, and the impacts of Cyclone Freddy on agriculture and power generation. Financial planning and innovative solutions are essential due to reduced demand and foreign currency shortages. Inclusive growth strategies are critical, given high poverty levels and slight unemployment improvement. Focusing on climate resilience, operational efficiency, and regional trade can help SPRODETA achieve sustainable growth.

3.6. Sector Issues

In Malawi, Small and Medium Enterprises (SMEs) are a backbone of Malawi's economy, contributing significantly to GDP and employment. Their growth fosters a supportive environment for SPRODETA Agribusiness Limited, enhancing local economic activity and market opportunities. SMEs in Malawi often drive innovation and adapt quickly to market changes. SPRODETA can leverage this dynamic to implement innovative agricultural practices and technologies that improve productivity and efficiency.

Collaborating with other SMEs can strengthen SPRODETA's supply chain. By sourcing inputs and services from other local SMEs, the company can ensure a steady supply of raw materials and support the local economy.

SMEs contribute to market diversification and development. SPRODETA can tap into these evolving markets to expand its reach and customer base, aligning its product offerings with local demand.

The agricultural sector in Malawi faces climate-related risks, including droughts and floods. SPRODETA must incorporate climate-resilient strategies, such as sustainable farming practices and resilient crop varieties/livestock breeds, into its strategic plan to mitigate these risks.

Financial support and credit availability for the agricultural sector are critical. SPRODETA can benefit from financial schemes aimed at agribusinesses, enabling it to invest in expansion and modernization.

Understanding local and regional market trends in agricultural products, such as poultry, goat meat, soybeans, and maize, allows SPRODETA to tailor its production and marketing strategies to meet consumer demands effectively.

The agricultural sector's labor dynamics, including the availability of skilled labor, affect SPRODETA's operations. Investing in training and capacity-building programs can enhance workforce productivity and operational efficiency.

Lastly, efficient logistics and transportation systems are crucial for moving products from rural production areas to markets. Infrastructure improvements can reduce costs and enhance market competitiveness.

3.7. Strategic Implications

By understanding and leveraging the dynamics of SMEs and the agricultural sector in Malawi, SPRODETA Agribusiness Limited's strategy can considerably be responsive, resilient, and poised for sustainable growth.

1. **Resilience Building** - Incorporate climate-resilient agricultural practices to mitigate environmental risks.
2. **Partnerships with SMEs** - Strengthen supply chain and market linkages by partnering with local SMEs.
3. **Policy Advocacy** - Engage with policymakers to influence favorable agricultural policies and support programs.
4. **Financial Planning** - Leverage financial schemes and credit facilities to fund expansion and technological upgrades.
5. **Market Alignment** - Continuously adapt production and marketing strategies to align with market demand and trends.

SPRODETA Agribusiness Limited can enhance its resilience, drive growth, and achieve its mission of improving food systems and livelihoods among smallholder farmers within their communities in Malawi through proper alignment of the strategy with the sector and economic contexts.

4. Strategic Goals, Objectives and Action Plan

SPRODETA Agribusiness Limited's Strategic Plan shall be anchored by three strategic objectives that ultimately aim to deliver sustainable growth and resilience in a challenging economic environment. The strategic objectives are as follows:

1. Enhance Production Capacity
2. Strengthen Market Presence
3. Improve Supply Chain Efficiency

The matrix below expounds the implementation arrangements for the highlighted strategic goals.

Table 2 - Implementation Plan Matrix for SPRODETA Agribusiness Limited Strategic Plan

Strategic Objective	Key Actions	Timeline	Responsibility	Resources Required	Key Performance Indicators (KPIs)
1. Enhance Production Capacity	Operationalization of Agribusiness Centre	Q4 2024	Business Development Manager	Capital Investment for processing equipment	% of project completion status
	Establishment of Mega Farm	Q2 2025	Business Development Manager	Land Acquisition Infrastructure Farming equipment	Mega farm operationalized
	Expansion of product offering – vertical and horizontal expansion	Q3 2025	Business Development Manager	Working Capital Input loan facilities to farmers	Number of product lines introduced
2. Strengthen Market Presence	Establishment of rural market centers	Q4 2025	Business Development Manager	Marketing budget	Number of market centers established
	Establish distribution channels to new corporate clients	Q4 2025	Business Development Manager	Logistics support	Number of new corporate clients covered
	Participate in trade fairs and exhibitions	Ongoing	Business Development Manager	Event participation fees	Number of events attended
	Operationalization of export trading	Q 3 2025	Business Development Manager	Working capital Trade finance	Volumes of exports
3. Improve Supply Chain Efficiency	Enhance partnerships with local cooperatives	Ongoing	Business Development Manager	Partnership agreements	Number of active partnerships

Strategic Objective	Key Actions	Timeline	Responsibility	Resources Required	Key Performance Indicators (KPIs)
	Invest warehousing and storage facilities	Q3 2025	Finance and Administration Manager	Warehouse operational	Operational warehouse facilities
	Logistics optimization	Q4 2025	Business Development Manager	Procurement of vans	Logistics System in place

5. Risk Management Plan

Table 3 outlines key risks, their impact and likelihood, and corresponding mitigation strategies to support the successful implementation of SPRODETA’s strategic plan.

Table 3: Risk Assessment Matrix

Risk Category	Risk Description	Impact	Likelihood	Mitigation Strategy
Market Risks	Market volatility affecting commodity prices	High	Medium	<ul style="list-style-type: none"> Diversify product offering Establish long-term contracts with buyers.
	Increased competition from local and international agribusinesses	High	High	<ul style="list-style-type: none"> Enhance market presence through marketing strategies Focus on product differentiation and quality
	Changes in consumer preferences	Medium	Medium	<ul style="list-style-type: none"> Conduct regular market research Adapt product offerings based on demand.
Operational Risks	Disruptions in supply chain	High	Medium	<ul style="list-style-type: none"> Build strong relationships with multiple cooperatives Implement robust logistics system
	Poor crop yields and livestock productivity due to climate change induced impact	High	High	<ul style="list-style-type: none"> Adopt climate-resilient farming practices Invest in irrigation and other adaptive infrastructures and management practices
	Equipment breakdown or failure	Medium	Medium	<ul style="list-style-type: none"> Implement regular maintenance schedules Keep contingency funds for repairs/replacements
Financial Risks	Insufficient funding or cash flow problems	High	High	<ul style="list-style-type: none"> Diversify funding sources Implement effective cash flow management
	Rising operational costs	Medium	High	<ul style="list-style-type: none"> Implement cost-saving initiatives Regularly review and optimize operations
Regulatory Risks	Changes in agricultural	High	Medium	<ul style="list-style-type: none"> Stay informed about policy changes

Risk Category	Risk Description	Impact	Likelihood	Mitigation Strategy
	policies or regulations			<ul style="list-style-type: none"> Engage with policymakers and industry bodies
	Non-compliance with local and international standards	High	Medium	<ul style="list-style-type: none"> Regularly update compliance protocols Conduct staff training on regulatory requirements
Environmental Risks	Natural disasters (e.g., floods, droughts)	High	Medium	<ul style="list-style-type: none"> Develop disaster preparedness and response plans Invest in disaster-mitigation infrastructure
	Environmental degradation affecting land quality	Medium	Medium	<ul style="list-style-type: none"> Implement sustainable farming practices Engage in reforestation and soil conservation
Social Risks	Community opposition to agribusiness activities	Medium	Low	<ul style="list-style-type: none"> Engage in community outreach and stakeholder consultations Implement CSR initiatives
	Labor disputes or workforce dissatisfaction	High	Medium	<ul style="list-style-type: none"> Develop fair labor practices and grievance mechanisms Invest in employee training and welfare programs
Technological Risks	Rapid technological changes making current systems obsolete	Medium	Medium	<ul style="list-style-type: none"> Stay updated with technological advancement Invest in scalable and adaptable technology
Strategic Risks	Misalignment between strategy and execution	High	Medium	<ul style="list-style-type: none"> Regularly review and update the strategic plan Ensure clear communication and alignment of strategic objectives
	Failure to achieve strategic goals	High	Medium	<ul style="list-style-type: none"> Set realistic and measurable goals Monitor progress regularly and adjust strategies as needed

The Risk Assessment Matrix provides a comprehensive overview of potential risks that could impact the organization's smooth implementation of the strategic plan, categorized by their likelihood and impact. High-priority risks include economic instability, which could affect funding and operational costs, and climate-related events, such as droughts and cyclones, that could disrupt agricultural output and supply chains. Medium-priority risks involve regulatory changes that could alter operational landscapes and competition that could impact market share. Lower priority but still significant risks include technological disruptions. The matrix serves as a crucial tool for identifying, prioritizing, and developing mitigation strategies to ensure SPRODETA's resilience and sustainable growth in a dynamic environment.

6. Human Resource Management Plan

6.1. Human Resource Planning

For effective implementation of the strategic plan, a Human Resource Management (HRM) Plan for SPRODETA Agribusiness Limited that aims to establish a structured approach to managing human resources efficiently and effectively will be developed.

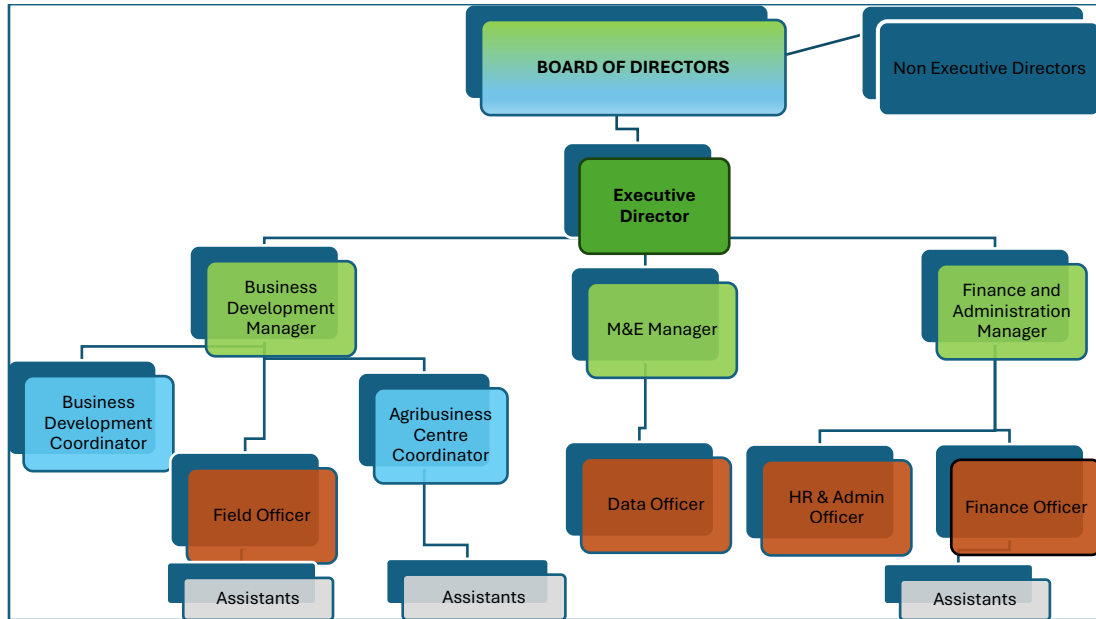
The HRM plan shall clearly articulate the following aspects:

1. Workforce Planning-
2. Recruitment and Selection – highlighting strategy, selection process and onboarding.
3. Training and development
4. Performance management
5. Compensation and Benefits
6. Employee relations

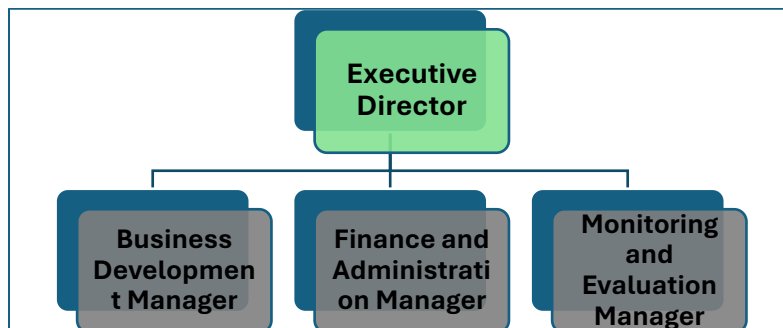
The HRM Plan for SPRODETA shall be designed to support the strategic objectives by effectively managing our human resources.

6.2. Organogram

Implementation of SPRODETA Strategy will be anchored by the organigram below that will be reviewed as need arise. Each team member will have clear terms of reference.



6.3. Management Team



Led by the Executive Director, the staff compliments for SPRODETA Agribusiness Limited constitute 4 top officials. The Office of the Executive Director is currently manned by the Executive Director for the NGO as an interim arrangement. As a key recommendation for investment readiness, SPRODETA Agribusiness Limited should ensure that top management positions with clear terms of references are filled.

7. Financial Plan

7.1. Budget and Financial Projections

SPRODETA Agribusiness Limited Financing Requirements						
Item	Cost (USD)					Total (USD)
	2025	2026	2027	2028	2029	
1. Mega Farm	262,707	348,372				611,079
2. Agribusiness Centre	85,665	229,812	172,701			488,178
3. Transport	88,521	88,521				177,042
Total Capex	436,893	666,705	172,701			1,276,299
1. Staff Costs	149,366	171,771	197,536	227,167	171,771	917,609
2. Other Office Expenses	77,215	88,798	102,117	117,435	135,050	520,615
3. Monitoring and Business Devt Activities	29,012	33,364	38,368	44,124	50,742	195,610
Total Opex	255,593	293,932	338,022	388,725	357,563	1,633,834
Total Financing Requirement	692,486	960,637	510,723	388,725	357,563	2,910,133

The table outlines the financing requirements for a project over a 5-year period, broken down into Capex and operating expenses. Cumulatively, SPRODETA Agribusiness limited requires US\$ 2.9 million, approximately K 5 billion to implement its strategy over the next 5 years.

The financing requirement is highest in 2026 (US\$ 960,637), primarily due to the heavy capital investment in both the Mega Farm and Agribusiness Centre. From 2027 onwards, the total financing requirement decreases significantly, reflecting the reduced Capex burden and a steadier level of operating costs. By 2029, the total financing requirement stabilizes at US\$ 357,653.

In sum, the project involves significant upfront capital investment, especially in the first two years, driven by the development of the Mega Farm and Agribusiness Centre. After these initial heavy investments, operating costs dominate from 2027 onwards, with a gradual reduction in the overall financing requirement over time.

7.2.Funding Plan

SPRODETA Agribusiness Limited Financing Plan						
Financing Plan	Amount (US\$)					Total (US\$)
	2025	2026	2027	2028	2029	
Loan	436,893	666,705	172,701			1,276,299
Proportion	63%	69%	34%			44%
Equity /Grants	255,593	293,932	338,022	388,725	357,563	1,633,834
Proportion	37%	31%	66%	100%	100%	56%
Total	692,486	960,637	510,723	388,725	357,563	2,910,133

In the first two years, loans are expected to play a pivotal role in the company's capital structure, accounting for 63% and 69% of funding, respectively. However, reliance on loans will sharply decline to 34% by Year 3 and will be fully phased out by Years 4 and 5, when funding will be entirely supported by equity or retained earnings or grants where available. Over the 5-year period, loans are projected to make up 44% of the total capital structure, while equity and grants will provide the remaining 56%, ensuring a balanced and sustainable financial foundation for the company's growth.

8. Monitoring Framework

Strategic Objective	Outputs	Activities	Frequency	Responsibility	Data Sources	Indicators
Enhance Production Capacity	Operational Agribusiness Center	Finalize construction of Agribusiness Centre	Quarterly	BDM	Inspection reports, project updates	% completion of project completion
	Diversified product offering	<ul style="list-style-type: none"> • Introduction of new business activities • Value addition 	Quarterly	BDM	Performance reports	Number of products offered to clients
	Mega farm established	<ul style="list-style-type: none"> • Land acquisition • Infrastructure development 	Monthly	M&E	M&E reports	mega farm established
Strengthen Market Presence	Rural market centers developed	Establishment of rural market centers	Quarterly	BDM	Marketing reports, sales data	Number of new market centers established.
	New corporate clients onboarded	Establish distribution channels to new corporate clients	Monthly	BDM	Distribution records, sales data	Number of new clients onboarded
	Event participation	Participate in trade fairs and related events	Annually	BDM	Event reports, survey results	Number of events attended, leads generated
	Export market reach	Embark on commodity export	Annually	BDM	Performance reports	commodity exported
Improve Supply Chain Efficiency	Build partnerships with cooperatives	Partnership agreements, performance reviews	Quarterly	BDM	Partnership documents,	Number of partnerships
	Warehouse and storage facility in place	Invest in warehousing and storage facility	Annually	Finance and Administration	Asset register	Warehousing and storage facilities in use.
	Logistics equipment and machinery purchased	Logistics optimization	Annually	Finance and Administration	Accounts	Logistics equipment in use

The SPRODETA M&E (Monitoring and Evaluation) framework offers a comprehensive approach to assessing the effectiveness and impact of development programs and projects. By integrating both monitoring and evaluation into a cohesive system, it ensures ongoing oversight and systematic analysis of program activities. The framework emphasizes the importance of real-time data collection and analysis to track progress, identify challenges, and make informed decisions. It also incorporates evaluative components to assess the outcomes and impacts of interventions, providing valuable insights into their success and areas for improvement. This dual focus helps stakeholders not only ensure accountability and transparency but also adapt strategies to enhance program efficacy and achieve desired results.

Conclusion

In summary, the SPRODETA Agribusiness Limited's strategic plan represents a comprehensive and forward-looking approach to driving growth and enhancing food systems for smallholder farmers in Malawi. By focusing on expanding operations across key value chains, improving market presence, and achieving sustainability, the plan addresses both the opportunities and challenges within the agribusiness sector. With clearly defined objectives, a robust implementation framework, and a proactive approach to risk management, SPRODETA Agribusiness Limited is well-positioned to achieve its mission of promoting economic development and food security for local communities in Malawi. The commitment to innovation, quality, and empowerment will not only strengthen SPRODETA's position as a leading agribusiness but also contribute significantly to the livelihoods of rural communities.