



Project Number: 00109500

Increasing Farmer Resilience to Climate Change-Upscaling Market Oriented Climate Smart Agriculture Project (CSMA)

Inception Report (Review of Project Workplan and Budget)

Activities from 01/07/2018 to 31/10/2018

Reporting Date

31/10/2018

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2. List of abbreviations

Agroforestry (AF)

African, Caribbean and Pacific states (ACP)

Climate-Smart Agriculture (CSA)

Climate Change (CC)

Common Market for Eastern & Southern Africa (COMESA)

Conservation agriculture (CA),

European Union (EU)

European Union Global Climate Change Alliance+ (EU GCCA+)

Good Agricultural Practices (GAP)

Greenhouse Gas (GHG)

High Value Crop and Horticulture Project (HVCP)

National Agriculture Marketing Board (NAMBoard).

Project Management Unit (PMU)

Project Steering Committee (PSC)

Small Holder Market-Led Production (SMLP)

Swaziland Water and Agriculture Enterprise (SWADE)

Smallholder Irrigation Schemes (SIS)

Water Harvesting Development Project (WHDP)

3. Preface

The report is prepared for the Increasing Farmers Resilience to Climate Change: Upscaling Market Orientated Climate Smart Agriculture Project, Project Steering Committee (PSC) to approve implementation of a revised project workplan and budget for the remaining period. The inception period was from July to October 2018. Learning from the initial interaction with various project stakeholders against the expectations of the project founding documents, it accounts of the proposed strategies to improve implementation and define modalities such as monitoring and evaluation, stakeholder role clarification and sub-working teams to complement the limited Project Management Unit (PMU) staff.

The concepts below form the bases on which the project was revised.

a) Irrigation: The water deficit caused by low erratic rainfall and high evaporative demand, limits dryland crop production in most soils of Eswatini. This is exasperated by the effects of El Nino induced drought and Climate Change (CC). Irrigated agriculture presents an attractive alternative under these conditions. It reduces or removes water deficit as a limiting factor in plant growth. It makes it possible to grow crops where the climate is too dry for this purpose and to increase crop yields where plant-available soil water is a yield-limiting factor during in parts or all of the growing season. Critical, is the need for adaptation measures to mitigate the effects of CC. Manero, A. (2017). Frequent drought, increasing and competing water needs are limiting the amount available for irrigation. The transformation of irrigation system to water saving is essential to addressing water challenges faced by farmers

b) Climate-Smart Agriculture (CSA): Small scale farmers are among the front liners experiencing the impacts of CC because of their heightened dependence on the natural environment. CSA practices refers to technologies and systems utilised by farmers to adapt to the effects CC. CSA seeks to increase sustainable production, strengthen farmers' resilience to climate impacts, reduce agriculture greenhouse gas (GHG) emissions by increasing carbon sequestration. CSA promotes Good Agricultural Practices (GAP), particularly integrated crop management, conservation agriculture (CA), agroforestry (AF) inter-cropping, improved seeds and fertilizer management, improved livestock management, improved grazing land management, as well as supporting increased investment in agriculture research. FAO, 2012.

c) Linking to Markets: The food basket is changing towards high-value food products like fruits, vegetables and animal products, and in response, the agricultural production portfolio is diversifying. Simultaneously, food procurement and distribution systems are also witnessing institutional innovations like contract farming, producers' associations, cooperatives and supermarkets. Jayne, T. S., et al (2002). These changes are creating opportunities as well as challenges for farmers. They are expected to benefit from diversification into high-value commodities that have a strong potential for higher returns to land, labour and capital. Institutional innovations in marketing will enhance their access to markets, quality inputs, technology, information, and services, eventually lead to improvement in productivity and reduction in marketing and transaction costs.

4. Executive summary

The Common Market for Eastern and Southern Africa (COMESA) funded by the European Union Global Climate Change Alliance+ (EU GCCA+) contributed to the Government of Eswatini (GoE) towards increasing farmer resilience to climate change through market-oriented climate smart agriculture project (CSMA) for smallholder irrigation schemes (SIS) in Eswatini. The project contributes to sustainable food security and poverty alleviation. It will achieve this by improving rural livelihood incomes for 750 producers (benefiting 4,500 people) producing fresh fruit and vegetables. Additionally, the project will support 1,500 semi-commercial and fully commercial farmers practicing climate smart agriculture (CSA) and producing high value field crops, creating jobs for at least 250 people with a bias towards youth and women. The project will specifically contribute to 60ha of rehabilitated water saving irrigation facilities, improve two cold chains and related facilities and increase access to CSA mechanised equipment.

The project is implemented on behalf of GoE by a Project Management Unit (PMU), hosted by National Agriculture Marketing Board (NAMBoard). During this inception the PMU revised the workplan and budget to account for the realistic situation. Under-pinning the revised work plan outcome and outputs is a sustainable production model that accounts for comprehensive costs, including capital investments and repairs. The new workplan streamlines the original project document result framework of six (6) results, in to one (1) outcome, four (4) outputs, as follows:

Impact: Eswatini rural communities poverty levels decreased by 2022

Outcome: Income from climate resilient agricultural livelihoods for Rural household in and around two (2) community-based irrigation schemes, sustainably increased

Output 1: Climate change resilience established in two (2) vegetable and fruit production community irrigation schemes

Output 2: Producers' adherence to timely market supply of quality produce established for 1,500 farmers

Output 3: Rural semi and fully commercial farmer's conservation agriculture (CA) and CSA skills increased.

Output 4: Project implemented timely and within budget

To ensure coherence with the original project document the original activities have been consolidated into 13 activities and respective sub-activities. Additional activities needed to complete project were included as needed. These have been necessitated by unforeseen project needs including, adjusted consultancy fees, salaries, the rehabilitation of cold chain infrastructure costs, electricity connection fee and provisions for visibility and communication. The necessary cost adjustments and cost of additional activities have increased the budget from SZL 8,282,508.00 (€571,207.45) to SZL 12,126,400.00 (€836,303.45) requiring an approval of SZL 3,843,892.00 (€265,096.00) additional budget by the PSC for 2018.

For a successful implementation of the project proposed strategies, standard operating procedures and monitoring and evaluation roles, project stakeholder's alignment is key. Therefore, the project has linked with complementary projects to fully exploit synergies. These projects include: Small Holder Market-Led Production (SMLP), High Value Crop and Horticulture Project (HVCP) and Water Harvesting Development Project (WHDP) funded by the European Union (EU) and implemented by a joint team including Swaziland Water and Agriculture Enterprise (SWADE) and NAMBoard. Furthermore, the inclusion of the private sector and non-governmental organization for the community training as a key stakeholder has been crucial to building sustainability.

1. Introduction

1.1. Background

Smallholder irrigation schemes (SIS) are developed to improve rural livelihoods through sustainable food production for food security and poverty alleviation, but these development objectives remain largely unfulfilled. The limitation for smallholder irrigation schemes is the poor status of irrigation infrastructure, fencing, access to mechanisation and finance. Climate Change (CC) and climate variability - such as the recent droughts - are increasingly compounding the plight of farmers. Therefore, supporting small holder farmers requires not just profitable but climate resilient strategies that focuses high value instead of the conventional food security crops. Otherwise, these largely unproductive schemes, are not improving the livelihoods of poor farming families (Carswell, 1997; Carswell, G. 1997).

1.2. The problem

Irrigation in Ewatini, as in most sub-Saharan Countries, has had major difficulties providing an adequate return on investment, due to weak water governance institutions, weak market integration, and significant degradation and abandonment of irrigated land (Stirzaker & Pittock, 2014 Stirzaker, R., & Pittock, J. (2014). Issues like insecure land tenure systems, unclear institutional arrangements, poor access to markets, and recently, negative effect of climate have contributed to limited profitability. The current models need to be reformed so that governments and development partners step back from scheme management and foster market linkages to enable more profitable irrigated agriculture.

The capital to develop irrigation infrastructure and the institutions to fund ongoing operations and maintenance do not warrant the production of low value 'food security staples' without government support (Stirzaker & Pittock, 2014 Stirzaker, R., & Pittock, J. (2014). The irrigation opportunity is for intensification and diversification of agricultural production with two or more high-value crops per year. Often the most profitable irrigated crops will not be staple foodstuffs, so **enhancing the productivity of smallholder irrigation will require exporting non-staples from the locality in exchange for irrigators purchasing staple foods for food security**. To draw in labour from less profitable dryland agriculture, increase employment during the lean season and reduce poverty, irrigation schemes provided the greatest opportunity (Carswell, 1997 Carswell, G. (1997), and is the bases for this project support.

1.3. Experience and Lessons

Following implementation of Climate Smart Agriculture Project between 2014 - 2016 at Mpatheni Vegetable Scheme, COMESA and NAMBoard undertook a feasibility study which informed the up-scaling phase of CSA market-driven production. The study showed that five communities' schemes were ready for up-scaling for which the project was initially formulated around. These included: Intamakuphila, Magagane, Mavulandlela Nkhungwini and Nceka from various locations in the country. Eventually two (2) schemes (Mavulandlela in Tfonjeni in the Hhohho Region and Intamakuphila in Ngwempisi in the Manzini Region) were prioritized and immediately ready undertake the project.

The project will use experience and exploit synergies with other similar and complimentary national projects especially Small Holder Market-Led Production (SMLP), High Value Crop and Horticulture Project (HVCP) and Water Harvesting Development Project (WHDP). These have been funded by the European Union and implemented by a joint team including Swaziland Water and Agriculture Enterprise (SWADE), Ministry of Agriculture (MoA) Landuse department and NAMBoard.

1.4. Objectives

The overall objective of the intervention is to increase income from commercial agricultural activities for 750 households in two (2) community-based schemes irrigating. This will be achieved by the farmer schemes' adoption of water-saving irrigation for high value crop production for 23ha for Mavulandlela and 59ha for Intamakuphila; improving cold chain management, linking to sustainable local, regional and international markets; and, providing CSA mechanization options to at least 1,500 high value field crop farmers.

The specific objectives are:

- To setup a business-oriented community scheme governance
- To improve irrigation from furrow to water saving technologies.
- To improve cold chain management systems between point of production and formal markets.
- To increase accessibility to CSA and CSA mechanized equipment to semi and fully commercial farmers.
- To improve linkages between producers, processors and markets (value-chain approach).
- To improve access to finance for non-bankable small holder producers

2. Revised Project Results

The project intends to create productive social institutions (schemes) that make positive impact to livelihoods in rural development settings below are the proposed revised results of the project.

2.1 Impact: Eswatini rural communities poverty levels decreased by 2022 .

The National SSDIG and Sustainable Development Goals (SDGs) aim to reduce poverty the project is designed to contributed to SSDIG Outcome 1 and SDG Goal 1.

2.2 Outcome: Income from climate resilient agricultural livelihoods for Rural household in and around two (2) community-based irrigation schemes, sustainably increased

Increased knowledge on CSA and the necessary capacities including infrastructure development, complemented by market-driven actions will enable productive fruits and vegetables value chains to result in generation of income and alleviation of poverty for the targeted rural communities, at Ntfontjeni, Ngwempisi.

2.3 Output 1: Climate change resilience established in two (2) vegetable and fruit production community irrigation schemes

The water resources in the two (2) selected areas, Mavulandlela and Intamakuphila Scheme will require assessments to inform infrastructure design and rehabilitation of water ways. The project will ensure that water sources' catchment areas are protected by rehabilitating and conserving water sources upstream supply systems, and sustainable utilization of water downstream through water saving irrigation technologies as informed by the assessments. Timely consultations and dissemination of information and ensuring continued farmers and community participants engagement to strengthened capacities for schemes governance, promoting effective leadership, transparency and accountable structures, would be key in the process. Climate resilient and gender sensitive production models aimed at profitability and cost recovery for both production and capital infrastructure costs, will be mainstreamed to provide opportunities biased towards women as well as the youth and persons living with disability. The project will ensure that at least 40% of the beneficiaries fall in the above category.

Below are activities planned to achieve the output:

Activity 1.1: Rehabilitation of water source catchments and supply infrastructure

Activity 1.2: Upgrade irrigation systems to water saving.

Activity 1.3: Incorporate suitable CSA technologies (CA, Agroforestry, IPM) into the schemes business model

Activity 1.4: Conduct training of producers in gender sensitive commercial community scheme model

2.4 Output 2: Producers' adherence to timely market supply of quality produce established for 1,500 farmers

Developing farmer level business units incorporating value-chain requirements, supply schedules and market standard will focus on upgrading business management skills, book-keeping, basic negotiation and contract-farming skills training. Attainment of such skills is expected to enlighten the rural farmers on the various stages of merchandise production and the decision-making involved as well as pricing processes. To strengthen financial capacities a revolving fund which will transform into a credit facility

will provided readily available production working capital in between farmer schedule payments. Information Communication Technology (ICT)-enabled supply chains and applications in linking farmers to markets will be used. The e-voucher initiative of the MoA and FAO for input subsidy is one of such efforts to which lessons will be learnt. The e-support centre will be established to provide information on market prices, agronomic practices, inputs, weather, etc. through internet hot spots established within associations. Farmers will be assisted to sell produce at the market price, through these platforms. Activities will include:

Activity 2.1: Link 1,500 farmers to the formal markets

Activity 2.2: Rehabilitate field-based cold storage facilities

Activity 2.3: Establish an affordable credit revolving fund

2.5 Output 3: Rural semi and fully commercial farmer's conservation agriculture (CA) and CSA skills increased.

Strengthening knowledge and technical capacities for adoption of climate smart techniques (CST) through conservation agriculture and agroforestry practices will be promoted. Additional in response to farmer observed decline in soil fertility the use of organic manure such as Vermi compost, kraal manure and crop residue mulching will also be promoted. These are expected to facilitate increased soil carbon as means to accelerate carbon sequestration within the project period. This will be facilitated through the Ministry of Agriculture (MoA) Rural Development Areas (RDA) whose capacities will also be enhanced through procurement of infrastructure for Conservation Agriculture (CA) and training. The capacities of MoA will be strengthened for effective coordination and monitoring of the CSA efforts in the country. Therefore, through a Swaziland National CA Task Force, MoA extension officers will manage demonstration plots, train the rural farmers following the lead farmer approach and conduct exchange visits between the selected sites and private commercial farmers in collaboration with private service providers. The following activities are planned.

Activity 3.1 Conduct Climate Smart Agriculture (CSA) awareness to 1500 farmers

Activity 3.2 Train and practically demonstrate CA mechanized equipment to semi and commercial farmers

Activity 3.3 Facilitate lead farmer to farmer training and support

2.6 Output 4: Project implemented timely and within budget

Project oversight and management will be achieved through a PMU, PSC and other supporting teams (described in detail in section 5) and consultancies to provide independent monitoring services. Documentation of best practices and lessons over the implementation of the project will be through water resources mapping and baseline assessments reports, quarterly and annual reporting, and project publications. The project will advocate and communicate on climate change adaptive practices in the agriculture sector.

Activity 4.1: Conduct Project Monitoring, Evaluation and oversight

Activity 4.2: Establish Project Management Unit

Activity 4.3: Develop and implement project communication, visibility and sustainability

3. Implementation and Stakeholders Roles

Several partners and key stakeholders beyond the Ministry of Agriculture (MoA) and UNDP, including Government, parastals, Civil Society Organisations, other EU funded projects in the country, as well as Farmers organisation and community schemes and private/commercial farmers.

3.1 Government

3.1.1 MoA has the overall mandate for the support of smallholder vegetable schemes through the Extension Department's horticulture section and coordination of climate smart agriculture (CSA) activities through Rural Development Areas (RDA) in the country, will provide technical support and advisory services. The two RDAs in the project area will also manage the infrastructure and machinery procured under the project. Through the Land Use Department, MoA supports the assessment and rehabilitation of water supply and infield irrigation infrastructure. The Economic planning Section marketing unit will support the agribusiness and strengthen farmers knowledge in conducting viable enterprises using a strong business model that improves access to finance.

3.1.2 Ministry of Tourism and Environmental Affairs (MTEA) Meteorology Department having the overall mandate for the coordination of CC and related response and adaptation will coordinate with other stakeholder and facilitate synergies with other CC initiatives in the country. Additionally, the department of Forestry will support the agroforestry practices that will focus on integrating fruit trees into current production systems.

3.2 Parastals

3.2.1 NAMBoard focuses on strengthening market-oriented CSA-based production ensuring coordination of the partners participating in the project and reporting on activity implementation. NAMBoard will ensure that value chains for fruits vegetables and related products are linked to sustainable markets. The organisation will equip farmers with skills on contract farming and cold chain produce management for quality.

3.2.2 National Maize Corporation (NMC), a parastatal responsible for grains production and marketing in the country. The project will work in close collaboration with NMC to ensure that value chains for grains and related products are linked to sustainable markets and the NMC.

3.2.3 Eswatini Water and Agriculture Development Enterprise (SWADE) as the leading implementer of EU funded projects with similar objectives, identified synergies and plays a crucial role in coordinating where the various projects have a common interest for sharing lessons leading to strengthened in irrigation design installation and maintenance capacity

3.3 Civil Society Organisations

The Eswatini National Climate Smart Agriculture Club (ECSA) has been roped-in to enhance conservation agriculture efforts as targeted under the project. The Coordination Assembly of Non-Government Organisations (CANGO) Food Security Consortium Members; World Vision and African Action Cooperative Action Trust (ACAT) will be engaged for CSA capacity development of community households and farmers in conservation agriculture as well as project results monitoring.

3.4 Farmers Association and Communities

Working with Swaziland National Agriculture Union SNAU and Swaziland Farmer Cooperative Agriculture SWAFCU and the two (2) community irrigation schemes are the ultimate targeted beneficiaries therefore their active involvement for monitoring of project results is of importance. It will be imperative that arrangements are made for community engagement to ensure decision-making and active participation of beneficiaries and the local farmers. This will lead to increased knowledge, access to productive streams linked to markets and sustainable livelihoods for the farmers and communities they live in.

3.5 Communication and Visibility

A communication and visibility plan will be developed to promote the uptake of the CSA technologies for increased water efficiencies in agriculture production in the project sites and wider communities and country. Partnerships will be established with the local media (print media articles and radio pronouncements and programme participation), and through MoA, NAMBoard and UN Newsletters. The Terminal Evaluation will be conducted to highlight lessons and achievements made by the project intervention.

4. Project management and monitoring

4.1 Governance: PSC was established on the 25th September 2018. It is led by MoA and a project board of Directors is constituted by NAMBoard, UNDP, COMESA and Swaziland National Agriculture Union (SNAU). According to national development priorities MoA leads and guides project implementation through the PSC. see Annex 8 for detailed TOR. This committee, chaired by the Principal Secretary in the MOA, will approve narrative and financial reports, which will then be submitted to the COMESA. The PSC is also mandated to conduct field visits at least twice annually, with documentation of findings provided as part of the quarterly and annual reports. The PSC will preside over quarterly reports and special decision meetings.

4.2 Project Oversight and Monitoring: Quality assurance for both achievement of project results and financial disbursement will be provided through the UNDP. Further oversight activities will be provided through the National Implementation Modality (NIM) Audit to be commissioned by UNDP as well as the Terminal Project Evaluation. Annual Audits will be commissioned by COMESA for better oversight on project management. This project will be under the guidance of the UNDP Deputy Resident Representative which constitutes of Programme and Operations staff. It was established to provide leadership and endorsement of key decisions that affect the project. NAMBoard through the CEO provides institutional governance and PMU oversight through the designated Agri-Business Manager who will ensure that reports are produced timely. This will ensure that the impact or effectiveness of an intervention is closely monitored and documented for accumulative national benefit.

4.3 Project Management: The project is implemented by the MOA as the NAMBoard as the project implementing partner, has established and equipped the project management unit (PMU) including the recruitment of basic staff. The PMU will conduct overall management and implementation of project activities with periodic reporting to UNDP, MOA (PSC) and COMESA. It is constituted by the Project Manager, Monitoring and Evaluation (M&E) Assistant, and Finance and Administrative Assistant. The PMU through the Project Manager will be responsible for the day-to-day activity implementation of the project providing technical and marketing capacity development to the scheme members. The PMU will also conduct monitoring and reporting on the achievements of the project results to UNDP and PSC as well as producing quarterly and annual reports for COMESA.

4.4 Technical Support Team: The PMU will be supported by a technical team specifically selected to advise on respective technical areas and quality review project deliverables and products. MoA technical departments (Land Use Planning Department the Directorate of Agricultural Extension Services and the Department of Agricultural Research and Specialist Services) among other targeted institutions will also provide technical support and oversight, to the project. Below are suggested additional member of the technical team:

Water Supply and Irrigation: - MoA -Land Use and Planning Department ,
Senior Landuse Planning Officer - Water Harvesting Project,- Patrick Dlamini,
Senior Landuse Officer and Irrigation Engineer - Kholiwe Mdluli,
SWADE High Value Crop Production and Marketing Project - Bongani Magagula,
Gender –: DPMO – Gender Specialist – Victoria Khumalo;
Markets – NAMBoard – Market Specialist – Clement Dlamini,
MoA-Economic Planning and Assessment Service (EPAS): Sifiso Dlamini agribusiness office
Climate Smart Agriculture/Conservation Agriculture –
MoA (Department of Agriculture and Extension and National CA task force coordinator: Jabu Dlamini
Meteorology - Ketsiwe
NAMBoard -Small Holder Market Led Project Ncamiso Zulu,
Value Chain – NAMBoard: – Agri-Business Unit- Tammy Dlamini Agribusiness Manager
MoA EPAS - Senior Planning Officer Howard Mbuyisa

Watershed Management – Swaziland National Trust Commission SNTC: – Thulani Methula
Swaziland National Protected Areas Project – Gcina Dlamini

5. General progress.

2.1 Progress and Budget Expenditure

During the inception period 1st July and 31st October 2018 the main activities, detailed in Table 1 below, were to:

4.1. Conduct project monitoring, evaluation and oversight, and

4.2. Establish project management unit.

2.1.1 Project monitoring, evaluation and oversight

For the first activity, the focus was to facilitate project monitoring, evaluation and oversight structures and establishment of key partners' responsibilities for implementation. Therefore, the first PSC meeting including the first schedule visit by COMESA, was held. The meeting assigned roles and responsibilities as defined in the project document and agreed to review the work plan and budget to be realistic with the situation at inception.

Key achievements under this main activity include:

- Signing of the funding and operation agreements with COMESA, GoE and NAMBoard
- Establishment of the PSC and successfully holding her first meeting on 25 September 2018
- Certification of NAMBoards under the United Nations HACT framework for disbursement of funds
- Commissioning of the Baseline study to establish the first Monitoring and Evaluation milestone.

2.1.2 Establish project management unit.

Under the second activity the establishment of the PMU was completed. The team, as instructed by the PCS completed the Work Plan and Budget included as annexes 3 and 4 respectively for approval in the next PSC meeting scheduled for the 15th November 2018

Key to this achievement was the:

- Hiring of PMU staff as defined in the project document: Project Manager, Monitoring and Evaluation Consultant and the Admin and Finance Assistant.
- Establishment of the PMU office at NAMBoard
- Preparation of management documents which included
 - Revised work plan (See annex 1)
 - Revised Budget (See Annex 2)

In preparation for the commencement for planned irrigations scheme activities; during the reporting period consultation with various stakeholders was conducted. These included

- Five farmer visits to Mavulandlela (2), Ntamakuphila (2) and Mphatheni (1);
- One joint projects meeting involving the afore mention projects
- Four Marketing Extension Officer Operational meetings.
- Three Marketing and retail outlets for the sentiments of the value chain including NAMBoard Marketing facilities in Enqabeni Lomasha and Sdemane Farm; Freshmark and a Joint Retailers meeting with various Namboard Customers.
- UNDP Project Focal Point

2.1.2 Expenditure against Budget.

According to the revised budget the total planned expenditure for the period to December 2018 budget was SZL6,474,800 and 3,161,785 was committed, whereas 206,000 actually paid. These costs are only attributed to salaries of PMU staff and commitment to the baseline consultations.

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Table 1: Summary Progress report

Level	Description	Indicator / Sub-Activity/Tasks	Target	Progress	Budget SZL	Committed SZL	Actual SZL
OUTPUT 1	Climate change resilience established in two community vegetable and fruit production irrigation schemes	Number of hectares converted into water saving irrigation systems	60	0			
		Number of farmers incorporating CSA technologies into their production model	750	0			
		% of farmers adhering to sustainable business models	50%	0			
Activity 1.1	Rehabilitate two irrigation schemes' upstream water source catchments and supply infrastructure.	1.1.1 Conduct water supply mapping assessments for the 2 sites.	Report complete		80,000	0	0
Activity 1.2	Convert 60ha of land to water saving irrigation system	1.2.1 Develop infrastructure specifications and Bill of Quantities (BoQ) for irrigation for the 2 sites.	Tender Issued		50,000	0	0
Activity 1.3	Incorporate suitable CSA technologies (CA, Agroforestry, IPM) into the schemes business model	1.3.1 Conduct demonstrations and assess commodity specific suitable CSA technologies	Assessment Complete		100,000	0	0
OUTPUT 2	Producers' adherence to timely market supply of quality produce established for 1,500 farmers	Tonnage of produce procured from farmers participating in the schemes	2000	0			
		Number of farmer supplier contracts signed	1500	0			
		Number of cold chain facilities rehabilitated, and operational	2	0			
		Number of farmers that have receiving; loan from revolving fund (disaggregated by women/youth/disability)	750 (65% women, 10% youth)	0			
		Total income generated directly from using the revolving loan fund.	10% of loan	0			
Activity 2.2	Rehabilitate field-based cold storage facilities	2.2.1 Develop construction specification and Bill of quantities for the 2 sites.	Tender issued		32,000.00	0	0
OUTPUT 3	Rural semi and fully commercial farmer's conservation agriculture (CA) and CSA skills enhanced	Number of RDA equipped with mechanized conservation agriculture equipment	2 RDAs equipped	0			
		Number of demonstration plots established	4 demonstration	0			

Activity 3.1	Conduct Climate Smart Agriculture (CSA) awareness to 1500 farmers	Number of farmers trained on conservation agriculture practices and principles	50%	0%					
Activity 3.2	Train and practically demonstrate CA mechanized equipment to semi and commercial farmers	3.1.1 Procure technical services for training of farmers 3.2.1 Supply RDA with CA Equipment	Farmers Trained Procured		150,000 810,000	0 0	0 0		
OUTPUT 4	Output 4: Project implemented timely and within budget	Percent % Expenditure by PMU (Commitments and Actuals) Percentage delivery of project outputs (% complete, % On track, % off track) Existence of project exit strategy	100% 100% complete yes	0% 0% no					
Activity 4.1	Conduct Project Monitoring, Evaluation and oversight	4.1.1 Conduct baseline study 4.1.2 Facilitate PSC, COMESA and PMU monitoring visits and Project Launch 4.1.3 Develop publications and awareness on project outcomes – Newsletter 4.1.4 Conduct HACT Micro Assessment, NIM Audit	Report Complete PSC Complete Complete		250,000 85,000.00 31,500.00 30,000.00	250,000	0		
Activity 4.2	Establish Project Management Unit	4.2.1 Procure services of a Project Manager 4.2.2 Procure services of a Programme and Finance Assistant 4.2.3 Procure technical support services for an M&E Assistant 4.2.4 Provide office and field transport 4.2.5 Conduct Field travel for PMU Staff 4.2.6 General Office Expenses 4.2.7 Procurement of ICT equipment (two laptops and 1 bulk printer 4.2.8 Procurement of Furniture	Complete Complete Complete Available Available Available Procured Procured		1,215,000.00 924,000.00 540,000.00 500,000.00 364,500.00 194,000.00 150,000.00 80,000.00	1,215,000.00 924,000.00 540,000.00 2,785	85,000.00 103,000.00 18,000.00		
Activity 4.3	Develop and implement project communication, visibility and sustainability	4.3.1 Prepare communication and visibility strategy 4.3.2 Develop and infuse exit strategy to planned activities 4.3.3 Provide for Office and Field Communication (Airtime, Wifi and Cellphones)	Hire consultant Hire consultant Procured		270,000.00 100,000.00 73,200.00				

		4.3.4 Procure project visibility items	Procured		175,600.00		
		4.3.5 Establish farmer service centre	Hire Support/ system Developer		270,000.00		
Total					6,474,800	3,161,785	206,000

Key



2.2 Challenges and Recommendations

2.2.1 Project start up

While the project was designed to start in February 2018, it eventually started in July 2018, losing 6 months of project implementation in the process. Further delays were experienced in establishing the PMU. As a result, the project commences on the 1st of October 2018. In total the project has lost about 8 months of implementation time. This will significantly affect delivery especially the farmer development activities. It is therefore recommended that six months no-cost extension of the project is granted to ensure all operations are concluded in post 2020 to enable that activities are completely executed as planned, outputs are delivered to specified performance indicators and targets, and outcomes are realized.

2.2.2 Project Management Unit Operations

NAMBoard successfully established the PMU for the first time in the organizations' existence. It was, therefore, a steep learning curve to operationalize and deploy personnel who would have multiple reporting points including GoE as the Executive and Head of the PSC, UNDP the funding agent under the HACT framework, and NAMBoard as the employee contract bearer. Given the accountabilities and audits that will be performed to the PMU, it is necessary to avoid having the PMU operating as one of NAMBoard's departments. The project document reporting structure of the PMU is directly to Government. To clarify the roles of the tripartite (GoE, UNDP and NAMBoard) terms of reference of the PMU have been developed and are proposed for the PSC approval.

2.2.3 Limited Budget

Identified additional resource needs in the inception period and the fiscal situation of the GoE, required that budget amounts and lines as per the original project document budget be realigned. CA Equipment that was planned to be purchased by government will now be bought by the project using COMESA funds. Unforeseen office space and other operational costs have been catered for by NAMBoard. These include IT equipment, Office furniture and transport provision. Given their necessity, NAMBoard has requested to include them as GoE contribution and these will be captured in terms of co-financing. Furthermore, in view of the limited amount budgeted to hire a vehicle, NAMBoard has offered to provide a project vehicle, whose maintenance and fueling cost will be handled by the PMU.

2.2.4 Performance and Quality of Consultants

The local consultants available to conduct some of the services are either very expensive or have quality issues that will continue to affect project delivery. This issue has been deliberated in a number of fora but the solution seems to be elusive. It is therefore necessary that the project also consider international consultants in recruitments for National consultants.

2.2.5 Financial Status of Farmer Schemes

The status of the two target Farmer Irrigation Schemes suggest a need to align project objectives to operations as per the project document. This is particularly a problem in two areas: Current farmer debt and farmers group dynamics. These issues are a threat to speedy implementation of the irrigation rehabilitation and the operationalization of the revolving fund. It is therefore necessary that these issues are delayed until thorough assessment way forward recommendations are approved.

6. Annexes

Annex 1: ToR for the PMU

An overview

The project support conversion of at least 60ha of land into efficient irrigation for up-scaled climate adaptation actions, and facilitating access to sustainable markets. In addition, the project will facilitate exploring how commercialisation for small-holder farmers can be attained using low-cost production methods with an ultimate aim to build economic viability and resilience for households, especially resource-poor farmers.

Objectives

The project will upscale market-led small-scale commercial agriculture for increased horticulture and vegetable and field crops outputs for farmers who have been affected by the climate change related weather patterns.

The PMU is a unit within the NAMBoard that is dedicated to manage the project. And is accountable to the Project Steering Committee (PSC) lead by the Ministry of Agriculture and management structure of the NAMBoard in which they are established. However, they are supported and monitored by UNDP units and a select Technical team from various key institutions and stakeholders.

Functions

- Functions of the Project Management Unit as affirmed by PSC are as follows:
- Managing finances, within the relevant NAMBoard accounting rules.
- Managing the project funds according to delegated authority.
- Facilitating coordination of project activities across participating institutions.
- Facilitating provision of technical guidance to project implementation from various technical departments from government and other institutions.
- Facilitating procurement of professional service providers (consultants), materials and goods.
- Providing a repository for project products, maintaining quality of processes, ensure performance improvement and accountability of service provided.
- Implementing recommendations from Project Steering Committee (PSC) approvals.
- Establishing and managing project contracts with contractors and consultants including assessment studies.
- Managing the project, ensuring timely meeting objectives and results.
- Ensuring that project-related capacity building and development objectives are met.
- Managing the monitoring database and preparing all necessary reports.

Scope of work of PMU

The PMU will be responsible for the following key functions and outputs at an operational level:

1. Financial Management

The PMU is responsible for the administration and financial management of project funds, within the NAMBoard and national Government of Eswatini accounting systems for projects.

2. Project Coordination

The co-ordination of the project and prioritization process, whilst ensuring proper integration of the respective stakeholders with the appropriate input from the various government departments to ensure synchronized service delivery. The PMU is not directly responsible for planning but will review project plans and reschedule activities based on feasibility and availability of funds.

3. Contract Administration

The co-ordination of the administration of service agreements and contracts with contractors and consultants, including assessments and studies is a direct responsibility of the PMU.

4. Project Management:

The PMU will be responsible for the management of the infrastructure development programme of irrigation systems, as well as physical project implementation of activities while ensuring that:

All projects meet overall planning objectives and specific key performance indicators as determined by the Results Framework.

The co-ordination of regular progress meetings at community level and representation at the national progress meetings.

The associated project management administrative functions from project inception, evaluation through to final project completion reports.

The project implementation will be done in terms of the project document or any PSC approved amendments

Awarding tenders through relevant committees according to NAMBoard.

5. Monitoring Database

The PMU will be responsible for the (IT) management of the monitoring database in consultation with the IT and the preparation of all necessary reports to the Agribusiness Manager

6. Project Monitoring and Evaluation:

The PMU will be responsible for the:

Socio-economic impact assessment detailing how the project has impacted on the communities in terms of; skills development, community involvement, partnerships, local economic development and how the lives of the communities have improved.

Facilitating of baseline, Mid-term and final evaluations as detailed by the Monitoring and Evaluation framework.

8. Project based capacity building

The PMU will be responsible for the co-ordination of project-based capacity building and development initiatives.

9. Community Liaison / Development

The PMU will ensure appropriate communication and liaison with the community in respect of project planning and implementation to ensure buy-in and long-term sustainability of the projects.

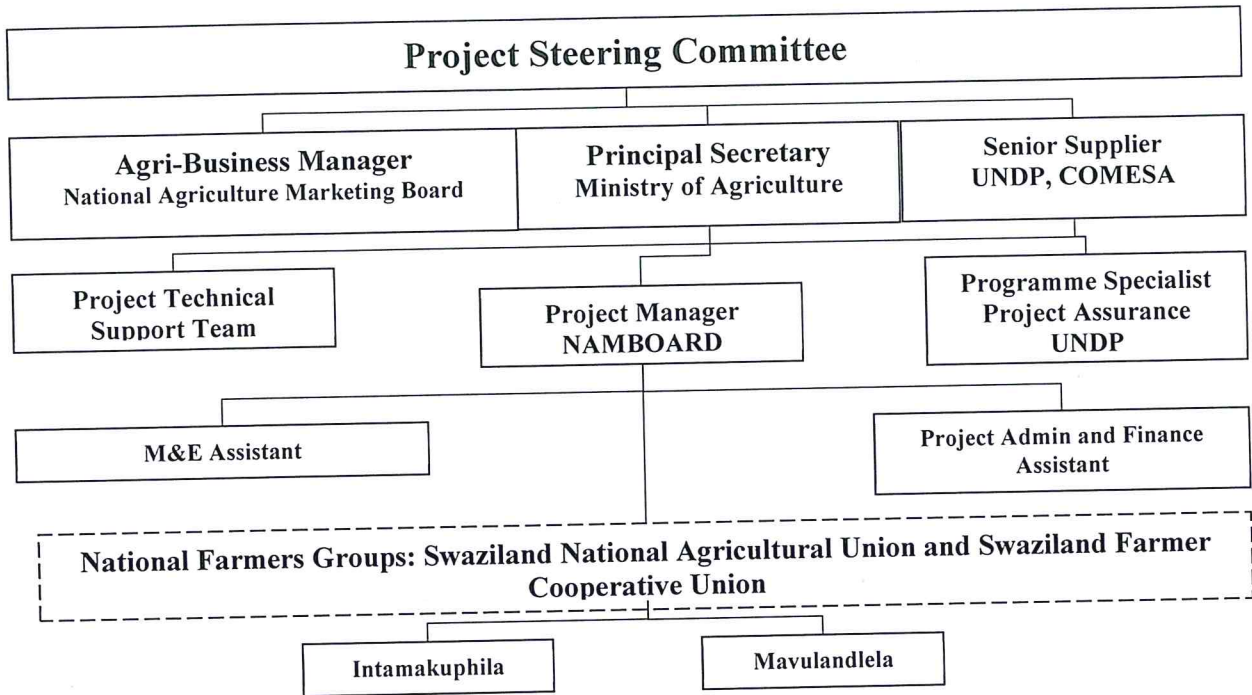


Figure 1: Project Organizational Structure

Annex 2: ToR of the Technical Support Team

The Technical Support Team (TST) is a group of purposely selected individuals from mandatory and voluntary government, civil society and the private sector to quality check all relevant documents and other products produced or evaluated by the Project Management Unit PMU within the NAMBoard that is dedicated to manage the project. The Technical team from various key institutions and stakeholders as follows

Water Efficiency: MoA -Land Use and Planning Department – Patrick Dlamini, Senior Landuse Officer and Kholiwe Mdluli - Irrigation Engineer with additional assistance from SWADE/NAMBoard sister projects: Bongani Magagula- High Value Crop Production and Marketing Project, Ncamiso Zulu -Small Holder Market Led Project and Patrick Dlamini - Water Harvesting Project, to also leverage on potential synergies between the projects.

Gender –DPMO – Gender Specialist

Markets - NAMBoard – Market Specialist Supported by MoA-Economic Planning and Assessment Service (EPAS): Sifiso Dlamini agribusiness office

Climate Smart Agriculture/Conservation Agriculture – MoA (Department of Agriculture and Extension Jabu Dlamini - National CA task force coordinator or The Director of Agriculture.

Value Chain – NAMBoard: – Agri-Business Unit- Tammy Dlamini Agribusiness Manager

Watershed Management – Swaziland National Trust Commission SNTC: Thulani Methula - Protected Areas Project

Annex 3 Revised Workplan

Based on the revised project results below is the list of activities by output extracted from a detailed work plan in

Level	Description	Indicator / Sub-Activity/Tasks	Baseline - Target/Period											
			58.9%	29.5% by 2022	Year 1			Year 2			Year 3			
			O	N	D	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IMPACT	Eswatini rural community's poverty levels reduced	% of population living on less than USD 1.25 a day												
		Average monthly household income	to be established											
		% of household earning income from agri-business	to be established											
		% of farmer enterprises that are linked to formal value chains generate sustainable income.	to be established											
OUTCOME	Rural households and two (2) community-based irrigation schemes having sustainably and increased income from climate resilient agricultural livelihoods	Number of hectares converted into water saving irrigation systems	0			60 hectares								
		Number of farmers incorporating CSA technologies into their production model	0			750 households								
		% of farmers adhering to sustainable business models	0%			50%								
Activity 1.1	Rehabilitate two irrigation schemes' upstream water source catchments and supply infrastructure	1.1.1 Conduct water supply mapping assessments for the 2 sites.												
		1.1.2 Develop rehabilitation designs and maps												
		1.1.3 Print maps and designs drawings												
		1.1.4 Rehabilitate watercourses and landscape												
		1.2.1 Develop infrastructure specifications and Bill of Quantities (BoQ) for irrigation for the 2 sites.												
Activity 1.2	Convert 60ha of land to water saving irrigation system	1.2.2 Procure irrigation equipment and material for the 2 sites.												
		1.2.3 Transport for irrigation equipment for the 2 sites.												
		1.2.4 Install equipment												
		1.2.5 Train farmers on irrigation maintenance												
		1.3.1 Conduct demonstrations and assess commodity specific suitable CSA technologies												
Activity 1.3	Incorporate suitable CSA technologies (CA, Agroforestry, IPM) into the schemes business model	1.3.2 Develop farm implements specification and Bill of quantities for the 2 sites.												
		1.3.3 Procure farm implements for the 2 sites.												
		1.3.5 Transport farm implements to the c.												

Level	Description	Indicator / Sub-Activity/Tasks	Baseline - Target/Period
		Number of farmers trained on conservation agriculture practices and principles	0 50%
Activity 3.1	Conduct Climate Smart Agriculture (CSA) awareness to 1500 farmers	3.1.1 Procure technical services for training of farmers	
		3.1.2 Train 1,500 Farmers in CA	
		3.1.3 Update and Multiply CA farmers training guide	
		3.2.1 Supply RDA with CA Equipment	
Activity 3.2	Train and practically demonstrate CA mechanized equipment to semi and commercial farmers	3.2.2 Prepare the four demonstration plots	
		3.3.1 Conduct Exchange Visits for the farmers for (transport)	
Activity 3.3	Facilitate lead farmer to follower farmer training and support	3.3.2 Conduct four farmer regional field days for 500 farmers	
		Percent % Expenditure by PMU (Commitments and Actuals)	0% 100%
OUTPUT 4	Output 4: Project implemented timely and within budget	Percentage delivery of project outputs (% complete, % On track, % off track)	0% 100% complete
		Existence of project exit strategy	no yes
Activity 4.1	Conduct Project Monitoring, Evaluation and oversight	4.1.1 Conduct baseline study	
		4.1.2 Facilitate PSC, COMESA and PMU monitoring visits and Project Launch	
		4.1.3 Develop publications and awareness on project outcomes – Newsletter	
		4.1.4 Conduct HACT Micro Assessment, NIM Audit	
		4.1.5 Project Oversight (UNDP) - DPC	
		4.1.6 Terminal Evaluation (Technical Papers and Policy Brief)	
		4.2.1 Procure services of a Project Manager	
		4.2.2 Procure services of a Programme and Finance Assistant	
Activity 4.2	Establish Project Management Unit	4.2.3 Procure technical support services for an M&E Assistant	
		4.2.4 Provide office and field transport	
		4.2.5 Conduct Field travel for PMU Staff	
		4.2.6 General Office Expenses	
		4.2.7 Procurement of ICT equipment (two laptops and 1 bulk printer)	
		4.2.8 Procurement of Furniture	

Level	Description	Indicator / Sub-Activity/Tasks	Baseline - Target/Period																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Activity 4.3	Develop and implement project communication, visibility and sustainability	4.3.1 Prepare communication and visibility strategy	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Annex 4 Revised Budget

Below is a Revised work Plan Project has budgeted SZL 8,282,508.00 (€571,207.45) to SZL 12,126,400.00 (€836,303.45) requiring an approval of SZL 3,843,892.00 (€265,096.00) additional budget by the PSC.

Proposed OUTPUTS	Proposed Main Activities	Updated Sub Activity/Tasks	RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		Original Budget	
						Current SZL	Euro	Original SZL	Euro
		1.1.1 Conduct water supply mapping assessments for the 2 sites.	PMU	COMESA	71305- National Consultant	80,000.00	5,517.24	537,408.00	37,062.62
		1.1.2 Develop rehabilitation designs drawings and maps	PMU	COMESA	71305- National Consultant	150,000.00	10,344.83	150,000.00	10,344.83
		1.1.3 Print maps and designs drawings	PMU	COMESA	74210- National Consultant	114,000.00	7,862.07	100,000.00	6,896.55
		1.1.4 Rehabilitate watercourses and landscape	PMU	COMESA	71800- Contractual	500,000.00	34,482.76	500,000.00	34,482.76
		Sub-Total for Activity 1.1	0	0	0	844,000.00	58,206.90	1,287,408.00	88,786.76
		1.2.1 Develop infrastructure specifications and Bill of Quantities (BoQ) for drip irrigation for the 2 sites.	PMU	COMESA	71800- Contractual	50,000.00	3,448.28	50,000.00	3,448.28
		1.2.2 Procure drip irrigation equipment and material for the 2 sites.	PMU	COMESA	72210- Purchase of equipment	625,000.00	43,103.45	625,000.00	43,103.45
		1.2.3 Transport for drip irrigation equipment for the 2 sites.	PMU	COMESA	72215- Vehicle hire	27,600.00	1,903.45	27,600.00	1,903.45
		1.2.4 Install equipment	PMU	COMESA	71800- Contractual	20,000.00	1,379.31	20,000.00	1,379.31
		1.2.5 Train farmers on drip irrigation maintenance	PMU	COMESA	75700-Conference facilities	43,000.00	2,965.52	50,000.00	3,448.28
		Sub-Total for Activity 1.2	0	0	0	765,600.00	52,800.00	772,600.00	53,282.76
		1.3.1 Conduct demonstrations and assess commodity specific suitable CSA technologies	PMU	COMESA	71800- Contractual	100,000.00	6,896.55	0.00	0.00
		1.3.2 Develop farm implements specification and Bill of quantities for the 2 sites.	PMU	COMESA	71800- Contractual	50,000.00	3,448.28	50,000.00	3,448.28
		1.3.3 Procure farm implements for the 2 sites.	PMU	COMESA	72210- Purchase of equipment	315,000.00	21,724.14	800,000.00	55,172.41
		1.3.5 Transport farm implements to the 2 community schemes.	PMU	COMESA	72215- Vehicle hire	42,600.00	2,937.93	125,000.00	8,620.69
		Sub-Total for Activity 1.3	0	0	0	507,600.00	35,006.90	975,000.00	67,241.38
		1.4.1 Develop gender strategy for small holder producers	PMU	COMESA	71205-International Consultant	50,000.00	3,448.28	0.00	0.00
		Activity 1.4 Train							

Proposed OUTPUTS	Proposed Main Activities	Updated Sub Activity/Tasks	RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		Original Budget			
						Current SZL	Euro	Original SZL	Euro		
Output 2: Producers' adherence to timely market supply of quality produce established for 1,500 farmers	producers on gender sensitive commercial community scheme model	1.4.2 Train farmers on gender integration, group dynamics, conflict resolution and institutional leadership.	PMU	COMESA	75700-Conference facilities	31,000.00	2,137.93	0.00	0.00		
		1.4.3 Train farmers on business management,, record keeping and agribusiness processes.	PMU	COMESA	75700-Conference facilities	23,000.00	1,586.21	0.00	0.00		
		Sub-Total for Activity 1.4	0	0	0	104,000.00	7,172.41	0.00	0.00		
		0	0	0	0	2,221,200.00	153,186.21	3,035,008.00	209,310.90		
		Sub-Total for Output 1	0	0	0	45,000.00	3,103.45	45,000.00	3,103.45		
		Activity 2.1: Link 1,500 farmers to the formal markets	2.1.1 Conduct Farmer training for crop management and formal markets standards attainment	2.1.1 Conduct Farmer training for crop management and formal markets standards attainment	NAMBoard	COMESA	NAMBoard Conference facilities	32,000.00	2,206.90	10,000.00	689.66
				2.1.2 Facilitate dialogues on pricing, post-harvest handling and crop combination management	NAMBoard	COMESA	NAMBoard Conference facilities	16,000.00	1,103.45	20,000.00	1,379.31
				2.1.3 Develop contractual-based agreement between customers (markets) and rural schemes.	NAMBoard	COMESA	NAMBoard Conference facilities	93,000.00	6,413.79	75,000.00	5,172.41
				Sub-Total for Activity 2.1	0	0	0	20,000.00	1,379.31	40,000.00	2,758.62
				2.2.1 Develop construction specification and Bill of quantities for the 2 sites.	PMU	COMESA	71305- National Consultant	14,400.00	993.10	25,000.00	1,724.14
2.2.2 Transport material to the 2 sites.	PMU			COMESA	72215-Vehicle hire	200,000.00	13,793.10	200,000.00	13,793.10		
Activity 2.2: Rehabilitate field-based cold storage facilities	2.2.3 Rehabilitate and install fittings for the two cold-room sites.	2.2.3 Rehabilitate and install fittings for the two cold-room sites.	PMU	COMESA	72210- Purchase of equipment	80,000.00	5,517.24	80,000.00	5,517.24		
		2.2.4 Purchase Cold Storage Accessories	cover transportation costs-provisional	NAMBoard	NAMBoard Transport	60,000.00	4,137.93	0.00	0.00		
		2.2.5 Provide readily available cold transport	SEC connection fee @ SZL 100,000 per scheme	NAMBoard	NAMBoard Electricity	200,000.00	13,793.10	0.00	0.00		
		2.2.6 Connect Electricity to the two schemes	0	0	0	574,400.00	39,613.79	345,000.00	23,793.10		
		Sub-Total for Activity 2.2	0	0	0	20,000.00	1,379.31	0.00	0.00		
Activity 2.3: Establish an affordable	2.3.1 Conduct gender based credit risk of producers in the two schemes	2.3.1 Conduct gender based credit risk of producers in the two schemes	PMU	COMESA	71305- National Consultant	10,000.00	689.66	0.00	0.00		
		2.3.2 Develop Credit and Repayment Instruments	PMU	COMESA	71305- National Consultant	10,000.00	689.66	0.00	0.00		

Proposed OUTPUTS	Proposed Main Activities	Updated Sub Activity/Tasks	RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		Original Budget		
						Current SZL	Euro	Original SZL	Euro	
Output 3: Rural semi and fully commercial farmer's conservation and agriculture and CSA skills increased.	credit revolving fund	2.3.4 Disburse loans to producers and generate income	NAMBoard	COMESA	71305- National Consultant	1,400,000.00	96,551.72	1,400,000.00	96,551.72	
		Sub-Total for Activity 2.3	0	0	0	1,400,000.00	96,551.72	1,400,000.00	96,551.72	
	Sub-Total for Output 2	0	0	0	0	146,027.59	1,820,000.00	125,517.24		
	Activity Conduct Climate Smart Agriculture (CSA) awareness to 1500 farmers	3.1.1 Procure technical services for training of farmers	MOA	COMESA	71800- Contractual	150,000.00	10,344.83	150,000.00	10,344.83	
		3.1.2 Train 1,500 Farmers in Conservation Agriculture	MOA	COMESA	75700-Conference facilities	300,000.00	20,689.66	150,000.00	10,344.83	
	Activity 3.2 Train and practically demonstrate CA mechanized equipment to semi and commercial farmers	3.1.3 Update and Multiply CA farmers training guide	MOA	COMESA	75700-Conference facilities	160,000.00	11,034.48	0.00	0.00	
		Sub-Total for Activity 3.1	0	0	0	610,000.00	42,068.97	300,000.00	20,689.66	
	Activity 3.2 Train and practically demonstrate CA mechanized equipment to semi and commercial farmers	3.2.1 Supply RDA with CA Equipment	MOA	COMESA	71800- Contractual	810,000.00	55,862.07	196,500.00	13,551.72	
		3.2.2 Prepare the four demonstration plots	PMU/MOA	COMESA	71800- Contractual	320,000.00	22,068.97	320,000.00	22,068.97	
	Activity 3.3 Facilitate lead farmer to farmer training and support	Sub-Total for Activity 3.2	0	0	0	1,130,000.00	77,931.03	516,500.00	35,620.69	
		3.3.1 Conduct Exchange Visits for the farmers for (transport)	PMU	COMESA	72215-Vehicle hire	175,000.00	12,068.97	175,000.00	12,068.97	
	Sub-Total for Output 3	3.3.2 Conduct four farmer regional field days for 500 farmers	PMU	COMESA	75700-Conference facilities	100,000.00	6,896.55	0.00	0.00	
		0	0	0	0	275,000.00	18,965.52	175,000.00	12,068.97	
	Output 4: Project implemented timely and within budget	Activity Conduct Project Monitoring, Evaluation and oversight	4.1.1 Conduct baseline study	UNDP	COMESA	71305- National Consultant	250,000.00	17,241.38	150,000.00	10,344.83
			4.1.2 Facilitate PSC, COMESA and PMU monitoring visits and Project Launch	PMU	COMESA	72215-Vehicle hire	85,000.00	5,862.07	85,000.00	5,862.07
4.1.3 Develop publications and awareness on project outcomes – Newsletter			PMU	COMESA	71305- National Consultant	31,500.00	2,172.41	35,000.00	2,413.79	
4.1.4 Conduct HACT Micro Assessment, NIM Audit			UNDP	COMESA	71205-International Consultant	30,000.00	2,068.97	30,000.00	2,068.97	
4.1.5 Project Oversight (UNDP) - DPC			COMESA	COMESA	71205-International Consultant	360,000.00	24,827.59	360,000.00	24,827.59	

Proposed OUTPUTS	Proposed Main Activities	Updated Sub Activity/Tasks	RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		Original Budget	
						Current SZL	Euro	Original SZL	Euro
		4.1.6 Terminal Evaluation (Technical Papers and Policy Brief)	UNDP	COMESA	71305- National Consultant	120,000.00	8,275.86	120,000.00	8,275.86
		Sub-Total for Activity 4.1	0	0	0	876,500.00	60,448.28	780,000.00	53,793.10
		4.2.1 Procure services of a Project Manager	UNDP	COMESA	71305- National Consultant	1,215,000.00	83,793.10	800,000.00	55,172.41
		4.2.2 Procure services of a Programme and Finance Assistant	UNDP	COMESA	71305- National Consultant	924,000.00	63,724.14	256,000.00	17,655.17
		4.2.3 Procure technical support services for an M&E Assistant	PMU	COMESA	71305- National Consultant	540,000.00	37,241.38	256,000.00	17,655.17
		4.2.4 Provide office and field transport	PMU	NAMBoard	NAMBoard Vehicle	500,000.00	34,482.76	0.00	0.00
		4.2.5 Conduct Field travel for PMU Staff	PMU	COMESA	72215- Vehicle hire	364,500.00	25,137.93	150,000.00	10,344.83
		4.2.6 General Office Expenses	UNDP	COMESA	72420- Admin	194,000.00	13,379.31	194,000.00	13,379.31
		4.2.7 Procurement of ICT equipment (two laptops and 1 bulk printer)	PMU	NAMBoard	NAMBoard ICT	150,000.00	10,344.83	0.00	0.00
		4.2.8 Procurement of Furniture	PMU	NAMBoard	NAMBoard Furniture	80,000.00	5,517.24	0.00	0.00
		Sub-Total for Activity 4.2	0	4007500	1224254.8	102021.2324	84431.365	1391622.61	95973.973
		4.3.1 Prepare communication and visibility strategy	PMU	COMESA	71305- National Consultant	270,000.00	18,620.69	0.00	0.00
		4.3.2 Develop and infuse exit strategy to planned activities	PMU	COMESA	71305- National Consultant	100,000.00	6,896.55	0.00	0.00
		4.3.3 Provide for Office and Field Communication (Airtime, Wifi and Cell phones)	PMU	COMESA	72420- Admin	73,200.00	5,048.28	0.00	0.00
		4.3.4 Procure project visibility items	PMU	COMESA	72420- Admin	175,600.00	12,110.34	0.00	0.00
		4.3.5 Establish farmer service centre	PMU	COMESA	72420- Admin	270,000.00	18,620.69	0.00	0.00
		Sub-Total for Activity 4.3	0	0	0	888,800.00	61,296.55	0.00	0.00
		Sub-Total for Output 4	0	0	0	5,772,800.00	398,124.14	2,436,000.00	168,000.00
SUB-TOTAL			0	0	0	12,126,400.00	836,303.45	8,282,508.00	571,207.45
GMS			0	0	0	970,112.00	66,904.28	674,600.64	46,524.18
GRANDTOTAL			0	0	0	13,096,512.00	903,207.72	9,107,108.64	628,076.46
			0	0	0	0.00	0.00	0.00	0.00
			0	0	0	12,126,400.00	0.00	835,324.14	0.00

Annex 5 CSMA Standard Operating Procedure

Computer and IT Policy

1.0 Purpose

The purpose of this policy is to outline guidelines for employees of the Climate Smart Market Oriented Agriculture (CSMA) Project with regards to the usage of computing information Technology (IT) facilities for the Project Management Unit (PMU). These facilities include computer hardware, iPads, camera, telephones, printers, fax/copier machine, software, email and internet.

2.0 Permissible Use

- a) PMU IT facilities are to be used for the CSMA Project business, and limited personal use is a privilege not a right.
- b) The equipment, services and technology that each employee of the PMU use belong to the PMU and therefore the Office reserves the right to monitor how they are used.

3.0 Unacceptable Use

The following activities are prohibited. The list below is by no means exhaustive, but attempts to provide a framework for activities which fall into the category of unacceptable use:

- a) Employees are not allowed to use computers and email in ways that are disruptive, offensive to others or harmful to employee morale
- b) Display, download or email of pornographic or obscene material or is strictly prohibited
- c) Unauthorized copying of copyrighted material including digitization and distribution of photographs from magazines, books or other copyrighted sources is prohibited
- d) Sending or posting PMU information outside of the Office without authorization
- e) Engaging in unauthorized transactions that may incur a cost to the PMU or initiate unwanted internet services and transmissions
- f) Sending or posting messages or material that could damage the PMU/Ministry's image or reputation
- g) Refusing to cooperate with security investigation
- h) Sending or posting chain letters, solicitations or advertisements not related to CSMA or the Ministry.
- i) Engaging in any other illegal activities

4.0 Care of Computers

- a) Eating and drinking near the machines is strictly prohibited
- b) Equipment should always be kept clean
- c) Under no circumstances are laptops, iPads and camera to be placed behind a car seat when travelling (place the equipment flat on the car seat)
- d) Under no circumstances are machines to be given to family members for personal use.

- e) Tools/resources should be made available for every officer at commencement of employment.
- f) Loose objects and liquid items are not to be placed into the same compartment or bag as laptops, camera or iPad.

5.0 Procedures for reporting equipment damage or loss and repair/ replacement

- a) All damages or losses of equipment should be reported to the CSMA Project Manager in writing. If stolen, a police report should also be submitted as well.
- b) Negligence shall be defined by the Project Manager upon investigating the circumstances surrounding the loss or damage of the equipment. If employee is found to have been negligent, he/she shall bear the cost for the repair or replacement of the damaged or lost equipment. If not, the PMU shall repair/ replace the equipment

6.0 Maintenance of IT equipment and security

- a) Maintenance tasks will be performed on the machines from time to time
- b) Anti-virus updates shall be performed as the need arises
- c) Network users shall not reveal the PMU WiFi password to anyone unless authorized.

7.0 Backups

For security/backup purposes, all files should be saved on the computers as well as the external drive whose custody is with the Project Manager.

Policy on Vehicle Use and Management

1.0 Preamble

The vehicles are a contribution by government to the project as per the Project Document.
Details of the vehicles are as follows:

Toyota Hilux

Year of manufacturer:

Weight:

Engine No.

Chassis No.

Description:

Horsepower:

Color:

Registration Number:

2.0 Purpose

The purpose of this policy is to outline procedures regarding the utilization and management of the vehicles.

3.0 Driver Eligibility and Guidelines

- Only CSMA Project employees with clean driver's licenses are eligible to drive the PMU vehicles. Other drivers apart from PMU employees are NOT eligible to drive PMU vehicles.
- Eligibility shall be immediately suspended for a driver/employee who, while driving a PMU vehicle is charged with any motor vehicle violation for which a penalty of incarceration is possible.
- A driver is personally responsible for all traffic violations and any fines or penalties.
- The offering of rides to hitch hikers in PMU vehicles is prohibited.
- No smoking in PMU vehicles.

4.0 Permissible Use

PMU vehicles are to be used for the CSMA business. Upon sanction by the Project Manager, a PMU vehicle may be used for work- related shuttling after hours.

Fuel, Tyres, Log Books and Batteries

- Each vehicle is eligible to refuel once a week, save for extraordinary instances
- Odometer readings are always to be provided when refueling using the fuel voucher
- All fuel vouchers are to be approved by the Project Manager
- Request for replacement of tyres and batteries shall be made to the Project Manager, who in turn, shall evaluate the request before sanctioning procurement and replacement.

6.0 Safety and Cleanliness

- A driver/employee should take every precaution to ensure the safety of the vehicle and its contents
- Mobile communication devices are NOT to be used while driving.
- No person may ride in a PMU vehicle unless restrained / fastened by a seatbelt. It shall be the driver's responsibility to ensure that all passengers are properly restrained.
- PMU vehicles should always be kept clean. It is the responsibility of the driver/employee to keep the vehicle clean, all the time.

7.0 Accident Reporting

- In the event of an accident involving a PMU vehicle, the following should happen:

If physically able, the driver/employee should call the police and make a report and shall remain at the scene of the accident until the police release him/her.

The driver/employee must notify the Project Manager immediately, not later than two hours of the accident and provide a report within 48 hours.

A report must be obtained from the police by the authorized driver within ten days. This will be submitted to the insurance broker together with all other documentation as per insurance policy guidelines

The driver/ employee may be held personally liable for all costs of the accident,

if the accident happened due to negligence, recklessness or the driver was driving under the influence of alcohol, drugs etc. A driver at fault may be banned from driving PMU vehicles in the future.

Accidents due to natural disasters (not covered under insurance) should also be reported to the police and the pertinent statement/police clearance certificate acquired.

8.0 Maintenance and Repairs

Repairs in respect of accidents that occurred due to natural disasters and those below the minimum insurance excess of E2000 shall be covered through the Project budget, vehicle operating costs; otherwise repairs resulting from other insured mishaps will be covered through insurance.

For warranty purposes, general maintenance (service) of the vehicles shall be done by the authorized dealer.

9.0 Visibility

PMU vehicles should wear the Project's visibility stickers all the time.

10.0 Failure to comply with the policies and procedures

Failure to comply with these policies and procedures may subject an employee to disciplinary action, including possible termination.

Policy on Cell Phones

- 1.0 The purpose of this policy is to outline procedures regarding the utilization of the CSMA Project's cellular phones by the staff and others.
- 2.0 The provision of cell phones and credit is not a benefit to the CSMA Project staff but purely a working tool to facilitate work related communication. Owing to the volume and nature of activities being executed in the Project, the importance of efficient communication means (cellular phones) cannot be overemphasized. *Cell phones* will be allocated to the following CSMA Project staff:

Project Manager,

Project Finance/Admin Assistant

Call Centre GIT

Plus the 2 chairperson of the Farmers schemes (Mavulandlela and Ntamakuphila)

3.0 Policy

It is the policy of the CSMA Project to provide cellular phones to the aforesaid CSMA Project staff to facilitate work related communication;

Any unauthorized use of the phones e.g. twitter, face book, porn sites is strictly prohibited

The CSMA Project will provide monthly contract/ prepaid credit not exceeding E500 per cellular phone.

The service provider (Swazi Mobile) will discontinue service (outward calls) upon the user reaching the credit ceiling of E500.

Credit cannot be increased or decreased in the middle of the year, but can be reviewed when a new project year is formulated

If the cell phone is lost or banned in any way due to the negligence of the user, he/she will be required to immediately replace it;

For any reason other than negligence, the Project Manager will review each case and use his discretion to determine the level of responsibility of the concerned officer;

When on leave the officer may take the cell phone with him /her so that he/she is reachable

4.0 Distribution of cell phones

Cell phones will be distributed as follows:

Project Manager

Project Finance/Admin

Call Centre Attendant/ GIT

Ntamakuphila Farmer Scheme Chairperson

Mavulandlela Farmer Scheme Chairperson

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GCCA+
THE GLOBAL CLIMATE CHANGE ALLIANCE PLUS INITIATIVE



Increasing Farmer Resilience to Climate Change-Upscaling Market Oriented Climate Smart Agriculture Project (CSMA)

Project Number: 00109500

PROJECT STEERING COMMITTEE MEETING

1ST MEETING MINUTES: CLIMATE SMART MARKET-ORIENTED AGRICULTURE PROJECT

Ministry of Agriculture Conference Room

Date: 25 September 2018

Participants,

1. Bongani Masuku -Principal Secretary (PS) Ministry of Agriculture (MoA) – Chairperson
2. Bheki Ginindza - Project Manager (PMU)
3. Edith Tambahwa - COMESA Programme Manager
4. Gabriel Masuku -Legal Affairs Officer and IP Coordinator COMESA
5. Lomalungelo Dlamini - Project Administration Accountant (PMU) – Secretary
6. Lwazi Mamba Chairperson Representative, Swaziland National Farmers Union (SNFU)
7. Nelson Mavuso - Director of Agriculture and Extension Services MoA
8. Siphaphiso Dlamini - Chief Executive Officer NAMBoard
9. Sithembiso Gina – Programme Specialist (UNDP)
10. Tammy Dlamini - Agri-business Manager NAMBoard

Agenda:

1. Opening Remarks
2. Overview of the Project
3. Progress to date
4. COMESA Representative Comments
5. Approval of the PSC terms of reference (ToR)
6. Resolutions
7. AOB

1. Opening remarks

In the opening remarks it was highlighted that challenges, normally affecting project performance, reducing delivery quality and causing project delayed implementation, need to be improved upon. MoA's commitment to support Common Market for Eastern and Southern Africa (COMESA) and UNDP 's efforts towards implementing the project, was confirmed.

2. Project Overview

An overview of the project was presented to the meeting. It was reported that the project is for three years (Jan 2018 to Dec 2020). It was highlighted that the project was an upscaling of a pilot in Mpatheni vegetable scheme implemented in 2014-2016. This follows a feasibility study of five potential schemes in the country undertaken by the Ministry of Agriculture (MOA) and COMESA. In preparation for the project implementation, the meeting was informed that:

- 2.1. The Project Document was developed and approved by COMESA
- 2.2. The project document and relating agreements were signed and accepted By MoA through the Principal Secretary's office on the 26th April 2018.
- 2.3. The project has six (6) results divided into 3 segments as detailed in the project document,
- 2.4. Only two out of five schemes, (Mavulandlela and Intamakuphila) in Ntfontjeni and Ngwemphisi tinkhundla respectively, were eventually selected to benefit, while the other three (3) would however receive capacity development support due to limited funding.

- 2.5. The project targeted 1500 farmers from the two (2) schemes and surrounding areas within respective tinkhundla.
- 2.6. The project will help farmers understand and build climate change resilience and take advantage of available local and international market to sell high value produce
- 2.7. Supporting infrastructure to cater for cold-chain linkage to markets will be developed and also rehabilitate, where necessary.
- 2.8. The project visibility will need to be stepped- up, including monitoring and evaluation (M&E) of the project's outcomes.
- 2.9. A Revolving Fund would be established as key component of the project, to receive USD100 000 from the project.

3. Project Progress

The status of the project and challenges experienced were reported as follows:

- 3.1. The Project Management Unit (PMU) was in place and consist of the following personnel:
 - 3.1.1.The Project Manager
 - 3.1.2.The Project Accountant
 - 3.1.3.The Monitoring & Evaluation Officer (Part-time)
- 3.2. The Project bank account had been created by NAMBoard and ready for operations
- 3.3. Lessons from a pilot at Mpatheni vegetable schemes were incorporated for better implementation of the current project.
- 3.4. Delays experience have shortened the project implementation time from three (3) years to two (2) years, five (5) months
- 3.5. Involvement of regular financial institution to the administration of the fund was not supported since it would become expensive for the farmers. A Revolving Fund model will be developed for management under NAMBoard
- 3.6. It was projected that the project activities could be completed e in two (2) years and the last year will be for harmonization and ensuring sustainable outcomes.

4. COMESA Representative Comments

The country was commended for a successful pilot project compared to the other countries benefiting from the previous support. It was also mentioned that the project should review the project document and develop a realistic work plan and budget with necessary adjustments during the inception period. This should cater for:

- 4.1. A focus on market linkages
- 4.2. The revolving fund was \$24 000 in the pilot and it was raised to \$100 000 in this current project
- 4.3. Quick project implementation that will enable advanced request for more support financial support for further up-scaling of the development outcomes in the country. It was pointed out that COMESA is prepared to provide more funding in this regard.

5. PSC Terms of Reference

It was explained that the MOA owns the project and serves as its executor. UNDP and COMESA are senior suppliers (Project funders) with UNDP also responsible for monitoring the achievement of the project results (the efficiency and sustainability of the project outcomes). The farmers are the primary beneficiaries of the project. The ToR of the PSC as contained in the project document was explained as follows:

- 5.1. The PSC operates under the leadership of the Principal Secretary
- 5.2. The PSC guides the implementation of the project
- 5.3. PSC is supposed to meet once every quarter.
- 5.4. All PSC meetings will be held at the MoA and the Secretariat will be PMU Project Manager
- 5.5. PSC should meet every 2 months and have limited number of members to 11.
- 5.6. There following individuals were requested added as members of the PSC:

- 5.6.1. MoA Land Use Department Representative
- 5.6.2. MTEA-Climate Change focal person from Meteorology
- 5.6.3. MoA Principal Agricultural Economist (PAE)

6. Meeting Resolutions

- 6.1. **Resolution 1:** The project needed to incorporate lessons from the Mpatheni pilot project revolving fund modality.
- 6.2. **Resolution 2:** A revised project work plan and budget should be immediately developed before implementation commences.
- 6.3. **Resolution 3:** An Inception Report should be submitted 2nd week of November tentatively.
- 6.4. **Resolution 4:** Project launch is necessary for visibility purposes and should be included in the revised work plan
- 6.5. **Resolution 5:** The involvement of the local EU office in the project should be facilitated through the MoA.
- 6.6. **Resolution 6:** The next PSC meeting was scheduled on the 7th or 8th of November 2018

7. AOB

Meeting closed with a word of prayer.

Approved by Chairperson

Mr. Bongani Masuku
Principal Secretary MoA
Ministry of Agriculture

Secretary

Bheki Ginindza
Project Manager
NAMBoard