

**PROJECT DOCUMENT****Swaziland****PROJECT DOCUMENT****SWAZILAND****Project Title: Increasing Farmer Resilience to Climate Change- Upscaling Market Oriented Climate Smart Agriculture Project****Project Number:** tbc**Implementing Partner:** Ministry of Agriculture (MOA), National Agriculture Marketing Board (NAMBOARD)**Start Date:** 01 April 2018**End Date:** 31 December 2020**PAC Meeting Date:** 28 March 2018**Brief Description**

The project is part of a regional undertaking involving five (5) countries, coordinated by the Common Market for East and Southern Africa (COMESA). In the Kingdom of Swaziland, it is expected to impact over 500 farmers (3,000 household members) producing fresh fruit, vegetables and high value field crops, 1,500 farmers practicing conservation agriculture, and create jobs for at least 1,000 people (mostly the youth and women). In addition, it will provide infrastructure worth over E17 Million (US\$1.2 Million) for irrigation, cold storage, farming equipment, and is expected to within the first three (3) years, generate at least E2 Million for participating farmers. In the medium to long-term, the lives of the communities will be transformed through the availability of fresh produce for improved food security and nutrition and creation of auxiliary industries (such as artisans for irrigation maintenance and retailers of fresh produce). This all bodes well towards a significant contribution of the agriculture sector to the GDP and the broader economy of the country.

COMESA provided a grant, funding the National Agricultural Marketing Board (NAMBOARD) through the Ministry of Agriculture (MoA) to pilot a market-focused Climate Smart Agriculture (CSA) project from 2014 to 2016 for implementation at Mpatheni. The pilot had three (3) project components: conversion of 32ha of sub-surface irrigation to a more efficient drip irrigation system, provision of mechanized conservation agriculture equipment, and linking of the farmers to a formal market for the sale of vegetables and fruit. A Revolving Fund was also established for capital costs for the farmers. The project impacted over 400 farmers, delivering commodities worth over E500,000 in the project duration. Lessons from the pilot indicated the need to promote further uptake of climate change techniques in the country. Further observation showed limited climate change adaptation capacities and isolation of most rural farmers from formal and productive value chains mechanisms as well as market opportunities.

The MOA working with COMESA undertook a feasibility review along water resource management for conservation agriculture production and sustainable livelihood schemes, as well as readiness of farmer groups to successfully implement and benefit from the action. From the schemes assessed, five (5) schemes were identified for scale up, from all the four regions in the country. These schemes are: Mavulandlela and Magagane in the Hhohho Region; Nkhungwini in the Shiselweni Region; Intamakuphila in the Manzini Region; and Nceka in the Lubombo Region.

In the selected sites, the intervention will be accomplished through the following results:

Result 1: Improvement of water sources, including watershed protection, reducing irrigation infrastructure leakages.

Result 2: Converting 60ha of irrigated land to more efficient systems, including drip irrigation.

Result 3: Linking farmers to formal value chains and generating a sustainable income from market linkages provided by NAMBOARD.

Result 4: Rehabilitating field based cold storage within 5km radius of main production areas.

Result 5: Provision of mechanized conservation agriculture equipment to upscale and commercialize conservation agriculture.

Result 6: Improving access to resources through the establishment and management of a revolving loan facility.

Technical support and project site coordination will be provided through the NAMBOARD Project Management Unit and the MOA Rural Development Areas (RDAs) located in the project development area.

<b>Contributing Outcome UNDAF:</b>  <b>UNDAF Outcome 1.1:</b> Youth, women and vulnerable groups' opportunities for employment and sustainable livelihoods by 2020.  <b>Output 1.1.1:</b> SMEs and small holders' farmers good business practices enhanced. <b>Indicator 1.1.1.1:</b> Number of business GAP compliance. <b>Indicator 1.1.1.2:</b> Number of SMEs linked local and global markets. <b>Indicator 1.1.1.3:</b> Percentage of youth and women trained on entrepreneurship skills.	<b>Total resources required:</b>	Euro 836 363.64	
	<b>Total resources allocated:</b>	<b>UNDP Trac:</b>	Euro 0.00
		<b>Donor:</b>	Euro 636 363.64
		<b>Government:</b>	Euro 200 000.00 (Parallel)
		<b>In-Kind:</b>	Euro 0.00
<b>Unfunded:</b>			

Agreed by (signatures):

<b>Government of Swaziland</b>	<b>UNDP</b>	<b>Implementing Partner: National Agriculture and Marketing Board</b>
Print Name: Bongani Masuku	Print Name: Israel Dessalegne	Print Name: Siphephiso Dlamini
Date:	Date:	Date:

## I. DEVELOPMENT CHALLENGE

Swaziland experiences global impacts of climate change like other countries. The country experiences prolonged drought which affects agricultural productivity, and food and water security. The national economy depends on agriculture with the food security sector highly dependent on subsistence farming, accounting for 54% of the GDP. The recent El Niño-born drought impacted on various sectors, mainly food and security and agriculture due to water shortages, leading to 68% decrease in maize production (from the previous cropping season), drying of water sources, including boreholes across the country, while 317,000 people were supported with food assistance, with the overall impact costed at 6.4% of the national GDP<sup>1</sup>. This has prompted a rethink on the way agriculture is conducted, with the prime focus on how to harness available water, employ practices that make the most out of the minimal amounts of water, while ensuring that livelihoods are enhanced by agro-based economic activities.

Climate change is already affecting Swaziland and the key sectors of her economy, in particular agriculture, food security, water and health. Some of the climate change impacts being experienced include: significant variations in precipitation patterns, higher temperatures and an increase in frequency and intensity of severe weather events such as drought, floods and cyclones. These changes negatively impact agricultural yields, biodiversity, forest harvests and availability of clean water, and importantly water for sustainable development. Bearing the brunt of all these, are the majority of the rural poor (78%) and farmers who depend on climate-sensitive sectors such as farming, forestry and traditional fishing for much of their day-to-day needs, Manyatsi et al. (2014). The Ministry of Agriculture (MOA) has been working towards promoting the adoption of Climate Smart Agriculture (CSA) to address the water scarcity issues for improved production as well as commercialisation of food produce, given that the water, agriculture and food security nexus has is community-based.

Climate-Smart Agriculture (CSA) practices refers to technologies and systems that could be utilised by farmers to adapt to the effects of climate change (CC). CSA seeks to increase sustainable production, strengthen farmers' resilience to climate impacts, reduce agriculture greenhouse gas (GHG) emissions and increase carbon sequestration. CSA promotes agricultural best practices, particularly integrated crop management, conservation agriculture, inter-cropping, improved seeds and fertilizer management, improved livestock management, improved grazing land management, agro-forestry, as well as supporting increased investment in agriculture research. CSA is broader than adaptation, and calls for more innovation and pro-activeness in changing the way farming is conducted in order to adapt and mitigate, while sustainably increasing productivity (FAO, 2010). CSA practices propose the transformation of agricultural policies and systems to increase productivity and enhance food and nutrition security, while preserving the environment and ensuring resilience to a changing climate. Small scale farmers are among the front liners experiencing the impacts of CC because of their heightened dependence on the natural environment. Critical, is the need for adaptation measures through Climate Smart Practices to be employed to ensure mitigation of the effects of CC.

### Lessons

The Government of Swaziland (GOS) through MOA-NAMBoard, with support from partners (COMESA/UNDP) implemented the project Up-scaling Climate Smart Agriculture in Swaziland (CSA) Project 2014-2016 in response to the negative impacts of climate change, which had brought heightened uncertainties especially in agriculture production. The pilot, implemented on a 32ha land area at rural Mpatheni, showed that it is possible to embrace conservation agriculture and provide suitable irrigation system and regime for farmers to utilize water in a sustainable way, link the same farmers to reliable and sustainable markets. Similarly, this project will follow the initial investment in capital cost, and provide low-maintenance, high output and low labor-intensive production systems. With immediate availability of markets in the process, this will enhance resilience to climate change impacts and provide sustainable jobs to community members (especially women and the youth).

### Theory of Change

Strengthening national climate change adaptive capacity investments is primary, in building community resilience to the recurrent risks experienced in Swaziland. The UNDP Strategic Plan 2017-2021 guides towards 'Impact Investment Vehicles' for transformative livelihoods. Along the provisions of the Country Programme Document (CPD) 2016-2020 the transformational change is to foster inclusive and sustainable development, driven by affected vulnerable communities in their response to the impacts of climate change. This is intended to create productive social institutions (schemes) that make positive impact to livelihoods in rural development settings. Increased knowledge on conservation agriculture and the necessary capacities including infrastructure development complemented by market-driven actions that will enable fruits and vegetable value chains resulting in generation of income and poverty alleviation. Gender

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<sup>1</sup> Socio-economic Impacts of the El Niño in Swaziland, NDMA, 2017.

responsive actions will be mainstreamed to provide for equal opportunities for men and women as well as the youth for the targeted rural communities, at Ntfontjeni, Nkhungwini, Ngwempisi and Nceka.

## II OBJECTIVES

The overall outcome of the intervention is to strengthen the capacities of the African Caribbean – Pacific Regions and countries to undertake regional and national adaptation and mitigation actions in response to the challenges caused by the effects of global climate change. In Swaziland, the project will upscale market-led small-scale commercial agriculture to increase horticulture, vegetable and field crops outputs for farmers who have been affected by the climate change related weather patterns.

### Specific Project Objectives

The specific objectives are:

- i. To mitigate against the negative impact of climate change on small-holder farmers in crop production.
- ii. To convert 60 ha of furrow irrigated land to an efficient, water-saving drip irrigation technology for high value crop production in two (2) community-based schemes.
- iii. To improve cold chain management systems, linking farmers to sustainable formal markets.
- iv. To provide mechanization options for at least 1,500 farmers practicing conservation agriculture.
- v. To increase income from commercial agricultural activities for 500 households in four (5) community-based schemes.

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## III STRATEGY

The strategic interventions to be employed in the project will include the following:

### 1. Evidence-based Research:

Mapping and establishment of the hydrological capacities of the water resources in the five (5) selected areas, Ntfontjeni (Mavulandlela and Magagane), Nkhungwini, Intamakuphila and Nceka, which will require assessments to inform infrastructure design and development of maps and rehabilitation of water ways. Innovative approaches will be integrated in monitoring of water supply through an early warning system for the farmers.

### 2. Capacity Building:

Technical support will be provided by:

- i) Drawing lessons from the pilot phase which indicated that timely consultations and dissemination of information is key to ensure continued engagement of the project participants<sup>2</sup>. Such will lead to strengthening capacities of the rural farmers in the communities for schemes governance, promoting effective leadership, transparency and accountable structures.
- ii) Strengthening knowledge exchange and technical capacities for climate smart techniques (CST) through conservation agriculture and drip-irrigation technology. This will be facilitated through the Ministry of Agriculture (MOA) Rural Development Areas (RDA) that will also have their capacities enabled through purchase of infrastructure. The MOA Extension Department will provide officers that will manage demonstration plots, train the rural farmers and ensure outputs are in line with the national development targets.
- iii) Developing business management for better value-chain understanding and practice will be enhanced. This will include business development skills, book-keeping and sustenance including basic contract-development skills. This will enlighten the rural farmers on the various stages of merchandise production and the decision-making involved as well as pricing processes.
- iv) Financial capacities' development for production capital will be facilitated through a Revolving Fund which will overtime graduate into a Credit Facility for the farmers.

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<sup>2</sup> Terminal Evaluation Report: Upscaling Climate Smart Agriculture at in Swaziland, NAMBOARD, August 2016.

### 3. Gender equality for inclusion of Women and the Youth:

Efforts will be made to ensure the inclusion of women, youth and persons with disability in the project planning and implementation, including strengthening their capacities to monitor programs implemented at local level.

### 4. Knowledge Exchange and Management (South-South Triangulation):

Documentation of best practices and lessons over the implementation of the project activities with the view of enabling national integration, will be of focus. This will be through the water resources mapping and baseline assessments, quarterly and annual reporting, and project publications and through the local media (print media articles and radio pronouncements and programme participation), and through MOA, NAMBoard and UN Newsletters, while the Terminal Evaluation will highlight on lessons and achievements made.

### 5. Advocacy and Communication:

The project will be utilised as a platform for advocating and communicating on climate change adaptive practices in the agriculture sector. This will promote the uptake of the CSA technologies for increased water efficiencies in agriculture production.

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## I. RESULTS AND PARTNERSHIPS

### a) The Expected results for 2016 – 2020 include:

**UNDAF Outcome 1.1:** Youth, women and vulnerable groups' opportunities for employment and sustainable livelihoods by 2020.

**Output 1.1.1:** SMEs and small holders' farmers' good business practices enhanced.

**Indicator 1.1.1.1** Number of business GAP compliance.

**Indicator 1.1.1.2** Number of SMEs linked local and global markets.

**Indicator 1.1.1.3** Percentage of youth and women trained on entrepreneurship skills.

**Global UNDP and CPD Programme Results and Resource Framework:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

i) **Output 1.1.1.** Knowledge products on diversification and competition of the economy developed.

**Indicator 1.1.1.1.** Number of schemes which expand and diversify the productive base, based on the use of sustainable production technologies (IRRF 1.1.3).

**Indicator 1.1.1.2.** Number of public and private development investments that are informed by cross-sector assessment and knowledge products to maximise social, environmental and economic benefits over medium to long-term national and local-level institutions implementing public service performance measuring system.

ii) **Output 1.1.2.** Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups.

**Indicator 1.1.2.1.** Number of new jobs created, disaggregated by target region, gender and age.

**Indicator 1.1.2.2.** Employment rate by Region

**Indicator 1.1.2.3.** Number of South-South and Triangular Cooperation partnerships, public-private partnership mechanism that provide innovative solutions piloted for sustainable growth.

The project implementation has been delegated to NAMBoard. A Project Manager will be recruited to ensure that the coordination of key stakeholders including farmers, MOA government technical staff, community leaders, the market and other value chain actors is carried out effectively. The project will be achieved by pursuing the following results.

**Result 1:** Improvement of water sources, including water shed protection, reducing leakages and improving conveyance to downstream

### Outputs

- 1.1 Mapping of waterways and watersheds: To have a clear understanding of watershed locations, how these can be protected and enhanced to provide clean, reliable water downstream, an assessment will be conducted, with the report providing for action outlined in 1.2 and 1.3 below.
- 1.2 Waterways, inlets and outlets rehabilitated to reduce leakages, including revegetation. This action would be critical in reducing the rate of wind and water erosion. Repair of piping will also reduce water losses, increase amount of water availability for downstream irrigation needs.
- 1.3 Main lines and other conveyance infrastructure will be rehabilitated for increased water use efficiency. Repair of conveyance system will reduce water losses. Where necessary open systems will be covered to further reduce the rate of evaporation, thus decreasing water losses.

**Result 2:** 60 ha of irrigated land converted to water efficient system, which includes drip irrigation system installation.

#### Outputs

- 2.1 60 ha of land from existing farmer schemes identified for conversion from furrow to drip irrigation and other water saving irrigation systems that are appropriate for context.
- 2.2 Detailed needs assessments conducted, with drawings and bills of quantities completed and documented. This will be conducted to ensure that resources deployed are appropriately utilized, and the assessment will include soil profiling, hydrological and other environment impact assessments.
- 2.3 500 farmers trained in drip and other irrigation maintenance and use. Maintenance plan will be developed for self-financing by the schemes.

**Result 3:** 500 farmers linked to formal value chains and generating sustainable income from the market linkages provided by NAMBOARD.

#### Outputs

- 3.1 500 farmers mobilized and trained on formal markets management. Training will include market awareness, produce quality standards, produce management and preparing produce for marketing.
- 3.2 500 farmers trained on business management, group dynamics, record keeping and agribusiness processes. Farming as a business training will be provided to farmers, including preparation of simple business plans so as to properly manage their inputs and income. This will be provided throughout the duration of the project, including development or multiplication of training material.
- 3.3 500 Farmers trained on market based conduct and contracting for supplying the markets. As part of the market preparation process, all farmers will be contracted for the duration of the project, this will be in preparation for those who may want to seek alternative markets after the project life.
- 3.4 At least 2,000 MT of produce procured from farmers participating in the schemes. Contracted farmers' produce will be collected, stored in cold storage facilities and then repackaged for local and international markets.
- 3.5 At least E2 Million (\$166,000) paid to farmers for their produce within the 3 years' period.

**Result 4:** 2 field based cold storage facilities constructed (or rehabilitated) within 5km radius of main production areas.

- 4.1 Central site for cold storage (holding facilities) identified.
- 4.2 2 Cold storage facilities constructed (or rehabilitated).
- 4.3 At least 2,000 MT of produce stored and transported to markets in good condition.

These storage facilities will ensure that produce starts the cold chain management cycle within 24 hours after harvesting and will reduce logistics strain experienced by farmers and markets. It will further enhance produce shelf life. Where structures are available, the task will be installing refrigeration and overall rehabilitation of the facilities.

**Result 5:** Provision of mechanized conservation agriculture equipment as part of scaling up and commercializing CA in 3 rural development area (RDA) facilities

- 5.1 At least 1500 farmers provided with training and awareness on conservation agriculture practices and principles.
- 5.2 2 RDAs equipped with mechanized conservation agriculture equipment (planters, rippers and boom sprayers) to scale up and commercialize CA.
- 5.3 At least 1500 farmers utilizing the services of the RDA for equipment hire.

The action will also include training the farmers, service providers and private tractor owners to increase the uptake of CA practices, and enable private tractor owners to use the opportunity and grow their businesses through enhanced farmer demand for the equipment use.

**Result 6:** Improved access to production resources through establishment and management of a revolving loan facility

#### Outputs

- 6.1 A loan facility with an initial capitalization of E600,000 (\$50,000) established
- 6.2 Loan Management system for efficiency and accountability set up and functional
- 6.3 A total income of at least E1.3 Million (\$110,000) generated directly from using the revolving loan fund.

The interest-free revolving loan fund, which was a key to the successful implementation of the pilot in the previous project will be increased to E1.4 Million (US\$ 100,000) from \$10,000. In addition, a management structure for the loan will be put in place, ensuring that it supports production, starting with the target group and spreading to neighboring schemes as it is repaid.

**Resources Required to Achieve the Expected Results**

**b) Resources Required to Achieve the Expected Results**

The implementation of the Increasing Farmer Resilience to Climate Change- Upscaling Market Oriented Climate Smart Agriculture project will be primarily funded by COMESA with resources amounting to Euro 636 363.64. Cost-sharing will be provided by the Government of Swaziland – Ministry of Agriculture (MOA) and NAMBoard through a commitment amounting to Euro 200 000.00. The Ministry will further provide technical support and in-house expertise placed in Rural Development Areas (RDA). This will strengthen the Project Management Unit (PMU) in providing the technical and advisory support to the schemes and rural farmers. Internal capital for agricultural production will be provided through the Revolving Fund, aimed at supporting over 1,500 farmers.

**c) Partnerships**

Partnerships will be established with the Government of Swaziland, Ministry of Agriculture (MOA) for leadership in the coordination of the project initiatives for CSA uptake in the country. Such will be through collaboration with other UN agencies under the UNDAF Pillar 1 along the ‘Delivery as One’ modality. Partnerships with civil society organisations (CSO) will be established to build skills and information sharing at local level for improved outcome returns. Complementary linkages with the national interventions on the ground. This will include the EU funded horticulture and sustainable agriculture promoting interventions as well as the GEF-funded and UNDP facilitated landscape enhancing project. This will further allow for sharing of best practices and exchange of information.

**d) Risks and Assumptions**

Risks	Mitigation	Outcome
1. Poor participation from the rural schemes and farmers in both decision-making and implementation of suggested activities.	Intensive community engagements including traditional leaders and the larger community to establish project boundaries and adoption of the project outcomes.	Active participation from the schemes and support from the traditional structures and community members.
2. Weak Project Management capacities in particular the monitoring and reporting responsibilities to the Donor.	PMU trained on the UN HACT modality application.	Timely project activity implementation, and Project Monitoring and Evaluation Framework updated regularly together with reports submission.
3. Unavailable Government of Swaziland – MOA cost-sharing resources.	PSC to ensure allocation of cost-sharing resources for project activity implementation.	Government of Swaziland – MOA cost-sharing resources timely availed
4. Disengaged traditional structures to support project.	Continuous mobilisation, lobbying and briefing of community/traditional leaders and structures through established decision-making processes.	Traditional leaders and structures buy-in and support for development outcomes.
5. Competing MOA Extension Department activities resulting inconsistent technical and advisory support to the rural communities.	Engagement will include assigning roles and responsibilities on the project activities to the various partners.	Consistent support from the MOA Extension Departments and ownership of the national development outcomes as advanced by the project.

**d. Stakeholder Engagement**

The UNDAF Pillar 1: Inclusive Economic Growth Outcome will be realised through the project implementation that will target several partners, including the Government and parastats, Civil Society Organisations, Farmers Associations and community schemes and farmers:

**i) Government:**

**Ministry of Agriculture (MOA)** which has the overall mandate for the coordination of climate smart agriculture (CSA) activities will provide technical support and advisory services through the Extension Department and the Rural Development Areas (RDA). The RDA will also strengthen the management of the infrastructure and machinery given the proximity to project implementation sites.

**(ii) Parastals**

**National Agriculture and Maize Board (NAMBoard)** will be responsible for the implementation of the project outcomes and ensuring effective project management through the project management unit (PMU) constituted by the Project Manager and Finance and Administrative Assistant. NAMBoard will focus on market-based CSA ensuring strengthened coordination of the partners participating in the project and reporting on activity implementation. This will include facilitating accurate financial management for the project and reporting to UNDP, MOA and COMESA.

**ii) Civil Society Organisations**

Coordination Assembly of Non-Government Organisations (CANGO) members in particular under the Food Security Consortium (World Vision, ACAT) will be strengthened for enhanced capacity development for communities through training for CSA uptake and conservation agriculture and project results monitoring.

**(iv) Farmers Association and Communities**

The Swaziland Farmers' Association (SFA) and community schemes are the ultimate targeted beneficiaries for all the interventions that will be implemented under the project. It is envisaged that all activities implemented would have an element of community capacity building and 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 implementation and beneficitation by the local farmers. This will lead to increased knowledge, access to productive streams and markets and sustainable livelihoods for the farmers and communities they live in.

COMESA and NAMBoard undertook a feasibility study which informed the up-scaling phase of the climate smart agriculture market-driven production. The study outcome informed on the readiness of the various communities and schemes in the country leading to the identification of the two (2) schemes (Mavulandlela in Tfonjeni in the Hhohho Region and Intamakuphila in Ngwempisi in the Manzini Region) as prepared to undertake the project. Training will however be extended to the other schemes namely: Magagane, Nkhungwini and Nceka for awareness creation and also creation of capacities for up-take of best practice.

**e. South-South and Triangular Cooperation (SSC/TrC)**

South-South Triangular Cooperation (SSC/TrC) is one of the strategies that will be explored as means for knowledge exchange and learning. This will be facilitated at sub-national level with most lessons from the Mpatheni pilot. Strengthened partnership and sustainability of the relationship amongst community schemes and farmers will be facilitated through greater engagement. UNDP will also identify complementary actions, in particular for policy reform through production of technical papers for presentation to decision-makers.

**f. Sustainability and Scaling Up**

The project is a scale-up from the pilot implemented at Mpatheni from 2014 to 2016. Focus will be in the two schemes (Mavulandlela and Intamakuphila) with an intention to scale up to the other three (Magagane, Nkhungwini and Nceka) in the next phase. Project sustainability will be enabled at both institutional and community levels. Similar to the pilot phase, all the initiative needs will be identified working with and through partners and communities, in particular rural farmer schemes. All interventions delivered will have clear timelines, gender and exit strategies that will be defined at the beginning of the project to ensure that there is continuity post-project support.

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**II. PROJECT MANAGEMENT**

**Cost Efficiency and Effectiveness**

Delivery as one is a UN modality that will be employed to enhance efficiency and effectiveness in the delivery of the CPD and UNDAF results. Joint collaboration with the FAO for conservation agriculture capacity development will maximise the use of project resources, target reach and ensure less duplication of efforts.



The capacities of MOA will be strengthened for effective coordination and monitoring of the CSA efforts in the country, while NAMBoard institutional governance and project management oversight will be required to 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. In addition, investment of similar interventions will be promoted in the country.

The MOA RDAs and NAMBoard PMU will have similar mandates, however different roles and responsibilities. This will be formalised through partnership agreements for increased efficiency and effectiveness in the delivery of services, to the rural schemes and farmers. This will further strengthen the institutions' sharing of best practices, create synergies and harmonise systems and procedures for effective reporting and knowledge documentation.

### **Project Management**

The project will be implemented by the Ministry of Agriculture (MOA), National Agriculture Marketing Board (NAMBoard) in the four (4) regions of the country. The MOA will undertake the executive role leading to guidance of project implementation in accordance to national development priorities. The Ministry will also provide technical support and oversight (Land Use and Irrigation, Directorate of Agricultural Extension Services, and the Department of Agricultural Research and Specialist Services) to the project.

NAMBoard will undertake multiple roles, which include project management through the NAMBoard-based Project Management Unit (PMU) made up by two (2) officers, the Project Manager and the Finance and Admin Assistant. The Project Manager will be responsible for the day-to-day activity implementation providing technical and marketing capacity development to the scheme members. Further support from the PMU will include monitoring and reporting on the achievements of the project results to UNDP and PSC as well as producing quarterly and annual reports for the donor. In addition, a project monitoring and evaluation officer will be hired on a part-time (technical assistance) basis, providing M&E services quarterly.

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 process commissioned by UNDP as well as the Terminal Project Evaluation.

**RESULTS FRAMEWORK: Intended Outcome as stated in the UNDAF Programme Results and Resource Framework:**  
**UNDAF Outcome 1.1:** Youth, women and vulnerable groups’ opportunities for employment and sustainable livelihoods by 2020.  
**Output 1.1.1:** SMEs and small holders’ farmers good business practices enhanced.  
**Indicator 1.1.1.1.** Number of business GAP compliance.  
**Indicator 1.1.1.2.** Number of SMEs linked local and global markets.  
**Indicator 1.1.1.3.** Percentage of youth and women trained on entrepreneurship skills.

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Global UNDP and CPD Programme Results and Resource Framework:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.  
**(i) Output 1.1.1.** Knowledge products on diversification and competition of the economy developed.  
**Indicator 1.1.1.1.** Number of schemes which expand and diversify the productive base, based on the use of sustainable production technologies (**Baseline:3 Target:8**).  
**(ii) Output 1.1.2.** Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups.  
**Indicator 1.1.2.1.** Number of new jobs created, disaggregated by target national, region, gender and age (**Baseline:** National: 56.7%; Youth 36.5%; Women 55.2% **Target:** National: 66.7%; Youth 46.5%; Women 65.2%).

**Applicable Output(s) from the UNDP Strategic Plan: Output 1.1:** National and sub-national systems and institutions are able to achieve structural transformation of productive capacities for sustainable employment and livelihood intensive. **Output 1.4:** Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented

**Project Title and Atlas Project Number:** Increasing Farmer Resilience to Climate Chang: Upscaling Market Oriented Climate Smart Agriculture Project **000xxx**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 (2018)	Year 2 (2019)	Year 3 (2020)	
<b>Output 1: Project Administration</b>	1.1 Number of technical specialist/consultants providing assistance.	Project Reports	0	2017	2	3	3	
	1.2 Number of times admin costs and amount paid.	HACT Project Reports	0	2017	3/\$40,000	4/\$50,000	4/\$50,000	
	1.3 Amount for transportation costs.	HACT Project Reports	0	2017	\$9,500	\$12,000	\$10,000	
<b>Output 2: Water Resources status improved</b>	2.1 Mapping of water resources, waterways and rehabilitation Reports, Maps and Designs	Project Reports	0	2017	Maps and designs,		\$255,714	
<b>Output 3: Improved Climate Change Techniques for water saving through drip irrigation.</b>	3.1 Irrigated land converted into water saving systems	Project Reports	32 ha	2016		50ha	150ha	
	2.2 Number of Mechanical Planters procured	Project Reports	2	2016	tbc	tbc	tbc	
	2.3 Boom Sprayers Purchased	Project Reports	2	2016	tbc	tbc	tbc	
	2.4 Number of sets of harvesting material purchased	Project Reports	500	2016	tbc	tbc	tbc	

<b>Output 3: Rural farmer market linkages strengthened</b>	3.1 Number of farmers linked to formal value chains and generating sustainable income	Project Reports	46	2016	50	200	800		
	3.2 Number of famers trained in product standards, produce management and marketing.	Project Reports	46	2017	50	250	500		
	3.3 Number of farmers trained in business management	Project Reports			50	250	500		
	3.4 Number of farmers trained on market-based production	Project Reports			50	250	500		
	3.5 Tonnage of produce procured from farmers participating in the schemes	Contracts and Sales Records			500MT	1000 MT	2000 MT		
	3.6 Amount of income generated for the farmers	Sales Records		2016		\$150,000	\$285,000		
<b>Output 4: Farmers linked to formal markets</b>	4.1 Number of farmers trained in marketing and sales	Project Reports			50	250	500		
	4.2 Number of dialogues on pricing	Project Reports							
	4.3 Number of contracts signed	Project Reports							
<b>Output 5: Improved field-based storage facilities.</b>	5.1 Number of facilities rehabilitated	Project Reports	1	2016		4	4		
	5.2 Number of refrigeration trucks purchased	Project Reports	0	2017		4	4		
	5.3 Number of Cold-chain facilities operational	Project Reports	1	2016		4	4		
<b>Output 6: Rural Farmers capacities for conservation agriculture (and CSA)</b>	6.1 Number of farmers trained in conservation agriculture practices and principles	Project Reports	500	2016	250	1000	1500		
	6.2 Number of RDA equipped with mechanised conservation agriculture equipment (planters, rippers and boom sprayers) to scale up and commercialize CA.	Project Reports				4	4		
	6.3 Number of demonstration plots established	Project Reports			4	4	4		
	6.4 Number of exchange visits facilitated	Project Reports			1	3	5		
<b>Output 7: Revolving Loan Facility</b>	7.1 Amount distributed from the Revolving Fund/Number of farmers that have received capital support	Project Reports	24	2016			500/\$100,000		
<b>Output 8: Project oversight effective</b>	8.1 Baseline study on climate smart initiatives	Project Baseline Report			1				
	8.2 Number of monitoring visits conducted	Project Reports			2	3	2		
	8.3 Number of Monthly Reports submitted	Monthly Progress Reports			8	20	32		
	8.4 Number of Quarterly Reports submitted	Quarterly Reports			3	7	11		
	8.5 Number of Annual Reports submitted	Annual Reports			1	2	3		
	8.6 Number of publications documented and disseminated	Newsletter Publications			1	2	3		
	8.7 Terminal Evaluation Final Report with Technical Papers and Policy Briefs submitted	Terminal Evaluation Report				0	0	1	
		Technical Paper Policy Brief				0	1 0	2 1	
8.8 Final Project Report submitted	Final Project Report				0	0	1		

<sup>3</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

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### III. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance based at UNDP, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

#### Annually

**Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

**Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	NAMBoard /UNDP	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	NAMBoard /UNDP	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	NAMBoard	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Quarterly and Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	NAMBoard /UNDP	
<b>Review and make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MOA/ NAMBoard /UNDP	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		NAMBoard	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MOA	

## Audit and Evaluation Plan<sup>4</sup>

The project will be subjected to a project financial audit, at least once in its lifetime. The audit will be conducted by the office of the Swaziland Government Auditor General as it is in line with all Government projects audit procedures which will form part of the larger regional audit plan.

An end of project evaluation will be conducted by an external expert to test the implementation success of the project, especially to see if the objectives and plan of action were carried out as per the design documents.

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation	UNDP, NAMBoard	<p><b>UNDP 2014-17 Strategic Plan:</b></p> <p><b>Output 1.1:</b> National and sub-national systems and institutions are able to achieve structural transformation of productive capacities for sustainable employment and livelihood intensive.</p> <p><b>Output 1.4:</b> Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented.</p>	<p><b>Outcome 1.1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p>	30 October 2020	NAMBoard, UNDP, MOA and Regional communities	\$5,000.00

<sup>4</sup> Optional, if needed

#### IV. MULTI-YEAR WORK PLAN <sup>56</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (2018)	Y2 (2019)	Y3 (2020)		Funding Source	Budget Description	Amount
<b>Output 1: Project Administration</b>	1.1 Activity: Procure services of a Project Manager	240,000	360,000	360,000	UNDP	COMESA	71305- National Consultant	960,000
	1.2 Activity: Procure services of a PFA	96,000	144,000	144,000	UNDP	COMESA	71305- National Consultant	384,000
	1.3 Activity: Technical support CA	84,000	40,000	20,000	PMU	COMESA	71305- National Consultant	144,000
	1.4 Activity: Transport	100,000	100 000	100,000	PMU	COMESA	72215-Vehicle hire	300,000
	1.5 Activity: Fuel	48,000	48,000	48,000	PMU	COMESA	72215-Vehicle hire	144,000
	1.6 Project Administration (5% of disbursed funding)	84,000	84,000	84,000	UNDP	COMESA	72420- Admin	252,000
	<b>Sub-Total for Output 1</b>	<b>652,000</b>	<b>776,000</b>	<b>756,000</b>				<b>2,184,000</b>
<b>Output 2: Water Resources improved</b>	2.1 Activity: Conduct Waterways Mapping Assessments	200,000			PMU	COMESA	71305- National Consultant	200,000
	2.2 Activity: Develop Maps and Designs	100,000			PMU	COMESA	71305- National Consultant	00,000
	2.3 Activity: Print Maps and Designs	100,000			PMU	COMESA	74210- National Consultant	100,000
	2.4 Activity: Rehabilitate watercourses and landscape	400,000	500,000	350,000	PMU	COMESA	71800- Contractual	1,250,000
	<b>Sub-Total for Output 2</b>	<b>800,000</b>	<b>500,000</b>	<b>850,000</b>				<b>1,650,000</b>
<b>Output 3: Improved Climate Change Techniques for water saving through drip irrigation.</b>	3.1 Activity: Develop infrastructure specifications and Bill of quantities for drip irrigation for the 2 sites.	50,000			PMU	COMESA	71800- Contractual	50,000
	3.2 Activity: Procure drip irrigation equipment and material for the 2 sites.		1,225,000	50,000	PMU	COMESA	72210- Purchase of equipment	1,275,000
	3.3 Activity: Transport for drip irrigation equipment for the 2 sites.		100,000	100,000	PMU	COMESA	72215-Vehicle hire	200,000
	3.4 Activity: Install equipment		50,000	50,000	PMU	COMESA	71800- Contractual	100,000

<sup>5</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>6</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	3.5 Activity: Develop farm implements specification and Bill of quantities for the 5 sites.	50,000			PMU	COMESA	71800- Contractual	50,000
	3.6 Activity: Procure farm implements for the 2 sites.	200,000	100,000	40,000	PMU	COMESA	72210- Purchase of equipment	2,500,000
	3.7 Activity: Transport farm implements to the 2 sites.	25,000	25,000	25,902	PMU	COMESA	72215-Vehicle hire	200,000
	<b>Sub-Total for Output 3</b>	<b>325,000</b>	<b>1,450,000</b>	<b>265,902</b>				<b>2,040,902</b>
<b>Output 4: Farmers linked to formal markets</b>	4.1 Activity: Conduct Farmer training for crop management and sales.	50,000			NAMBoard	COMESA MOA	71305-National Consultant	50,000
	4.2 Activity: Facilitate dialogues on pricing, post-harvest handling and crop combination management		30,000	20,000	NAMBoard	COMESA MOA	75700-Conference facilities 71600-Travel	50,000
	4.3 Activity: Develop contractual-based agreement between customers (markets) and rural schemes.		40,000	35,000	NAMBoard	COMESA MOA	71305- National Consultant	75,000
	<b>Sub-Total for Output 4</b>	<b>50,000</b>	<b>70,000</b>	<b>55,000</b>				<b>175,000</b>
<b>Output 5: Field-based cold storage facilities rehabilitated.</b>	5.1 Activity: Develop construction specification and Bill of quantities for the 4 sites.	40,000			PMU	COMESA MOA	71305-National Consultant	40,000
	5.2 Activity: Transport material to the 4 sites.		60,000		PMU	COMESA MOA	72215-Vehicle hire	
	5.3 Activity: Construct and install fittings for the 4 cold-room sites.	200,000	200,000		PMU	COMESA MOA	71800-Contractual	400,000
	5.4 Activity: Purchase Cold Storage Accessories and cover transportation costs.	30,000	40,000	30,000	PMU	COMESA MOA	72210-Purchase of equipment	100,000
	<b>Sub-Total for Output 5</b>	<b>270,000</b>	<b>300,000</b>	<b>30,000</b>				<b>600,000</b>
<b>Output 6: Rural Farmers capacities for conservation agriculture (and CSA)</b>	6.1 Activity: Procure technical services for training of farmers	100,000	50,000		MOA	COMESA MOA	71300-National Consultants 71600-Travel	150,000
	6.2 Activity: Train 1500 Farmers in Conservation Agriculture		80,000	70,000	MOA	COMESA MOA	75700-Conference facilities	150,000
	6.3 Activity: Supply RDA with CA Equipment		320,000		MOA	COMESA MOA	71800- Contractual	320,000
	6.4 Activity: Prepare the 4 demonstration plots	200,000	50,000	50,000	PMU/MOA	COMESA MOA	71800- Contractual	300,000
	6.5 Activity: Conduct Exchange Visits for the farmers (transport)	150,000	100,000	50,000	PMU	COMESA MOA	72215-Vehicle hire 71600-Travel	300,000
	<b>Sub-Total for Output 6:</b>	<b>450,000</b>	<b>610,000</b>	<b>170,000</b>				<b>1,230,000</b>
	7.1 Activity: Establish Revolving Fund and Access to the Farmers – Develop Credit and Repayment Instruments	100,000	500,000	800,000	NAMBOA RD	COMESA	71305-National Consultant	1,400,000



<b>Output 7: Revolving Loan Facility</b>	<b>Sub-Total for Output 7:</b>	<b>100,000</b>	<b>500,000</b>	<b>800,000</b>				<b>1,400,000</b>
<b>Output 8: Project oversight effective</b>	8.1 Activity: Conduct Baseline study	120,000			UNDP	COMESA	71305-National Consultant	120,000
	8.2 Activity: Facilitate PSC, COMESA and PMU monitoring visits.	5,000	5,000	5,000	PMU	COMESA	72215-Vehicle hire 71600-Travel	15,000
	8.3 Activity: Develop Publications and awareness on project outcomes - Newsletter	15,000	15,000	20,000	PMU	COMESA	71305-National Consultant 74210-National Consultant	50,000
	8.4 Activity: Conduct NIM Audit			tbc	UNDP COMESA	COMESA	71205-International Consultant	tbc
	<b>Sub-Total for Output 8:</b>	<b>140,000</b>	<b>20,000</b>	<b>25,000</b>				<b>185,000</b>
<b>Evaluation (as relevant)</b>	TERMINAL EVALUATION with Technical Papers and Policy Brief			<b>120,000</b>	UNDP	COMESA	71305-National Consultant	<b>120,000</b>
<b>General Management Support</b>								<b>738,181.82</b>
<b>TOTAL</b>								<b>E9,229,902</b>

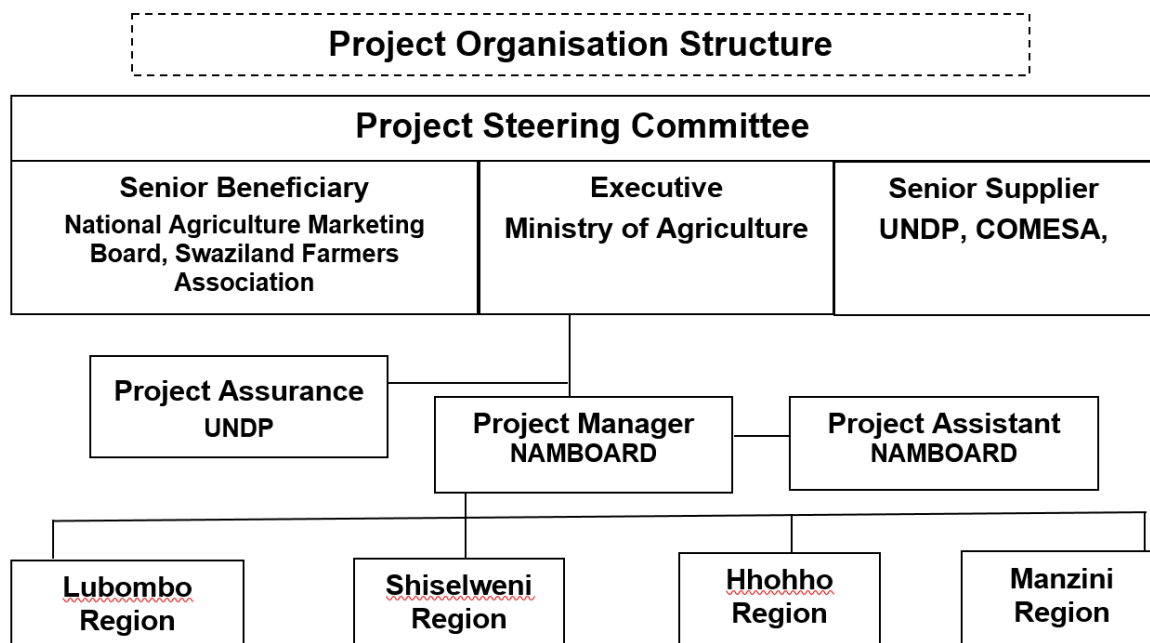
Note: Calculated at 1:14.5 Emalangenzi to Euro: Therefore Euro 636 363.64 is E9,229,902

## V. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed under the UNDAF Pillar 1 Results Outcome Group responsible for monitoring results under the delivery as one modality and UNDP Country Programme Document 2016-2020 CPD Outcome Committee, chaired by the Ministry of Economic Planning and Development (MEPD).

The Implementing Partner will be the Ministry of Agriculture (MOA) and the National Agriculture Marketing Board (NAMBOARD). The MOA will undertake the executive role leading and guiding project implementation in accordance to national development priorities. The Ministry will also provide technical support and oversight (Land Use and Irrigation, Directorate of Agricultural Extension Services, and the Department of Agricultural Research and Specialist Services) to the project. On the other hand, NAMBOARD will undertake multi-roles which include provision of technical and marketing to the scheme members, and benefiting from expansion of the national vegetable and fruit supply.

The Project Steering Committee (PSC) will be established chaired by the Ministry of Agriculture (MOA) that meets quarterly. UNDP project team will be part of the PSC to ensure that the project activities are in line with national priorities as presented in the project document as well as contribute to the UNDAF and UNDP Country Programme Document (CPD) 2016-2020 outcomes.



The day-to-day activities of the project will be managed by the Project Management Unit (PMU) that will be based at NAMBOARD with a primary purpose to ensure effective and efficient governance mechanism based on the planned activities' implementation and achievement on quarterly and annual basis. The PMU will be constituted by the Project Manager and Project Finance and Admin Assistant. The Project Manager, will receive technical officer assisting him conservation agriculture, will be in charge of the day to day activities of the project. This includes supervision of any consultations tasked with undertaking studies, evaluations and or audits. The Project Manager, employed by NAMBOARD, will report to the agribusiness manager and

subsequently the Chief Executive Officer, who for the purposes of this project is answerable to the Project Steering Committee (PSC).

The PMU will work closely with RDAS located in the five (5) Regional Schemes and facilitate project/technical needs, and through a participatory mechanism ensure participants receive full benefit of the interventions.

The PSC will meet at least once a quarter to review progress, approve decisions and procurement plans, especially those that involve large amounts (above the authority of the NAMBoard (CEO), and also guide the implementation of the project at a strategic level. This committee, chaired by the Principal Secretary in the MOA, will approve narrative and financial reports, which will then be submitted to the COMESA Project Manager. 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.

Quality Assurance will be provided by the Quality Assurance Team (QAT) established under the Leadership of the UNDP Deputy Resident Representative which constitutes of Programme and Operations staff. The Gender Seal Team (GST) will also have an oversight function to ensure that programmes implemented are gender responsive.

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## **VI. CONTEXT AND RISK MANAGEMENT**

### **LEGAL CONTEXT STANDARD CLAUSES**

Under the Standard Basic Assistance Agreement (SBAA) signed between UNDP and the Government of Swaziland (GOS) in 1977 as well as contributing to the objectives of the Swaziland UNCT United Nations Development Assistance Framework (UNDAF) 2016-2020 and the UNDP Country Programme Document (CPD) 2016-2020 also signed with the GOS, this project document will serve as a guide for the implementation of the project activities. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner (IP). The IP shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) assume all risks and liabilities related to the IP's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### **RISK MANAGEMENT STANDARD CLAUSES**

#### **Option a. Government Entity (NIM)**

1. Consistent with the Article III of the SBAA the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

**Special Clauses.** In case of government financing through the project, the following should be included:

Please insert the schedule of payments and UNDP bank account details.

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the project.
2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
3. UNDP shall receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
6. If the payment referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
7. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the payment shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the payment shall be charged a fee equal to 8%. Furthermore, as long as they are unequivocally linked to the project, all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

8. Ownership of equipment, supplies and other properties financed from the payment shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

9. The payment and the project shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules and policies of UNDP.

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## VII. ANNEXES

### **Annex 1: Project Quality Assurance Report Template**

**ANNEX 2: Social and Environmental Screening Template** [[English](#)][[French](#)][[Spanish](#)], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

**Annex 3: Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

### **Annex 4: Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)**

### **ANNEX 5: Terms of Reference**

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## **TERMS OF REFERENCE FOR THE PROJECT STEERING COMMITTEE (PSC)**

The proposed project is in response to the continued changing climatic landscape which requires a shift in the way agriculture is conducted in Swaziland. 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 Specific Project Objectives:**

- i. To mitigate against the negative impact of climate change on small holder farmers in crop production
- ii. To Increase income from commercial agricultural activities for 500 households in four community based schemes
- iii. To convert 60ha of furrow irrigated land to an efficient, water-saving drip irrigation technology for high value crop production in two community-based schemes
- iv. To improve cold chain management system, linking farmers to sustainable formal markets
- v. To provide mechanization options for at least 1,500 farmers practicing conservation agriculture

These schemes are: Mavulandlela (17ha) in the Hhohho Region); Intamakuphila (37ha) in the Manzini Region.

In the selected sites, the intervention will be accomplished through the following results:

- Result 1: Improvement of water sources, including watershed protection, reducing irrigation infrastructure leakages.
- Result 2: Converting 60ha of irrigated land to more efficient systems, including drip irrigation.
- Result 3: Linking farmers to formal value chains and generating a sustainable income from market linkages provided by NAMBOARD.
- Result 4: Rehabilitating field based cold storage within 5km radius of main production areas.

Result 5: Provision of mechanized conservation agriculture equipment to upscale and commercialize conservation agriculture.

Result 6: Improving access to resources through the establishment and management of a revolving loan facility.

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## ROLES AND RESPONSIBILITIES

1. The Project Steering Committee (PSC) is the group of key individuals responsible for making management decisions by consensus for the project and when guidance is required by the Project Manager (PM). To ensure full accountability, the PSC is in place to make decisions in accordance to standards<sup>7</sup> that shall ensure best value for money, fairness, integrity, transparency and effective international competition.
2. The PSC has three roles that include: (i) An **Executive**: individual representing the project ownership and chairs the PSC, (ii) **Senior Supplier**: individual or a group of individuals representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the PSC is to provide guidance regarding the technical feasibility of the project, and **Senior Beneficiary**: individual or a group of individuals representing the interests of those who will benefit from the project. The primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries.
3. **THE SPECIFIC RESPONSIBILITIES OF THE PSC INCLUDE:**

6.1 Defining a project: Review and approve the Initiation Plan

6.2 Initiating a project: Review the Progress Report for the Initiation

6.3 Running a project:

6.3.1 Review and appraise detailed Project Plan and Annual Work Plans (AWP), including ATLAS<sup>8</sup> reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan

6.3.2 Provide overall guidance and direction to the project, ensuring it remains within any specified constraints

6.3.3 Address project issues as raised by the Project Manager and the technical teams

6.3.4 Provide guidance and agree on possible countermeasures/management actions to address specific risks

6.3.5 Agree on Project Manager's tolerances in the Annual Work Plan (AWP) and quarterly plans when required

6.3.6 Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans

6.3.7 Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner, NAMBOARD

6.3.8 Review each completed project stage and approve progress to the next

6.3.9 Appraise the Project Annual Progress Report, make recommendations for the next AWP, and inform the UNDP Programme Outcome Board about the results of the review

6.3.10 Provide ad-hoc direction and advice for exceptional situations when tolerances are exceeded

6.3.11 Assess and decide on project changes through revisions

6.4 At the end of the project

6.4.1 Assure that all Project deliverables have been produced satisfactorily

6.4.2 Review and approve the final project report, including lessons learnt

6.4.3 Make recommendations for follow on actions to be submitted to the UNDP Programme Outcome Board

6.4.4 Commission project evaluation(s)

6.4.5 Notify operational completion of the project to the UNDP Programme Outcome Board

**Executive:** The role of Executive will be undertaken by the Ministry of Agriculture (MOA). The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure

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<sup>7</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, IP, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, IP, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

<sup>8</sup> ALTAS - UNDP programme administration and management system

that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

**Specific responsibilities** include:

- Ensuring that there is a coherent project organisation structure and logical set of plans and budgets
- Setting tolerances in the Annual Work Plan (AWP) and other plans as required for the Project Manager
- Monitoring and controlling the progress of the project at a strategic level
- Ensuring that risks are being tracked and mitigated as effectively as possible
- Briefing UNDP Programme Outcome Board and relevant stakeholders about project progress
- Chairing PSC meetings

**Senior Beneficiary:** The National Agricultural Marketing Board (NAMBoard), Swaziland Farmers' Association (SFA) representatives will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific responsibilities include:

- Ensuring that the expected output(s) and related activities of the project are well defined
- Making sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promoting and maintaining focus on the expected project output(s)
- Prioritising and contributing beneficiaries' opinions on PSC decisions on whether to implement recommendations on proposed changes
- Resolving priority conflicts, in particular those that challenge the beneficiation process of the project to the schemes, farmers and vulnerable communities
- Serve as Alternate Chair under the delegation of and in the absence of the Chair.

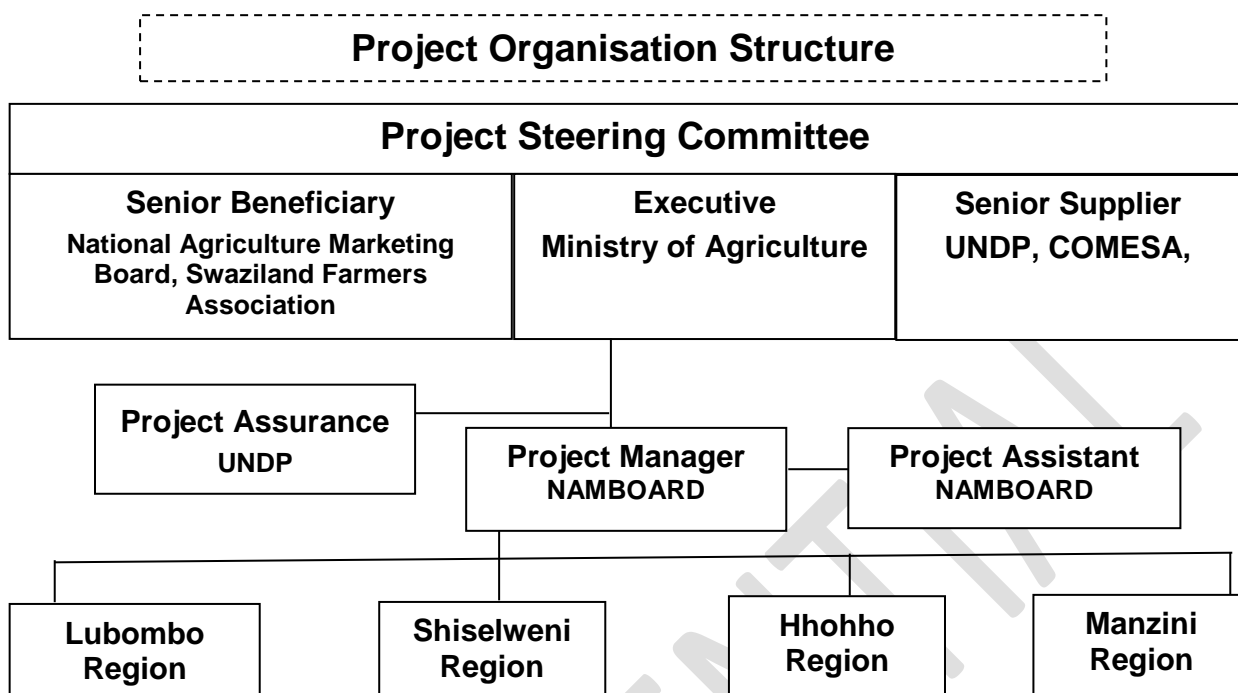
**Senior Supplier, MOA – Land use department and UNDP** representatives will hold the role of Senior Supplier. The Senior Supplier's primary function within the PSC is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. Specific responsibilities will include:

- Ensuring that progress towards the outputs remains consistent from the supplier perspective
- Promoting and maintaining focus on the expected project output(s) from the point of view of supplier management
- Ensuring that the supplier resources required for the project are made available
- Contributing supplier opinions on PSC decisions on whether to implement recommendations on proposed changes
- Arbitrating on, and ensuring resolution of any supplier priority or resource conflicts

**Project Manager** will serve as the Ex Officio/Secretariat responsible for preparing for the PSC meetings and reporting on project implementation to the PSC

**Project Quality Assurance** is a responsibility of each PSC member. The role is delegated to the UNDP Programme Associate and UNDP Finance Associate. The project assurance role supports the PSC by carrying out independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed in a timely manner.

**Figure 1: Project Management Structures**



## VIII. MEETINGS

5.1 The PSC meets each quarter or on ad hoc basis as requested by the PM and based on the needs of the project.

5.2 The quorum for convening of a meeting and decision-making will be sixty percent (60%) of the membership attendance. At least any six (6) delegates must be present for a meeting to form a quorum.

5.3 Decision-making will be conducted on consensus. In case a consensus cannot be reached, final decision shall rest with the UNDP the Deputy Resident Representative.

5.4 Meeting venue will be the Ministry of Agriculture (MOA) unless specified otherwise by the PSC, Chair.

### List of Institutions for the PSC

1. Principal Secretary, Ministry of Agriculture (MOA), Chair
2. Under-Secretary, Ministry of Agriculture (MOA), Alternate Chair
3. Director for Extension Services, Ministry of Agriculture (MOA), Member
4. Land-use Planning Officer, Ministry of Agriculture (MOA), Member
5. Marketing Officer, Ministry of Agriculture (MOA), Member
6. Executive Director, NAMBoard, Member
7. Swaziland Farmers Association, Chair, Member
8. Programme Manager, United Nations Development Programme (UNDP), Member
9. Agribusiness Manager, NAMBoard
10. Project Manager, NAMBoard, Secretariat



## TERMS OF REFERENCE FOR PROJECT MANAGER

<b>Post Title</b>	<b>PROJECT MANAGER:</b> Increasing Farmer Resilience to Climate Change-Upscaling Market Oriented Climate Smart Agriculture Project.
<b>Assignment Base</b>	National Agriculture Marketing Board Offices, Manzini, Swaziland.
<b>Start Date</b>	01 May 2018.
<b>Duration</b>	Three (3) years (Contract renewable on annual basis depending on satisfactory performance).
<b>Supervision</b>	Agri-business Manager (NAMBoard)
<b>BACKGROUND</b>	
<p>The Kingdom of Swaziland Ministry of Agriculture (MOA), National Agriculture and Marketing Board NAMBoard received an EU Grant through the Common Market for Eastern and Southern Africa (COMESA) Initiative aimed at strengthening market-driven climate smart agriculture, in five countries. Focus will be in five (5) rural schemes located in all four regions of the country where the intervention will promote conservation agriculture, and conversion of irrigation systems to water saving / efficient technologies, especially drip irrigation. Farmers will be linked to international and domestic value chains and markets for increased fruits, vegetables and high value field crops production.</p>	
<b>TASKS</b>	
<p>The responsibilities of the Project Manager will be overseeing the day-to-day implementation of the project, and specifically undertake the following tasks:</p> <ul style="list-style-type: none"> <li>• Develop Annual Work Plans with budgeted activities and manage project implementation.</li> <li>• Conduct climate profiling and mapping of water resources in the selected project sites ensuring application of adaptive management during the project.</li> <li>• Ensure effective rural farmer scheme governance.</li> <li>• Develop and manage a gender-sensitive database for the farmer schemes in the selected sites.</li> <li>• Facilitate training/train farmers on market-based production and follow up to set solutions.</li> <li>• Establish and manage partnerships for complementary linkages, not limited to the Ministry of Agriculture (MOA)-Rural Development Areas (RDA), NAMBoard Agri-business and marketing departments, civil society organisations (CSO), UN agencies and EU, community-based organisations (CBO), and the private sector.</li> <li>• Identify and secure markets for the schemes produce. This should include preparation of timely production and harvesting schedule to the markets.</li> <li>• Establish and manage the Revolving Fund, downscaling support annually, for full management by NAMBoard as a Farmers Credit Facility by June 2020. Liaison between farmers for ‘access to finance’.</li> <li>• Prepare quarterly and annual projects reports to NAMboard, the Project Steering Committee (PSC), UNDP and COMESA.</li> <li>• Ensure project activities’ implementation is cost-effective and adheres to UNDP operational procedures, in particular the Harmonised Approach to Cash Transfers (HACT) modality.</li> <li>• Facilitate documentation of lessons and best practices, and promote knowledge networks.</li> <li>• Develop a Project Monitoring and Evaluation Framework, and present achievement of milestones on quarterly and annual basis.</li> <li>• Serve as an Ex-officio member of the Project Steering Committee (PSC).</li> </ul> <p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Facilitate coordination of project activities across institutions.</li> <li>• Provide technical guidance to project implementation and ensure realisation of the project’s main objectives.</li> <li>• Facilitate procurement of professional service providers (consultants), materials and goods.</li> <li>• Assure the quality of these processes and products, and using evaluations for performance improvement, accountability and learning.</li> <li>• Ensure that required resources are committed and arbitrating on any conflicts within the project or negotiate solutions to any problems encountered with external bodies.</li> <li>• Develop recommendations for Project Steering Committee (PSC) approval as and when required.</li> </ul>	
<b>DEGREE OF EXPERTISE AND QUALIFICATIONS</b>	
<p><b>Qualification</b> Minimum Bachelor of Science (BSc) or a Diploma with at least 10 years relevant working experience in Agriculture or a related field.</p> <p><b>Experience, Competencies and Skills</b></p> <ul style="list-style-type: none"> <li>• At least 10 years’ experience in agriculture extension services, five (5) of which should be directly linked to market operations.</li> <li>• Demonstrated expertise in programme/project management for results.</li> </ul>	

<ul style="list-style-type: none"> <li>• Ability to communicate effectively on complex, technical information to the audiences at various levels, in particular, communities and farmers from rural settings.</li> <li>• Team-building skills.</li> <li>• Negotiation, organization, coordination skills to influence a win-win position.</li> <li>• Good presentation, reporting and facilitation skills.</li> </ul>
<b>IMPACT OF RESULTS</b>
Effective and efficient management of project resources and achievement of planned targets and outcome/output results.
<b>DURATION OF ASSIGNMENT</b>
Three (3) years from 2018 to 2020, availed through annual contract offers that are renewable upon satisfactory performance.
<b>FINANCIAL</b>
Service Contract signed with UNDP based on UN rates and payment contractual terms.
<b>SUBMISSION OF APPLICATIONS</b>
Interested individuals are invited to submit detailed Curriculum Vitae and Expression of Interest (EOI) marked ' <b>PROJECT MANAGER: Increasing Farmer Resilience to Climate Change- Upscaling Market Oriented Climate Smart Agriculture Project,</b> ' to UNDP Offices, 5 <sup>th</sup> Floor Lilunga House, P. O. Box 261, Mbabane or e-mail application to <a href="mailto:Registry.sz@undp.org">Registry.sz@undp.org</a> on or before the 21 <sup>st</sup> March 2018.
<b>Additional Considerations</b>
<ul style="list-style-type: none"> <li>• Applications received after the closing date will not be considered.</li> <li>• Only those candidates that are short-listed for interviews will be notified.</li> <li>• Qualified female candidates are strongly encouraged to apply.</li> </ul>

#### TERMS OF REFERENCE FOR PROJECT ADMINISTRATIVE AND FINANCIAL ASSISTANT

<b>Post Title</b>	<b>PROJECT ADMINISTRATIVE AND FINANCIAL ASSISTANT: Increasing Farmer Resilience to Climate Change-Upscaling Market Oriented Climate Smart Agriculture Project</b>
<b>Country of Assignment</b>	National Agriculture Marketing Board Offices, Manzini, Swaziland.
<b>Start Date</b>	01 May 2018.
<b>Duration</b>	Three (3) years (Contract renewable on annual basis depending on satisfactory performance).
<b>Supervision</b>	Project Manager
<b>BACKGROUND</b>	
<p>The Kingdom of Swaziland Ministry of Agriculture (MOA), National Agriculture and Marketing Board NAMBoard received an EU Grant through the Common Market for Eastern and Southern Africa (COMESA) Initiative aimed at strengthening market-driven climate smart agriculture, in five countries. Focus will be in five (5) rural schemes located in all four regions of the country where the intervention will promote conservation agriculture, and conversion of irrigation systems to water saving / efficient technologies, especially drip irrigation. Farmers will be linked to international and domestic value chains and markets for increased fruits, vegetables and high value field crops production.</p> <p>The Project Administrative and Financial Assistant will undertake administrative and financial management and report to the Project Manager.</p>	
<b>TASKS</b>	
<p><b>1. Administrative support</b></p> <ul style="list-style-type: none"> <li>• Ensure efficient operational support for the implementation of the project work plan activities.</li> <li>• Manage correspondence flow, ensuring prioritization, confidentiality and effective follow-up by Project. Maintain hard and electronic files and update data base systems ensuring timely and appropriate recording, safekeeping and disposal of information including the agreements and memorandum of understanding.</li> <li>• Facilitate and maintain leave and travel records.</li> <li>• Draft routine correspondence and maintain records.</li> </ul> <p><b>2. Financial control and procurement</b></p> <ul style="list-style-type: none"> <li>• Support the procurement procedures in full compliance with UNDP HACT Procedures for approval by the Project Manager.</li> <li>• Maintain a project asset inventory and ensure timely and appropriate distribution office supplies.</li> <li>• Facilitate contracting, project payments fostering transparent, independent and competitive processes.</li> <li>• Maintain a systematic record of procurement and financial information for audit and management oversight purposes.</li> </ul>	
<b>QUALIFICATION AND EXPERIENCE</b>	
<b>Education:</b>	
<ul style="list-style-type: none"> <li>• At least a University Degree in Accounting or Finance Management.</li> <li>• Specialized training in accounting and finance is desirable.</li> </ul>	
<b>Experience:</b>	

- A minimum of five (5) years of administrative and financial/accounting experience preferably in a large or international corporation or organization.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems.
- Fluency in spoken and written English is required.
- Proficiency in native (SiSwati) is an advantage.

#### **IMPACT OF RESULTS**

The responsible, independent, efficient and timely execution of administrative, financial and procurement tasks implemented under the project.

#### **DURATION OF ASSIGNMENT**

Three years (2018-2020), availed through annual contract offers that are renewable upon satisfactory performance.

#### **FINANCIAL**

Service Contract signed with UNDP based on UN rates and payment contractual terms.

#### **SUBMISSION OF APPLICATIONS**

Interested individuals are invited to submit detailed CV'S and Expression of Interest (EOI) marked '**PROJECT ADMINISTRATIVE AND FINANCIAL ASSISTANCE: Increasing Farmer Resilience to Climate Change-Upscaling Market Oriented Climate Smart Agriculture Project**' to UNDP Offices, 5<sup>th</sup> Floor Lilunga House, P.O. Box 261, Mbabane or e-mail application to [Registry.sz@undp.org](mailto:Registry.sz@undp.org) on or before the 21<sup>st</sup> March 2018.

#### **Additional Considerations**

- Applications received after the closing date will not be considered.
- Only those candidates that are short-listed for interviews will be notified.
- Qualified female candidates are strongly encouraged to apply.

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