

Eswatini

Smallholder Market-led Project

Mid-term Review

Mission Dates: 14-25 September 2020

Document Date: 30/11/2020

Project No. 1100001665

Report No. 5546-SZ

East and Southern Africa Division
Programme Management Department

Abbreviations and Acronyms

AMIS	Agricultural Market Information System
AWPB	Annual Work Plan and Budget
BDS	Business Development Services
CA	Conservation Agriculture
CDP	Chiefdom Development Planning
CDF	Community Development Facilitator
CEO	Chief Executive Officer
CIC	Collection and Information Center
CSARL	Climate Smart Agriculture for Resilient Livelihoods
EAARR	Environmental Audit, Assessment and Review Regulations
ESWADE	Eswatini Water and Agriculture Development Enterprise
EEA	Eswatini Environmental Authority
GHG	Greenhouse Gas
GoE	Government of Eswatini
ICP	IFAD Client Portal
ICRAF	International Center for Research in Agroforestry
LDSF	Land Degradation and Ecosystem Health Surveillance Framework
MoA	Ministry of Agriculture
MoU	Memorandum of Understanding
MTAD	Ministry of Tinkhundla Development and Administration
NRMC	Natural Resource Management Committee
ORMS	Operational Results Management System
OVCs	Orphans and Vulnerable Children
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PO	Procurement Officer
PP	Procurement Plan
RMC	Rangeland Management Committee
SECAP	Social, Environmental and Climate Assessment Procedures
SLED	Sustainable Local Economic Development
SLWM	Sustainable Land and Water Management
SMLP	Smallholder Market-led Project
SNTC	Swaziland National Trust Commission
TNS	Technoserve
UNCCD	United Nations Convention to Combat Desertification
UNISWA	University of Swaziland
WUA	Water Users' Association
VC	Value Chain

A. Project Overview

Region:	East and Southern Africa Division	Project at Risk Status:	Not at risk
Country:	Eswatini	Environmental and Social Category:	B
Project Name:	Smallholder Market-led Project	Climate Risk Classification:	not available yet
Project ID:	1100001665	Executing Institution:	Ministry of Agriculture
Project Type:	Storage, processing and marketing	Implementing Institutions:	not available yet
CPM:	Jaana Keitaanranta		
Project Director:	Ms. Lynn Kota		
Project Area:	not available yet		

Approval Date:	22/04/2015	Last audit receipt:	07/08/2020
Signing Date:	16/02/2016	Date of Last SIS Mission:	25/09/2020
Entry into Force Date:	16/02/2016	Number of SIS Missions:	10
Available for Disbursement Date:	31/01/2017	Number of extensions:	0
First Disbursement Date:	03/02/2017	Effectiveness lag:	10 months
MTR Date:	14/09/2020		
Original Completion Date:	31/03/2022		
Current Completion Date:	31/03/2022		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	East and Southern Africa Division	\$500,000
	IFAD: KfW loan	\$9,600,000
Domestic Financing breakdown	Private sector local	\$600,000
	National Government	\$6,600,000
Co-financing breakdown,	To be determined	\$0
	Global Environmental Facility	\$7,211,009
Project total financing:		\$24,511,009

Current Mission

Mission Dates:	14-25 September 2020
Days in the field:	n/a
Mission composition:	Jaana Keitaanranta; CD & Team Leader ,Emerson Zhou; Senior VC Specialist, lead consultant ,James Muturi Financial management ,Rym Ghazzali;Procurement specialist ,Farai Gwelo; Community development, nutrition and KM specialist,Joylyn Nodoro Targeting; social inclusion and water users specialist,Edith Kirumba ;Environment, Climate, and Safeguards Specialist ,Putso Nyathi Production/productivity specialist (IFAD Kenya),Mawira Chitima ;Lead Technical Specialist in Water and Rural Infrastructure,Bryony Walmsley; Environment, Climate and Safeguards Specialist ,Oliver Mundy;Technical Analyst
Field sites visited:	N/A

B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		4.19	Assessment of the Overall Implementation Performance		4.25

Effectiveness and Developmental Focus	4	Project Management	4
Effectiveness	4	Quality of Project Management	4
Targeting and Outreach	4	Knowledge Management	4
Gender equality & women's participation	5	Value for Money	4
Agricultural Productivity	4	Coherence between AWPB and Implementation	4
Nutrition	4	Performance of M&E System	4
Adaptation to Climate Change	4	Social, Environment, and Climate Standards requirements	4

Sustainability and Scaling-up	4	Financial Management and Execution	5
Institutions and Policy Engagement	5	Acceptable Disbursement Rate	4
Partnership-building	4	Quality of Financial Management	4
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	6
Quality of Project Target Group Engagement and Feedback	5	Counterparts Funds	4
Responsiveness of Service Providers	3	Compliance with Loan Covenants	5
Environment and Natural Resource Management	5	Procurement	4
Exit Strategy	4		
Potential for Scaling-up	4		

Relevance

C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

The Smallholder Market Led Project (SMLP) was approved by the IFAD Executive Board in April 2015 and entered into force on 16 February 2016. The total cost of the Project is estimated at US\$ 21.1 million (SZL 244.1 million). The financing package for the Project includes an IFAD loan: US\$ 9.6m; IFAD Grant: US\$0.5m; Government contribution: US\$ 6.6m; and Domestic Private Sector contribution: US\$ 0.6m. SMLP will be implemented over a period of six years. As such the scheduled project completion date is on 31 March 2022, and the closing date 30 September 2022.

The SMLP design will be complemented by the Global Environment Facility (GEF) co-financing of an additional US\$7.2m, under the name Climate-Smart Agriculture for Resilient Livelihoods (CSARL) which enables SMLP to expand its outreach and increase its focus on sustainable land and water management through climate smart agriculture. CSARL achieved effectiveness in August 2016 and its completion and closing dates are same as those of SMLP.

The SMLP/CSARL is implemented across 37 chiefdoms in the rain fed Middleveld and Lowveld areas of the Lubombo, Shiselweni and Manzini Regions. It targets poor smallholder farmers that are (i) food-deficient and living at a subsistence level; and (ii) economically active and able to sell surplus production. The farmers will be assisted in increasing their farm productivity and production through access to irrigation, inputs, training and access to services. Economically active farmers will sell surplus production to wholesalers to increase income. Along selected value chains, employment opportunities will be created for young people, for example in managing collection and information centres. The activities are tailored to the capacities of smallholders, including women and families affected by HIV/AIDS.

The project's goal is to contribute to national poverty reduction. The development objective is to enhance food and nutrition security and incomes among smallholder producer families through diversified agricultural production and market linkages. The project's three major outcomes are as follows: (i) the project chiefdoms engage in effective planning and decision-making; (ii) soil and water resources are sustainably managed for market-led smallholder agriculture in the project chiefdoms; and (iii) smallholder producers in the project chiefdoms supply crop and livestock products to market partners, while subsistence farmers are enabled to produce sufficient nutritious food for themselves.

The SMLP has three components as follows:

- Component 1: Chiefdom Development Planning
- Component 2: Infrastructure for Soil and Water Conservation
- Component 3: Market Led Smallholder Agriculture

The recruitment of SMLP staff took place in 2016. SMLP/CSARL and key implementation partners received support and orientation from IFAD in August 2016. The start-up workshop took place in November 2016. Five full-scale supervision missions and several technical implementation support missions have taken place from 2017 until today. The latest supervision mission took place in November 2019 and an implementation support mission took place in April 2020 focusing on the components 2 and 3 issues and on KM and nutrition.

The main objectives of this MTR are to: (i) review the progress on implementation particularly as regards recommendations and agreed actions defined in the AM of the November 2019 supervision mission and the follow up mission of April 2020; (ii) observe the strategic approach of the project and its orientation towards meeting the log frame indicators and development objectives; and (iii) timeliness of the implementation in particular from the perspective of the procurement processes. The mission continues emphasising the efficient development of infrastructure pipeline and the cross-cutting market-led part of the design. The MTR is also the opportunity to propose modifications to the implementation strategy if deemed necessary.

Due to the COVID-19 outbreak and travel restrictions, the MTR was conducted virtually. It consisted of zoom discussions with the SMLP team, key Government counterparts, in particular MOA, ESWADE, MTAD and MOF, and service providers. Innovative ways such as videos etc were used to share the voices of the beneficiaries and their testimonies with the mission.

Key Mission Agreements and Conclusions

After a slow start up, mainly due to challenges and delays in procurement, the project has been catching up. The project managed to complete recruitment of the three key business development service providers under component 3. Progress has been steady in those elements that are under direct implementation by project staff. These include the chiefdom development planning process; construction of soil and water conservation works and crop and livestock development activities. The project has however not been able to sufficiently overcome procurement challenges under component 2 with the result that procurement of key service providers, although at advanced stages, is still outstanding. At the time of the mission, the following disbursement rates are observed: IFAD loan: 47 per cent, IFAD grant: 74 per cent and GEF: 34 per cent. Two WAs are under processing which should further improve the disbursement rate - WA11 of 354,484,20 EUR for IFAD loan and WA11 of 110,675,53 USD for GEF grant. The comparative figures for November 2019 mission are IFAD loan 40%, IFAD grant 74% and the GEF grant at 23%.

The project has been relatively successful in adapting to the COVID-19 outbreak and lockdown context. The project has over the year developed working methods based on an MIS. The Team sends out extension messages to farmers with relevant agricultural production issues. The farmers met during the previous mission expressed their appreciation for this approach. This good practice resulted particularly useful in the COVID times and the contents of the messages were made broader to cover also other relevant issues.

Key Agreements

Procurement for Component 2 Infrastructures. Of continued concern is that the project has reached MTR, prior to making a majority of the planned irrigation development investments under component 2. which reduces prospects for meeting project development objective. The SMLP team is encouraged to give continued attention to the management of the procurement cycle with a view to ensuring that contracts for the construction of Phase 1 infrastructures (Nceka dams (40ha, 31 farmers) and reclamation of KaNdinda galley, Ngololweni dam (11ha, 23 farmers) as well as the tenders for the selection of a design and supervising engineer for the Phase 2 are completed before end of 2020. Accomplishment of this rather tight procurement timeline will ensure planned phase 1 and phase 2 infrastructures are completed by August 2021 and March 2022 respectively. Construction of phase 2 infrastructures face the risk of running beyond the project completion date of 31 March 2022. As the procurement function is significantly improved its performance and speed it is possible that the project is able to catch up. If the construction work however, goes too close to the project completion date, a small extension of approximately 6 -9 months could be considered. This issue needs to be monitored in the next supervision mission.

Management of Service Providers under Component 3: The project team has been directly implementing some of the component activities while waiting for the mobilisation of service providers. The three BDS provider have now been recruited. The mission has observed that there is a duplication of efforts between the BDS providers and SMLP staff particularly those under the livestock Unit. The mobilisation of service providers requires that SMLP teams responsible for the respective components surrender business development implementation roles to the service providers and concentrate on production improvement as well as facilitation and monitoring activities of the service provider. It is further observed that the Service Providers are struggling to find their feet and require strategic orientation and support on how to take advantage of the information and implementation experience gained so far by the project. The intention was for the Service Providers to sign performance-based contract. The mission observes that this is not the case as the contracts do not carry a set of deliverables complete with indicators and targets against which the performance of the SP will be evaluated. Such performance parameters would be the same in the case of the two Business Development Service Providers.

Chiefdom Development Planning. The project has registered good progress with Component 1 activities. CDP process is still largely handled by the project and for sustainability, it is important that the project continues strengthening capacity building of the MTAD and to gradually relinquish the process as agreed in the MOU. The cost of the CDP process has been identified as a constraint to scaling up and mainstreaming of the activity under MTAD. There is therefore a need to consider strategies to further reduce the time and cost of the CDP process. The mission encourages the PIU to continue exploring the discussed options such as combining Inner Council and Chiefdom Development Committee trainings and shortening training modules. Greater and continued partnerships with development partners and the donor community is critical for upscaling of the CDP process and should be e

Investments in Aggregation Models. A commonly constraint raised by value chain actors is the low supply offered by target smallholder farmers. In the long term this requires increased investments in production and productivity. In the short-term emphasis need to be on increased investments in aggregation models that would allow participating farmers to achieve scale and produce volumes to attract marketing partners. Previous missions have recommended the need for the project to develop and implement strategies to increase the scale of farmer enterprises. The concept of collection Centres (CIC) has not been fully explored. The concept recognises the opportunity for farmers in each geographical location to collaborate with each other in order to create required scale while at the same time retaining ownership rights to own produce.

Production Improvement The programme has made good progress in promoting good practices for both crop and livestock farmers through trainings provided to farmers and demonstration plots. Access to breeding stock has been a major challenge in goat production. The project is encouraged to explore to develop innovative schemes that can result in introduction of improved genetic material in production system of target farmers. This could include supporting livestock enterprise owners interested in breeding as well as introduction of AI schemes. This could be an attractive enterprise option for young farmers or leading farmers.

Youth inclusion. The project has engaged CATALYZE as Service Provider (SP) for the Youth Enterprise Development. This provides an opportunity to double up efforts to develop and implement strategies that would lead to greater integration of youth into agriculture production and agribusiness and to track their participation. The SP has presented a Strategy document that the Mission considers inadequate. A Youth Engagement Strategy for the project should be based on clearly identified business opportunities for the Youth within the target value chain and youth specific constraints analysis. Such document would identify the entry point for the project in terms of capacity development of the youth including the focus of business development. There is a need to propose entry points for youth involvement in the target value chains and in the activities of the three project components. The project needs to take full advantage of the Youth

Enterprise Revolving Fund as well as other IFAD investments in the country to develop support packages for the youth.

M&E, Knowledge management: The performance of the M&E system could be enhanced through improvements in data management and analysis, as well as regular tracking, assessment and reporting on project outcomes. GIS should be used to support measuring area targets of the logframe. The M&E function also needs to be reinforced with a dedicated Data Management Assistant to minimise gaps in monitoring data.

Targeting and Outreach. Good progress has been made towards achieving the outreach target. Targeting is reaching the intended target group as per project design report, and in terms of geographical coverage and socio-economic conditions. The mission observed discrepancies in the outreach data between the various project components and the consolidated figures in the log frame and the AWPB. This situation creates data overlaps in the overall outreach. There is need for more clarity on the outreach figures, in order to eliminate possible overlaps, and the mission recommends that the project conducts a verification exercise of outreach data. Final outreach could potentially be reduced due to the expected reduction on earth dams' beneficiaries from Component 2.

Project Management. The team is showing increasing cohesion, which is reflected in the improved coordination between components. The project is also showing improvement in procurement, particularly as regards increased efficiency and timely management of processes. The project management continues facing some challenges related to proactive problem solving and timely implementation of decisions. Delays in allocating agreed equipment and manpower resources to BDS providers is a case in point. This is cited as one of the reasons of the low performance of the SPs during the review period. Other remaining challenges of the project are related to the organization of data, acceleration and follow up of the construction of infrastructure projects and analyses of impact

D. Overview and Project Progress

Component 1: Chiefdom Development Planning

This component supports participatory planning in the 37 chiefdoms, whereby decision-making on socio-economic development activities is informed by consultation with concerned households and communities. The status at midterm shows remarkable progress made with component 1 activities: 37/37 Chiefdom Development Committees (CDCs) formed and trained; 30/37 Chiefdom Development Plans (CDPs) formulated with the remaining 7 Chiefdoms currently undergoing the formulation process; 7/8 CDPs reviewed 16/70 Chief's Letters of Consent (CLCs) issued for irrigation purposes add up to 80.3 hectares; while erosion control makes 7.3 hectares in 11 Chiefdoms; 51/50 joint programmes between CDCs, MoA and other advisory services on vegetable production, beekeeping, indigenous chicken production, legume production and goat rearing led by Component 3.

The CDP planning process has registered very impressive participation from women (132%), men (132%) and youth (285%) including vulnerable groups such as people living with disabilities. The recognition of CDPs by other development partners such as WFP and CFI, in addition to MTAD and the government of Eswatini – which prioritise chiefdoms with CDPs for development support – demonstrates the value of CDPs and investment in the CDP process. It is also key for sustainability. The marketing of CDPs has been instrumental in securing funds for the Chiefdoms. Eleven chiefdoms have successfully used their CDPs to secure funding for various projects.

Main Issues

The project has registered good progress with Component 1 activities. The addendum to the MOU between the project and MTAD was signed. This paves way for increased involvement of MTAD in scaling up CDP. However, the CDP process is still largely handled by the project and for sustainability, it is important that the project continues strengthening capacity building of the MTAD and allocates resources to MTAD to implement activities as agreed in the MOU. There is a need to consider strategies to further reduce the time and cost of the CDP process. The mission encourages the PIU to continue exploring the discussed options such as combining Inner Council and Chiefdom Development Committee trainings and shortening training modules. Greater and continued partnerships with development partners and the donor community is critical for upscaling of the CDP process and should be explored.

The translation of CDPs to SiSwati, the language that the community understands is regarded as important for greater ownership. The mission observed slow progression in the translation of the CDPs, where only 11 of the 30 CDPs have been translated to SiSwati. Despite the sharing of the translation tasks with MTAD, and the translation of summaries of CDPs instead of full CDPs, the process continues to stall. The mission recommends that the project engages with MTAD to develop a strategy to fast-track the translation and dissemination of all the developed CDPs and to speed up the validation process.

Out of the 70 targeted Chief's Letters of Consent (CLCs) only 16 have been issued. This could be a reflection of the low demand for such letters from activities under component 2 and 3 that are both lagging behind.

The launch of CDPs continues to fall behind schedule. At midterm, 19 out of the 30 complete CDPs have been launched. The project needs to find alternative ways to organise these events and accelerate launch of the remaining 11 CDPs..

A previous mission approved the adjustment of the CDP review period from 1 to 3 years to allow for sufficient time for communities to implement their projects before review. The chiefdoms should however continue to conduct annual stocktaking and planning meetings to track progress and adjust CDP implementation accordingly.

COMPONENT 2 Infrastructure for soil and water conservation

The component aims to invest in soil and water conservation measures at sub-catchment and homestead levels to harness water for homestead use and to enhance irrigated agriculture for subsistence and market led agricultural production through rehabilitation of 18 dams and construction of 2 new dams. The project has since revised the number of dams to 5 rehabilitations and 5 new to irrigate 110ha. The investments in homestead water supply is mainly through construction of a target 10,000 ferro-cement tanks for rooftop water harvesting. Also included are investments in erosion control infrastructure to enhance the reduction of land degradation in targeted areas. The areas of intervention were identified and prioritised in Chiefdom Development Plans. A land and water inventory study were undertaken to inform the CDPs in the identification of the dams and erosion hotspots.

The PIU in collaborated with the MoA's LUPD has completed the rehabilitation of Nhletjeni and Lubhaca Dams (11ha, 33 farmers) of land are now under irrigation. The farmers are supplying horticulture and dry beans, under contract, to NAMBOARD and NMC. The PIU in collaboration with the LUPD will be rehabilitating Lulakeni 1 and 2 irrigation schemes (3ha), with the installation of drip irrigation. The project has completed 1269 x 2500 litre ferro-cement tanks. The tanks benefit about 6355 people. The progress in installations has been slow due to scarcity of construction material.

Main issues

The development of irrigation infrastructure under the project has been put into two phases. For Phase 1, the bidding period for the construction of Nceka dams (40ha, 31 farmers) and reclamation of KaNdinda gully have closed, the evaluations are in process and the tenders are planned to be awarded by 31st November 2020. The awarding of contract for the construction of Ngololweni dam (11ha, 23 farmers) is for end of December 2020. As the award of these tenders will coincide with the holiday period and the construction industry's end of year shutdown, it is likely that construction works will start by 1st February 2021. The performance period for the contracts is 6 months, hence construction of the dams will be partially completed by August 2021, and fully completed in August 2022, after final payment certificate is issued.

Phase 2, consists of the development of Kaphunga (30 farmers) and Mgambeni (30 farmers) Earth Dams and irrigation infrastructure (Lot 1, 30ha) and development of Liba (30 farmers) and Ndushulweni (5ha) Earth Dams and irrigation infrastructure (Lot 2, 15ha). The tenders for the selection of a design and supervising engineer for the Phase 2 preparation of feasibility studies and detailed engineering designs are currently running until 23 October 2020, after a delay of about 3months. The award of the consultancy tenders will be by end of December 2020, with the studies starting in January 2021, for a period of 3months. The construction of the dams and irrigation infrastructure will likely start in May 2022 and completed about May 2023, after defects liability period. To meet the programme for the construction of the targeted infrastructure, the project is encouraged to be diligent in all aspects of the procurement execution to avoid unnecessary delays.

The development of dams and irrigation infrastructure has experienced delays from the beginning due to the following factors: a) delay in the preparation of the land and water inventory study to inform the sites to be selected; b) lengthy procurement processes; c) delayed completion of studies due to poor performance of contractors and d) impact of the COVID-19 pandemic. The delays are resulting in the partial completion of the construction works to earliest, within 6 months of the project completion, leaving little to no time for defects liability period under the project and for farmer training for effective crop production and management on new schemes. The mission recommends that the project put in place an exit strategy that ensures a) the full completion of the dams and irrigation infrastructure; b) the effective continued training of farmers beyond the project closure date.

COMPONENT 3: Market Led Smallholder Agriculture

This component seeks to support smallholder farmers to meet the needs of identified market opportunities. Component investments target value chains that respond to the food and income requirements of the farmers as well as to the productive capacity of the project area. Priority value chains identified include legumes, vegetables, indigenous chicken, goats and beekeeping.

The project has to date been working with a total of 1261 market ready farmers (130 goats, 158honey,303 indigenous chicken, 87 legumes and 583 horticulture). The project has continued to facilitate market linkages between producers and formal off takers. 583 contracts have been signed with NAMBOARD and 87 with NMC. The project brokered sales agreements between farmers and various livestock trading enterprises. A total 158 farmers in the honey value chain collectively signed marketing agreement with Bulembu Honey. A total of 658 goats were sold collectively by 130 farmers generating a total revenue of SZL561.787. 303 farmers sold 5780 indigenous chickens worth SZL 432,450 through various outlets

The project has implemented a pilot SMS based market information system. This is considered to have been successful and is being recommended for roll out through the HVCHP Agricultural Marketing Information System.

The programme has made progress since the last supervision mission in supporting production, having trained both market led and food deficit households in crop and livestock production, promoted good agricultural practices through the establishment of demonstration plots, promoting home grown feeds for goats and organizing farmers into clusters. However, training on crop and livestock has generally been low for food deficit farmers with 2733 farmers out of a target of 5772 having received training.

SMLP has also made good progress in promoting conservation agriculture, having reached 880 farmers out of a target of 1200. There is however an increased demand for mechanization services to increase area under CA which is currently averaging 0.1ha per farmer.

Main Issues

There continues to be duplication of effort between ESWADE component 3 staff and the recently recruited BDS service providers with respect to market linkage facilitation. This is in part due to the fact that ESWADE staff have not fully adjusted their own involvement to create operational space for the BDS service providers and also due to the fact that there were delays in assigning BDS staff to service providers. It is recommended that these relationships are clarified and the project team concentrate on production improvement.

It is further observed that the Service Providers are struggling to find their feet and require strategic orientation and support on how to take advantage of the information and implementation experience gained so far by the project. The intention was for Service Providers to sign performance-based contract. The mission observes that this is not the case as the contracts do not carry a set of deliverables complete with indicators and targets against which the performance of the SP will be evaluated. Such performance parameters would be the same in the case of the two Business Development Service Providers. The GRM logframe as contained in its inception is materially different from the Genesis M&E plan. It is observed that no attempt has been done to harmonise the content of the approved inception reports with a view to ensure that they both have the same performance related elements.

The project has facilitated the establishment of Innovation platforms (IPs) for horticulture, legumes, goats and indigenous chicken. IPs require Action Plans to guide their implementation. The recommendation is to define a coordination structure for the value chain, priority issues for the year and assignment of responsibilities and timelines to activities.

Access to inputs has been a major setback in the legume value chain as NMC only provide technical support and a market for produce without supporting input markets. Delayed distribution of inputs by the project has been a major hindrance to the productivity of legumes.

Agreed Action	Responsibility	Agreed Date
Finalise the payment of the Land and Water Inventory first progress invoice and review contract with a view of possible extension	PIU	11/2018
Assign selected CDP planning activities to MTAD	PIU	12/2018
Conclusion of procurement of consultants Finalise procurement of consultants for the design and supervision of Ngololweni and Nceka Dams.	PIU	01/2019
Recruit short term community development consultant to support PIU team	PIU	01/2019
Develop plans to operationalise MoU with partners	PIU	01/2019
Organise value chain platforms for legumes and horticulture	PIU	02/2019
Update the timeline for procurement and tightly manage the various stages Update the timeline for procurement and tightly manage the various stages to ensure that the services are mobilised on time	PIU	05/2019

Develop a timeline for each of planned BDS Develop a timeline for each of planned BDS, YES service tenders to allow effective monitoring	PIU	05/2019
Roll out the MIS message system Roll out the MIS message system	PIU	07/2019
Review planning cycle to determine opportunities for shortening the process Review planning cycle to determine opportunities for shortening the process	PIU	08/2019
Acceleration of CDP formulation and exit strategy Finalise the addendum to the MOU between SMLP and MTAD on the acceleration of CDP formulation process and the gradual withdrawal of PIU in this process	PIU Coordinator and MTAD	12/2019
Provide practical support to completed CDPs to mobilise resources from existing sources Provide practical support to completed CDPs to mobilise resources from existing sources	PIU	12/2019
Monitoring of activities A detailed action plan including timelines for bidding, contracting and commissioning construction should be developed	National Project Director	01/2020
Assess supply potential of Market Ready Farmers	PIU	02/2020
Develop a strategic plan for each VC platform	PIU	02/2020
Review institutional arrangement for the MIS message system	PIU	02/2020
Translation of CDPs to siSwati PIU should continue to repackage and translate all CDPs to siSwati and disseminate all the CDPs	Component 1 Coordinator	03/2020
Maintenance of Infrastructures Infrastructure management and maintenance models need to be clarified	Component 2 head	03/2020
Assist households in developing viable and sustainable projects Assist households in developing viable and sustainable projects, and identify potential funders	PIU	03/2020
Acceleration of CDP formulation and exit strategy Finalise the addendum to the MOU between SMLP and MTAD on the acceleration of CDP formulation process and the gradual withdrawal of PIU in this process	PIU Coordinator and MTAD	12/2020

Translation of CDPs to SiSwati Develop a schedule for expediting the translation of the completed CDPs to SiSwati	Component 1 Coordinator	12/2020
Lessons learnt on the CDP review process Draw-up lessons on the review of the CDP review process	Component 1 Coordinator	12/2020
Prepare exist strategy Prepare exist strategy that ensures a) the full completion of the dams and irrigation infrastructure; b) the effective continued training of farmers beyond the project closure date.	PIU Coordinator/Project engineer	12/2020
Monitor procurement timelines to ensure that contracts are signed within planned time frames Monitor procurement timelines to ensure that contracts are signed within planned time frames	PIU	12/2020
SLMP to undertake proactive monitoring of contracts SLMP to undertake proactive monitoring of contracts. Contracts to be clarified to include objectively verifiable deliverables	PIU	12/2020
Reduce the time and cost of the CDP process Adjust the procedures of the CDP process to reduce the costs and time required for the process while maintaining quality and effectiveness of CDPs	Component 1 Coordinator	03/2021
Develop Action Plans for each value Chain Platform Develop Action Plans for each value Chain Platform	PIU	03/2021
Train farmers on crop-livestock integration and include CSA practices for market-led horticulture and legume farmers Train farmers on crop-livestock integration and include CSA practices for market-led horticulture and legume farmers	PIU	03/2021
Engage with private sector, BDS and seed services to develop a seed supply model for legume farmers Engage with private sector, BDS and seed services to develop a seed supply model for legume farmers	PIU	03/2021

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 4

Previous rating: 3

Justification of rating

The project is on track to meet outreach and output targets related to chiefdom development planning processes, establishing and strengthening capacities for Sustainable Land and Water Management, market led production of crop and livestock as well as access to extension messages and technological packages by food deficit households. Targets related to establishment of irrigation infrastructure are behind schedule and will likely not be reached by the end of project implementation. The effectiveness of the output results needs to be systematically evaluated to assess the extent of progress made towards the development outcomes. This should be done through structured outcome, adoption and other thematic surveys which are yet to be carried out.

Log-Frame Analysis & Main Issues of Effectiveness

The Log frame has been updated up to the end of August 2020. The project has currently reached 58.2% of the targeted beneficiaries of 15325 directly with project services, benefiting a population of 50,922 out of 87,507 targeted to be reached by the end of implementation. 30 out of the targeted 37 Chiefdom Development Plans (CDPs) have been developed and all 37 Chiefdom Development Committees (CDCs) have been formed and trained to lead the community mobilization in the development and Implementation of the CDPs. As a result, 46 out of a target of 50 CDP sub-projects from 11 CDPs have been implemented in agriculture (11), infrastructure (30) as well as community capacity development (5) with funding through external sources. The project has also completed formation and training of 18 out of 37 Natural Resources Management committees (NRMCs) and 15 out of 37 Rangeland Management Committees and restored 86.3 out of a target of 200 hectares of previously degraded land. These have resulted into improved soil, water, land and other natural resource management. Substantial and accelerated progress has also been registered in market led production of crops and livestock through training and capacity building of 925 out of 1650 farmers belonging to supply groups and 1651 out of 2500 farmers in income generating activities. 471 out of 1650 economically active farmers have also been facilitated to access agricultural market information through SMS service in partnership with MTN. Furthermore, SMLP has empowered 3883 out of 5465 Food deficit poor households through training, access to extension and advisory services as well as provision of improved crop and livestock technological packages.

The output level results indicate that majority of project activities will lead to the expected outcomes with the exception of the activities related to the implementation of the irrigation infrastructure (11%) and those related to water supply through construction of rooftop Ferro cement water harvesting systems (13%) which have remained behind schedule. There have been considerable delays in implementation of the irrigation infrastructure mainly due to delays in tendering of contractors for the works. There have also been delays in the construction of the Ferro cement roof top tanks caused by limited availability of construction materials due to COVID-19 restrictions. The continued delay in the delivery of these targets will likely constrain the attainment of related development outcomes hence the need to have them expedited. Preliminary revisions to the project Log-frame have been proposed to match the current level of project results and performance. These however need to be reviewed further and confirmed by the PIU to ensure that final end of project targets are set.

Agreed Action	Responsibility	Agreed Date
Revise Project Logframe Ensure final revision of the project Logframe to incorporate modifications in performance indicator targets at midterm	M&E	10/2020
Annual Outcome, adoption and thematic surveys Undertake Annual Outcome surveys, Adoption and production surveys starting with 2020, to systematically assess progress towards achievement of the development objective	M&E	03/2021

Development Focus

Targeting and Outreach

Rating: 4

Previous rating: 4

Justification of rating

SMLP is on track to meet the target of 15,325 households with reached. Targeting is reaching the intended target group as per project design report, and in terms of geographical coverage and socio-economic conditions. The M&E data is disaggregated. Final outreach could potentially be reduced due to the expected reduction on earth dams' beneficiaries from Component 2. Most of the previous mission recommendation have been addressed apart from tracking beneficiaries according to the 4 wealth groups which is partially addressed. There is for more clarity on the outreach figures, in order to eliminate possible overlaps, and the mission recommends that the project conducts a verification exercise of outreach data.

Main issues

Following the November 2019 mission, SMLP finalised the Targeting Strategy and developed 11 out of 30 Chiefdom

Targeting Action Plans (CTAP). The mission recommends that the project finalise the CTAP guideline and the categorisation of the farmers into wealth groups. The analysis of the baseline data on households' census has been completed and processes to augment the GIS and LDSF information is underway. The mission recommends the project to continue with data collection, data capture and cleaning of data in order to maintain a functional database system. There is for more clarity on the outreach figures, and eliminate possible overlaps, the mission recommends that the project conducts a verification exercise of outreach data.

The mission observed that the project has not been consistent in tracking outreach in line with the wealth ranks of the 4 target groups as described in the Targeting Strategy. The selection criteria for the market led farmers that is highlighted in the Targeting Strategy, does not focus on necessarily on the poor but target the economically active people. The mission recommends that SMLP comes up with measures to avoid elite capture. The mission observed that the self-targeting measures used for food deficit household was effective in reaching the vulnerable households, therefore SMLP can draw lessons learnt for knowledge sharing.

Youth focus: SMLP engaged a service provider to develop a youth strategy and implementation of youth enterprise development services. The analysis on youth revealed that of the 635 (294F, 378M) youth that have received training, very few have engaged in enterprise development. The challenges relate to lack of financing, lack of agricultural inputs, and financing. There is low participation of women youth across the value chains and the aim of youth strategy is to reach 60% participation of women youth. The strategy divides youth into three groups: nascent, start up and existing entrepreneurs and interventions have been tailor made to address the needs of each group. The strategy however does not sufficiently identify business opportunities and youth entry points within the target value chains. There is need to strengthen the coordination of component 1 and component 2 to solve bottlenecks to access land and water for vulnerable groups.

Agreed Action	Responsibility	Agreed Date
Map available data to pinpoint target groups across PDA Continue with combining and mapping relevant data from census, MPAT, and WEAI to facilitate integration and targeting of SMLP activities. Leave space for including outputs of Land and Water Inventory	GIS and M & E Officers	12/2018
Develop Targeting Action Strategy and CDC-level Plans Based on the SMLP implementation experience and the lessons learned in the field, elaborate a PIU Targeting Strategy as a guiding document, from which realistic and achievable targeting action plans are developed with each CDC.	Component Heads, M&E, CDCs	01/2019
Refine the existing targeting mechanisms Using a facilitated and phased workshop approach, refine the existing targeting mechanisms for the different component activities for consolidation into the overall SMLP Targeting Strategy	PIU	09/2019
Develop CDC Targeting Plans Develop CDC Targeting Plans	PIU	10/2019
Develop youth involvement strategy Develop youth involvement strategy. Engage FINCLUDE to share strategies	PIU	02/2020
Recruit targeting consultant/facilitator to finalize the targeting strategy Recruit targeting consultant/facilitator to finalize the targeting strategy, elaborate the youth strategy and to develop the Chiefdom specific Targeting Action Plans.	PIU	02/2020
Identify business opportunities and entry points for youth involvement in the VCs	PIU	12/2020
Finalize the Chiefdom Targeting Action Plan guideline, categorize farmers into wealth groups, gender and youth and track outreach to target groups	PIU	03/2021
Adjust the outreach to match the reduction in activities and conduct participatory verification of the outreach data	PIU	03/2021

Gender equality & women's participation

Rating: 5

Previous rating: 5

Justification of rating

SMLP has made good progress in enhancing economic empowerment for women and men through profitable crop and livestock production. Women constitute 30% of leadership positions local management committees. SMLP is using the WEAI survey results to further refine the Targeting and Gender Strategy. SMLP held a WEAI workshop to share knowledge and best practices with the Zimbabwe Smallholder Irrigation Revitalization Programme. Women participation in SMLP is high for water users, indigenous chickens, food deficit households, market-led farmers and sustainable agriculture lead farmers. The mission observed low women participation as land rehabilitation promoters and the goat VC. SMLP should conduct data verification on the number of men and women that have been reached by the project.

Main issues

The mission observed the high participation of women in project activities and recommends that the project evaluates and report on effectiveness of the interventions. Women's participation in Component 1: Inner Council (118F, 193 M), CDC (243 F, 177 M), Number of people trained in Community Training for Transformation (1501 F, 1001 M and 598 youth), CDP (2215 youth, 3886 F, 2817M). For Component 2: NRM (218 F, 193 M), RMCs (52 F, 89 M), ferro tanks (505 F, 761 M); backyard gardens (324 F, 396M), Water User groups (56 M, 24 F). Component 3: Farmers trained in income generating projects (1019F, 1500M), trained in livestock (1640F, 1098M) and trained in crop production (35F, 65M). The mission recognizes the good progress made and recommends that the project conducts verification of the outreach figures and consolidate the data for consistency.

The project has been instrumental in promoting women's economic empowerment, leaderships and decision-making positions and reduction of workload for women. Most members in income generating groups are women and this improves their social and economic empowerment. For instance, the indigenous chicken lead farmers (50M and 44F) and market ready lead farmers (36M; 112 F). The provision of ferro water tanks contributes to the reduction of women's workload and therefore women have more time to engage in productive activities. The mission observed that the capacity of the tank needs to be increased to enable sufficient water storage for both domestic and productive purposes. Women have embarked on value addition of farm produce to generate more income for instance through the production of chili source. In terms of decision making, SMLP should continue to promote women in leadership positions in the various committees such as the CDC and the inner Council. The mission observed that it will be difficult to influence group composition for existing groups, but the new irrigation schemes will include a balanced representation of women and youth.

SMLP implemented the recommendations of the previous mission by conducting the Kusile Breakfast show and holding the virtual WEAL workshop. As a follow up, SMLP is using women leadership and decision making as an entry point to share the results WEAL nationwide as well as to promote women in leadership and decision-making positions. The mission recommends that a follow up WEAL workshop be held in Eswatini to allow for learning visit to the project area.

Agreed Action	Responsibility	Agreed Date
Develop Plan for PIU Capacity Development in Assessing and Addressing Gender Plan gender related capacity building for PIU, Component heads, relevant partners. Appoint and resource PIU gender staff .	PIU	12/2018
Ensure gender targets in CDC TAPs As CDCs develop Targeting Action Plans, the PIU must ensure inclusion of realistic gender targets for participation and empowerment.	PIU, Gender Expert, M&E	01/2019
gender mainstreaming and youth inclusion issues in the SMLP components Use a facilitated workshop approach, to identify the critical gender mainstreaming and youth inclusion issues in the SMLP components, outline what is feasible, how this could be achieved and measured within the project framework for the remaining project period	PIU	09/2019
Gender Mainstreaming sensitisation workshop for PIU staff Conduct a 2-day Gender Mainstreaming sensitisation workshop for PIU staff	PIU	09/2019
Organise a workshop on WEAI between SIRP Zimbabwe and SMLP Organise a workshop on WEAI between SIRP Zimbabwe and SMLP to share ideas and experiences on results and how to use the results to consolidate and finalise the gender and youth inclusion strategies for both programmes	Gender focal person	02/2020
Conduct women leadership training for rural women in decision making bodies Conduct women leadership training for rural women in decision making bodies	PIU CDO	04/2020
Conduct a follow up WEAI workshop and learning visit	SMLP Coordinator	02/2021
Continue with the policy dialogue series to promote women to take up leadership and decision-making positions	PIU CDO	02/2021

Agricultural Productivity

Rating: 4

Justification of rating

The programme has made good progress in promoting good practices for both crop and livestock farmers through trainings of farmers and establishment of demonstration plots. The project has also reported on productivity outcomes and challenges faced by farmers in achieving optimum production. Crop productivity challenges were related to management, particularly late planting for rain-fed crops (legumes), livestock encroachment and weather impacts. Access to breeding stock has been a major challenge in goat production. The project has however no internal mechanisms to collect production data as recommended in the previous mission and relies on reports from contracted market players, NAMBOARD and NMC and also on lead farmers for CA and permaculture data. SMLP has also reported high adoption of improved housing for goats, finishing for indigenous chickens, castrating local breeds and using scales for goats and good practices to preserve honeybees. Benefits of adopting good practices were reported by the programme such as reduced kid mortality in goats. Food deficit households that were supported in livestock production were able to increase production and some were able to sell surplus in flea markets. These benefits were echoed by farmers that spoke to the mission team

Main issues

Livestock

The previous mission recommended the programme to explore other supplementary feeds for indigenous chickens and goat production. The programme had not started implementation of production of home-grown feeds for indigenous chickens. For goat production mucuna was introduced to 8 groups but only one group successfully grew the crop due to drought. The programme will also promote other locally available indigenous feeds. The major challenges in livestock production are low adoption of vaccination for Indigenous chicken production and limited breeding stock for goats. SMLP is exploring ways to address these challenges through involvement of the livestock department to enforce chicken vaccination laws and BDS for potential sources of breeding stock.

Crop production

The area under horticulture increased over time but again the yield benefits have been below expected. Horticulture production is also affected by heat waves and access to water. For the 2019/20 season, reports from NAMBOARD shows that 169 ha were put under horticulture crops surpassing the 150 ha target. However, production from the increased hectareage was 310 tonnes, which is lower than expected yield of 500 tonnes due to hail and heat waves and probable retention for consumption. However, food deficit households have been able to produce and sell some of their produce in their permaculture gardens. The project is exploring use of shade nets for horticulture production. Improving horticulture productivity will also require training on CSA and will depend on when farmers will access to water from infrastructure developed in component 2.

SMLP is promoting legumes for marketing and in CA for food diversity. Legume productivity was lower than expected due to late delivery of inputs and livestock encroachment to production fields. Based on data from NMC records, on average, farmers produced 200kg/ha out of a targeted yield of 500kg/ha. However, this figure only captures what the farmer sold and not the total production. SMLP also noted the need for more capacity building on legume production to improve yields.

Based on data from lead farmers which was reported by the project, food deficit households reported high adoption of permaculture and CA principles (mainly minimum soil disturbance and mixed cropping (100%). The programme did not however separate adoption of CA by follower farmers from LF demo plots. Soil cover was the least adopted principle.

SMLP should consider introducing cover crops such as mucuna, lablab purpureus which can provide both soil cover and be used as livestock feed and can thus be integrated into the CA initiatives. There has also been increased productivity for CA over time with maize and sorghum farmers achieving 995kg/ha for maize and 845kg/ha for sorghum. The mission interacted with CA farmers who also mentioned benefits of crop diversification and yield increases under CA. However, the low area under CA which currently stands at 0.1ha limits the contribution of CA to achieve household food security. Currently only 324 CA farmers out of 800 were able to access tractor drawn ripper services. A farmer also indicated delays in accessing these services as a challenge to scaling up CA.

SMLP should be commended for initiating the multiplication of Orange fleshed sweet potato in collaboration with MoA and CIP. Four Sweet potato nurseries were established in the 3 SMLP project regions; Lubombo (2), Manzini (1) and Shiselweni (1). Each sweet potato nursery covers a land area of 0.25ha. At least 200 food deficit households are expected to benefit from this initiative.

Agreed Action	Responsibility	Agreed Date
Promote Good Agricultural Practices Promote Good Agricultural Practices through intensification establishment of demonstration plots	PIU Component 3	03/2020
introduce a tracking mechanism to measure increases in production and productivity. Conduct annual surveys introduce a tracking mechanism to measure increases in production and productivity. Conduct annual surveys	PIU component 3, M&E	03/2020
Promote home-grown feeds for goats and indigenous chickens Promote home-grown feeds for goats and indigenous chickens	PIU – Component 3 Coordinator	03/2020
Coordinate with UNESWA, ICRAF/ILRI on research initiatives into indigenous chicken and goat production Coordinate with UNESWA, ICRAF/ILRI on research initiatives into indigenous chicken and goat production	PIU	03/2020
Organize farmers into production clusters Assess supply capacity of target farmers and Promote aggregation among groups of farmers in the same locality to make training and marketing more effective	PIU	05/2020
Demonstrate different fodder crops and evaluate their performance under the farmer's context.	PIU	11/2020
Report on adoption of CA by follower farmers separately from lead farmer demo plots	PIU	04/2021
Conduct productivity surveys as recommended in the previous mission	PIU	04/2021
Crop demo plots should compare new technology with farmer practice	PIU	

Nutrition

Rating: 4

Previous rating: 4

Justification of rating

Remarkable progress has been in mainstreaming nutrition and this includes the successful development, launch and revision of the National Nutrition Mainstreaming Strategy and the careful selection of appropriate indicators to measure progress towards its implementation. Milestones achieved in the implementation of the strategy include the training of 50 extension officers; establishment of 880 nutrition gardens; 85 farmers processing, preserving and selling excess permaculture vegetables making average monthly income of E300; 400 food deficit goat farmers slaughtering twice yearly to complement their diets; 325 food deficit farmers operating cottage industries; and 110 fruit trees planted in Ngololweni wetland. The outstanding nutrition baseline survey should be expedited in order to further inform interventions and to make it possible to measure impact at the end of the project.

To sharpen nutrition interventions, a clinic survey was conducted in the project chiefdoms to determine the most prevalent diseases and the associated nutrient deficiencies. The mission commends the use of the information from the survey to tailor the selection of permaculture starter packs for the different chiefdoms.

Main issues

The recommendation to include core nutrition indicators in the log-frame, which is a requirement for nutrition-sensitive

projects has not been addressed. The project is urged to include the following nutrition outcome and output indicators in the project log-frame: percentage of women reporting improved quality of their diets (outcome indicator); and number of persons provided with targeted support to improve their nutrition (output indicator).

The project is advised to consider the provision of labour-saving technologies for the food deficit CA and permaculture farmers, considering that these practices are labour intensive which would likely undermine the sustainability impact of nutrition interventions.

The mission noted a gap in nutrition interventions for the market-led farmers who are currently not provided with any nutrition messages or interventions. It is important for the project to recognise that high income and increased production do not automatically translate to nutrition outcomes; it is strongly recommended that the project avails nutrition education and behaviour change communication to both the food deficit and the market-led groups for better impact.

To increase the incomes of the food deficit households, many farmers have been trained on value addition (drying, processing, canning, bottling etc.) of excess vegetables from their permaculture nutrition gardens for sale. SMLP in partnership with the Department of Home Economics, has embarked on delivery of cooking demonstrations to train farmers on nutrient preserving/enhancing food preparation. The project is encouraged to continue with the cooking demonstrations to arouse interest in and increase acceptance of nutritious foods.

It is impressive that multisectoral coordination on nutrition mainstreaming is continuously strengthened in the project through working closely with the Department of Home Economics in the Ministry of Agriculture. The mission encourages the project to additionally partner with private sector particularly the Swaziland Standards Authority (SWASA) which coordinates the work of private sector; and to advocate for greater nutrition focus among the projects existing partners such as NAMBOARD and National Maize Corporation to facilitate mainstreaming of nutrition in private sector extension.

Agreed Action	Responsibility	Agreed Date
Finalise the development and validation of the nutrition mainstreaming strategy and action plan	PIU, Component 3 lead	02/2019
Provide refresher training on nutrition for new extension officers and capacity building for lead farmers in the project area	PIU, Component 3 lead	02/2019
Lobby for harmonisation of nutrition promotion packages by stakeholders within the national CA Taskforce	PIU, Component 3 lead	03/2019
Engage the home-grown school feeding (HGSF) programme task force Engage the home-grown school feeding (HGSF) programme task force	PIU	05/2019
Update the nutrition training package Update the nutrition training package with (1) the new diet diversification key messages from the national survey on healthy eating and (2) the national guidelines on nutritional labelling	PIU	06/2019
Provide support to the Department of Home Economics Provide support to the Department of Home Economics to finalise and launch the national nutrition mainstreaming strategy and action plan	PIU	08/2019
Revise the permaculture action plan and align it agro-ecological zones and climate change patterns e.g. heat waves Revise the permaculture action plan and align it agro-ecological zones and climate change patterns e.g. heat waves	PIU	02/2020

Determine the nutritional deficiencies at chiefdom level and align nutrition activities to address these deficiencies in collaboration with the ENNC Determine the nutritional deficiencies at chiefdom level and align nutrition activities to address these deficiencies in collaboration with the ENNC	PIU	03/2020
Include core nutrition indicators in the project log-frame	PIU	09/2020
Develop preparation and effectiveness guidelines for biological sprays in the control of pests and diseases in permaculture gardens Develop preparation and effectiveness guidelines for biological sprays in the control of pests and diseases in permaculture gardens	PIU	12/2020
Adhere to food safety gardens in all stages of production, harvesting, storage, and sale of produce Adhere to food safety gardens in all stages of production, harvesting, storage, and sale of produce	PIU	12/2020
Develop a more systematic way for delivery of nutrition education to reach both the food deficit poor and market-led farmers	PIU	12/2020
Identify and promote promising labour-saving technologies for CA and permaculture production	PIU	03/2021

Adaptation to Climate Change

Rating: 4

Previous rating: 4

Justification of rating

SMLP is addressing climate change through various interventions that contribute to adaptation and mitigation. These include the development and rehabilitation of irrigation schemes and earth dams, integration of climate adaptation and mitigation plans into the CDPs; drought tolerant crops such as sorghum, indigenous trees, conservation agriculture and permaculture, weather and climate information provision to farmers, and promotion of diversification through various value chains – legumes, indigenous chicken, goats, bees, and horticulture. The various value chains are enabling farmers adapt better to climate change through diversification of their food sources and income streams. The project also ensures that promoted value chains are adapted to local weather and climate conditions. To date, the project has installed 1269 (13%) ferrocement tanks, and irrigated 99ha (11%) of land. Grey water harvesting is now used by 720HHs (19%) for irrigating back yard gardens. Climate adaptation and mitigation plans are being developed at chiefdom level, and the project is also monitoring GHG emissions using the EXACT tool. There is need for refresher training on the uses of the tool. It is recommended that the project assesses the efficacy of the weather and climate messages in informing decision making and cropping practices at farm level.

Main issues

The area of land under CA demos is 7.2ha (10%), while 64.8ha is under farmer practise. Overall, the area under climate resilient management is 289ha (1%). The project should thus advise on its ability to meet this target given the low performance at mid-term. The mission recommends that the project starts to systematically track and report on the number of households that would be considered climate resilient households. The project has set up an SMS platform for sending weather and climate messages to farmers and so far, about 471 (29%) short messages have been sent to farmers. The AMIS also has a weather platform where farmers get information. However, the messages have not been received in a timely or structured manner and there is need to assess and report on their efficacy in impacting farmer decision making and cropping patterns at HH level.

The mission was pleased to learn that based on the previous mission's recommendation; the project has started piloting the use of shade nets with 8 farmers in the low veld. The shade nets are expected to help farmers adapt better to heatwaves, which have become common in recent times. Virtual meetings with farmers revealed that they were realising benefits from the use of CA and had reported better maize yields (e.g. one farmer indicated she had harvested 7bags within 0.5ha up from 2bags under conventional tillage). Cost efficiency was also an advantage farmer reported. The project is promoting sprinkler and drip irrigation methods to enhance water use efficiency. Other climate considerations in infrastructure development are flood control, provision of cattle drinking troughs, and washing bays for women, thus

reducing their travel time to wash in rivers. The project is encouraged to explore the merits of the use of renewable energy such as solar in pumping irrigation water.

In June 2020, the project received FAO EXACT tool training. Three project officers were trained on the use of the tool for GHGs accounting and measuring carbon sequestration. The baseline and end line targets were also agreed on, and these need to be updated in the log frame. The team expressed the need to have a refresher training on the EXACT tool and more project officers included in the training – component leads and GIS officer.

Agreed Action	Responsibility	Agreed Date
Integrate indicators on sustainable land and water management and on climate resilience into the MPAT and socio economic surveys.	M&E Officer	12/2018
Follow up on the FAO EX ACT training to be offered by IFAD HQ and develop a training plan jointly with IFAD	PIU, Environment Officer	02/2019
Engage with relevant stakeholders to identify appropriate needs, weather information packages and implement weather information dissemination activities with specific focus on each component's needs Engage with relevant stakeholders to identify appropriate needs, weather information packages and implement weather information dissemination activities with specific focus on each component's needs	PIU Env. Officer	08/2019
Fast track the recruitment of the consultant Fast track the recruitment of the consultant and finalise the chiefdom level climate adaptation and mitigation action plans PIU Env. Officer August 2019 Agreed	PIU Env. Officer	08/2019
Develop a climate and weather information mainstreaming plan/guidelines to ensure systematic application of the information in all components and in decision making– Component Leads, Environment Officer, MoA, Met services	PIU, Environment Officer	12/2019
Develop ToRs to recruit a national consultant to develop climate resilience focused action plans to inform implementation of proposed actions by NRMCs and RMCs	PIU, Environment Officer	12/2019
Assess the potential to expand the outreach of water tanks and to provide bigger tanks to enable farmers adapt to dry spells and heat waves better Assess the potential to expand the outreach of water tanks and to provide bigger tanks to enable farmers adapt to dry spells and heat waves better	PIU	02/2020
Expand the demo plots and starter pack to integrate additional climate adaption measures such as shade cloths, hay and silage, and fodder shrubs adapted to AEZs Expand the demo plots and starter pack to integrate additional climate adaption measures such as shade cloths, hay and silage, and fodder shrubs adapted to AEZs	PIU	04/2020
Liaise with IFAD to have the project team trained on the FAO EX ACT tool and to start measurements and reporting Liaise with IFAD to have the project team trained on the FAO EX ACT tool and to start measurements and reporting	PIU, IFAD ECG	04/2020
Assess the efficacy of weather and climate messaging in informing decision making and farming patterns among targeted farmers and improve coordination among relevant players	PIU	12/2020
Undertake a refresher training/follow up on the FAO EXACT tool and include additional project officers	PIU, FAO, IFAD	02/2021

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: 5	Previous rating: 4
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Justification of rating

The experiences of the Project in Chiefdom Development Planning, Soil and Water Conservation and Land Degradation Surveillance Framework are emerging to be important reference points in national policy and development planning. The Tinkundla and Regional Administration Bill (2016) proposes that all Tinkudla Empowerment Funds should be accessible to Chiefdoms with completed CDPs. The LDSF has proved to be a valuable tool in the monitoring of ecosystem and land health. The project has made efforts to guarantee the sustained use of the technology post project through engaging the MoA's land use planning unit and the Ministry of ICT to host and run the facility at national level.

Activities have been and continue to be conducted to strengthen the capacity of government Ministries and agencies to formulate and/or implement national policies and programmes. Country level policy engagement in SMLP/CSARL includes among others: collaboration with the Nutrition Council in the Ministry of Agriculture (MoA) to develop a National Nutrition Mainstreaming Strategy and to design its national baseline survey; contributing to the review of the Commercialization of Swazi Nation Land Bill; Tinkhundla and Regional Administration Bill; and the Land Policy and Land Bill. Implementation of the land degradation surveillance framework will provide important data sets for a repository of ecosystem data that is instrumental for the country's reporting on key indicators for international conventions such as the United Nations Framework Convention on Climate Change (UNFCCC), Convention on Biological Diversity (CBD) and United Nations Convention to Combat Desertification (UNCCD). The utilisation of the platform provided by the Kusile Breakfast Show to discuss successful models for youth inclusion and GEWE among other themes is expected to stimulate policy dialogue and generate interest from other development stakeholders.

Main issues

Agreed Action	Responsibility	Agreed Date
Reorganise the Knowledge Management Activity to inform policy, identify and document experiences, lessons Reorganise the Knowledge Management Activity to inform policy, identify and document experiences, lessons	M&E	03/2020

Partnership-building	Rating: 4	Previous rating: 4
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Justification of rating

The project is operating with a wide range of public and private partners in the implementation of the various components (See Appendix3 Partnership Matrix). These include Ministry of Tinkundla, Local Chiefs, members of Inner Council all under Component 1; Under component 2 the partners include various departments under the Ministry of Agriculture (Land Use Planning, Rangeland Section of Veterinary) and Ministry of Tourism and Environmental Affairs. The Implementation of component 3 activities is assigned to Government partners, relevant parastatals as well as to three contracted business development service providers. A number of market partners are involved the main ones being NAMBOARD, NMC, ESwatini Kitchen, Bulembu, Mayisakonjane and the Tums George Hotel.

Main issues

Effective Partnership Building is critical in institutionalising project experiences. Several working partnerships are reported under components 1, 2 and 3. Partners need to be made to assume full responsibility for assigned tasks and to internalise project experiences in their work. There is scope for improvement in this regard with respect to CDP as well as in Value Chain Development under Component 3. The full ownership of Local Authorities, rural residents and the Government of this CDP process is crucial for sustainability. The increasing leadership and taking over the overall responsibility by the MTAD is key to scaling up from the current 30 planned Chiefdoms to the 247 in the country. Finding a low-cost model for such planning is necessary.

The project has not fully exploited partnership with Ministry of Tinkhundla, the University of Eswatini and other Knowledge Institutions in order to increase pace of implementation as well as to scale up Chiefdom Planning outside the chiefdoms targeted by the project.

The projects need to continuously cultivate partnerships including taking stock of the extent to which expectations under each partnership are fulfilled. This requires the organisation of regular partnership review meetings with each partner to assess progress in the implementation of planned activities under each Partnership.

Some private sectors/ market partners are reported to be reluctant to enter into formal marketing agreement with small holder farmers. Various reasons have been advanced including i) local companies do not have the autonomy to make contracting decisions as this is handle by foreign based parent companies ii) companies do not consider smallholder farmers as reliable partners (supply, quality). This is a sign of immaturity in the relationships. Signing of formal agreements is considered critical for structured market relationships. The project needs to address the constraints that the private sector partners may be facing in signing such agreements.

Functional innovation platforms would be a good example of effective partnerships. It is envisaged that the project will establish Innovation Platforms, in which representatives of wholesalers, buyers, extension services, financiers and growers work together to identify improvements and innovations that help enhance the benefits from the selected value chains. Limited progress has been made in the establishment of self-sustaining platforms.

Agreed Action	Responsibility	Agreed Date
Sign Addendum to the MOU with MTAD Sign Addendum to the MOU with MTAD	PIU, Component 1	07/2019
Develop operational plans for all key partnerships Develop operational plans for all key partnerships	PIU	07/2019
Organise consultations with private sector actors Organise consultations with private sector actors to identify constraints to signing formal agreements with farmers and address such crops	PIU, Component 3	07/2019
Undertake consultations between ESWADE management and MTAD Undertake consultations between ESWADE management and MTAD	Project Director	12/2019
Organise every six months planning and review meetings with all key partners Organise every six months planning and review meetings with all key partners	PIU	02/2020
Establish regular, yearly partnership review meetings	PIU	03/2021

Human and Social Capital and Empowerment

Rating: 4

Previous rating: 4

Justification of rating

The human and social capital and empowerment is rated satisfactory. SMLP beneficiaries have received training and capacity building in business and production skills in crop and livestock VCs. The CDP process enhanced inclusive participation and representation of vulnerable groups in the Inner Council and the Chiefdom Development Committees. Some CDCs successfully designed business plans for resources mobilisation, although this remains a challenge. Partnerships with BDSP service providers will further enhance technical capacities of beneficiaries. The average representation of women in Inner Council, CDC and group management committees is at 30 per cent. SMLP has presented success stories on emerging positive outcomes on economic and social empowerment but these need to be confirmed through a survey

Main issues

Under component 1, the formation of the CDP has enhanced the building of social capital, through the Inner Council and the CDC. These institutions received training for transformation, strategy formulation and resource mobilisation resulting in the development of the CDP. The endorsement by the chief creates ownership and the management of the institutions is strengthened through representation of all groups, including women, youth and disabled. More work is required in for resource mobilisation to allow the implementation of activities identified in the CDPs. In addition, there is need to accelerate the demand for Letters of Consent to communities to enable youth and women to have access to land for income generation activities.

The mission observed that communities have received training on the construction of soil conservation works and actively

contribute labour and time to the construction of gully control measures under component 2. With the construction of earth dams, focus should be directed at training of water user groups for the sustenance of operation and maintenance of water sources. The mission also observed the gap in people who receive training and those who finally engage in enterprise development.

Agreed Action	Responsibility	Agreed Date
Implement training monitoring tool to measure before and after training Implement training monitoring tool to measure before and after training	PIU and M&E Officer	01/2019
Participatory management training and gender sensitisation training Organise participatory management training and gender sensitisation training for PIU staff	PIU, Gender focal person	08/2019
Strengthen partnerships with other organisations Strengthen partnerships with other organisations in order to provide training and mentoring for the communities	PIU	08/2019
Measure the effectiveness of the lead farmer training approaches Measure the effectiveness of the lead farmer training approaches	PIU	02/2020
Strengthen the resource mobilisation capacity of CDC through networking platforms.	PIU and M&E Officer	01/2021
Ensure training and mentorship of water user groups	PIU	02/2021
Enforcement and creation of by-laws for controlled livestock grazing	PIU	03/2021

**Quality of Project Target Group
Engagement and Feedback**

Rating: 5

Justification of rating

The rating for the quality of beneficiary participation is satisfactory. Through the CDP consultation process, SMLP has involved all stakeholders including women, youth, people living with disabilities and beneficiary groups across the project components. The process ensures inclusiveness and demand driven interventions that address the needs of the target group. The CDCs are responsible for resource mobilisation for the implementation of ideas emanating from the CDP. The beneficiary views are sought and included in the project planning and M&E. Beneficiaries also actively contribute in cash and in kind as regards contribution with local materials and labour in conservation of natural resources. These contributions are captured since the beginning of the fiscal year 2019/2020.

Main issues

SMLP continues to prioritise beneficiary participation and consultation across all the project components: development of the CDP, land restoration and rehabilitation, wetland rehabilitation, irrigation communities and income generating groups participating in the value chains promoted by the project. Project interventions have also strengthened institutions such as the user groups formed to manage wetlands, dams, irrigation schemes and to rehabilitate the dongas. The water user groups legally recognised by the Ministry of Natural Resources and Energy where they get their water permits. The water permits enable the water user groups to acquire loans from banks. The wetlands are not legally registered but have been established as community based natural resource groups that are supervised by the Natural Resources Management Committee. In addition, CNRC, the RMC together with the CDC, have received support from the project to successfully develop proposals submitted to National Environment Fund. These decision-making bodies/committees have different groups of the community duly represented. The mission recommends SMLP to invest in the training of the O&M committees to ensure the sustainability of irrigation schemes.

Agreed Action	Responsibility	Agreed Date
Invest in O&M training for water user groups to enhance sustainability of irrigation infrastructure	PIU	12/2020

Responsiveness of Service Providers

Rating: 3

Previous rating: 4

Justification of rating

The recruitment processes of GRM International and Catalyze as long-term service provider for BDS and Youth Development respectively were concluded during Q1 of 2020 joining Genesis that was recruited during Q4 of 2019. Other service providers recruited for component 2 included Bongiwe Porrie Dlamini (Market Linkages Expert) and Pshesheya Tsela (Alternative Value Chain Specialist). Notwithstanding the disruptive effects of COVID 19 that affected field operations during most of this year, delivery by the three long term service providers has been below expectations. The service providers continue to lack clarity on strategic directions and have not identified quick wins that they can work as they deepen their understanding of the assignment. The market linkage study as well as the alternative value chain studies were not able to identify viable alternatives for the project

Main issues

BDS service providers have been slow in assuming leadership of the BDS activity and continue to lack clarity on engagement strategies, low on the ground coverage in terms of number of farmers participating and low in number of farmers participating in training activities.

The mission observes that there is a duplication of effort between the BDS providers and the YES provider. The contract for CATLAYSE needs to be differentiated from that of the other two Business Development Service Providers in that it addresses issues specific to the Youth. In other words, constraints analysis leading to the definition of intervention strategies needs to focus on those that are peculiar and specific to the youth at various level of the value chains. There is need to build on what has been done and ensure adequate coordination for efficient use of resources as well as to avoid duplication

There is a need to take advantage of the pending expiry of contracts to renegotiate the service provider contracts and ensure that i) they are performance based with a set of deliverables complete with indicators and targets against which the performance of each can be evaluated ii) the performance parameters are the same in the case of the two Business Development Service Providers. Stricter enforcement of contracts is required in terms of working on approved strategies, manpower allocation of personnel to the project, definition of quarterly targets. Service Providers need to work and identify themselves as SWADE service providers in order to take advantage of existing relationship between SMLP, farmers and market intermediaries

No cost extension should be considered to take advantage of loss in implementation time arising from the COVID 19 environment.

Agreed Action	Responsibility	Agreed Date
Finalise and operationalize partnership with Bulembu Ministries	PIU	12/2018
Support BDS provider inception Support BDS provider inception Phase i) Review data from ESWADE develop the baseline ii) identify quick wins III) Agree on indicators and targets consistent with logframe iv) integrate ESWADE and Genesis team v) facilitate capacity building of BDOs vi) develop a detailed workplan for the Quarter	PIU	12/2019
Renegotiate contracts to Introduce Performance Indicators and Milestones for Service Providers	ESWADE	09/2020
Mechanization services for CA- cluster farmers that need the services and request equipment early in the season	PIU	12/2020
Develop and pilot legume seed supply in partnership with Tshali seed and seed services department	PIU	03/2021
Foster coordination of BDSP service providers and evaluate effectiveness of approaches being used.	PIU	11/2021

Environment and Natural Resource Management

Rating: 5

Previous rating: 4

Justification of rating

SMLP has made good progress towards ensuring that soil and water resources are sustainably managed. The land and water inventory is guiding planning and prioritisation of SWLM interventions. Wetlands and Donga rehabilitation is progressing well and 56 RMCs and NRMCS have been established or rehabilitated. The project is developing a framework to monitor soil and ecosystem health through the LDSF. There is need to fast track the issuance of the chiefs' letters of consent for SLWM and production of SLWM factsheets. National soil labs need capacity strengthening to enable them conduct soil analyses using the ICRAF methodology. To ensure sustained SLWM, wetlands and rangelands conversation, there is need for strong management structures, economic incentives, and benefit sharing mechanisms.

Main issues

The project is making commendable progress in environment and natural resources management. To date, 56 (76%) of NRMCS and RMCs have either been established or strengthened, and 86.3ha (43.3%) have been put under soil erosion control measures. The finalisation of the land and water inventory is enabling chiefdoms and the project to make informed choices on the sustainable utilisation of natural resources, thus speeding up the CDP processes. The inventory provides rich information on soil erosion hot spots, extent of land degradation, land use patterns, and on existing water resources and infrastructure. The chiefdoms through the CDCs have developed their environmental management plans (EMPs) which guide them on the required interventions within their jurisdiction.

The project is commended for its continued use of GIS and remote sensing to determine land uses and to monitor and report on progress. Data sets exist to track the number of ferrocement tanks, apiaries, community gardens, beekeepers, legume farmers etc. There is need for the project to provide IFAD with updated project boundaries as a few sites are outside the original boundaries. The LDSF has proved useful in monitoring soil and ecosystem health across the country, thus informing the prioritisation of land and rangeland rehabilitation interventions. To improve the capacities of the local soil labs to undertake soil analysis using the ICRAF methodology, and to be better able to collect and interpret LDSF data nationally, the mission recommends that a budget provision is made to cater for this.

The project should begin to systematically share and exchange best practices, reports and data with the national focal points of the three MEAs to inform national reporting against set targets. The project has to date developed 2 out of 20 planned factsheets. The mission had a chance to review the wetlands factsheet, which in addition to communicating good practices, also provides policy recommendations. The project needs to fast track the production of the factsheets and include internal production by component leads, partners, and project staff.

Communities have begun to intensify rangeland rehabilitation efforts, and so far, 120ha are undergoing rehabilitation. The rangeland survey conducted at chiefdom level revealed that most rangelands are degraded, overstocking was prevalent,

and the carrying capacities are unknown, due to lack of livestock census data and insufficient information on vegetation. The project should support communities by liaising with relevant authorities and reviewing existing data/literature to determine the livestock numbers, as well as advise chiefdoms on the carrying capacities of their rangelands and required rangeland management systems. The communities appreciate the benefits of wetland conservation such as improved biodiversity, water quantities and ecosystem services. The mission observed the need for the project to develop or strengthen the wetland management structures and the benefits sharing mechanisms, well as to strongly link economic benefits to SLWM interventions.

Agreed Action	Responsibility	Agreed Date
Identify and integrate sustainability mechanisms into community-based conservation efforts into the project, e.g. through payment for ecosystem services mechanisms.	PIU	03/2019
Explore additional financing from UNDP GEF small grants programme to pilot application of the LDSF in chiefdom planning.	PIU	03/2019
Explore additional component related data or information Jointly with ICRAF, explore additional component related data or information that can be embedded into the LDSF and the application of this information for project planning and decision making	PIU, GIS Officer	07/2019
Develop governance and benefit sharing mechanisms for user groups and provide market linkages for their products Develop governance and benefit sharing mechanisms for user groups and provide market linkages for their products	Component 2 & 3	03/2020
Finalise pending procurement processes related to infrastructure works and GEF activities Finalise pending procurement processes related to infrastructure works and GEF activities	Procurement Officer & Component 2	04/2020
Apply remote sensing/LDSF in monitoring progress reporting as well as chiefdom level prioritization of natural resource use and conservation efforts Apply remote sensing/LDSF in monitoring progress reporting as well as chiefdom level prioritization of natural resource use and conservation efforts	GIS	12/2020
Develop wetlands and rangelands management structures, including benefit sharing mechanisms, and ensure economic incentives are strongly embedded in SLWM interventions.	PIU	03/2021
Support national soil labs by building their capacities in soil analyses using the ICRAF methodology	PIU, ICRAF	04/2021
Fast track the production of factsheets through in-house production by project staff and partners	PIU	05/2021
Promote social fences, permanent and temporary enclosures, as part of community-based conservation strategies.	PIU	

Exit Strategy

Rating: 4

Justification of rating

The project exit strategy is under pinned by the following key elements i) institutionalising the CDP process in the Local Government systems so that this can be used as the key tool for priority setting, resource mobilisation and application at local levels. Processes are underway to incorporate CDP in the Governance System of Eswathini ii) active community involvement in soil, water and rangeland conservation including the establishment of functional community resource management institutions iii) establishment of sustainable win-win business relationships between smallholder farmers and value chain actors. Presently existing market demands are partly met from outside Eswatini. Once successful business arrangements are established with local suppliers, buyers are likely to continue sourcing locally. The mission observes that the projects has at this stage build solid building blocks towards an exit path Progress has been registered in delivering on these outcomes which creates a sound basis for an effective exit strategy.

Main issues

More investments are required in institutionalisation of project activities in key Government institutions particularly Ministry of Tinkundla and Ministry of Agriculture. Capacity building measures by contracted Service Providers are yet to be effective. The capacity building and mentoring through TA will ensure sustainability as systems developed under the project and be scaled up to other areas.

Active knowledge management to document results and lessons learned will also be part of exit strategy registering the process so far, from which the new development projects/programmes can continue and providing lessons that can be useful for the Kingdom and for the future programmes implemented in Eswatini and also elsewhere.

Potential for Scaling-up	Rating: 4	Previous rating: 4
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Justification of rating

The following elements of the project have proven to have scope for scaling up i) Chiefdom Development Planning ii) LDSF ii) Soil, Water and Rangeland Conservation iv) production improvement and market linkages.

92. Under Component 3 there is a need to reach scale in terms of aggregation in order to attract the participation of private sector value chain partners. Experiences in the indigenous chicken, with aggregation of producers and finishing off the chickens to homogenize the quality to respond to market demand, can be upscaled for other value chains, such as goats.

c. Project Management

Quality of Project Management	Rating: 4	Previous rating: 3
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Justification of rating

All the Project staffing positions are occupied and the personnel structure remains complete with no staff changes, with the exception of the recruitment process for the long outstanding position of procurement officer which was concluded in June 2020. It is worth mentioning that during the absence of the procurement officer, the SMLP procurement function did not suffer from delays nor the quality of document was affected as procurement assistant, national project coordinator, and the coordinator of the component 3 assumed the function. Many technical areas are showing improvements compared to 2019.

At the macrolevel, SMLP is guided by the Agriculture Sector Steering Committee (ASSC) set up by MOA. The SMLP design included two technical committees one for Chiefdom Development Plans and infrastructure (TCCDP), and another for Market-led Agriculture (TCMLA). During implementation a third technical committee was created, namely Soil and Water Conservation Technical Committee. Both the ASSC and the technical committees meet regularly and overall setting is working reasonably well.

Main issues

The team is showing increasing cohesion, which is reflected in the improved coordination between components. Also mainstreamed topics show improvements since 2019, more recently, the project is also showing improvement in procurement, particularly as regards increased efficiency and timely management of processes. CSARL part of SMLP in particular has shown progress in 2020 which is also reflected in the improved disbursement performance and which is expected to accelerate since the first quarter of 2021, when the ongoing procurement processes are concluded.

The project management continues facing some challenges related to proactive problem solving. Other remaining challenges of the project are related to timely implementation of management decisions, the organization of data, acceleration and follow up of the construction of infrastructure projects and analyses of impact. Effective management of service providers has also emerged as a major challenge to management.

The ASSC meets regularly 4 times a year and the high-level participation is assured. As it discusses all the projects of the sector, it provides a good forum to promote learning and share experiences. The ASSC also fulfils the function of timely

clearance for strategic decision. The weakness is that the time allocated for the individual projects is not enough and the discussion remains at the general level without entering to details. Technical committees are very practical and they provide detailed guidance and support for the project implementation.

Agreed Action	Responsibility	Agreed Date
Expedite recruitment of project accountant	Project Director	12/2018
Submit proposal for recruitment of procurement assistant Submit proposal for recruitment of procurement assistant	PIU	07/2019
Expedite recruitment of the Assistant accountant Expedite recruitment of the Assistant accountant	PIU	08/2019
An action plan for the rest of the AWPB 2019/2020 and AWPB 2020/2021 with detailed disbursement targets An action plan for the rest of the AWPB 2019/2020 and AWPB 2020/2021 with detailed disbursement targets	Financial Controller	12/2019
Regular team meetings Regular team meetings (once or twice a month) to discuss the progress in implementation and plan activities, including procurement.	M&E Officer	12/2019
Continue to manage procurement processes to ensure that Component 2 tenders are closed and awarded by end of December.	PIU	12/2020
Organise management team for effective collection and management of project data.	PIU	03/2021
Develop effective mechanisms to manage BDS providers under component 3	PIU	

Knowledge Management

Rating: 4

Previous rating: 4

Justification of rating

The project has made remarkable progress in knowledge management (KM) beginning with the review and finalisation of the KM and Communication Strategy. A KM implementation plan was elaborated as per the recommendation of the previous missions, with a clear assignment of roles and responsibilities. One of the recurring concerns of the previous missions was the lack of a systematic way for capturing documenting and using lessons learned to inform project implementation, the project has addressed this issue by including lessons learned as part of monthly reporting by all project components. Monthly PIU meetings are convened to review progress, lessons learned and to agree on strategies for implementation adjustment. However, the mission considers that case studies of successful project innovations could be better captured by project officers and documented for project learning and upscaling. There is still room to strengthen the project's use of M&E data to make the necessary adjustments to improve project performance and provide evidence for upscaling and/or policy engagement.

The PIU demonstrates high commitment to continuously improve KM in the project. Much progress has been made in the development of knowledge products and conducting KM activities in the project's priority themes. Learning is promoted through knowledge exchange and experience sharing events. Some examples include the participation of SMLP/CSARL and the Smallholder Irrigation Revitalisation Programme (SIRP), Zimbabwe, in a virtual workshop on the Women's Empowerment In Agriculture Index (WEAI) workshop where they shared experiences and lessons on conducting the survey, analysis as well as utilisation of the results for improving gender equality and women's empowerment in rural development project; and the project's participation in a learning exchange visit to Mozambique to learn about orange-fleshed sweet potato systems under the collaboration with the IFAD/CIP FOODSTART project.

Main issues

The project conducts monthly PIU meetings, quarterly stakeholder meetings and yearly stocktaking meetings to review progress, discuss emerging lessons and agree on the necessary adjustments to project implementation. This is a positive step in applying KM to improve project performance and impact. However, the mission is concerned about the quality of lessons presented in the monthly reports by various components. Several of the lessons have no scaling-up or policy engagement potential. The project should put in place a mechanism for quality control to ensure that documented lessons are evidence-based and have potential for upscaling and policy engagement in the priority project themes where SMLP/CSARL has a comparative advantage. It is commendable that the project is actively documenting stories from the field. The mission urges the project to continue with this practice and to explore different platforms for wider dissemination of success stories and good practices nationally and regionally.

While the project continuously generates rich data and information, it lacks a functional information management system for storage and easy access to data, reports and other project information. Information and project documents are not systematically stored or archived for easy retrieval by the intended users. An efficient system is required for the management of the information repository to keep the information up to date, and to ensure that the intended users are aware of and able to access the tool. Similarly, the project webpage should be finalised and fully utilised for the wider dissemination of project success stories, best practices and results while maintaining quality control of uploaded content. KM processes could be further strengthened by building capacity of all key members of the PIU for effective delivery. A key next step is to present the KM strategy to the project staff, communicate the associated roles and responsibilities and agree on the mechanisms for delivery of planned outputs.

Effective knowledge management is also critical. Lessons and experience from implementing project activities should generate information that would inform policy debates as well as identify opportunity for scaling up. This requires that Knowledge Management activity is properly managed to deliver relevant products.

Agreed Action	Responsibility	Agreed Date
Integrate the M&E and KM functions and place them under the overall responsibilities of the Planning, M&E and KM Officer Integrate the M&E and KM functions and place them under the overall responsibilities of the Planning, M&E and KM Officer	Project Director	03/2020
Focus KM activities on thematic areas where SMLP/CSARL has comparative advantage to contribute to policy dialogue and scaling-up Focus KM activities on thematic areas where SMLP/CSARL has comparative advantage to contribute to policy dialogue and scaling-up	PIU	05/2020
Systematically analyse M&E data Systematically analyse M&E data, document emerging lessons and good practices from implementation, package them in appropriate knowledge products for dissemination among relevant groups of project stakeholders	M&E/KM officer	05/2020
Quality control of documented lessons Develop a quality control mechanism including guidelines for the documentation of lessons that are evidence-based and have scaling-up potential or relevance for IFAD's country level policy engagement agenda in priority project themes	Project Monitoring Evaluation and Knowledge Management Officer	12/2020
Development, update and maintenance of information repository Expedite the completion of the project web portal and develop a content strategy defining responsibility for posting and updating of content on the project webpage	MIS and Communications	12/2020
Facilitate the PIU's understanding of the KM strategy, action plan and KM roles and responsibilities Apprise project staff on the KM strategy and based on the KM plan collectively develop and agree on a calendar of KM outputs	Project Monitoring Evaluation and Knowledge Management Officer	12/2020
Development of project information management system Set up a project MIS for easy access to data, reports and other documentation	MIS and Communications	03/2021
Establish demos for different types of fodder crops (mucuna, silver leaf desmodium, forage sorghum, etc) to evaluate their performance in the farmers' context	PIU	03/2021
Organize field days to show case the benefits of new technologies promoted by the project to other farmers	PIU	03/2021

Value for Money

Rating: 4

Previous rating: 3

Justification of rating

There is close monitoring of budgeted costs against the actual costs to ensure that project activities are implemented within the planned costs to avoid significant costs overrun. Budget variance analysis report are prepared as part of

monthly, quarterly and annual financial reports. The project uses ACCPAC accounting system which enables monitoring of budgets within the system. There is competitive bidding for procurable items in line with procurement plans which is intended to ensure economy on costs inputs. Implementations for most of the key activities is on-going and requires close monitoring to ensure the intended outputs are achieved.

Main issues

The cumulative expenditure at Mid-term amounted to USD 8.4m representing a burn rate of 34% against allocated funds. While there are competitive bidding and close budget monitoring of activities, the investment expenditures are lagging behind while project management expenditure continues to rise which could negatively affect the efficiency of use of resources. There is need for continued rationalization of operating expenditure as incurred by PIU and the service providers and measuring results through financial analyses, monitoring and evaluation and reporting on lessons. The technical teams should keenly monitor the budget variance analysis report prepared and check that the costs ratio of inputs to output is within acceptable range in the market and value for money is being achieved in implementation of activities.

Agreed Action	Responsibility	Agreed Date
Analysis of unit costs Prepare a detailed tool for the unit costs for each activity versus the design that is aligned with the physical progress with projection for the end of the project to guide the MTR mission in 2019.	Accountant/M&E officer	03/2019
Analysis of Unit costs Prepare a detailed tool for the unit costs for each activity versus the design that is aligned with the physical progress with projection for the end of the project to guide the MTR mission in 2019	Accountant/M&E officer	08/2019
rationalise operating expenditure as incurred by PIU and the service providers rationalise operating expenditure as incurred by PIU and the service providers	Financial Controller	12/2019

Coherence between AWPB and Implementation

Rating: 4

Previous rating: 3

Justification of rating

The annual workplan and budgeting process is participatory and involves all relevant stakeholders at Chiefdom and National levels. With the exception of activities related to irrigation infrastructure development, construction of roof top Ferro cement tanks and youth development activities that are still lagging behind in implementation, most of the other activities identified during the year in relation to the expected project outputs, are progressing well and expected to be completed by the end of the year. The current completion rate of activities identified during FY 2020/21 is 40.9%. The project will review and update the AWPB to incorporate proposals made by the MTR mission, to ensure coherence in budget and work towards reaching annual targets.

AWPB Inputs and Outputs Review and Implementation Progress

The project has already completed some activities identified during the year and reached annual targets for FY 2020/21 for some interventions. These include establishment of Natural Resource Management Committees (163%), Training of facilitators on Ferro cement tank construction (100%), Training of farmers on income generating activities (111%) and Training of food deficit households in production practices and technologies. Other targets that will likely be achieved by the end of the year include those related number of community members participating in the Chiefdom Development Planning processes, implementation of externally funded projects as identified in the CDPs, increased access to market information through SMS arrangement with MTN and the number of small holders participating in the supply groups under the BDS services.

Some targets will however require close monitoring to ensure they are delivered by the end of the year. They include those related to design and supervision of irrigation infrastructures (10%) and associated formation and training of water user groups (0%); construction of ferrocement water harvesting systems (13%) as well as youth entrepreneurship support in water harvesting (0%); training of the members of the NRMCS (0%); establishment of grey water harvesting back yard gardens (0%); preparation of fact sheets arising out of research initiatives (0%); restoration of areas degraded by soil

erosion (11%) as well as associated formation and training of erosion control groups (0%); and supporting participation of youth in marketing activities (0%).

Performance of M&E System	Rating: 4	Previous rating: 5
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Justification of rating

Overall the performance of the M&E system has been moderately satisfactory. An M & E matrix is in place and used to guide tracking of results mainly at output level. Data is well disaggregated by gender and age and managed in an SPSS based database maintained by the PIU. Reporting requirements are fulfilled and regular implementation review mechanisms are in place to enhance project performance. The performance of the M&E system could be enhanced through improvements in data management and analysis, as well as regular tracking, assessment and reporting on project outcomes. The M&E function also needs to be reinforced with a dedicated Data Management Assistant to minimise gaps in monitoring data.

M&E System Review

The foundation of the project M&E system is the Logical framework. The SMLP Logical framework was merged with that of CSARL and retrofitted to ensure alignment to the IFAD ORMS. The log frame is updated regularly with results mainly at output level. An experienced M&E Officer is responsible for coordinating the M&E function and also provides oversight support to the Knowledge Management function within the PIU. M&E processes are guided by a Data matrix which also serves as a reference document for the development of the Annual Work plan and Budget. Data collection, reporting and information flow requirements are fulfilled using a set of tools developed and shared by the M&E Officer across project components and through existing decentralised structures of implementation at Chiefdom and national levels.

Main Issues:

Current monitoring of results is mainly at activity and output levels and the project risks missing tracking and quantifying outcomes generated through implementation of project interventions. Project management should ensure an increased focus on the monitoring of outcomes through structured outcome surveys and relevant thematic studies. An annual outcome survey planned to be undertaken during 2020 was delayed due to COVID-19 lock down measures instituted by the government of Kingdom of Eswatini. The mission was informed the M&E Officer had collected some data through Focus Group Discussions and is yet to analyse it fully. Project Management is encouraged to expedite the pending household survey and to regularly carry out such surveys to be able to assess progress and generate empirical evidence towards attainment of project outcomes. As previously noted by supervision missions, the Data matrix used by the project does not adequately fulfil the role of an M & E Plan as it lacks a detailed indicator profile and a Results measurement framework that would guide periodic assessments of project results. The matrix thus needs to be updated and in line with the final revised log frame at midterm, a comprehensive performance measurement framework be developed to systematically guide data collection processes, information flow and reporting on project results at output and outcome levels.

The SMLP/CSARL M & E system is enhanced with an SPSS based database that supports regular data collection and day to day monitoring. The mission was informed that Project Management engaged the services of an IT expert from ESWADE to design an electronic monitoring database to improve data management. The migration of the existing data from SPSS to the new database has however delayed thus constraining its operationalisation, efficiency and effectiveness in support of day to day monitoring. The development and finalisation of the electronic database needs to be expedited and operationalised to minimise gaps in monitoring data. The mission reconfirms the previous recommendation on the need to engage on contractual terms, a dedicated Data Management Assistant with demonstrated experience in database management systems, to help in consistent and coherent data collection, collation, analysis and reporting. There is also need to improve on the data analysis and use of results in improving project implementation and overall project performance

Agreed Action	Responsibility	Agreed Date
PIR for GEF The environment officer should take the lead in preparation and submission of the PIR for the GEF based on data provided by the M&E officer.	Environment Officer/ M&E officer	04/2019
Strengthen the M&E and KM Unit by recruiting a Data Capture and Analyst Officer with background in data management system Strengthen the M&E and KM Unit by recruiting a Data Capture and Analyst Officer with background in data management system	ESWADE/PIU	03/2020
Conduct annual outcome surveys and other relevant thematic studies to provide evidence of project's achievements in outcomes and early impact by mid-term Conduct annual outcome surveys and other relevant thematic studies to provide evidence of project's achievements in outcomes and early impact by mid-term	ESWADE/PIU	03/2020
Engage a full time Data Management Assistant Reinforce the M & E Unit through engagement of a dedicated Data Management Assistant with demonstrated experience in database management systems	PM	12/2020
Data Management Carry out a data clean up and verification exercise of all existing project data to ensure coherence and reliability of the data.	M & E Officer	12/2020
M & E Plan Develop a comprehensive M & E Plan in line with the revised Logframe at Midterm to efficiently and effectively guide M & E processes in the project	M & E Officer	12/2020

Social, Environment, and Climate Standards requirements

Rating: 4

Justification of rating

Progress has been steady, but only one environmental evaluation report and mitigation plan was produced during the past year. Consultants were appointed to develop the Environmental and Social Management Framework, but their first draft report will only be finalised after the Mission. This document should have been prepared early in the project to guide E&S management but due to delays in procurement, much of the value of the ESMF for SMLP has been lost, but it could be used by ESWADE. The project only has one environmental officer to deal with issues across both SMLP and CSARL; this is insufficient to satisfactorily undertake the required tasks and additional capacity within PIU is required. The project is having a small but locally significant impact on climate resilience within the targeted communities.

SECAP Review

One of the key recommendations of the November 2019 Mission was that the site selection checklists and inspection sheets should be revised to incorporate more environmental and social (E&S) issues as per the SECAP guidelines. This has been done. The pipeline of small-scale irrigation projects has experienced delays and only one Initial Environmental Evaluation (IEE) report and Comprehensive Mitigation Plan (CMP) has been prepared (for Ndinda Gully) since the last mission. An IEE/CMP for the Phase 1 Nceka dam was prepared by MoA, but the team has been unable to obtain it from MoA. The construction tender for this dam is in progress and environmental authorisation is needed before construction can start. The tenders for the detailed designs for the Phase 2 dams include the requirement to prepare an IEE/CMP. E&S specialists will be included on the PIU's tender evaluation team. A high degree of cooperation between the E&S and engineering design teams is also evident in the composition of the technical teams that are being set up to audit construction compliance. However, there is concern over the high workload of the Environmental Officer who is in charge

of both the SMLP and CSARL programmes. To alleviate this problem, it was reported that a consultant will be appointed in December 2020 to monitor construction impacts. The Mission team recommend that instead of appointing consultants, it would be advisable to appoint a junior environmental officer to the PIU staff to provide the necessary capacity. Monitoring of all interventions, once operational, needs to include soil chemistry and water quality and flow to provide input to the LDSF and to ensure that project benefits are being realised (improved crop yields and soil fertility) while at the same time safeguarding the environment and downstream users from pollution and reduced flows. Collaboration with relevant GoE ministries will be required to ensure the required levels of expertise and coordination with national data collection systems.

In 2017/18 it was recommended that an ESMF should be developed to guide the multiple small-scale projects of SMLP. Due to procurement delays, the Inception Report for the ESMF was only issued at the end of July 2020, which is very late in the programme. The ESMF will include aspects such as model ToR for ESIA consultants, project screening checklists, model CMPs, stakeholder engagement, etc., which are too late for the SMLP project but could be used by ESWADE/FINCLUDE in future for similar schemes. Two aspects of the ESMF which could still be useful for SMLP are the grievance redress mechanism (GRM) and a climate change risk assessment. The GRM needs to be informed by traditional governance systems with reference to relevant GoE bodies in the case of illegal activities e.g. child labour, sexual harassment, and criminal offences. The first draft of the ESMF is due on 30 September 2020 and it is recommended that these two aspects are critically appraised and used to inform the Phase 2 dam designs.

Permaculture and CA farmers confirmed that they have received training on the use, storage, handling, application and disposal of agro-chemicals such as pesticides, herbicides and chemical fertilisers where these are used. There is insufficient protective clothing for all those needing to apply pesticides. They confirmed that they have received training on a range of matters including water purification and use (from the rainwater harvesting tanks), bio-controls and organic fertiliser, food storage, preparation and cooking, home food processing industries and hygiene. These farmers indicated that the project interventions have made them more resilient to climate change risks (increases in extreme heat and cold, more intense rainfall) due to increased crop yields, a wider variety of climate-resilient crops being grown and more nutritious food, which is available throughout the year. Wetland restoration has also yielded many benefits in terms of ecosystems services such as improved water yield, production of veld products, biodiversity, etc.

Agreed Action	Responsibility	Agreed Date
Supply PPE for all farmers who use pesticides.	Agriculture Officer Procurement	10/2020
Carry out a critical appraisal of the GRM and climate change risk analysis in the draft ESMF and ensure that these are incorporated into detailed designs and mitigation plans	Environmental Officer Community Development Specialist	11/2020
Appoint a junior environmental officer to increase PIU's capacity to monitor environmental compliance rather than commissioning external consultants	PIU	12/2020
Obtain the IEE and CMP for the Nceka dam from MoA as a matter of urgency and apply for environmental authorisation. If these documents cannot be obtained from MoA, commission an IEE/CMP for Nceka dam as soon as possible.	Environmental Officer Project Director	12/2020
Undertake refresher training on E&S monitoring and compliance auditing	Environmental Officer Community Development specialist Engineers	12/2020
Undertake refresher training on E&S monitoring and compliance auditing.	Environmental Officer Community Development specialist Engineers	12/2020
Collect GIS area data in shapefile format of dam locations and irrigation command areas. Share the data with IFAD.	GIS officer	12/2020
Train farmers on crop-livestock integration and include CSA practices for market-led horticulture and legume farmers	PIU	03/2021

d. Financial Management & Execution

Acceptable Disbursement Rate	Rating: 4.0	Previous rating: 4
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Justification of rating

1. The project is in its 5th year of implementation and its disbursement rate is 42%. There has been no extension. There are two withdrawal applications for USD 456,160 already submitted undergoing processing which are expected to increase the disbursement rate. The rate of disbursements is considered moderately satisfactory.

Main issues

The previous mission in November had noted that the turnover of withdrawal applications was very low with two applications per year. The turnover for withdrawal applications has commendably improved after full registration in IFAD Client Portal (ICP) for online submission, authorisation and approval of withdrawal applications. In the period from January 2020 to September 2020, ten withdrawal applications have been submitted for both GEF grant and IFAD loan. The project has been consistent in ensuring withdrawal applications are processed at least on quarterly basis or when the expenditure reaches 30% for effective cash flow management. There were no challenges noted in internal approval of withdrawal applications in the ICP system.

Fiduciary aspects

Quality of Financial Management	Rating: 4	Previous rating: 4
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Justification of rating

3. The project uses ACCPAC accounting software which is now fully implemented and has inbuilt controls for both accounting, asset management and procurement. The positions of Project Financial Controller and Financial Accountant are well staffed which enhances segregation of duties that has been a challenge with the project. The finance team is noted to be well conversant with IFAD financial reporting requirements. However, the previously agreed improvements in ACCPAC to make use of multicurrency functionality are yet to be done.

Main issues

The ACCPAC accounting system used by the project is able to accurately capture financial transactions for the project including classifications of expenditure as per the chart of accounts and ensuring appropriate double entries. It has in-built checks for ensuring segregation of duties in processing of transactions and approvals within the system. Except for the multicurrency functionality, it meets the reporting requirements of both Government and IFAD. Implementation of a multicurrency functionality of the system that had been previously agreed has not been implemented due to travel restrictions imposed as a result of Covid-19 since the technicians were to fly-in to the country.

Agreed Action	Responsibility	Agreed Date
Ensure internal audit of the project is carried out as soon as possible before the end of next quarter so that any upcoming issues can be mitigate and recommendations implemented before the end of financial year. .	Finance Manager	03/2021

Quality and Timeliness of Audit	Rating: 6	Previous rating: 6
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Justification of rating

The audit was performed in accordance with International Standard on auditing (ISA) and were timely submitted.

Main issues

The audit was performed in accordance with the terms of reference and the audit standards. Those standards and terms of reference requires that the audit is performed with sufficient depth and follow ethical guidelines to arrive at an audit opinion. The audit gave an unqualified opinion

The audit followed up on management letter issues from the previous audit and also issued a current with observations and recommendation. Further, ML the audit gave opinion on the SOEs and sources and application of funds.

Counterparts Funds	Rating: 4	Previous rating: 4
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Justification of rating

9. The cumulative government contribution to date stands at USD 4.82 million which represent 62% of the design target. The project developed a tool for measure in kind contribution from government in the form of office space and security services, among others. The compilation of data and ensuring it is verifiable and auditable was hampered by Covid-19 and is still outstanding. It was expected that analysed in-kind contribution will be captured in the accounting system and submitted for auditing as part of the financial statements for the project inclusive of appropriate explanatory notes for in-kind contribution.

Main issues

The private sector contribution at design was set at USD 0.6m mainly in relations to extension advisory services, training and market linkages. The actual contribution realised has been low having been received from only MTN for USD 15,542. It was reported that other partners such as Bulembu Ministries and Eswatini Kitchen that provide expert services on honey production have made in-kind contribution which is yet to be quantified and captured in the accounting system.

Recorded information show that current beneficiary financial contribution is about 44 %. This is despite the COVID and challenges in capturing it, without these challenges the figures would have been higher probably.

Community beneficiary contributions in-kind is also being analysed to ensure it is auditable. The process was expected to have been finalised by the end of the last financial year (FY 2019/20) but was hampered by Covid-19 in-country travel restrictions. It was therefore not captured in the audited financial statements. This is expected to be finalised soon and capturing of in-kind contributions be made regularly, at least on monthly basis as part of monthly financial reports.

Agreed Action	Responsibility	Agreed Date
Compile, value and report in-kind contribution from both GoE and beneficiaries. In-kind contribution: Compile, value and report in-kind contribution from both GoE and beneficiaries. Support documents should be in place to facilitate verification during audit	Project Financial Controller /M&E Officer	12/2020

Compliance with Loan Covenants

Rating: 5

Previous rating: 5

Justification of rating

The compliance with loan covenants is satisfactory as detailed in the Appendix 3.

Agreed Action	Responsibility	Agreed Date
Comply with loan covenants as stated in the financing agreement.	National Project Director	

Procurement

Procurement

Rating: 4

Previous rating: 3

Justification of rating

The current fiscal year 2019/2020 denotes a surge in the execution of procurement activities compared to the previous years. The latter were implemented in compliance with the FA and IFAD's rules and procedures. Moderate difficulties are experienced in timely concluding procurement processes while the submission of the procurement plan is timely made. The documentation and decisions are of adequate moderate quality and the application of procurement procedures is in general transparent.

Procurement Review

Despite the project kicking off on 16 February 2016, procurement activities were not launched until the second quarter of 2018 due to administrative delays and culminated with 25% of commitment only. The project staff, together with over 20 participants, benefitted from a 5-day training during the first week of December 2016, following which the first PP covering the 2017/2018 fiscal year (given that the fiscal year starts on 1st of April in Eswatini) was approved. The execution of the first PP was underlined with critical delays in finalizing procurement processes. In fact, the bid validity period was often exceeded, resulting in activities that were practically awarded on no-longer valid offers. This constituted a deviation from IFAD procurement procedures. Non-compliance with IFAD Procurement Guidelines and Handbook was also highlighted during subsequent supervision missions. While good progress in implementing activities was denoted during the fiscal

year 2018/2019, the commitment rate remained low at 30.8%, despite slight improvement. The mission notes that since the kick-off date, the project consistently followed IFAD's procurement recommendations.

Review of the current fiscal year procurement 2020/21: The procurement budget amounts to 4,628,729.82 US\$, out of which 14% is dedicated to goods, 50% to civil works, 13% to consulting services, 03% to non-consulting services and 20% to trainings and workshops. The review of the execution trends reveals that the procurement processes of over 70% of the scheduled activities is currently ongoing at different stages of the procurement cycle. As of the time of the present mission, in terms of value, 62% procurements of goods, 86% procurements of consultancies, 90% procurements of works and 73% procurements of non-consultancies have been launched. On the other hand, 90% the training and workshop activities did not take place due to the imposed social distancing and mobility restrictions related to the prevailing COVID-19 pandemic. As over 77% of the scheduled activities are currently at different stages of procurement, a potential risk of bottlenecks is foreseen towards the third and fourth quarters. Furthermore, the newly-recruited procurement officer does not have experience in managing procurement for donors such as IFAD. The risk of delays or possible diversions from IFAD's procedures should be closely monitored.

Appreciation of the procurement (sample-based): Overall, the reviewed procurement activities appeared to be consistently following the necessary phases of the procurement cycle. Non-competitive processes are of an overall acceptable quality, although the purchase orders do not include the applicable terms and conditions. As to competitive processes, the mission noted that the IFAD SH-SEA and fraud and corruption policies are not included as part of the issued tendering documents. On the other hand, the Environmental and Social Management Plan (ESMP), a core document, is quasi-absent in all of the civil works tenders. These documents are critical given that most project activities require sustained interaction with the beneficiaries, communities and chiefdom.

Contract management. From a Kraljic's purchasing approach, both the consultancy contracts with Catalyze Swaziland and GRM International are of strategic importance. The project reported non-satisfaction with the outputs, which appeared to be relatively vague and non-precise from the ToRs. Given the remaining project implementation timeline and the long procurement process, retendering is not advisable. The mission proposes to renegotiate the terms of the contract at its renewal with an emphasis on clarifying the obligations of the parties.

Agreed Action	Responsibility	Agreed Date
Procurement timelines spreadsheet Maintain a procurement timelines spreadsheet for all procurement activities, and use it as a guiding tool to track delays and their causes	PO	11/2019
Contract addendum for BDS Service Providers Prepare a contract addendum to include ToRs in the contract signed between ESWADE and Genesis Analytics (PTY) LTD	PO	11/2019
Procurement Plan Revise the procurement plan so that each line refers to a single procurement activity and ensure the reported budget corresponds to the single procurement activity and not to the total budget allocated to that item in the AWPB	Po	12/2019
Design and Construction of Offices Fast track this procurement process by submitting an evaluation report for IFAD No-Objection as soon as possible	PIU	12/2019
Advertising Costs For the 2020-2021 procurement plan, advertising costs must be listed in the non-consulting services section, and the Project will procure advertising space by entering into framework contracts with the national newspapers	PO	04/2020
Inclusion of Corruption Policy and SE & SHE policy in all new contracts	PIU	09/2020

Revision of the ongoing contracts to include Corruption Policy and SE & SHE policy in all new contracts (amendment)	PIU	09/2020
Ensure PO terms are included for all processes, including the non-competitive	PIU	09/2020
Use the new PP template	PIU	09/2020
Arrange specific training in evaluating tenders and contract management for service contracts.	PIU/IFAD (support)	12/2020
Renegotiate the contracts for GRM and Catalyse and ensure emphasis on the obligations of each party.	PIU	03/2021
Contract Register should be consistent with the AWPB All signed Contracts for a given fiscal year appearing in the Contract Register should appear in the Procurement Plan of the same year.	PIU	
Proper Packaging to be observed when preparing the Procurement Plan The items listed under one procurement package should be of similar nature and can be procured by the same supplier.	Procurement Officer	
IFAD Clearance for the Procurement Plan Any additions \ modification to the Procurement Plan needs the clearance of IFAD. Splitting of Packages is not acceptable.	PIU	
Respect of the Procurement methods thresholds set in the LTB and the Prior \ Post review Requirements	PIU	
Respect of Contract's Conditions Any decision to be taken in the Contract Management should be in line with the Contract's condition respecting the rights and responsibilities of all parties.	PIU	
Framework Contracts under the project to cover IFAD and GEF's Funds only	PIU / SWADE	
Extra efforts needed from the Procurement Officer in Managing the Procurement Process and maintaining complete Procurement files	Procurement Officer	
IFAD and the Project to expedite the review and work processes respectively	IFAD/PIU	
Preliminary Evaluation At preliminary evaluation, assess as non-material deviation when a bidder does not submit documents in appropriate form (e.g. a copy instead of an original) and if said bidder is the recommended one, request documents in proper form at draft contract stage.	PIU	

Domestic Preferences Apply domestic preferences only for ICB (if needed) and never for NCB or Shopping	PIU	
Procurement Packaging Whenever possible, package similar procurement activities and avoid split-packaging.	PO	
Securities Request securities to be valid for the number of days provided under national procurement regulations. Ensure that securities are provided by bidders in proper form	PO	

e. Key SIS Indicators

Likelihood of Achieving the Development Objective	Rating: 4.19	Previous rating: 4.0
Assessment of the Overall Implementation Performance	Rating: 4.25	Previous rating: 4.0

F. Relevance

Relevance	Rating:
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G. Lessons Learned

Partnership between SMLP and the National Agricultural Marketing Board

SMLP-CSARL 2018 report: The Supervision Report (re. para. 29) presents a key lesson learned related to the partnership between SMLP and the National Agricultural Marketing Board (NAMBoard). Based on the latter, NAMBoard is sourcing produce from project producers, in exchange for the financial support of SMLP with the recruitment/remuneration of a market linkage expert to be placed within the organization. NAMBoard has also been selected as a potential host for the innovation platforms supported by the project and has received the support of both SMLP and the European Union with the development of an Agricultural Market Information System (AMIS). The multiple roles played by NAMBoard, which go beyond the tasks normally carried out by a project service provider (SP), could be further explored, as to identify in which way a SP can not only contribute to the implementation of the planned project activities, but also directly benefit the targeted rural producers and work as a linkage between IFAD and other development partners.

Innovation: Community involvement, SLWM

SMLP-CSARL 2017 report: Innovations are noted, including the process of community involvement in chiefdom decision-making, and the Sustainable Land and Water Management (SLWM) planned under Component 2.

H. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Overview and Project Progress		

Finalise the payment of the Land and Water Inventory first progress invoice and review contract with a view of possible extension	PIU	11/2018
Assign selected CDP planning activities to MTAD	PIU	12/2018
Conclusion of procurement of consultants Finalise procurement of consultants for the design and supervision of Ngololweni and Nceka Dams.	PIU	01/2019
Recruit short term community development consultant to support PIU team	PIU	01/2019
Develop plans to operationalise MoU with partners	PIU	01/2019
Organise value chain platforms for legumes and horticulture	PIU	02/2019
Update the timeline for procurement and tightly manage the various stages Update the timeline for procurement and tightly manage the various stages to ensure that the services are mobilised on time	PIU	05/2019
Develop a timeline for each of planned BDS Develop a timeline for each of planned BDS, YES service tenders to allow effective monitoring	PIU	05/2019
Roll out the MIS message system Roll out the MIS message system	PIU	07/2019
Review planning cycle to determine opportunities for shortening the process Review planning cycle to determine opportunities for shortening the process	PIU	08/2019
Acceleration of CDP formulation and exit strategy Finalise the addendum to the MOU between SMLP and MTAD on the acceleration of CDP formulation process and the gradual withdrawal of PIU in this process	PIU Coordinator and MTAD	12/2019
Provide practical support to completed CDPs to mobilise resources from existing sources Provide practical support to completed CDPs to mobilise resources from existing sources	PIU	12/2019
Monitoring of activities A detailed action plan including timelines for bidding, contracting and commissioning construction should be developed	National Project Director	01/2020
Assess supply potential of Market Ready Farmers	PIU	02/2020

Develop a strategic plan for each VC platform	PIU	02/2020
Review institutional arrangement for the MIS message system	PIU	02/2020
Translation of CDPs to siSwati PIU should continue to repackage and translate all CDPs to siSwati and disseminate all the CDPs	Component 1 Coordinator	03/2020
Maintenance of Infrastructures Infrastructure management and maintenance models need to be clarified	Component 2 head	03/2020
Assist households in developing viable and sustainable projects Assist households in developing viable and sustainable projects, and identify potential funders	PIU	03/2020
Acceleration of CDP formulation and exit strategy Finalise the addendum to the MOU between SMLP and MTAD on the acceleration of CDP formulation process and the gradual withdrawal of PIU in this process	PIU Coordinator and MTAD	12/2020
Translation of CDPs to SiSwati Develop a schedule for expediting the translation of the completed CDPs to SiSwati	Component 1 Coordinator	12/2020
Lessons learnt on the CDP review process Draw-up lessons on the review of the CDP review process	Component 1 Coordinator	12/2020
Prepare exist strategy Prepare exist strategy that ensures a) the full completion of the dams and irrigation infrastructure; b) the effective continued training of farmers beyond the project closure date.	PIU Coordinator/Project engineer	12/2020
Monitor procurement timelines to ensure that contracts are signed within planned time frames Monitor procurement timelines to ensure that contracts are signed within planned time frames	PIU	12/2020
SLMP to undertake proactive monitoring of contracts SLMP to undertake proactive monitoring of contracts. Contracts to be clarified to include objectively verifiable deliverables	PIU	12/2020
Reduce the time and cost of the CDP process Adjust the procedures of the CDP process to reduce the costs and time required for the process while maintaining quality and effectiveness of CDPs	Component 1 Coordinator	03/2021

Develop Action Plans for each value Chain Platform Develop Action Plans for each value Chain Platform	PIU	03/2021
Train farmers on crop-livestock integration and include CSA practices for market-led horticulture and legume farmers Train farmers on crop-livestock integration and include CSA practices for market-led horticulture and legume farmers	PIU	03/2021
Engage with private sector, BDS and seed services to develop a seed supply model for legume farmers Engage with private sector, BDS and seed services to develop a seed supply model for legume farmers	PIU	03/2021
Development Effectiveness		
Integrate indicators on sustainable land and water management and on climate resilience into the MPAT and socio economic surveys.	M&E Officer	12/2018
Map available data to pinpoint target groups across PDA Continue with combining and mapping relevant data from census, MPAT, and WEAI to facilitate integration and targeting of SMLP activities. Leave space for including outputs of Land and Water Inventory	GIS and M & E Officers	12/2018
Develop Plan for PIU Capacity Development in Assessing and Addressing Gender Plan gender related capacity building for PIU, Component heads, relevant partners. Appoint and resource PIU gender staff .	PIU	12/2018
Develop Targeting Action Strategy and CDC-level Plans Based on the SMLP implementation experience and the lessons learned in the field, elaborate a PIU Targeting Strategy as a guiding document, from which realistic and achievable targeting action plans are developed with each CDC.	Component Heads, M&E, CDCs	01/2019
Ensure gender targets in CDC TAPs As CDCs develop Targeting Action Plans, the PIU must ensure inclusion of realistic gender targets for participation and empowerment.	PIU, Gender Expert, M&E	01/2019
Finalise the development and validation of the nutrition mainstreaming strategy and action plan	PIU, Component 3 lead	02/2019
Provide refresher training on nutrition for new extension officers and capacity building for lead farmers in the project area	PIU, Component 3 lead	02/2019
Follow up on the FAO EX ACT training to be offered by IFAD HQ and develop a training plan jointly with IFAD	PIU, Environment Officer	02/2019

Lobby for harmonisation of nutrition promotion packages by stakeholders within the national CA Taskforce	PIU, Component 3 lead	03/2019
Engage the home-grown school feeding (HGSF) programme task force Engage the home-grown school feeding (HGSF) programme task force	PIU	05/2019
Update the nutrition training package Update the nutrition training package with (1) the new diet diversification key messages from the national survey on healthy eating and (2) the national guidelines on nutritional labelling	PIU	06/2019
Provide support to the Department of Home Economics Provide support to the Department of Home Economics to finalise and launch the national nutrition mainstreaming strategy and action plan	PIU	08/2019
Engage with relevant stakeholders to identify appropriate needs, weather information packages and implement weather information dissemination activities with specific focus on each component's needs Engage with relevant stakeholders to identify appropriate needs, weather information packages and implement weather information dissemination activities with specific focus on each component's needs	PIU Env. Officer	08/2019
Fast track the recruitment of the consultant Fast track the recruitment of the consultant and finalise the chieftdom level climate adaptation and mitigation action plans PIU Env. Officer August 2019 Agreed	PIU Env. Officer	08/2019
Refine the existing targeting mechanisms Using a facilitated and phased workshop approach, refine the existing targeting mechanisms for the different component activities for consolidation into the overall SMLP Targeting Strategy	PIU	09/2019
gender mainstreaming and youth inclusion issues in the SMLP components Use a facilitated workshop approach, to identify the critical gender mainstreaming and youth inclusion issues in the SMLP components, outline what is feasible, how this could be achieved and measured within the project framework for the remaining project period	PIU	09/2019
Gender Mainstreaming sensitisation workshop for PIU staff Conduct a 2-day Gender Mainstreaming sensitisation workshop for PIU staff	PIU	09/2019
Develop CDC Targeting Plans Develop CDC Targeting Plans	PIU	10/2019

Develop a climate and weather information mainstreaming plan/guidelines to ensure systematic application of the information in all components and in decision making– Component Leads, Environment Officer, MoA, Met services	PIU, Environment Officer	12/2019
Develop ToRs to recruit a national consultant to develop climate resilience focused action plans to inform implementation of proposed actions by NRMCS and RMCs	PIU, Environment Officer	12/2019
Develop youth involvement strategy Develop youth involvement strategy. Engage FINCLUDE to share strategies	PIU	02/2020
Organise a workshop on WEAI between SIRP Zimbabwe and SMLP Organise a workshop on WEAI between SIRP Zimbabwe and SMLP to share ideas and experiences on results and how to use the results to consolidate and finalise the gender and youth inclusion strategies for both programmes	Gender focal person	02/2020
Revise the permaculture action plan and align it agro-ecological zones and climate change patterns e.g. heat waves Revise the permaculture action plan and align it agro-ecological zones and climate change patterns e.g. heat waves	PIU	02/2020
Assess the potential to expand the outreach of water tanks and to provide bigger tanks to enable farmers adapt to dry spells and heat waves better Assess the potential to expand the outreach of water tanks and to provide bigger tanks to enable farmers adapt to dry spells and heat waves better	PIU	02/2020
Recruit targeting consultant/facilitator to finalize the targeting strategy Recruit targeting consultant/facilitator to finalize the targeting strategy, elaborate the youth strategy and to develop the Chiefdom specific Targeting Action Plans.	PIU	02/2020
Promote Good Agricultural Practices Promote Good Agricultural Practices through intensification establishment of demonstration plots	PIU Component 3	03/2020
introduce a tracking mechanism to measure increases in production and productivity. Conduct annual surveys introduce a tracking mechanism to measure increases in production and productivity. Conduct annual surveys	PIU component 3, M&E	03/2020
Promote home-grown feeds for goats and indigenous chickens Promote home-grown feeds for goats and indigenous chickens	PIU – Component 3 Coordinator	03/2020

<p>Coordinate with UNESWA, ICRAF/ILRI on research initiatives into indigenous chicken and goat production</p> <p>Coordinate with UNESWA, ICRAF/ILRI on research initiatives into indigenous chicken and goat production</p>	PIU	03/2020
<p>Determine the nutritional deficiencies at chiefdom level and align nutrition activities to address these deficiencies in collaboration with the ENNC</p> <p>Determine the nutritional deficiencies at chiefdom level and align nutrition activities to address these deficiencies in collaboration with the ENNC</p>	PIU	03/2020
<p>Conduct women leadership training for rural women in decision making bodies</p> <p>Conduct women leadership training for rural women in decision making bodies</p>	PIU CDO	04/2020
<p>Expand the demo plots and starter pack to integrate additional climate adaption measures such as shade cloths, hay and silage, and fodder shrubs adapted to AEZs</p> <p>Expand the demo plots and starter pack to integrate additional climate adaption measures such as shade cloths, hay and silage, and fodder shrubs adapted to AEZs</p>	PIU	04/2020
<p>Liaise with IFAD to have the project team trained on the FAO EX ACT tool and to start measurements and reporting</p> <p>Liaise with IFAD to have the project team trained on the FAO EX ACT tool and to start measurements and reporting</p>	PIU, IFAD ECG	04/2020
<p>Organize farmers into production clusters</p> <p>Assess supply capacity of target farmers and Promote aggregation among groups of farmers in the same locality to make training and marketing more effective</p>	PIU	05/2020
<p>Include core nutrition indicators in the project log-frame</p>	PIU	09/2020
<p>Revise Project Logframe</p> <p>Ensure final revision of the project Logframe to incorporate modifications in performance indicator targets at midterm</p>	M&E	10/2020
<p>Demonstrate different fodder crops and evaluate their performance under the farmer's context.</p>	PIU	11/2020
<p>Develop preparation and effectiveness guidelines for biological sprays in the control of pests and diseases in permaculture gardens</p> <p>Develop preparation and effectiveness guidelines for biological sprays in the control of pests and diseases in permaculture gardens</p>	PIU	12/2020

Adhere to food safety gardens in all stages of production, harvesting, storage, and sale of produce Adhere to food safety gardens in all stages of production, harvesting, storage, and sale of produce	PIU	12/2020
Develop a more systematic way for delivery of nutrition education to reach both the food deficit poor and market-led farmers	PIU	12/2020
Assess the efficacy of weather and climate messaging in informing decision making and farming patterns among targeted farmers and improve coordination among relevant players	PIU	12/2020
Identify business opportunities and entry points for youth involvement in the VCs	PIU	12/2020
Undertake a refresher training/follow up on the FAO EXACT tool and include additional project officers	PIU, FAO, IFAD	02/2021
Conduct a follow up WEAI workshop and learning visit	SMLP Coordinator	02/2021
Continue with the policy dialogue series to promote women to take up leadership and decision-making positions	PIU CDO	02/2021
Identify and promote promising labour-saving technologies for CA and permaculture production	PIU	03/2021
Annual Outcome, adoption and thematic surveys Undertake Annual Outcome surveys, Adoption and production surveys starting with 2020, to systematically assess progress towards achievement of the development objective	M&E	03/2021
Finalize the Chiefdom Targeting Action Plan guideline, categorize farmers into wealth groups, gender and youth and track outreach to target groups	PIU	03/2021
Adjust the outreach to match the reduction in activities and conduct participatory verification of the outreach data	PIU	03/2021
Report on adoption of CA by follower farmers separately from lead farmer demo plots	PIU	04/2021
Conduct productivity surveys as recommended in the previous mission	PIU	04/2021
Crop demo plots should compare new technology with farmer practice	PIU	
Sustainability and Scaling up		
Finalise and operationalize partnership with Bulembu Ministries	PIU	12/2018

Implement training monitoring tool to measure before and after training Implement training monitoring tool to measure before and after training	PIU and M&E Officer	01/2019
Identify and integrate sustainability mechanisms into community-based conservation efforts into the project, e.g. through payment for ecosystem services mechanisms.	PIU	03/2019
Explore additional financing from UNDP GEF small grants programme to pilot application of the LDSF in chiefdom planning.	PIU	03/2019
Sign Addendum to the MOU with MTAD Sign Addendum to the MOU with MTAD	PIU, Component 1	07/2019
Develop operational plans for all key partnerships Develop operational plans for all key partnerships	PIU	07/2019
Organise consultations with private sector actors Organise consultations with private sector actors to identify constraints to signing formal agreements with farmers and address such crops	PIU, Component 3	07/2019
Explore additional component related data or information Jointly with ICRAF, explore additional component related data or information that can be embedded into the LDSF and the application of this information for project planning and decision making	PIU, GIS Officer	07/2019
Participatory management training and gender sensitisation training Organise participatory management training and gender sensitisation training for PIU staff	PIU, Gender focal person	08/2019
Strengthen partnerships with other organisations Strengthen partnerships with other organisations in order to provide training and mentoring for the communities	PIU	08/2019
Prepare detailed guidelines on the contribution by beneficiary communities Prepare detailed guidelines on the contribution by beneficiary communities towards O&M or project funds	PIU	09/2019
Undertake consultations between ESWADE management and MTAD Undertake consultations between ESWADE management and MTAD	Project Director	12/2019

Support BDS provider inception Support BDS provider inception Phase i) Review data from ESWADE develop the baseline ii) identify quick wins III) Agree on indicators and targets consistent with logframe iv) integrate ESWADE and Genesis team v) facilitate capacity building of BDOs vi) develop a detained workplan for the Quarter	PIU	12/2019
Organise every six months planning and review meetings with all key partners Organise every six months planning and review meetings with all key partners	PIU	02/2020
Measure the effectiveness of the lead farmer training approaches Measure the effectiveness of the lead farmer training approaches	PIU	02/2020
Strengthen the governance system as well as community contribution Strengthen the governance system as well as community contribution of resources towards O&M as part of the exit strategy	Component 1 and 2	02/2020
Reorganise the Knowledge Management Activity to inform policy, identify and document experiences, lessons Reorganise the Knowledge Management Activity to inform policy, identify and document experiences, lessons	M&E	03/2020
Develop governance and benefit sharing mechanisms for user groups and provide market linkages for their products Develop governance and benefit sharing mechanisms for user groups and provide market linkages for their products	Component 2 &3	03/2020
Finalise pending procurement processes related to infrastructure works and GEF activities Finalise pending procurement processes related to infrastructure works and GEF activities	Procurement Officer& Component 2	04/2020
Renegotiate contracts to Introduce Performance Indicators and Milestones for Service Providers	ESWADE	09/2020
Apply remote sensing/LDSF in monitoring progress reporting as well as chiefdom level prioritization of natural resource use and conservation efforts Apply remote sensing/LDSF in monitoring progress reporting as well as chiefdom level prioritization of natural resource use and conservation efforts	GIS	12/2020
Mechanization services for CA- cluster farmers that need the services and request equipment early in the season	PIU	12/2020
Invest in O&M training for water user groups to enhance sustainability of irrigation infrastructure	PIU	12/2020

Strengthen the resource mobilisation capacity of CDC through networking platforms.	PIU and M&E Officer	01/2021
Ensure training and mentorship of water user groups	PIU	02/2021
Establish regular, yearly partnership review meetings	PIU	03/2021
Develop wetlands and rangelands management structures, including benefit sharing mechanisms, and ensure economic incentives are strongly embedded in SLWM interventions.	PIU	03/2021
Enforcement and creation of by-laws for controlled livestock grazing	PIU	03/2021
Develop and pilot legume seed supply in partnership with Tshali seed and seed services department	PIU	03/2021
Support national soil labs by building their capacities in soil analyses using the ICRAF methodology	PIU, ICRAF	04/2021
Fast track the production of factsheets through in-house production by project staff and partners	PIU	05/2021
Foster coordination of BDSP service providers and evaluate effectiveness of approaches being used.	PIU	11/2021
Promote social fences, permanent and temporary enclosures, as part of community-based conservation strategies.	PIU	
Project Management		
Expedite recruitment of project accountant	Project Director	12/2018
Develop an ESMP for the project and its monitoring plan based on IFAD's SECAP guidelines and national laws	PIU, Environment Officer	02/2019
Analysis of unit costs Prepare a detailed tool for the unit costs for each activity versus the design that is aligned with the physical progress with projection for the end of the project to guide the MTR mission in 2019.	Accountant/M&E officer	03/2019
PIR for GEF The environment officer should take the lead in preparation and submission of the PIR for the GEF based on data provided by the M&E officer.	Environment Officer/ M&E officer	04/2019
Procurement of a consultant for Environment and Social Management Framework Fast-track the procurement of a consultant to develop the Environment and Social Management Framework	PIU, Env. Officer	06/2019

Submit proposal for recruitment of procurement assistant Submit proposal for recruitment of procurement assistant	PIU	07/2019
Expedite recruitment of the Assistant accountant Expedite recruitment of the Assistant accountant	PIU	08/2019
Analysis of Unit costs Prepare a detailed tool for the unit costs for each activity versus the design that is aligned with the physical progress with projection for the end of the project to guide the MTR mission in 2019	Accountant/M&E officer	08/2019
An action plan for the rest of the AWPB 2019/2020 and AWPB 2020/2021 with detailed disbursement targets An action plan for the rest of the AWPB 2019/2020 and AWPB 2020/2021 with detailed disbursement targets	Financial Controller	12/2019
Regular team meetings Regular team meetings (once or twice a month) to discuss the progress in implementation and plan activities, including procurement.	M&E Officer	12/2019
rationalise operating expenditure as incurred by PIU and the service providers rationalise operating expenditure as incurred by PIU and the service providers	Financial Controller	12/2019
Undertake the ESMF and develop the project's ESMP Undertake the ESMF and develop the project's ESMP	PIU	02/2020
Integrate the M&E and KM functions and place them under the overall responsibilities of the Planning, M&E and KM Officer Integrate the M&E and KM functions and place them under the overall responsibilities of the Planning, M&E and KM Officer	Project Director	03/2020
Strengthen the M&E and KM Unit by recruiting a Data Capture and Analyst Officer with background in data management system Strengthen the M&E and KM Unit by recruiting a Data Capture and Analyst Officer with background in data management system	ESWADE/PIU	03/2020
Conduct annual outcome surveys and other relevant thematic studies to provide evidence of project's achievements in outcomes and early impact by mid-term Conduct annual outcome surveys and other relevant thematic studies to provide evidence of project's achievements in outcomes and early impact by mid-term	ESWADE/PIU	03/2020

<p>Focus KM activities on thematic areas where SMLP/CSARL has comparative advantage to contribute to policy dialogue and scaling-up</p> <p>Focus KM activities on thematic areas where SMLP/CSARL has comparative advantage to contribute to policy dialogue and scaling-up</p>	PIU	05/2020
<p>Systematically analyse M&E data</p> <p>Systematically analyse M&E data, document emerging lessons and good practices from implementation, package them in appropriate knowledge products for dissemination among relevant groups of project stakeholders</p>	M&E/KM officer	05/2020
<p>Supply PPE for all farmers who use pesticides.</p>	Agriculture Officer Procurement	10/2020
<p>Carry out a critical appraisal of the GRM and climate change risk analysis in the draft ESMF and ensure that these are incorporated into detailed designs and mitigation plans</p>	Environmental Officer Community Development Specialist	11/2020
<p>Develop a matrix</p> <p>Develop a matrix showing how each dam's characteristics respond to all dam related safeguards thresholds in line with IFAD's SECAP dams guidance statement and the EEA safeguards measures, the size of the irrigation schemes in ha and planned rehabilitation activities</p>	PIU	12/2020
<p>Continue to manage procurement processes to ensure that Component 2 tenders are closed and awarded by end of December.</p>	PIU	12/2020
<p>Quality control of documented lessons</p> <p>Develop a quality control mechanism including guidelines for the documentation of lessons that are evidence-based and have scaling-up potential or relevance for IFAD's country level policy engagement agenda in priority project themes</p>	Project Monitoring Evaluation and Knowledge Management Officer	12/2020
<p>Development, update and maintenance of information repository</p> <p>Expedite the completion of the project web portal and develop a content strategy defining responsibility for posting and updating of content on the project webpage</p>	MIS and Communications	12/2020
<p>Facilitate the PIU's understanding of the KM strategy, action plan and KM roles and responsibilities</p> <p>Apprise project staff on the KM strategy and based on the KM plan collectively develop and agree on a calendar of KM outputs</p>	Project Monitoring Evaluation and Knowledge Management Officer	12/2020
<p>Engage a full time Data Management Assistant</p> <p>Reinforce the M & E Unit through engagement of a dedicated Data Management Assistant with demonstrated experience in database management systems</p>	PM	12/2020

Data Management Carry out a data clean up and verification exercise of all existing project data to ensure coherence and reliability of the data.	M & E Officer	12/2020
M & E Plan Develop a comprehensive M & E Plan in line with the revised Logframe at Midterm to efficiently and effectively guide M & E processes in the project	M & E Officer	12/2020
Appoint a junior environmental officer to increase PIU's capacity to monitor environmental compliance rather than commissioning external consultants	PIU	12/2020
Obtain the IEE and CMP for the Nceka dam from MoA as a matter of urgency and apply for environmental authorisation. If these documents cannot be obtained from MoA, commission an IEE/CMP for Nceka dam as soon as possible.	Environmental Officer Project Director	12/2020
Undertake refresher training on E&S monitoring and compliance auditing	Environmental Officer Community Development specialist Engineers	12/2020
Undertake refresher training on E&S monitoring and compliance auditing.	Environmental Officer Community Development specialist Engineers	12/2020
Collect GIS area data in shapefile format of dam locations and irrigation command areas. Share the data with IFAD.	GIS officer	12/2020
Organise management team for effective collection and management of project data.	PIU	03/2021
Development of project information management system Set up a project MIS for easy access to data, reports and other documentation	MIS and Communications	03/2021
Establish demos for different types of fodder crops (mucuna, silver leaf desmodium, forage sorghum, etc) to evaluate their performance in the farmers' context	PIU	03/2021
Organize field days to show case the benefits of new technologies promoted by the project to other farmers	PIU	03/2021
Train farmers on crop-livestock integration and include CSA practices for market-led horticulture and legume farmers	PIU	03/2021
Review and revise dams and irrigation schemes' selection, inspection and monitoring sheets to ensure full compliance with IFAD's SECAP guidelines	PIU, Environment Officer	

Develop effective mechanisms to manage BDS providers under component 3	PIU	
Financial Management & Execution		
Procurement timelines spreadsheet Maintain a procurement timelines spreadsheet for all procurement activities, and use it as a guiding tool to track delays and their causes	PO	11/2019
Contract addendum for BDS Service Providers Prepare a contract addendum to include ToRs in the contract signed between ESWADE and Genesis Analytics (PTY) LTD	PO	11/2019
Procurement Plan Revise the procurement plan so that each line refers to a single procurement activity and ensure the reported budget corresponds to the single procurement activity and not to the total budget allocated to that item in the AWPB	Po	12/2019
Design and Construction of Offices Fast track this procurement process by submitting an evaluation report for IFAD No-Objection as soon as possible	PIU	12/2019
Advertising Costs For the 2020-2021 procurement plan, advertising costs must be listed in the non-consulting services section, and the Project will procure advertising space by entering into framework contracts with the national newspapers	PO	04/2020
Inclusion of Corruption Policy and SE & SHE policy in all new contracts	PIU	09/2020
Revision of the ongoing contracts to include Corruption Policy and SE & SHE policy in all new contracts (amendment)	PIU	09/2020
Ensure PO terms are included for all processes, including the non-competitive	PIU	09/2020
Use the new PP template	PIU	09/2020
Arrange specific training in evaluating tenders and contract management for service contracts.	PIU/IFAD (support)	12/2020
Compile, value and report in-kind contribution from both GoE and beneficiaries. In-kind contribution: Compile, value and report in-kind contribution from both GoE and beneficiaries. Support documents should be in place to facilitate verification during audit	Project Financial Controller /M&E Officer	12/2020
Renegotiate the contracts for GRM and Catalyse and ensure emphasis on the obligations of each party.	PIU	03/2021

Ensure internal audit of the project is carried out as soon as possible before the end of next quarter so that any upcoming issues can be mitigate and recommendations implemented before the end of financial year. .	Finance Manager	03/2021
Comply with loan covenants as stated in the financing agreement.	National Project Director	
Contract Register should be consistent with the AWPB All signed Contracts for a given fiscal year appearing in the Contract Register should appear in the Procurement Plan of the same year.	PIU	
Proper Packaging to be observed when preparing the Procurement Plan The items listed under one procurement package should be of similar nature and can be procured by the same supplier.	Procurement Officer	
IFAD Clearance for the Procurement Plan Any additions \ modification to the Procurement Plan needs the clearance of IFAD. Splitting of Packages is not acceptable.	PIU	
Respect of the Procurement methods thresholds set in the LTB and the Prior \ Post review Requirements	PIU	
Respect of Contract's Conditions Any decision to be taken in the Contract Management should be in line with the Contract's condition respecting the rights and responsibilities of all parties.	PIU	
Framework Contracts under the project to cover IFAD and GEF's Funds only	PIU / SWADE	
Extra efforts needed from the Procurement Officer in Managing the Procurement Process and maintaining complete Procurement files	Procurement Officer	
IFAD and the Project to expedite the review and work processes respectively	IFAD/PIU	
Preliminary Evaluation At preliminary evaluation, assess as non-material deviation when a bidder does not submit documents in appropriate form (e.g. a copy instead of an original) and if said bidder is the recommended one, request documents in proper form at draft contract stage.	PIU	
Domestic Preferences Apply domestic preferences only for ICB (if needed) and never for NCB or Shopping	PIU	

<p>Procurement Packaging</p> <p>Whenever possible, package similar procurement activities and avoid split-packaging.</p>	PO	
<p>Securities</p> <p>Request securities to be valid for the number of days provided under national procurement regulations. Ensure that securities are provided by bidders in proper form</p>	PO	

Eswatini

Smallholder Market-led Project

Mid-term Review

Logical Framework

Mission Dates: 14-25 September 2020
Document Date: 30/11/2020
Project No. 1100001665
Report No. 5546-SZ

East and Southern Africa Division
Programme Management Department

Smallholder Market-led Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Outreach Total Project Outreach	1.b Estimated corresponding total number of households members										
	Household members			87 507							
	1.a Corresponding number of households reached										
	Women-headed households			8 429							
	Non-women-headed households			6 896							
	Households			15 325							
	1 Persons receiving services promoted or supported by the project										
	Females			9 195							
	Males			6 130							
	Total number of persons receiving services	0		15 325							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Project Goal Contribution to the national goal of reduced rural poverty (SNAIP, 2014) from a sustainably managed and resilient environment (NBSAP, 2015, NAP-UNCCD 2015)	Reduction in number of households below national poverty line in the Project chiefdoms							Project baseline survey and follow-up surveys Periodic reports Swaziland Statistical Office Health clinic data recording RCT outcomes"			No major natural disaster affects the Project Area (A) Demand for food does not outstrip production of a marketable surplus (A)
	Reduction in number of households below national poverty line	71		36							
	Number of households below national poverty line	10 880		5 440							
	Extent of ecosystem degradation in target landscapes (GEF)										
	Extent of ecosystem degradation			50							
	3.2.1 Greenhouse gas emissions (CO2) avoided and/or sequestered							Project baseline survey and follow-up surveys Periodic reports Swaziland Statistical Office Health clinic data recording RCT outcomes			
	Number of tons	758 771		543 757							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Development Objective Smallholder producer households in the Project chiefdoms sustainably enhance food and nutrition security and incomes from diversified climate resilient agricultural production and market-linkages	Households with increased incomes by 15% or more above baseline (by wealth category, male/female headed, youth headed HH)							Project baseline survey and surveys Mid-term and end of Project evaluations			Economic and fiscal policies remain favourable to small producers; Additional funds / co-funding for expansion of the Project to new chiefdoms in rain-fed areas available; Emerging good practices for development planning and SLWM are replicated to other Chiefdoms;
	Households with increased incomes			5 500							
	Poor smallholder household members supported in coping with the effects of climate change							Project baseline survey and surveys Mid-term and end of Project evaluations			
	Females			400							
	Males			800							
	Total household members			1 200							
	Reduction in households classified as food deficit (above baseline)							"Project baseline survey and surveys Mid-term and end of Project evaluations "			
	Reduction in households classified as food deficit	43		22							
Outcome 1.0 (a) Effective planning and decision-making by the Project chiefdoms (b) Chiefdom Development Planning process institutionalized in three of the four Regions	CDPs having a completion rate of 50% or more							Project monitoring reports Data on participation and perception Meeting minutes and records Chiefdom records Letters of Consent LDSF reports			CDPs are endorsed by chiefs, communities and national government; Other programmes and line agencies align resources to CDP prioritie;
	CDPs having a completion rate of 50% or more			37							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Effective advisory services programmes coordinated with CDC approach							Project monitoring reports Data on participation and perception Meeting minutes and records Chieftdom records Letters of Consent LDSF reports			
	Effective advisory services programmes			37							
	Occurrence of external (non- Project) funding secured by the Chieftdoms for their CDPs							Project monitoring reports Data on participation and perception Meeting minutes and records Chieftdom records Letters of Consent LDSF reports			
	Occurrence of external funding secured by the Chieftdoms for their CDPs			37							
	National capacity for ecosystem health and land degradation monitoring established and available inter alia as input for Chieftdom Development Planning							Project monitoring reports Data on participation and perception Meeting minutes and records Chieftdom records Letters of Consent LDSF reports			
	yes = 1, no = 0			1							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 1.1 Institutional framework for Chiefdom Development Planning established	CDCs formed and trained							Project monitoring reports Attendance registers Training reports			Chiefs accept and support CDP & CDC approach; MTAD, MOA and other services providers align to institutional framework for Chiefdom Development Planning including the utilization of LDSF; Future new leadership continues to underscore importance of CDP and CDC approach; MoA, Met office, national trust, UNISWA and others willing to longterm engage in LDSF;
	CDCs formed and trained			37							
	Editions (draft and final) of a MTAD-published CDP methodology sourcebook / guideline							Project monitoring reports Attendance registers Training reports			
	Editions of a MTAD-published CDP methodology sourcebook / guideline			2							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 1.2 Chiefdom Development Plans formulated	CDPs formulated and annually reviewed							Training records and periodic KAP survey Copies of CDP documents			Chiefs accept and support CDP & CDC approach; MTAD, MOA and other services providers align to institutional framework for Chiefdom Development Planning including the utilization of LDSF; Future new leadership continues to underscore importance of CDP and CDC approach; MoA, Met office, national trust, UNISWA and others willing to longterm engage in LDSF;
	CDPs formulated and annually reviewed			37							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 1.3 Chieftdom human, water and land resources(including communal land) allocated to planned development activities	Number of youth, women and men each participating in CDP process							Meeting minutes and records Attendance Registers Chieftdom records Chief's Letters of Consent (CLC)			Chiefs accept and support CDP & CDC approach; MTAD, MOA and other services providers align to institutional framework for Chieftdom Development Planning including the utilization of LDSF; Future new leadership continues to underscore importance of CDP and CDC approach; MoA, Met office, national trust, UNISWA and others willing to longterm engage in LDSF;
	Males			3 600							
	Females			3 600							
	Young			3 600							
	Hectares allocated by Chief's Letters of Consent (CLC) to commercial agriculture							Meeting minutes and records Attendance Registers Chieftdom records Chief's Letters of Consent (CLC)			
	Hectares of land			350							
	Chief's Letters of Consent (CLC) defining long term access and use for improved conservation of soil, water and flora disaggregated by gender and youth; (50 for erosion control, 20 for irrigation)							Meeting minutes and records Attendance Registers Chieftdom records Chief's Letters of Consent (CLC)			
	Chief's Letters of Consent			70							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 1.4 Community Development Committees become entry points for Agricultural & Marketing Advisory Services	Joint programmes between CDCs and MOA and other advisory services							Project monitoring reports Number of joint community project initiated and implemented			Chiefs accept and support CDP & CDC approach; MTAD, MOA and other services providers align to institutional framework for Chiefdom Development Planning including the utilization of LDSF; Future new leadership continues to underscore importance of CDP and CDC approach; MoA, Met office, national trust, UNISWA and others willing to longterm engage in LDSF;
	Joint programmes between CDCs and MOA and other advisory services			50							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 1.5 National capacity to establish, implement and promote policies and programmes to meet Swaziland's convention targets and support land use planning in the 37 chiefdoms; and to share lessons nationally and regionally (LDSF)	Professionals trained by Project in SLWM monitoring, SLWM planning or SLWM techniques, measured by participation in regional and national courses and regional and national study tours							Project monitoring reports GIS operator report			Chiefs accept and support CDP & CDC approach; MTAD, MOA and other services providers align to institutional framework for Chiefdom Development Planning including the utilization of LDSF; Future new leadership continues to underscore importance of CDP and CDC approach; MoA, Met office, national trust, UNISWA and others willing to longterm engage in LDSF;
	Professionals trained			98							
	Thematic national map layers related to desertification, vegetation, biodiversity and climate change digitally accessible							Project monitoring reports GIS operator report			
	Thematic national map layers			20							
Outcome 2.0 (a) Soil and water resources are sustainably managed for market-led smallholder agriculture in the Project chiefdoms (b) Sustainable land management applied at multiple scales across 37 Chiefdoms in three regions	Increase, above baseline, of crop production from the command area of the dams							Project monitoring reports CDC records on registry and annual review of water user and erosion control groups Annual infrastructure inspections by MoA Land Use Planning Department			Sustainable land use practices are disseminated and adopted widely; Groups benefiting from erosion and irrigation infrastructure are supported by Government;
	Increase of crop production from the command area of the dams			50							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Groups effectively maintaining irrigation commands and erosion control areas							Project monitoring reports CDC records on registry and annual review of water user and erosion control groups Annual infrastructure inspections by MoA Land Use Planning Department			
	Groups effectively maintaining irrigation commands and erosion control areas			40							
	Hectares of land with rehabilitated or restored ecosystem services (GEF) including CA, erosion control and irrigation commands, managed rangelands and designated protected areas							Project monitoring reports CDC records on registry and annual review of water user and erosion control groups Annual infrastructure inspections by MoA Land Use Planning Department			
	Hectares of land			31 450							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	3.1.4 Land brought under climate-resilient practices							Project monitoring reports CDC records on registry and annual review of water user and erosion control groups Annual infrastructure inspections by MoA Land Use Planning Department			
	Hectares of land			31 450							
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices							Project monitoring reports CDC records on registry and annual review of water user and erosion control groups Annual infrastructure inspections by MoA Land Use Planning Department			
	Total number of household members			12 000							
	Males			6 000							
	Females			6 000							
Output 2.1 SLWM at or above Chiefdom level	NRM Groups involved in NRM strengthened measured by active NRM and rangeland management subcommittees							Chiefdom records; Project monitoring reports			Adequate sources of finance for investment in intensified production
	Groups for NRM			37							
	Groups for RM			37							
	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks							Chiefdom records; Project monitoring reports			
	Groups supported			74							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Total size of groups										
	Males										
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women in leadership position										
Output 2.2 SLWM at farm and household level	Households have access to rainwater water harvesting and storage systems for backyard gardens irrigation							Chiefdom records; Project monitoring reports;			Country environmental framework provides safeguards for careful development of SLWM and associated infrastructure
	Households			10 000							
	Households involved in climate risk management, natural resources management (NRM) activities							Chiefdom records; Project monitoring reports;			
	Households			1 200							
Output 2.3 A dynamic body of knowledge on SLWM developed and used by research, policy and development agencies	Factsheets on SLWM prepared, reviewed and published by partners as part of compilation of comprehensive SLWM guidelines							Chiefdom records; Project monitoring reports; RDA records			Affordable services for on-farm mechanization and O&M of infrastructure; Univ.'s development agencies and policy institutions commit to share knowledge management;
	Factsheets on SLWM prepared			2	2	5	250				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 2.4 Erosion control measures implemented	Ha of erosion-prone and erosion-affected land is restored							Annual infrastructure inspections reports by Land Use Department; Number of established groups; Total area fenced			Smallholders benefit from chiefdom allocation of land resources to irrigation and erosion control
	Hectares of land			200							
	Erosion control groups formed and trained							Annual infrastructure inspections reports by Land Use Department; Number of established groups; Total area fenced			
	Erosion control groups formed and trained			50							
Output 2.5 New and existing small reservoirs supply crop irrigation	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated							Chiefdom development activity reports; Total hectares of irrigated area; Constitution			Smallholders benefit from chiefdom allocation of land resources to irrigation and erosion control
	Hectares of land			99							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Water user groups formed and trained							Chieftdom development activity reports; Total hectares of irrigated area; Constitution			
	Water user groups formed and trained			20							
Output 2.6 Youth entrepreneurs trained in water harvesting	Youth enterprises for water harvesting formed and trained							Training records and periodic KAP surveys; Attendance Registers;			n/a
	Youth enterprises for water harvesting formed and trained			37							
Outcome 3.0 (a) Smallholder producers in the Project chiefdoms supply crop- and livestock products to market partners; (b) Food deficit poor households enhance production for household consumption	Total increase in the annual revenue from smallholder agriculture by year 6; across chiefdom and selected value chains over baseline							Production data from MoA livestock and crop Surveillance Framework; Data from MoA honey certification system; Market surveys; Project monitoring reports; NAMBOARD, Eswatini kitchen, etc. periodic report; Project monitoring reports			Consumers demand for local produce increases Wholesalers access finance for business development; Selected value chains remain viable for the smallholder producer;
	Increase in annual revenue from smallholder agriculture			30							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Increase in production for household consumption by food deficit poor in year 6 equivalent to 20% annually, over baseline							Production data from MoA livestock and crop Surveillance Framework; Data from MoA honey certification system; Market surveys; Project monitoring reports; NAMBOARD, Eswatini kitchen, etc. periodic report; Project monitoring reports			
	Increase in production for household consumption			20							
Output 3.1 Business Development Services (BDS) train smallholder enterprises on crop & livestock production and marketing techniques;	Smallholder households having supply group- or individual agreements with wholesalers							Project monitoring reports; BDS training reports; 1650 Signed contracts			Market prices remain attractive for value chain actors; Good quality BDS are available; Smallholder access to rural financial services for equipment and inputs; Value chains are targeted to smallholders
	Households			1 650							
	Female-headed			660							
	Male-headed			990							
	2.1.2 Persons trained in income-generating activities or business management										
	Females			1 500							
	Males			1 000							
	Young			500							
	Not Young			2 000							
	Persons trained in IGAs or BM (total)			2 500							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
Output 3.2 Market information is available to smallholder enterprises and value chain partners	Users of the marketing information system							System reports; Market reports			
	Users of the MIS			1 650							
Output 3.3 Smallholders supply markets through Collection & Information Centres run by youth enterprises	Effective youth marketing enterprises							Project monitoring reports; Membership list	Quarterly		
	Youth marketing enterprises			50							
	Youth trained on marketing enterprises							Project monitoring reports; Membership list	Quarterly		
	Males			96							
	Females			64							
Output 3.4 Innovation platforms for specific commodities established	Innovation platforms established and functional							Innovation platforms established and functional; Project monitoring reports			
	Innovation platforms established and functional			5							
Output 3.5 Appropriate extension messages and packages delivered to food deficit poor households	Food deficit poor households (60%) participate in extension activities for different commodities							Project monitoring reports; Distribution list			
	Households										
	Households			60							
	Land used for test and demonstration of conservation agriculture practices by farmer groups and extension services							Project monitoring reports; Distribution list			
	Hectares of land			70							
	1.1.4 Persons trained in production practices and/or technologies							Project monitoring reports; Distribution list	Quarterly		

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2021)	Cumulative Result (2021)	Cumulative Result % (2021)	Source	Frequency	Responsibility	
	Total number of attendances to training sessions										
	Men trained in crop			540							
	Women trained in crop			660							
	Young people trained in crop			120							
	Not young people trained in crop			1 080							
	Men trained in livestock			1 516							
	Women trained in livestock			1 948							
	Young people trained in livestock			346							
	Not young people trained in livestock			3 118							
	Total persons trained in crop			1 200							
	Total persons trained in livestock			3 464							

Eswatini

Smallholder Market-led Project

Mid-term Review

Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category

Mission Dates: 14-25 September 2020
Document Date: 30/11/2020
Project No. 1100001665
Report No. 5546-SZ

East and Southern Africa Division
Programme Management Department

Appendix 1: Financial: actual financial performance by financier; by component and disbursements by category

Table 2A: Financial performance by financier

Financier	Appraisal (USD)	Disbursements (USD)	Per cent disbursed
IFAD loan	9,594,069	4,526,481	47.18%
IFAD grant	500,000	370,850	74.17%
GEF grant	7,200,000	2,492,843	34.60%
Government	7,202,206	3,121,622	43.34%
Private Sector	568,574	15,054	2.65%
Beneficiary Contribution	760,662	331,502	43.58%
Total	25,825,511	10,858,352	42.04%

Table 2B: Financial performance by financier by component (USD)

Components	The Government			IFAD LOAN			IFAD GRANT			PRIVATE SECTOR			GEF			Beneficiaries			Total		
	Allocation	Actual	%	Allocation	Actual	%	Allocation	Actual	%	Allocation	Actual	%	Allocation	Actual	%	Allocation	Actual	%	Allocation	Actual	%
Component 1	722,619	273,577	38%	731,945	725,018	99%	152,500	133,012	87%	-	-	0%	1,180,065	879,670	75%	-	-	0%	2,787,130	2,011,277	72%
Component 2	1,254,234	389,219	31%	1,988,643	324,256	16%	-	-	0%	-	-	0%	3,111,558	802,355	26%	760,662	331,502	44%	7,115,097	1,847,332	26%
Component 3	3,322,603	718,874	22%	5,565,315	1,914,778	34%	62,500	443	1%	568,574	15,054	3%	2,479,138	7,505	0.3%	-	-	0%	11,998,131	2,656,654	22%
Component 4	1,902,750	1,739,953	91%	1,308,166	518,913	40%	285,000	61,782	22%	-	-	0%	429,238	170,309	40%	-	-	0%	3,925,154	2,490,957	63%
Total	7,202,206	3,121,622	43%	9,594,069	3,482,965	36%	500,000	195,238	39%	568,574	15,054	3%	7,200,000	1,859,839	26%	760,662	331,502	44%	25,825,511	9,006,220	35%

Table 2C: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement

IFAD loan disbursements (EUR)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
200003	WORKS	1,050,000		8,597		1,041,403	0.82%
200008	CONSULTANCIES	3,850,000		1,231,241		2,618,759	31.98%
200011	EQUIPMENT AND MATERIALS	950,000		379,491		570,509	39.95%
200013	GOODS, SERVICES AND INPUTS	940,000		356,471		583,529	37.92%
200016	OPERATING COSTS	910,000		558,311		351,689	61.35%
270001	AUTHORISED ALLOCATION	0		1,500,000		-1,500,000	0.00%
290001	UNALLOCATED	850,000		0		850,000	0.00%
	Total	8,550,000		4,034,111		4,515,889	47.18%

IFAD grant disbursement (USD)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
200008	CONSULTANCIES	360,000		122,671		237,329	34.08%
270001	AUTHORISED ALLOCATION	0		202,553		-202,553	0.00%
	Total	360,000		325,225		237,329	74.17%

GEF grant disbursement (USD)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
200003	WORKS	2,669,874		228,063		2,441,811	8.54%
200008	CONSULTANCIES	1,810,587		1,017,470		793,117	56.20%
200011	EQUIPMENT AND MATERIALS	624,708		251,662		373,046	40.28%
200013	GOODS, SERVICES AND INPUTS	1,921,868		182,956		1,738,912	9.52%
200016	OPERATING COSTS	172,963		12,693		160,271	7.34%
270001	AUTHORISED ALLOCATION	0		800,000		-800,000	0.00%
290001	UNALLOCATED	0		0		0	0.00%
	Total	7,200,000		2,492,843		4,707,157	34.62%

Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.02	No withdrawal shall be made from the Loan and/ or Grant Accounts until the first AWPB has been approved by the Fund and the Fund has determined that all other conditions specified in the Financing Agreement as additional general conditions precedent to withdrawal have been fulfilled	Before any withdrawals	Complied	All conditions for withdrawals were met. Project accounts are in place. They were opened at start up. Initial deposits were processed for IFAD and GEF at start up.
Section 4.03	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3	Continuous	Complied	Procurement procedures are adhered to in accordance to schedule 3.
Section 4.04	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.	Continuous	Complied	Motor vehicles and Tractors are insured which is consistent to commercial practice.
Section 4.05, section 11.10(b)	Audit report submitted to IFAD.	Within 6 months after the period end	Complied	Submitted before 30 th September 2020
Section 4.06	Progress reports to be submitted to IFAD on a quarterly basis.	Quarterly basis	Complied	Submitted on a quarterly basis
Schedule 4, para 7	AWPB to be submitted to the Fund, for its review and comments	Within 60 days before the period start	Complied	Submitted and no objection received
Schedule 4, para 8(a)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	Not later than 42 months after effectiveness	MTR on-going	In progress
Schedule 4, para 16	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	From effectiveness	Complied	Investment expenditures for the project are exempted from all taxes.

Eswatini

Smallholder Market-led Project

Mid-term Review

Appendix 2: Physical progress measured against AWP&B

Mission Dates: 14-25 September 2020
Document Date: 30/11/2020
Project No. 1100001665
Report No. 5546-SZ

East and Southern Africa Division
Programme Management Department

Appendix 2: Physical progress measured against AWPB, including ORMs indicators

Component/ Sub-component or Output				Period: 2016 – August 2020 : Sept 2020 MTR Mission						Comments/Remarks	
		Indicator	Unit	Appraisal	Actual	%	AWPB	Actual	%		
Component 1: Chiefdom Development Planning											
Output 1.1 Institutional framework for chiefdom development planning established											
Output 1.1	Institutional framework for chiefdom development planning established	Number of CDCs formed	CDC	29	29	100%	0	0	0%	This output was fully delivered by 2019/2020. The SMLP target of 37 included some 8 CDCs previously covered under the previous project	
		Number of CDCs trained	CDC	29	29	100%	0	0	0%		
		Number of Inner Council who attended induction on the CDP Process	Inner Council	290	311	107%	0	0	0%		
			Female	116	118	102%	0	0	0%		
			Male	174	193	111%	0	0	0%		
		Number of CDC who attended induction on the CDP process	CDC	320	420	131%	0	0	0%		
			Female	192	243	127%	0	0	0%		
			Male	128	177	138%	0	0	0%		
Number of editions of MTAD published CDP methodology sourcebook/guideline	Editions	2	2	100%	0	0	0%				
Output 1.2 Chiefdom Development Plans formulated											
Output 1.2	Chiefdom Development Plans formulated	Number of CDP formulated	CDC Plans	29	22	76%	7	1	14%		
		Number of CDP reviewed	CDP Documents	37	7	19%	1	0	0%		
		Number of Community trained on Training for Transformation	People	2100	3100	148%	700	567	81%	The overall results are much higher due to the positive response by the communities towards the Chiefdom development process	
			Youth	210	598	285%	70	65	93%		
			Female	1260	1860	148%	462	340	74%		
			Male	840	1240	148%	238	227	95%		
Output 1.3 Chiefdom human, water and land resources allocated to planned development activities											
Output 1.3	Chiefdom human, water and land resources allocated to planned development activities	Number of youth, women, and men participating in CDP process	People	10800	8918	83%	700	502	72%	The output includes participants of the envisioning process at community level	
			Youth	3600	2215	62%	70	65	93%		
			Women	6480	5351	83%	462	340	74%		
			Men	4320	3567	83%	308	227	74%		

Component/ Sub-component or Output				Period: 2016 – August 2020 : Sept 2020 MTR Mission						Comments/Remarks
		Indicator	Unit	Appraisal	Actual	%	AWPB	Actual	%	
		Number of hectares allocated by chiefs letter of consent to commercial agriculture	Hectares	350	87.6	23%	100	87.6	88%	The overall results are lower than target because the performance of the output is tagged to the finalisation of the irrigation infrastructure.
		Number of chief's letter of Consent defining term access and used for improved conservation of soil, water and flora disaggregated by gender	Letters	70	16	23%	12	5	42%	
Output 1.4 Community Development become entry points for Agricultural and Marketing Advisory Services										
		Number of joint programmes between the CDC and MoA and other advisory services	Programmes	50	46	92%	50	46	92 %	The program includes externally funded activities in the CDPs in which currently 5 are community capacity building, 30 infrastructures and 11 agriculture sub-projects. These are implemented in 11 Chiefdoms out of 30 CDPs.
Output 1.5 National capacity of establish, implement and promote policies and programmes to meet Swaziland's convention targets and support land use planning in the 37 Chiefdoms and to share lessons nationally and regionally (LDSF)										
Output 1.5	1.5 National capacity to establish, implement and promote policies and programmes to meet Swaziland's convention targets and support land use planning in the 37 chiefdoms; and to share lessons nationally and regionally (LDSF)	Number of professionals trained by Project in SLWM monitoring, SLWM planning or SLWM techniques, measured by participation in regional and national courses and regional and national study tours	Professionals	98	33	34%	35	13	37%	Virtual trainings were conducted for these trainings for the current year
			Females	8	16	200%	19	6	32%	
			Males	90	17	19%	16	7	44%	
		Number of thematic national map layers related to desertification, vegetation, biodiversity and climate change digitally accessible	Maps	20	2	10%	2	0	0%	The process is ongoing for preparation of some maps on spatial data
		Number of staff trained on LDSF and stakeholders	Staff (field work)	78	51	65%	20	0	0%	Preparation were made but due to COVID 19 activity was delayed
			Female	47	17	36%	14	0	0%	

Component/ Sub-component or Output		Indicator	Unit	Period: 2016 – August 2020 : Sept 2020 MTR Mission						Comments/Remarks
				Appraisal	Actual	%	AWPB	Actual	%	
			Male	70	34	49%	6	0	0%	
COMPONENT 2: Infrastructure for Soil and Water Conservation										
Output 2.1	Committees established and strengthened for SLWM	Number of NRMCS and RMCs established	Groups	74	56	76%	8	13	163%	More RMCs were established this year than what was planned.
			Males	518	172	33%	48	72	150%	More males attended than targeted because they are more keen to participate in rangeland management activities
			Females	222	218	98%	32	20	63%	
		Number of NRMCS trained	Group	37	18	49%	2	0	0%	Trainings were delayed by COVID-19
			Females	222	81	36%	16	0	0%	
			Males	148	95	64%	10	0	0%	
		Number of RMCs trained	Groups	37	15	41%	2	0	0%	The project is not likely to reach all the Chiefdoms as they are fewer rangelands within the Project Area.
			Males	296	89	30%	16	0	0%	
			Females	74	52	70%	10	0	0%	
Output 2.2	strengthened households for SLWM	Number of households having access to rainwater harvesting through ferrocement construction	Households	10 000	1269	13%	1500	191	13%	Performance is low mainly due to shortage of material for construction of the tanks
			Females headed	4 000	508	13%	675	86	13%	
			Males headed	6 000	761	13%	825	105	13%	
		C1 3.1.4 Number of hectares of land brought under climate-resilient managed								
		Hectares of land (ha)	Hectares	31 630	289.2	1%	XX			The output has been affected by the slow progress experienced within the rangelands.
		Grey water harvesting for backyards garden	Households	3 700	720	19%	400	0	0%	COVID- 19 has delayed trainings. Target to be revised basing it on the

Component/ Sub-component or Output				Period: 2016 – August 2020 : Sept 2020 MTR Mission						Comments/Remarks
		Indicator	Unit	Appraisal	Actual	%	AWPB	Actual	%	
										household to be covered under the permaculture garden
			Female headed	1850	324	18%	180	0	0%	
			Male headed	850	396	47%	220	0	0%	
		Number of Community Facilitators trained on ferrocement Construction	People	80	29	36%	10	10	100%	
			Female	48	17	35%	2	2	100%	
			Male	32	12	38%	8	8	100%	
Output 2.3	A dynamic body of knowledge on SLWM developed and used by research policy and development agencies	Number of factsheets on SLWM prepared, reviewed and published	Factsheets	20	2	10%	2	0	0%	Factsheets are still under process. The number of factsheet is determined by the number of research and 2 are ongoing It is however proposed that the project could consider expanding the content to look at other areas
Output 2.4 Erosion control measures implemented										
Output 2.4	Implementation of erosion control measures enhanced	Number of hectares of erosion-prone and erosion affected land is restored	Hectares	200	86.26	43%	40	4.52	11%	
		Number of erosion control groups formed and trained	Groups	50	0	20%	5	0	0%	Performance of the output was delayed due the late recruitment of the relevant project staff to do trainings. Despite no progress reported here, the formation and training of the groups is still relevant for proper maintenance of the restored land. Formation of two groups is in process
			Females	10	0	0%	21	0	0%	
			Males	90	0	0%	14	0	0%	
Output 2.5 New and existing small reservoirs supply crop irrigation										

Component/ Sub-component or Output				Period: 2016 – August 2020 : Sept 2020 MTR Mission						Comments/Remarks
		Indicator	Unit	Appraisal	Actual	%	AWPB	Actual	%	
Output 2.5	New and existing small reservoirs supply crop irrigation	Number of hectares of new irrigated command area out of potential 110 developed	Hectares	99	11	11%	60	6	10%	Performance has been affected by delays in the start of irrigation works Review the target Consider revision of the target to be covered under phase 1 dams which is (51 ha). The new target will be 62 ha including the 11 that has already been rehabilitated.
		Number of water user groups formed	Groups	20	4	20%	5	0	0%	Overall target has to been delayed by infrastructure/dam construction
			Male	56	16	29%	30	0	0%	
			Female	84	24	29%	20	0	0%	
Output 2.6 Youth entrepreneurship supported in water harvesting										
	Output 2.6 Youth entrepreneurship supported in water harvesting	Number of youth enterprises for water harvesting formed and trained	Youth	37	0	0%	0	0	0%	This has not been started but will have to be started targeting at least 1 in each of the Chiefdoms which are not necessarily roof top water harvesting systems. They can be production related
			Females	185	0	0%	0	0	0%	
			Males	185	0	0%	0	0	0%	
Component 3:										
Component 3: Market-Led Production										
Output 3.1	Smallholder enterprises supported with BDS for crops and livestock production and marketing	C1 2.1.4 Number of supported smallholder that are members of a supply group	Farmers	1650	925	56%	600	510	85%	Project on course to reach the target
			Female	660	410	62%	270	230	85%	
			Male	990	515	52%	330	280	85%	
			Farmers – Female Number	1500	1019	68%	730	738	101%	Project on course to reach the target

Component/ Sub-component or Output				Period: 2016 – August 2020 : Sept 2020 MTR Mission						Comments/Remarks	
		Indicator	Unit	Appraisal	Actual	%	AWPB	Actual	%		
		C1 2.1.2 Number of person trained in income generating activities or business management	Farmers – Male number	1000	632	63%	370	492	133%		
			Farmer –Young Number	500	188	38%	210	123	59%		
			Farmer –Non-young	2000	1463	73%	890	1107	124%		
			Person – Number	2500	1651	66%	1100	1230	111%		
Output 3.2 Market information system established and strengthened											
	Output 3.2	Number of smallholder accessing market information system	Farmers	1 650	0	0%	500	0	0%	AMIS- conduct a survey on the use of AMIS and information that is being used by farmers	
			Females	990	0	0%	250	0	0%		
			Males	660	0	0%	250	0	0%		
			Users of the SMS Information	Total	1650	471	29%	350	273	78%	This is implemented in partnership with MTN as a short term alternative measure to the AMIS and is so far performing satisfactory
Output 3.3Youth led enterprises established and operate collection and information market											
Output 3.3		Number of effective youth marketing enterprises	Youth	50	5	10%	50	0	0%	The strategy for engagement of the youth in marketing enterprise is currently under review by the PIU	
			Female	200	35	18%	30	0	0%		
			Male	300	65	22%	20	0	0%		
		Value of crop and livestock traded through youth led collection and information Centres									
		Livestock	Kg	36000	10746.46	30%					
	Crops	Kg	360000	306 600	85%	51666					
Output 3.4 Innovation platforms for specific commodities established											
Output 3.4	Innovation platforms for specific commodities established and strengthened	Number of functioning stakeholder’s platform established and supported	Innovation platforms	5	5	100%	5	0	0%	The value chain platforms were established and are held annually. The 2020 events have been affected by	

Component/ Sub-component or Output		Indicator	Unit	Period: 2016 – August 2020 : Sept 2020 MTR Mission						Comments/Remarks
				Appraisal	Actual	%	AWPB	Actual	%	
										COVID -19 lock down measures
Output 3.5 Appropriate extension packages delivered to food deficit poor households										
Output 3.5	Food deficit poor households access to extension message and technology packages is enhanced	Number of food deficit poor households participate in extension activities	Households	5465	3883	71%	1130	456	40.4%	The Project is on track to reach the targets related to food deficit households
			Females	3279	2270	69.2%	678	260	38.3%	
			Males	2186	1613	73.8%	452	196	43.4%	
		Number of hectares of land used to test and demonstration of conservation agriculture practices by farmers groups and extension services	Hectares	70	7.2	10%	40	0	0%	Cropping season ends late October/ November. The overall performance of the area under CA demonstration is 10% which has translated into 64.8Ha of farmers who have adopted the practice.

Eswatini

Smallholder Market-led Project

Mid-term Review

Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 14-25 September 2020
Document Date: 30/11/2020
Project No. 1100001665
Report No. 5546-SZ

East and Southern Africa Division
Programme Management Department

Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.02	No withdrawal shall be made from the Loan and/ or Grant Accounts until the first AWPB has been approved by the Fund and the Fund has determined that all other conditions specified in the Financing Agreement as additional general conditions precedent to withdrawal have been fulfilled	Before any withdrawals	Complied	All conditions for withdrawals were met. Project accounts are in place. They were opened at start up. Initial deposits were processed for IFAD and GEF at start up.
Section 4.03	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3	Continuous	Complied	Procurement procedures are adhered to in accordance to schedule 3.
Section 4.04	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.	Continuous	Complied	Motor vehicles and Tractors are insured which is consistent to commercial practice.
Section 4.05, section 11.10(b)	Audit report submitted to IFAD.	Within 6 months after the period end	Complied	Submitted before 30 th September 2020
Section 4.06	Progress reports to be submitted to IFAD on a quarterly basis.	Quarterly basis	Complied	Submitted on a quarterly basis
Schedule 4, para 7	AWPB to be submitted to the Fund, for its review and comments	Within 60 days before the period start	Complied	Submitted and no objection received
Schedule 4, para 8(a)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	Not later than 42 months after effectiveness	MTR on-going	In progress
Schedule 4, para 16	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	From effectiveness	Complied	Investment expenditures for the project are exempted from all taxes.

SMLP Partnership Matrix				
Component	Partner Name	Institution	Type of Agreement	Role(s) in SMLP
Component 1	Ministry of Tinkhundla Administration and Development (MTAD)	GoE Ministry	MoU	Collaboration in facilitation for the development of Chiefdom Development Plans (CDPs) by Communities.
	Ministry of Public Works and Transport (MoPT)	GoE Ministry	Collaboration	Sustainable Local Economic Development Strategy (SLED) formulation on infrastructure development
	Micro Projects	Government Parastatal	Collaboration	SLED Strategy formulation on infrastructure development
	Eswatini National Trust Commission	Government Parastatal	MoU	Collaboration in facilitation for the development of Chiefdom Development Plans (CDPs) by Communities.
	Ministry of Agriculture (Land Use Planning Department)	GoE Ministry	MoU	Facilitation CDP formulation process on Land Use Planning, Soils Maps, and Land Use Maps.
	Ministry of Natural Resources and Energy (Department of Water Affairs)	GoE Ministry	Collaboration	SLED Strategy formulation on potable water supply
	National Disaster Management Agency (NDMA)	Government Parastatal	Collaboration	SLED Strategy formulation on Disaster Management. Prevent and substantially reduce the impact of disasters by promoting an integrated and coordinated system of disaster management focused on decreasing vulnerability, increasing preparedness and mitigation capacity
	Royal Eswatini Police Service (REPS)	GoE Ministry	Collaboration	SLED Strategy formulation on Safety and Security
	Eswatini Environment Authority (EEA)	Government Parastatal	Collaboration	Facilitation on SLED Strategy formulation on Environment Management
	Ministry of Education and Training	GoE Ministry	Collaboration	Facilitation on SLED Strategy formulation on formal education and training
	Swaziland Action Group Against Abuse (SWAGAA)	Non-Governmental Organization (NGO)	Collaboration	Facilitation on SLED Strategy formulation on Gender Equality in Development
	Rural Women's Assembly	Non-Governmental Organization (NGO)	Collaboration	Facilitation on SLED Strategy formulation on Gender Equality in Development
	Sebenta National Institute	Government Parastatal	Collaboration	Facilitation on SLED Strategy formulation on Vocational Skills development and Adult Literacy

Component 2	Ministry of Health (Public Health)	GoE Ministry	Collaboration	Presentation on Sustainable Local Economic Development (SLED) Workshops on Strategy formulation on Water and Sanitation
	Deputy Prime Minister's Office(Gender and Families Unit)	GoE Ministry	Collaboration	Gender and Youth Inclusion Strategy Formulation.
	Project Area Traditional Authorities	Community Institution	Collaboration	Ensuring adherence to dictates of Chiefdom Development Plans and implementation of same by communities.
	University of Eswatini (UNESWA)	University	MOU	Collaborative partners, student research on SMLP activities will help develop critical project output and capture and document learning; collaboration in the development of the LDSF as part of the steering committee for this initiative
	Land Use Planning and Development Department (LUPD)	GoE Ministry	Collaboration	Collaboration in Soil and Water Conservation Activities in form of technical reviews and resources sharing , particularly in providing machinery where required, thus realising the goal of value for money. Collaboration in the supervision of small earth dams construction. Collaboration in the development of a Land Degradation Surveillance Framework(LDSF), and the development of a Stakeholder Approach to Risk-Informed and Evidence-based Decision Making (SHARED) dashboard.
	Ministry of Tinkhundla Administration and Development (MTAD) Women in Development	GoE Ministry	Collaboration	Collaboration in the ferrocement tank construction technology
	Ministry of Natural Recourses and Energy (Water Affairs Department)	GoE Ministry	Collaboration	Issuance of water permits; commemoration of the UN Environment Days (World Water Day)
	Eswatini Environment Authority	GoE Parastatal	Collaboration	Information dissemination and commemoration of Environment days, Training of NRMCS and development of Environment Plans; Knowledge sharing
	Eswatini National Trust Commission	GoE Parastatal	Collaboration	Community training in environmental Management Issues , information dissemination and commemoration of environment days. Environment Conservation initiatives such as biodiversity conservation and sustainable land and water management techniques
	Ministry of Agriculture (MoA) Rangeland Management Unit	Ministry	Collaboration	Training of NRMCS and RMCs on Rangeland Management issues and development of Rangeland Management Plans; Rangeland Survey at the 37 chiefdoms
	Ministry of Tourism and Environmental Affairs (Department of Forestry)	GoE Ministry	Collaboration	Training of NRMCS and RMCs on environment issues; Development of Environment Management Plans; Practical training of communities on the management of IAPs; Nursery Management and Reforestation

Component 3	Youth Enterprise Fund (YEF)	Parastatal	MOU	YEF is funding viable youth agribusinesses across SMLP 5 value chains namely honey, legumes, horticulture, goats and indigenous chickens in the project area
	Univesrity of Eswatini (UNESWA)	University	MOU	Collaborative partner, student research on SMLP activities will help develop critical project output and capture and document learning.
	NAMBOARD	Parastatal	MOU	Smallholder Horticulture producers have agreements (contracts) with formal market
				Advice and train Horticulture farmers on Good Agricultural Practices (GAP) including post-harvest management.
				Effective extension support provided and market access strengthened.
				Horticulture sourced from smallholder farmers by formal market in the Project area.
				Facilitate the linking of smallholder producers or farmer groups to markets.
	Genesis	Business Development Service Provider	Market contract	Provision of business development tranings for crops and livestock farmers and market facilitation e.g. Lubombo and Manzini region
	GRM International	Business Development Service Provider	Market contract	Provision of business development tranings for crops and livestock farmers and market facilitation e.g. Shiselweni region
	Catalyze	Business Development Service Provider	Market contract	Enterprise development for Youth businesses; Lubombo, Manzini and Shiselweni
	Mashayinkonjane (Goat Abattoir)	Private Sector	Letter of intent to goat farmers	Collaborative partners, market arrangements to buy locally produced goats
	National Maize Corporation (NMC)	Parastatal	MOU	Smallholder Legume producers have agreements (contracts) with formal market
				Advice and train Legume farmers on Good Agricultural Practices (GAP) including post-harvest management.
				Effective extension support provided and market access strengthened.
				Legumes sourced from smallholder farmers by formal market in the Project area.
				Facilitate the linking of smallholder producers or farmer groups to markets.
	eSwatini Kitchen	Private sector	MOU	Provision of bee-keeping technical support and market for honey
	Bulembu Ministries	NGO	MOU	Provision of bee-keeping technical support and market for honey
	Kalulu	Private sector	Letter of intent	Market for indigenous chickens and provision of start-up stock for indigenous chicken farmers
	Southern Trading	Private sector	Letter of intent	Market for goats and indigenous chickens

	ACAT	NGO	Collaboration	Collaboration in promotion of CSA practices in targeted food deficit poor households
				Member of CA Task Force steering committee
	SEDCO	GoE Parastatal	MOU	Market linkages for indigenous chicken value chain. Facilitation of the Indigenous chicken Innovation Platform.
				Collaboration in providing technical support and extension services to crop and livestock farmers. Through Promotion of Climate Smart Agriculture (CSA) through Conservation Agriculture Task Force. Project collaborates with Task Force in the training of beneficiaries and implementation of CSA interventions
	Ministry of Agriculture (MoA)	GoE Ministry	MOU	
	Ministry of Health (Eswatini National Nutrition Council)	GoE Ministry	Collaboration	Provide sustainable and enabling environment for the provision of food and nutrition services in project area
	MoA - National early warning unit	GoE Ministry	Collaboration	Provide early warning information on the expected weather conditions and crop production in liaison with the department of Meteorological Services
	Red cross	NGO	Collaboration	Collaboration in promotion of CSA practices and nutrition activities
				Member of CA Task Force steering committee