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**COMMUNITY BASED LIVELIHOOD
DEVELOPMENT (CBLD) FOR
WOMEN AND CHILDREN IN
SWAZILAND
YEAR 1 ANNUAL REPORT
(DECEMBER 1, 2011 – DECEMBER 31, 2012)**

January 30, 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by FHI Development 360 (FHI 360) and Technoserve Inc..

Community-Based Livelihood Development (CBLD) for Women and Children in Swaziland

ANNUAL REPORT YEAR I
(DECEMBER 1, 2011 –DECEMBER 31, 2012)

COOPERATIVE AGREEMENT NO. AID 674-A-12-00003



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I. BACKGROUND AND APPROACH

USAID awarded FHI 360 the five-year Community Based Livelihoods Development (CBLD) for Women and Children in Swaziland program on December 1, 2011. The award is effective through November 30, 2016. The Annual Report for Year 1 is a requirement under this award and covers Year 1 (December 1, 2011 – December 31, 2012). The goal of CBLD is to enable communities to advance the social and economic empowerment of women and children. To achieve this, CBLD has three program objectives: (1) to improve the livelihood capabilities of vulnerable households, particularly women and caregivers within these households; (2) to protect and promote the rights of women and children; and (3) to strengthen the capacity and coordination of government, communities, and other organizations to protect and promote the social and economic well-being of women and children.

CBLD will implement activities in close collaboration with community organizations and institutions and their government, NGO, and private sector partners, providing support to enhance their capacity to deliver effective services to the community and to identify and manage community development initiatives. CBLD will emphasize the sustainability of these initiatives by encouraging local ownership and leadership, providing technical assistance, and by building linkages among multiple organizations and institutions, horizontally (within the community) and vertically (with structures at the Tinkhundla, regional and national levels). This approach aims to improve access of vulnerable households to social, economic, and other services by creating or strengthening referral networks within communities.

The project's approach includes direct implementation of activities with beneficiaries and technical assistance to organizations and institutions to enhance their capacity to deliver effective services and support each other in their work within communities. This approach is aimed at achieving sustainability through building and maintaining institutional capacity to support the well-being of women and children, and to extend support other institutions and other communities. CBLD emphasizes partnerships, linkages, and referral networks to maximize impact and improve the access of vulnerable households to relevant services, and follows a participatory approach that is community driven. CBLD will include community members and institutions in all activity planning including activity selection and design, as well as implementation, and will utilize community resources and assets (human, financial, social, etc.) as much as possible. Ultimately, the experiences of CBLD and its community partners can be reviewed to inform a set of guidelines for integrated approaches to future livelihoods, social protection, and community development initiatives in Swaziland.

CBLD programming is divided into three phases, and Year One encompassed all of Phase One and the start of Phase Two. To ensure that the program was integrated with and complimented the current landscape of existing, Phase One included interviews, focus group meetings, and workshops, and consultations with multiple stakeholders, including potential partners. The Second Phase encompasses the selection and initial engagement with six communities, and the majority of the project's implementation of community-based activities. The Third Phase will focus on transition planning, ensuring sustainability, additional capacity building, and developing recommendations and guidelines that can be used by government, donors, NGOs, and communities themselves to guide future development initiatives.

II. ACCOMPLISHMENTS

Accomplishments

- **Community selection process developed and refined** – CBLD developed and later refined a process and rationale for selecting communities. The first process included nine criteria against which six communities were evaluated and scored. The refined process maintains similar criteria but includes a process for screening communities across the country according to suitability of pre-selected value chains, presence of local partners, and population required to meet CBLD targets.
- **First community selected** – Following a series of interviews and site visits to Herefords and five other potential communities, and using the selection criteria developed by the team, CBLD selected Herefords (Mkuzweni Inkhundla, Hhohho Region) as its first community.
- **Herefords Community Mapping and Survey** – CBLD began community mapping activities in Herefords, a process that involved interviews with community members and identifying and recording the coordinate of points of interest within the community. This resulted in the identification of initial project activities, including developing the baby corn (horticulture) value chain.
- **First meeting of the Gender Advisory Council held** – This meeting gathered gender specialists who are interested in serving as an advisory body to CBLD on gender related programming and possible partnerships and collaboration. This meeting, and subsequent meetings, will provide one forum where CBLD learns about ongoing gender initiatives in the country, and where CBLD can keep experts aware of CBLD planned activities and accomplishments and solicit input from these experts.
- **First meeting of the Business Advisory Council held** – This meeting brought together nine members of the business community, representing banks, food processors, parastatals, and other businesses, to discuss issues pertaining to the business climate in Swaziland and how it will affect the implementation of CBLD's economic strengthening activities.
- **Honey and horticulture selected as the CBLD value chains** – From a list of potential value chains to pursue in multiple communities, honey was selected as it met the criteria for being most suitable for CBLD to pursue at this time in the project. Horticulture was selected as a value chain suitable specifically for Herefords, based on the community's resident expertise and agronomic conditions, and the interest of a nearby produce export company.
- **Support to a community youth group and NCP** – CBLD identified a youth group that is producing food for an adjacent NCP, and linked this group to 4S, a project of the Swaziland Agricultural Development Program (SADP), which after reviewing their successful proposal, provided the youth with seedlings for developing their garden.
- **Beekeeper mobilization drives next round of community selection** – CBLD identified potential site for working with beekeepers to develop the honey value chain. One of these sites will be selected as the next CBLD community in 2013.
- **Support to the NNCU** – CBLD assisted the NCCU in developing their Performance Monitoring Plan, and in training NCCU partners in collecting and evaluating project data.
- **CBLD Indabas** – CBLD held a Community Development indaba and a Legal Aid indaba to present invited experts with project approaches in each area and request their feedback. This input was included in the project strategy development.
- **CBLD Strategy Document and Gender Strategy Developed** – CBLD completed initial drafts of both the CBLD strategy document and the gender strategy.

Results

- The community selection process was defined, applied to the selection of CBLD's first community, and refined for selection of CBLD's second community.
- CBLD defined its community engagement process, an activity that will be central to all CBLD's community work.
- Indabas on Legal Aid and Community Development enabled CBLD to solicit expert opinion into CBLD's approach and strategy.
- Honey was confirmed as the first pre-selected value chain, and from among 10 communities, one of which will be a CBLD community, CBLD and another FAO-funded TechnoServe activity identified 540 beekeepers who could be enrolled in the Lead Beekeeper Program.
- The Gender and Business Advisory committees were formed.
- Farmers in Herefords were mobilized to participate in a baby corn outgrower program, to be supported by CBLD.
- One farmer mobilization meeting took place to recruit farmers into a baby corn outgrower program. This meeting included 10 farmers who represented a larger number of peer farmers, and an even larger number of women laborers
- CBLD began research into the design and implementation of an initial set of activities that are likely to be implemented in most CBLD communities. In addition to the community engagement activities (dialog, focus groups, etc.), these are:
 - Youth development and support to youth groups
 - Savings group formation and support
 - Capacity building for community leaders and planners
 - Referral systems linking health, social, and economic services
 - Value chain development
- Initial CBLD activities in Herefords focused on raising awareness of human trafficking (in support of the 16 Days of Activism Against Gender Based Violence); identifying capacity building needs for community leaders and planners; linking a youth group gardening project with inputs
- The baseline questionnaire was developed, which will provide CBLD with a context for understanding a community's social and economic conditions and for evaluating project outcomes
- 25 organizations and government ministries were trained in Results-Based Management and developing Performance Monitoring Plans

TASK 1 AND TASK 2: PROGRAM AND INSTITUTIONAL LANDSCAPE ANALYSIS REPORT (PILAR) AND PROGRAM STRATEGY DESIGN

Activity Summary:

CBLD had proposed to complete two written deliverables during Phase One of the project, including a survey of programs and institutions in Swaziland, and a working strategy document to guide the project. In researching the PILAR, the team met with at least 100 government ministries, donor organizations, and NGOs, as well as development experts and other well-informed individuals to learn more about their

work and their thoughts on programming gaps in Swaziland. At the same time, three reports, completed by World Bank, UNDP, and World Vision, were released that covered similar topics that PILAR intended to cover. However, there was still a gap in the literature about community institutions and how these interact with national and regional entities. While CBLD could still add value by integrating the existing reports into a more complete survey, the team decided that a preferable option would be to shift the focus of this report to examine community institutions as this would provide a more useful context for the foundation of CBLD, which was the original intent. While CBLD did not complete its own survey of national level institutions and organizations, the existing reports and the series of meetings and interviews CBLD conducted and the technical linkages established by the team have met the overall objective of setting the context at the national level. Relevant information has been included in the strategy document. In 2013, CBLD will deliver a report on community structures and institutions based on its work in its first three to four communities and the numerous other communities visited during the selection process.

While the draft strategy document was being developed, the CBLD was actively engaged in the community selection and mapping processes, while also maintaining a full schedule of meetings with various stakeholders at national and community levels. In addition, the team was awaiting the October arrival of the Economic Strengthening Specialist, who would be instrumental in designing and managing key components of the project, including value chain development, enterprise development, and the Business Advisory Council. The team decided to continue developing the strategy, incorporating lessons being learned in its first community, as well as input from other stakeholders (particularly during the indabas), while postponing final discussions about integrating various project components until the Economic Strengthening Specialist could be present and provide input into relevant portions of the strategy document.

Annual Achievements:

Attached as Annex 1 is the CBLD strategy document.

TASK 3: INDABA AND STAKEHOLDER CONFERENCES

Activity Summary:

CBLD proposed a consultative strategy development process that would build on what other organizations and government and donor institutions had accomplished or learned from in Swaziland. To achieve this, and provide some initial background training in areas where CBLD has expertise, CBLD proposed conducting a three-day workshop to bring together current and potential PEPFAR partners for the purpose of sharing information on critical concepts in household economic strengthening, social and behavior change communication, and gender equity promotion, while soliciting feedback that will help guide the program's strategic and work plans going forward.

CBLD revised its approach to the indaba and stakeholder conferences. Instead of one three-day workshop early in the project, CBLD planned four indabas on specific components of project activity: community development approaches, legal aid, rural livelihoods and enterprise development, and knowledge management and M&E. The goal for the indabas is to solicit expert input into CBLD's approach to each area, to be included in the program strategy document, and identify areas for collaboration. From the indabas, CBLD could also: inform the various organizations represented about our program's approach to specific topics; ensure that CBLD's strategy captures the most relevant information that is currently available in Swaziland; validate, or modify if needed, the project's approach to specific areas; and develop strong working relationships for the project in each area. CBLD decided at this time not to hold a specific indaba focused on women and children as these are cross-cutting issues that have been or could be integrated into each indaba. Meanwhile, the Gender Advisory Council has been established to serve as

an ongoing indaba on gender issues. Because CBLD has found the format to be very useful, the project may hold similar indabas in 2013 on specific programming approaches related to women and children.

Quarter Achievements:

CBLD did not hold an indaba in 2012 Q4, but began to prepare for the upcoming Enterprise Development indaba, to be held in 2013 Q1. The goal of the enterprise development indaba, as with the other indabas, is to inform experts and stakeholders about CBLD's approach and solicit their feedback for inclusion into CBLD's revised approach.

The timing of the Enterprise Development indaba was initially delayed to allow the Economic Strengthening Specialist (ESS) to arrive in country and to develop the project strategy around enterprise development. When the ESS arrived, he and a volunteer consultant held interviews with key entrepreneurship personnel and relevant members of the TechnoServe/Swaziland team, including the Global Entrepreneurship Director.

Also during this quarter, a Volunteer Consultant was recruited to design the Enterprise Development indaba, complete the strategy, and design an implementation plan.

Annual Achievements:

CBLD held two of the four initial indabas during this year, the Community Development indaba and the Legal Aid indaba. The project initially expected to hold an indaba on knowledge management and M&E. CBLD anticipated integrating this indaba into a UNICEF-led five-day workshop and training on M&E and Results Based Management, which would involve all the NCCU partners. While the CBLD M&E specialist and a volcon did provide two training sessions during this event (basics of M&E and PMP development), CBLD was unable to schedule in more CBLD-specific meetings. During a meeting with USAID, it was decided that CBLD should postpone a knowledge management indaba until 2013 or 2014, to build on current activities in this area and allow time for CBLD to present some of its own findings.

The **Community Development indaba** brought together local expertise in the area of community development, including experts from government, NGOs, and USAID. The focus was on community selection and engagement and the potential role for community members and institutions in the selection, design, and implementation of project activities in a given community. After a presentation on CBLD, with emphasis on approaches to community engagement and community development, participants broke out into groups to evaluate six proposed activities or strategy points about CBLD's approach to communities. The facilitators used a technique known as "De Bono's thinking hats", in which participants weigh in on statements from a variety of different perspectives, each indicated by "wearing" a specific hat for a timed period of a few minutes. As the six hats each cover a common perspectives (pointing out pitfalls, identifying alternatives, identifying information gaps, etc.), facilitators were able to solicit feedback in a highly structured, but rapid format. Following this exercise and its plenary, participants raised questions and offered suggestions about various aspects of CBLD's approach to community development.

Among the findings and validations are the following:

- It is important to have a counterpart institution or group in each community
- Involve community members in design and implementation as much as possible
- Define entry and exit criteria
- Be wary of local political machinations, which are a credible threat to project integrity

- Confirm and follow protocol, and include Ministry of Tinkhundla Administration; no one likes to hear second-hand about activities happening in areas under their jurisdiction
- Keep the strategy simple and communicate it effectively

The **Legal Aid indaba** convened to examine and validate CBLD's approach to improving awareness and acceptance of human and constitutional rights, and to improving access to legal services at the community level. The discussions also allowed CBLD and each participant to learn more about the work being done by others in this area. Participants included staff from nine NGOs, and a representative of the Registrar of the High Court. The program also included a presentation by Armand Perry, an independent lawyer volunteering his time, on current constraints to improving access to legal services. Briefly, these included: (1) the legitimacy of legal aid organizations in Swaziland; (2) representation by attorneys who are not employed by a registered law firm; and (3) whether practicing attorneys can be persuaded or required to deliver pro-bono services. Participants then began to discuss the implications for CBLD.

Among the general recommendations from participants are the following:

- CBLD should identify a partner currently providing legal aid and bring its representatives to the community on a regular basis.
- Gain a better understanding of how traditional courts function and render decisions at the community level, as most cases – particularly non capital cases involving the poor – never move beyond this stage.
- Support UNDP in drafting a legal aid policy for Swaziland.
- CBLD could formalize a committee around which legal aid issues can be regularly discussed and activities planned and coordinated.
- CBLD can play a role in advocacy, stimulating demand for rights and legal services at the community level.

Next Quarter Activities:

The **Enterprise Development indaba** will be held and will present CBLD's proposed enterprise development strategy and implementation plan. Feedback from the indaba participants will be used to improve the enterprise development strategy. A variety of partners will be invited to participate in the event, including the Business Advisory Council members, the Business Women's Forum, Partners in Economic Development (PED) group, as well as other stakeholders.

TASK 4: ADVISORY COUNCIL

Activity Summary:

In this first year, CBLD laid the groundwork needed to form both the Gender Advisory Council (GAC) and Business Advisory Council (BAC). CBLD established a Business Advisory Council (BAC) and Gender Advisory Council (GAC) to provide formal structures through which the project can learn from experts and share ideas about program approaches. By doing so, CBLD is able to stay continually informed of critical economic, social, and political developments and other programming opportunities. These advisory councils will both serve to help CBLD and will encourage a representative from the BAC to participate in the GAC, and vice versa, to promote an exchange of ideas across both sectors. Through this process, CBLD ensured that there was no duplication of existing working groups or networks. However, CBLD will continue to identify worthwhile networks and working groups to join or support.

Quarter Achievements:

The Business Advisory Council (BAC) is a body of individuals that represent the private sector, and are positioned to assist and advise CBLD's economic strengthening efforts. The purpose of the BAC is to:

- Provide formal structures through which the CBLD project can learn from outside partners and share ideas about program approaches
- Give advice on investment opportunities
- Inform CBLD team about critical economic and political developments
- Share experiences and networks that will further the efficacy, reach and sustainability of the economic strengthening activities carried out by CBLD

The first meeting of the Business Advisory Council took place on October 24th, 2012. The nine individuals attending the meeting included four financial institutions (Nedbank, Standard Bank, SwaziBank, and FinCorp), three government parastatals (MicroFinance Unit, SWADE, and NAMBoard), one agribusiness (Ngwane Mills) and the Federation for Swaziland Employers & Chamber of Commerce (FSECC). Representatives of Imbita, Swaziland Agricultural Supplies, Farm Chemicals, SIDC, SEDCO, and the Ministry of Agriculture were invited but could not attend this meeting and expressed ongoing interest in the program and the intention to attend the next meeting.

The meeting was successful in identifying many of the obstacles associated with value chain development. Some of the key takeaways include:

- **Lack of coordinated markets reduces access to finance** – The consensus among the financial institutions was that there was sufficient capital to provide agricultural loans, but that Swaziland lacks attractive agricultural deals. They stressed the importance of formalized “off take” arrangements between farmers and buyers, and the need for larger volume and increased reliability of buyers.
- **Value chain assessments are the critical first step** – The members of the Business Advisory Council stressed the importance of fully assessing an agricultural value chains before recommending that smallholder farmers enter into it.
- **Mentorship is a critical component of “graduating up” to commercial agriculture, but who pays for it?** To improve yields and produce more commercially-oriented crops, both technical training and business skills training, and especially mentorship are required, but who pays for such training and mentorship is a critical issue. Government extension officers cannot assume additional responsibilities and the financial institutions and buyer organizations generally cannot provide mentorship while maintaining profitability. Requiring participants to pay for mentorship may result in better selection of motivated individuals, but this also places a financial strain on participants. Until a more sustainable model presents itself, donor funds play an important role in supporting training and mentorship efforts.
- **“Who to select” remains an important question** – In the meeting, there was discussion over whether you could create more impact by working with the best and most promising farmers as opposed to those who had the lowest level of livelihoods.

At the conclusion of the meeting, the participants expressed continued interest in the project and requested to be kept informed as CBLD advanced. In the months following the meeting, CBLD staff met individually with Imbita, Standard Bank, and the MicroFinance Unit, and more meetings are planned for early 2013.

Annual Achievements:

GAC

After spending the first part of the year holding initial meetings with development partners to assess the interest and possible contributions from possible stakeholders, CBLD formed and launched the Gender Advisory Council (GAC). Its members were drawn from the private sector, relevant government entities, and relevant NGOs. The first meeting was held on June 7, 2012 and consisted primarily of the introduction of the CBLD Project, followed by a short presentation by each of the participants about the main goals of their organizations and the major gender related activities in which they are engaged. There was also active general discussion on gender issues in Swaziland, specifically on traditional practices which relate to gender equity, and suggestions for working together, e.g. providing training for capacity building. Council members attended each of CBLD's indabas, and were consulted individually on specific issues.

The names of the specific members and the NGOs they represent in the GAC are as follows:

1. Khetsiwe Dlamini – FAWESWA (Education for girls)
2. Modison Magagula – Private Sector (Director of Siphila nje Drama Group)
3. Dellie Dlamini – LUTSANGO (Regional member)
4. Gideon Gwebu/Nonhlanhla Dlamini – DPM's Office – Gender Coordination Unit
5. Hleli Luhlanga – Young Woman's Network
6. Fikile Mkhonta – Business Women's Forum (business)
7. Poppy Khoza – LUTSANGO (national)
8. Nomcebo Dlamini – WLSA (legal rights)

BAC

CBLD drew on TechnoServe's extensive network within the private sector to solicit members for the Business Advisory Council (BAC). During the second quarter, CBLD began to clarify in which sectors of the economy (e.g. value chains and trades) the program will be most closely engaged in order to identify the most appropriate private sector partners, and the list of potential businesses/participants for the BAC was developed and finalized. The BAC was formally launched in the October. Please see the quarter's achievements section for additional information.

Next Quarter Activities:

BAC members will be consulted during the enterprise development research phase, which will continue into next quarter, and their insights will factor into CBLD's enterprise development implementation plan. BAC members will be invited to attend the Enterprise Development Indaba. As additional value chain research takes place, CBLD staff will continue to follow up individually with BAC members, especially Ngwane Mills, to identify commercial opportunities for CBLD value chain participants. CBLD will also reconvene the GAC to present CBLD's gender and program strategy, each of which have developed since the last time the GAC met.

TASK 5: MONITORING AND EVALUATION

Activity Summary:

At the beginning of the project, the CBLD developed an initial Project Monitoring Plan (PMP) reflecting the current proposed project strategy. It was incorporated into the project description that this document would be evaluated and updated as relevant to reflect any changes prior to the end of the first year. During the first project year, CBLD developed a comprehensive M&E plan that responded to USAID and PEPFAR's needs. The PMP included a complete causal model with multi-level indicators linking activities outputs, outcomes, and longer term impact with anticipated targets. The final PMP review involved consultations with FHI 360 M&E experts and CBLD staff to build consensus on the M&E system and indicators.

Quarter Achievements:

CBLD in this quarter continued with the review of the Performance Monitoring Plan, developed the baseline survey protocol for FHI 360 Institutional Review Board (IRB) approval, recruited and trained enumerators for the first baseline data collection activity in Herefords (scheduled for January 2013), conducted the Household Listing survey, and continued to support the National Children's Coordination Unit and its partners and the Swaziland Vulnerability Assessment Committee.

1. **Review of the Revised Performance Monitoring Plan:** The revised PMP was submitted for review by USAID in 2012 Q4 and it was returned with comments. The comments were addressed and the document is expected to be submitted for approval in January 2013. The review was mainly aimed at incorporating national indicators that relate to children's welfare
2. **Baseline Survey Protocol.** The baseline protocol was developed and shared with the team and submitted to FHI 360's Institutional Review Board ethics committee and the Swaziland Research Ethics Committee. The development of the protocol also involved developing baseline data collection tools, which was also shared with FHI 360 M&E experts and statisticians. The tool was translated into SiSwati by a local consultant. IRB approval of the baseline protocol was received in December 2012, and the tool was formatted using Perseus Survey Solution 7 and loaded onto Personal Digital Assistance in preparation for the training of enumerators. The collection of baseline data will begin in the first community (Herefords) in January 2013.
3. **Household Listing Survey:** After the IRB approval, CBLD began working with Rural Health Motivators in the Herefords community to identify the list of households that are in Herefords. The list of households was sampled to come up with the list of households to participate in the survey, followed by a field visit to verify if the households fit in the household selection criteria, which included:
 - Household should have settled in the area for the past 5 years
 - The household head should be older than 18 years of age
 - The household head should be mentally stable

A total of 250 households were identified to participate.

4. **National Children's Coordination Unit (NCCU) and the Swaziland Vulnerability Assessment Committee (Swazi VAC):** In partnership with UNICEF, CBLD supported the NCCU's process for developing the PMP for the National Plan of Action for Children (NPA), which, in this reporting period, included developing the indicator protocol and conducting a capacity needs analysis for the NCCU partners in the NPA. CBLD reviewed the 2012 Vulnerability Assessment report and prepared guidance for the Swazi VAC on preparing early warning information for decision makers. CBLD also participated in development of the data collection tool for the Swazi VAC for conducting their urban vulnerability assessment.

5. **Result Based Management (RBM) Training:** CBLD was involved in the five-day RBM training from October 8-12, 2012, which involved 25 organizations and government ministries. CBLD's participation included facilitating some of the training sessions that included introduction to M&E and PMP development process training. The training was fully funded by UNICEF. The workshop participants included representatives and M&E staff from government departments and NGOs. At the end of the workshop a mentorship plan was developed with partners and is expected to be rolled out in the next quarter

Annual Achievements:

- Developed and revised the Project Monitoring Plan
 - Developed Baseline Survey
 - Technical support to multiple national organizations
 - Capacity building and key national events
1. **Project Monitoring Plan:** The initial PMP that was drafted was slated to be updated and modified based on the strategic plan. In May 2012, Mandhla Mehlo joined the CBLD team as the M&E Specialist. Together with the CBLD team, and with input from Diane Rutherford, an M&E specialist at FHI360 HQ, the M&E Specialist began to revise the draft PMP. The review process included reviewing the indicators which were at 36 indicators in the draft and it was reduced to 18 indicators. At this time the project also completed the respective Indicator Reference Sheets and submitted them to USAID for approval. USAID approached CBLD with the possibility of bringing in another USAID partner from South Africa to conduct an impact evaluation on CBLD. CBLD and USAID met to discuss the possibilities, and for two weeks continued a conversation online as to the feasibility and utility of such an evaluation. In particular, USAID looked into the possibility of using the stepped wedge approach. While the impact analysis would be very useful both for CBLD and USAID, it was determined at this stage that integrating an impact evaluation into CBLD would not be possible, given the timing of community selection, the size of the communities in questions, and the evaluation's need for establishing control groups.
 2. **Baseline Survey:** CBLD started the process by identifying and assessing available data sources to determine their applicability to CBLD activities (informing the design of activities and selection of communities), as well as potential sources for baseline information about communities that can be used in CBLD's M&E. Based on these findings, CBLD developed a baseline survey protocol with technical support from the FHI360 head office. It was noted that during the development of this baseline survey that CBLD was capturing a lot of unique information that is not normally captured in most household surveys. The baseline survey was approved by the FHI 360's Internal Review Board in December 2012. The process of panning for the baseline survey included the development of the data collection tool that was further translated into Siswati by an independent consultant. The approved data collection tool was then formatted using Perseus Survey Solution 7 and loaded onto Personal Digital Assistants to be used in the field.

With support from the University of Swaziland and the Central Statistics Office, a list of potential data enumerators was prepared. The enumerators were trained in December over a period of two days, the training was conducted by the M&E specialist and it covered research ethics, how to use Perseus Survey Solution and PDAs, and piloting the data collection tool. The actual data collection is scheduled to begin January 7, 2013, and is anticipated to take ten days.

3. **Project Monitoring:** CBLD developed a monitoring system for all its project activities, which includes data collection forms, which are to be completed upon return from field work or first thing the following morning. A two hour training for the staff was conducted and the forms were tested. A Database was also developed in Microsoft Access.
4. **Technical Support to National Organizations:** CBLD supported the National Children's Coordination Unit and the Swaziland Vulnerability Assessment Committee. The support that was given to the NCCU was assisting in the development of the Performance Monitoring Plan for the National Plan of Action for Children (NPA) and preparing and facilitating the Result Based Management training for all NCCU partners with support and funding from UNICEF. In build up to this train CBLD, assisted in the M&E capacity assessment for NCCU partners, determined which trainings were needed, and developed the training material. The M&E specialist also joined the NCCU M&E technical working group. A training a mentorship plan was developed, and CBLD will play a role in facilitating and supporting other organizations and government ministries.

CBLD also supported the Swaziland Vulnerability Assessment Committee by reviewing their 2011 Vulnerability Assessment Report and made recommendations on how the report may be further packaged and disseminated for effective use. In the later part of the year, CBLD supported the Swazi VAC in developing their Urban Vulnerability Assessment Baseline Data collection tool

5. **Capacity Building and Key National Events:** SafAIDS, in partnership with K4health, invited government departments and NGOs working in Swaziland to participate in an online training on documenting best practices. CBLD's M&E Specialist participated in this training, which will be followed by a series of face to face meetings every quarter for practice and mentorships. CBLD also participated in the OVC Stakeholders' Pilot Review Meeting of the Minimum Standards for Quality Service delivery to Orphans and Vulnerable Children in Swaziland

Next Quarter Activities:

- Conduct Baseline in Community one and two
- Develop Baseline report for community one
- Daily activity monitoring
- Develop and submit a Project protocol, for remaining Year 2 activities that require IRB review, for FHI360's Internal Review Board
- Develop training Materials for the Most significant Change techniques with support from HQ

TASK 6: ECONOMIC PROVISIONING

Activity Summary:

Economic provisioning includes activities involving the direct transfer of food, cash or commodities to beneficiaries. While CBLD will not be carrying out provisioning activities directly, the project team will provide assistance to help link these beneficiaries with other economic strengthening and legal protective services, while helping communities look beyond provisioning and into more sustainable approaches to food security. In each community where CBLD is engaged, the project team works with local partners and stakeholders to develop linkages or referral systems between provisioning and other services and activities. During the first year, CBLD focused on identifying which provisioning activities are or could

be linked with other programs, services or activities, at the national and community level, and developing initial approaches of referral systems for implementation at the community level.

Quarter Achievements:

CBLD consulted with WFP, NCCU, Ministry of Agriculture, and other local NGOs and community members themselves to learn more about the NCP system and the direction it is heading. CBLD confirmed that NCPs can be important community institutions promoting food security and early childhood development, but they can also undermine the sustainability of long-term food security and child development.

CBLD conducted meetings with WFP, Mothers2Mothers, as well as RHMs and other community workers to explore options for designing and implementing a referral system.

Annual Achievements:

During this year, CBLD explored various opportunities to link provisioning beneficiaries with other social, legal, and economic strengthening services as appropriate. Some of the potential opportunities identified included forming a linkage between the World Bank/EU/Ministry of Health/NCCU OVC cash transfer pilot with programs such as vocational or entrepreneurship training or community based natural resource management; and providing technical assistance to support community management of NCPs to ensure that NCPs are well supplied and can meet the community's needs while looking into more sustainable alternatives.

CBLD began to explore two activities in Herefords linked with economic provisioning: (1) developing a referral system which would include partners like WFP and Mothers2Mothers; (2) supporting youth-led community garden projects to supply NCPs. Each of these activities is directly linked with CBLD objectives and activities planned in the proposal stage, but they also stem from the needs and opportunities CBLD identified during its ongoing community mapping of Herefords. It is likely that identical or similar activities will be implemented in subsequent CBLD communities, as the needs for these services are common to many communities in Swaziland, and CBLD can apply its experience with these activities in Herefords to its other communities.

The referral system is intended to link vulnerable individuals with services available in or near their communities, and CBLD anticipates developing referral systems in each community. CBLD acknowledges that it would be beneficial to have a common partner, whether WFP or the Ministry of Health, for the whole activity and will continue reaching out to stakeholders to discuss their potential roles in this system. CBLD will consider multiple approaches in its design, such as having a central referral mechanism through the health center or clinic, or by dispersing the referral mechanism among multiple service providers, including Rural Health Motivators (RHMs), Shoulders to Cry On (LL), teachers, community police, and clinic staff. Both processes would begin with creating a directory of locally available services, as well as services available in nearby towns and municipalities (i.e. Buhleni and Piggs Peak for Herefords) and national programs, including grants and registries.

Almost all the NCPs that CBLD visited or heard about had reportedly not received food in three or more months. While WFP was able to resume food distributions on December 21st, 2012, this will only continue through February 15, 2013, pending the results of an audit by their funder, NERCHA. Communities therefor must either develop their own supply chains for NCPs or move beyond the NCP system. However, NCPs can be and are more than just feeding centers. Some have, in fact, become small community centers around which different activities take place, such as community gardens, sports teams, or savings groups. CBLD will consult with community leaders, NCP managers, local farmers, and other

donor partners to determine the best approach to improving and sustaining food security within communities. CBLD's objective is to promote food security within the community, not necessarily to maintain the NCP system. If NCPs are to be maintained, community management needs to be strengthened. But opinion within the government (as reflected in the 2012 Child Protection and Welfare Act), and among multiple community stakeholders interviewed by CBLD, is that food preparation and meals should be centered on the household.

In Herefords, CBLD identified a highly motivated youth group that has been given access to a plot of land adjacent to the NCP for the purpose of providing it with fruits and vegetables. In the next quarter, CBLD will help this group to access inputs from existing government and donor programs, link them with extension officers, and help provide some basic management training, such as staggering production and producing according to specific needs (e.g. the number of beneficiaries at the NCP). Additionally, CBLD will work with the group to determine how its operation can be made sustainable.

Next Quarter Activities:

- Continue to explore possible referral mechanisms through discussions with other stakeholders, including, at the community level, RHMs, mentor mothers, and expert clients; at the national level, WFP, the Ministry of Health, and the DPMs office.
- Develop a local service directory for Herefords and second community
- Participate in ongoing national dialog about NCPs and food distribution
- Discuss community-based food security solutions and the future role for NCPs
- Support youth group community gardens, while carefully monitoring results to assess feasibility and sustainability

TASK 7: ECONOMIC PROTECTION

Activity Summary:

Economic Protection involves programs and services that are aimed at helping households and communities protect their physical assets (e.g. through access to financial and legal services) and maintain household food security and nutrition. This section of the Annual Report also covers activities related to legal protection and rights awareness. In its community work, CBLD will focus on scaling up effective group savings and lending models by consulting with existing savings groups to assess the success of current savings group models and overall satisfaction, and to determine the interest in additional savings group formation. Training to savings groups will be supported by at least one additional CBLD implementing partner and will, as much as possible, be delivered through local organizations and groups. CBLD continues to work with partners like UNDP, WILSA, and SWAGAA in developing approaches to link women and children with legal services and provide education in areas like marriage and inheritance law. CBLD also understands that there is tremendous appetite at the community level for training in understanding rights and laws, particularly as they related to women and children. With community partners, like the RSP, CBLD will provide training in understanding laws and rights, particularly focusing on the 2012 Child Protection and Welfare Act. CBLD will also work with traditional courts to understand how they operate, and is able to provide training where it is welcome.

Annual Achievements:

CBLD explored various channels to promote economic protection and help households retain their assets, and has also been in discussions with other organizations, including PACT, Save the Children, TechnoServe, and South African organizations about developing a savings group model that can be integrated with other economic strengthening efforts as well as community development activities. CBLD includes savings groups as an integral component of its community interventions (meaning that as the project helps increase women's access to income, it works to improve their ability to manage that income), and potential linkages include building connections between savings groups and enterprise development training or promoting awareness of legal rights.

In the third quarter, CBLD interviewed members of a savings group led by Save the Children, through PACT. The information gathered from this meeting, together with the interviews CBLD conducted with community members and other NGOs in Swaziland this quarter, are incorporated into CBLD's context research and strategic planning. In 2012 Q4, CBLD determined that it would be more economical if CBLD could implement economic protection activities in multiple communities at the same time. While the programming may differ in each community, depending on local needs and capabilities, there would be enough in common to warrant a single activity in multiple communities rather than a series of activities in different communities. This was one of the reasons behind CBLD's decision to work with communities more simultaneously and less sequentially.

Plans for the next quarter

- Conduct an audit of savings groups in Herefords and potentially a second community to determine the satisfaction with current approaches and the interest in forming additional groups
- Meet with individual groups in Herefords to determine need for additional assistance or potential for integrating additional components (e.g. legal rights awareness, and enterprise development).
- Note that initiatives in legal aid and human rights protection, also considered economic protection, are covered in Section 9, Gender.

TASK 8: ECONOMIC PROMOTION

Activity Summary:

In the CBLD project, Economic Promotion is aimed at strengthening livelihoods through value chain development and enterprise development initiatives. CBLD will both pre-select value chains based on market feasibility and the potential impact on women and children, and will identify other value chain initiatives in specific communities once work in that community has begun. Value chain work will focus on feasibility studies, introducing the opportunity to community members, identifying buyers and financiers and linking them with producers, and providing technical and business management (i.e. enterprise development) support and training. At the community level, enterprise development will include training delivered to value chain participants directly and through partner organization, training to skills center trainers and other locally active organizations, and, in partnership with the Business Women's Forum, business training to market vendors. At the national level, CBLD will provide training workshops to select partners in both value chain and enterprise development.

Quarter Achievements:

The following activities took place in Q4 2012. They are described in greater detail in the “Annual Achievements” section.

In Swaziland, the planting time for many crops is in late Q4 or early Q1, and much effort and coordination is required to meet these seasonal deadlines. As such, the majority of the activity in Q4 prioritized agricultural value chains.

In preparation for the honey season that will begin in early February, CBLD identified candidate communities for latest selection round. Staff visited 10 communities to determine the number and capabilities of the beekeepers there, as well as the agronomic conditions for beekeeping. Of these 10, seven were considered to be feasible sites for the Lead Beekeeper program and were then considered in terms of non-value chain factors. Following review and consideration by the entire CBLD team, four sites were visited, with the aim of selecting at least one in January 2013.

Moringa research –Herefords’ community leadership indicated interest in expanding moringa cultivation and in receiving training and access to inputs to pursue this initiative. CBLD agreed to research the opportunity in more detail and conducted interviews with two producers to gain insight into growing conditions, sales patterns, market possibilities, and other information on moringa. Through these meetings, it was determined that there is very little moringa being grown commercially. Sources of inputs were identified and a basic understanding of the agronomic needs of moringa was established. Following this, five retail locations were visited and management staff were interviewed to better understand the domestic market for moringa. While sales were initially quite promising, demand had tapered off, and most locations were not seeking additional supplies of moringa. One location did express a desire for better packaging and grading of the commodity.

Baby corn market linkage – An opportunity was identified in Herefords to link area farmers into Sdemane Farm’s outgrower network. It was determined that this program would be directly benefit women, as farmers would need to hire ~10 women to plant, maintain, and harvest each hectare of land. A series of farmers were visited to explore the feasibility of this program, and a site visit was conducted with a Sdemane staff member to assess the farm sites. Following this, CBLD conducted a farmer mobilization meeting in conjunction with the local MOAC RDA to explain the baby corn program and recruit farmers. The farmers attending expressed strong interest in the program, and in January 2013, CBLD will facilitate meetings between Sdemane and the Herefords farmers to complete MOUs and identify training needs.

Tintsaba handicrafts market linkage – An initial meeting was held with Tintsaba handicrafts to explore the possibility of expanding the number of Herefords rural handicrafts makers that are supplying Tintsaba. Tintsaba is a handicrafts company that trains and sources woven sisal grass products from rural women. Because of the untimely death of Tintsaba’s founder, follow up was put on hold until early 2013, once the leadership vacuum was filled.

Beekeeper Identification & Community Assessment – CBLD staff visited beekeeper associations, partner development organizations, and MOAC and MOTA administrators to identify communities with large numbers of beekeepers who met the criteria for the Lead Beekeeper program. In total, 10 communities were visited, where outreach indicated a total of 540 beekeepers were operating in those areas. Of those sites, CBLD considered seven to be suitable candidates for the CBLD program, and four of these were selected for site visits, which took place at the end of Q4.

Annual Achievements:

Value Chain Development

The first steps in value chain development included a review of the original value chain selection criteria that was proposed at the start of the CBLD program. These criteria included the following:

- Program targets women and/or children
- Activity does not require large plot of land
- Activity provides sustainable income
- Work is low-impact

Further thought was put into the value chain selection process, altering some of the original criteria and adding additional criteria that judged the practicality of the value chain and the predicted impact. These additional criteria considered:

- Feasibility for women in terms of access to inputs (labor and time, in addition to land)
- Whether income was sustainable, but also whether income achieved was annual, biannual, “windfall” or steady and consistent
- Agronomic suitability
- Economically viability
- Actionable gap in the value chain where TechnoServe could engage
- “Program targets women and/or children” was reinterpreted to “Positive impact on women and children” to account for value chain interventions that have an indirect effect that positively impacts women and children.

In developing these criteria, the goal was that candidate value chains would be weighed against these criteria and this process would determine which value chains would be suitable for the CBLD’s beneficiaries.

To develop the list of candidate value chains, CBLD built on TechnoServe’s past work under the SWEEP program, where 29 value chains were reviewed, and a number of interventions were developed based on the most promising value chains. Based on past value chain research and experience implementing programs, the following value chains were considered:

- Honey
- Horticulture
- Handcrafts
- Cotton

With all of these value chains, CBLD staff have a proven track record of improving the incomes of smallholder farmers, an actionable plan to strengthen the value chain or introduce new producers into functioning value chains, and understanding of the private sector’s ability and willingness to engage with smallholder farmers in these areas. These four value chains were considered against the expanded list of criteria. The honey value chain met all the criteria and had the greatest fit with the CBLD program, to the point that it was selected to be one of the filters by which the next community would be selected.

Handcrafts and horticulture were also approved as appropriate value chains, though their applicability for each community would need to be reviewed on a case by case basis, as certain agronomic and market factors need to align in communities for these value chains to be feasible. The cotton value chain has measured impact as one of the only rain fed commercial crops in low veld Swaziland. Before this value

chain is approved and cotton intervention sites sought, additional research will be applied to the cotton value chain, as questions remain regarding how much income earned through cotton production remains in the custody of women and is spent on caregiving.

CBLD staff engaged with the community to learn of additional value chain opportunities. Early stage community dialogue in the Herefords community identified the moringa value chain as a candidate value chain. Moringa is a tree that grows in hot, arid conditions. Its leaves and branches are highly nutritious and in Swaziland it is sold as a fine powder made from grinding the dried leaves. Herefords community members had received information regarding moringa and had a desire to grow moringa for both personal consumption (because of its nutritious properties, it has been promoted as a supplement in the fight against HIV/AIDS) and for commercial sale. Late in 2012, CBLD conducted initial research on the domestic market for moringa. Initial indications are not promising from a commercial standpoint, as there have been a number of indications that the market is saturated, and that demand is waning as adulterated or fake products enter the market and deteriorate the brand. Additional research will continue in 2013 to fully analyze the moringa possibilities.

To further engage the community in the review of possible value chains, aspirational questions were included in the baseline survey that ask community members which value chains they would be interested in engaging in. When the results of the Herefords baseline survey are available in January 2013, this data will help to guide where CBLD focuses its future value chain research.

Following establishment of honey as the focus value chain, an intervention plan has been developed. Named the “Lead Beekeeper Program”, it was piloted in 2011-12 under the USAID SWEEP program and has been refined for inclusion in the CBLD program. The six-module program provides targeted beekeeping trainings over the course of the bee season. To maximize the impact of a small number of field staff and to strengthen local beekeeping communities, the program elects “lead beekeepers” from the community to help disseminate TechnoServe’s training curriculum and to provide mentorship to three to five of their less experienced peers. In addition to the CBLD Lead Beekeeper Program, TechnoServe is also working with to strengthen the honey industry through an FAO-funded program that engages the Honey Council and also enrolls an additional 300 beekeepers into the Lead Beekeeper program.

In November and December, CBLD began identifying and mobilizing beekeeping communities in preparation for the honey season that will begin in February 2013.

Enterprise Development

In addition to value chain development, the CBLD program has a mandate to provide economic strengthening through micro-entrepreneurship training, with the intention of accomplishing this through a “training of trainers” program, whereby CBLD staff will train and capacitate partner organizations who can then disseminate that knowledge to CBLD participants. TechnoServe has seven years of experience engaging in enterprise development programming in Swaziland, and over the course of 2012, implemented two different enterprise development programs, including a “training of trainers” program on micro-entrepreneurship, and a financial literacy-focused micro-entrepreneurship ToT program targeted at savings & lending group (SLG) facilitators. Between these two programs, TechnoServe has proven curricula and much institutional knowledge on delivering enterprise development trainings to partner organizations, who can then train the rural poor. Under the latter program, sponsored by PEPFAR partner Pact, a comprehensive needs assessment of the enterprise development needs of SLG members was developed. Following development of this document, CBLD staff members reviewed it in detail, and interviewed the staff members who developed it. The main conclusion drawn was that CBLD beneficiaries are very similar in profile to the groups assessed. The CBLD team concluded that the main training needs of CBLD beneficiaries are:

- Identifying market potential
- Record keeping
- Calculating profit
- Making market linkages

These insights are being used by TechnoServe’s entrepreneurship team to further improve on the existing curricula, and the CBLD team is working closely with their colleagues to make the improved curriculum better fit CBLD’s needs.

The single most important factor in selecting appropriate organizations to receive CBLD training is their ability to reach CBLD project participants and beneficiaries. Junior Achievement Swaziland (JA) was identified as a potential group that has access to CBLD beneficiaries, and ongoing discussions continue with regards to JA’s upcoming Out-Of-School youth program, on which TechnoServe had previously helped to advise. More exploration of synergies between JA and CBLD are planned for 2013, as JA completes the Out-Of-School youth program curriculum, a process that has been delayed on JA’s side. Additionally, community-based organizations found in nearly every community have been identified as potential sources of trainers, including savings group facilitators and youth group leaders. As indicated in the 2013 Implementation Plan, the community planning process will be instrumental in identifying these organizations and gauging their interest and need for training, and capacity to disseminate training to others.

Next Quarter Activities:

Execute Lead Beekeeper program in newly selected CBLD communities – Beekeeper mobilization efforts will continue in January 2013 in preparation for the February start of the eucalyptus flower season. During the mobilization process, lead beekeepers will be elected by their peers, and these elected lead beekeepers will participate in the first training module, training of trainers. In February, the first practical module, “Trapping and Transferring” will take place, followed by “Hive Management” in late March.

Execute baby corn outgrower program in Herefords – CBLD staff will engage with Sdemane Farm and clarify roles and responsibilities of each group, which will be confirmed through a memorandum of understanding between the two groups. Together, CBLD and Sdemane will mobilize the farmers, formalize the Sdemane-farmer relationship through planting contracts, provide them with planting instructions, and training specific to growing baby corn.

Additional value chain research - A TechnoServe Volunteer Consultant will join the team in late January to continue value chain research on moringa and cotton, and will focus on additional research topics as they emerge, especially as indicated by the Herefords baseline survey results which will be available in January. Additionally, she will build on past TechnoServe work to strengthen the markets for honey, and will explore the possibility of innovative coordination possibilities, namely honey collection points to lower transport costs.

TASK 9: GENDER

Activity Summary:

Along with children, women and the primary intended beneficiaries of CBLD initiatives. All program activities are designed to lead to the outcome of greater gender equality and social and economic empowerment for women. Gender has been allocated a specific task number in first year work plan to emphasize its importance and centrality to the program. This section covers specific initiatives that focus

on gender equality, women's rights, and women's empowerment. During the first year, CBLD conducted research into understanding gender norms in Swaziland, identifying potential partners and activities aimed at empowering women, and designing and integrating project activities to meet its overall objectives for women. CBLD noted that there is a lot of uncertainty, especially at the community level, as to what rights women are entitled. This translates into a similar degree of inconsistency in applying laws regarding these rights. At the community level, CBLD will focus on increasing awareness of rights of women (and children) through dialogs and fora with community institutions, focusing on women as well as institutions responsible for identifying and addressing violations of rights (e.g. community police, RSP, and traditional courts).

Quarter Achievements:

CBLD supported the Office of the DPM in its commemoration of the International Day of the Girl Child. CBLD attended meetings of the gender consortium to plan the event, although several components of the day's program had already been determined. CBLD's most direct contribution was to sponsor a film screening at the Gables Cinema of a South African film depicting the struggles faced by one girl to hold her family together in the wake of the HIV/AIDS pandemic and other adverse social issues. The film was well attended despite the rainstorms. CBLD also covered transportation costs for a group of young girls who travelled from remote communities in Swaziland to attend the day's commemoration.

In November 2012, CBLD sponsored a theatrical production on human trafficking by Saphila Nje Drama Group at Herefords High School. The performance was followed by a series of break-out discussions, facilitated by CBLD staff, Herefords High School faculty, and Saphila Nje. Students were asked to discuss their exposure to or knowledge of human trafficking in their community and how they might respond to this problem and other cases of abuse. Following the discussion, representatives from each group reported back to the assembly.

CBLD coordinated with Peace Corps volunteers to assist at the Regional Meeting of the Young Women's Network which was held from October 16-19. We were asked to provide reporters for the event.

CBLD identified a potential new Gender and Child Protection Specialist as well as a Community Linkages Advisor to fill the recently vacated seat of our Gender Specialist. Please see staffing section for additional information.

The CBLD gender strategy was completed and is currently with the FHI 360 HQ for review.

Annual Achievements:

Girls Leading Our World (GLOW)

In partnership with the Peace Corps, CBLD is supporting Girls Leading Our World (GLOW), an international Peace Corps project implemented in over 20 countries and which has benefited thousands of girls and youth counselors over the last 16 years. During the third quarter, CBLD conducted visits to communities and found a lack of structured activities for young women, which demonstrates a gap that could be filled through the activities promoted by GLOW. CBLD also participated in the GLOW training camp held from April 16-27, during which 35 women aged 15-20 learned about how to establish and lead girls' clubs in their own communities. CBLD provided assistance in planning the activities, and gave a presentation to participants on sustainable community development and volunteerism. CBLD also linked camp organizers with other speakers that could address legal rights and business. On July 4, CBLD brought together Peace Corps volunteers and representatives from NGOs that participated in the training camp to discuss opportunities for further developing and expanding the GLOW initiative in Swaziland,

while ensuring the sustainability of both the training initiative and the camps themselves. Participating organizations included FAWESWA, Swaziland Young Women's Network, FLAS, SWAAGA, and ICAP. During the meeting, CBLD agreed to support the Peace Corps and all NGOs and CBOs involved with youth clubs by helping in the development of a basic tool kit for forming clubs. CBLD and the other NGOs present also agreed to support the next training camp and help to recruit participants. CBLD also agreed to support GLOW camps in any community where the project is active, as part of its overall support to youth clubs. Specifically, this would include helping to identify community development opportunities, inviting motivational and educational guests, and integrate topics from among the sectors where CBLD is active (e.g. legal rights, early child hood development, and community mobilization). CBLD and the Peace Corps agreed to assist the Regional Meeting of the Young Women's Network which was held on October 15. CBLD also participated in a community clean up, August 20-24, organized by Peace Corps volunteers, at Malindza Refugee Camp, where CBLD's gender advisor gave presentations on community development and how to establish and run clubs.

Human Rights, Child Protection, Gender Equality, and Legal Aid

CBLD is planning several initiatives to meet its second pillar or objective, Social Protection. These include promoting awareness of rights and laws, specifically the Child Protection and Welfare Act, assessing the administration of justice and law enforcement and the community level and providing guidance and training where needed, and to work with national partners to develop a legal aid system. There is currently a major lack of legal services in rural communities, and only a few NGOs (i.e. SWAGA, FLAS, WLSA, and Save the Children) and University of Swaziland, which provide awareness and some counsel. The government is not providing legal aid to rural communities. Discussions with stakeholders and at the Legal Aid indaba indicated the need for a clearer government policy on legal aid in Swaziland. In Swaziland, the effort to create a legal aid system is being led by UNDP and the Ministry of Justice, with CBLD as a frequent and active supporter.

Within Swazi communities, most non capital cases and several property rights cases are handled by traditional authorities. These cases rely on self-reporting by victims or people who know them, including friends, family members, rural health motivators (RHMs), community police, and others. However, there remains some confusion as to what, for example, constitutes child abuse or neglect, or sexual assault. CBLD prepared for a research activity, to begin in January 2013 that will investigate how traditional courts function, which types of cases are handled at the community level, how, and with what outcomes, and what role could CBLD play in capacitating community institutions involved in promoting and protecting human rights. This information will also provide the team with a better understanding of how certain cases of abuse, violence, neglect, inheritance and custody are handled. CBLD will assess these cases from traditional and gender-based perspectives, as well as cases handled by community police, and develop a messaging plan for inner councils, community police and other authority figures. The message is likely to highlight the implications of different decisions, and link these with objectives of other national programs, such as the National Plan of Action for Children.

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Radio Program

Throughout the year, CBLD conducted consultations with the Swaziland Information Broadcasting Services (SIBS), and arrangements for producing and delivering the program have been concluded. A list of specific topics and collaborating NGOs has been produced—the main areas that will be addressed in the first phase of the radio program include the following: Women’s Legal Rights, Domestic Violence, Women’s Health, Food Security, Working Women, Women as Caregivers, Women as Leaders, Trafficking. Under each of these “umbrella” areas, there will be a group of programs. For example, under the area of Working Women there will be programs featuring individual stories, such as those of a woman farmer, a businesswoman with a good or bad story, a woman highlighting special gender challenges in the workplace. Each collaborating organization will be contributing material in the relevant area, e.g. Domestic Violence (SWAGA), Reproductive Health (NERCHA), Women and Education (FAWESWA). Currently, C-BLD is working with each collaborating NGO or GOK to obtain this information and develop the individual programs.

In addition using the radio program as a forum for disseminating information about constitutional rights and legal services, CBLD will develop print materials, including posters and pamphlets, for display at various locations in the six communities, and for distribution to other organizations.

CBLD Gender Strategy

CBLD drafted its gender strategy, which by the end of 2012 was being reviewed by gender experts at FHI 360 HQ. CBLD has incorporated FHI 360’s Gender Integration Framework and FHI 360’s Integrating Gender in Care and Support of Vulnerable Children into its program document. CBLD will utilize the guidance and tools that have been created for FHI 360 programs to ensure that gender is fully integrated into its programs to the greatest extent possible. Please see Annex B which provides the FHI 360 Gender Integration Framework which is the basis of the program’s gender strategy.

In addition to CBLD’s project objectives CBLD’s long term goals relating to gender are detailed below:

1. Ensure the integration of gender sensitive programming;
2. Foster commitment to gender integration at all levels of CBLD programming within Swaziland;
3. Address male norms and behaviors through our programming;
4. Increase women’s legal protection through our programming (this falls in line with USAID’s Gender Equality and Female Empowerment Policy outcome of Increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making households, communities and societies);
5. Reduce gender disparities in access to, control over and benefit from resources, wealth, opportunities and services (taken from USAID’s Gender Equality and Female Empowerment Policy)
6. Provide increased capacity of identified organizations to support long terms goals of the CBLD program; and
7. Increase women’s access to income and productive resources through our programming

Plans for next quarter

- Recruit up to two gender and child protection specialists.
- Engage youth clubs in Herefords and provide support to volunteer or enterprise oriented projects.
- Engage a consultant to examine decision-making within the traditional courts and provide recommendations to CBLD and its partners for program activities.
- Build relationship with Sonke Gender Justice Network and identify training opportunities for CBLD and partner staff
- Review current information and messaging around legal rights and begin to develop a communications strategy for CBLD.
- Become a member of the Coordinating Association of NGOs (CANGO) Women's Consortium to have closer working relationships and communication with NGOs working in Gender issues.
- Begin production of the radio program.

TASK 10: COMMUNITY ENGAGEMENT

Activity Summary:

During 2012, CBLD confirmed its selection process, selected its first community and began the selection process for its second community, and defined its approach to community engagement, based on input from community members and community development experts. The community engagement process is foundational for all of CBLD's work in each community.

Quarter Achievements:

In 2012 Q4, CBLD: refined its selection process and began desk and field research for selecting its second community.

CBLD began initial discussions with the leadership and key stakeholders in its first community (Herefords).

The project further defined its community engagement process, as informed by the Community Development indaba and consultations with Ministry of Tinkhundla Administration, leadership from various communities, other organizations, and from Bantwana's Community Development Officer who will be joining the CBLD team in January 2013.

Annual Achievements:

CBLD developed criteria for use in selecting its first community, with the intention of revising the selection criteria based on learning from the first round of selection. According to these criteria, CBLD selected its first community, Herefords, which is one of the five communities in the Mkuzweni inkunhdla and is located in northern Hhohho. CBLD then revised its selection criteria to (1) take a more systematic and comprehensive approach to selecting communities to consider; (2) emphasize criteria around appropriateness of pre-selected value chains, presence of local partners or national partners operating in this area; and (3) consider demographics needed to reach CBLD targets. In December, CBLD began the desk and field research for selecting its second community, anticipating a decision in January 2013.

Selection Criteria

CBLD's initial selection process involved identifying a set of communities considered for various reasons to be of interest to CBLD staff, and assessing their suitability for CBLD according to the following criteria:

1. **Community interest and commitment:** First and foremost, CBLD is looking for indicators that a community is motivated and interested in pursuing development initiatives that will better the social and economic enabling environment for women and children. These could include, for

example, knowledge of local development challenges and opportunities; limited evidence of a hand-out mentality among community leaders; and the ability to organize community members.

2. **Distinct and definable:** Selected communities must represent an area that is distinct and recognizable. In most cases, the community selected will correspond to a single chiefdom. Boundary disputes are common in Swaziland, but CBLD will not select any communities where leadership and physical boundaries are disputed in a way that would compromise the project's impact.
3. **Presence of strong CBO:** Ideal communities would include at least one community based organization with which CBLD can implement activities and provide capacity building.
4. **Poverty:** The issues of gender inequality, poverty, child protection and youth development are relevant everywhere in Swaziland. However, CBLD recognizes that its objectives, particularly value chain development, are best suited to communities that are neither the wealthiest, nor the poorest quintiles.
5. **Economic potential (supply):** CBLD is looking for communities where the potential for expanded livelihoods and value chain and enterprise development exist. The following sub-criteria illustrate what CBLD is specifically seeking: agricultural potential; access to transport; access to equipment; access to land; farmer skill level and attitude.
6. **Economic potential (demand):** For value chain and enterprise development initiatives to be sustainable, they need to build on existing demand. While it is possible to stimulate demand, in its first year, CBLD is looking to fill demands that are currently unmet. This could include local business, markets and shops, or – if road conditions permit - regional, national or even international markets for commodities that are being produced or could be produced in a particular community.
7. **Youth development opportunities:** CBLD is seeking communities that lack adequate youth development opportunities, such as clubs or programs training youth in life skills. Girls are typically left out of the most common programs in Swaziland (e.g. soccer clubs). CBLD is also looking for opportunities to improve early childhood development, targeting not only pre-school teachers but parents themselves. The absence of program providing similar services is desirable.
8. **Support and agreement from traditional authorities:** It is essential the CBLD has at least the acquiescence of traditional authorities to the project's presence. Better still would be indications that traditional leaders could support program activities, for example, by mobilizing community members to participate in project activities.
9. **Presence of potential NGO and GOKS partners:** CBLD is looking for communities that are neither devoid of NGO or government programs providing economic strengthening, gender, youth and community development services, nor communities that are saturated with these programs and services. Ideally, CBLD is looking for communities where other complementary programs are active, or where CBLD has a strong opportunity to build on and provide technical assistance to existing programs.

Community Selection

Having developed the selection criteria and an initial set of communities, CBLD designed a selection process that involved site visits to each the five communities: Hellehelle; Herefords; Kapunga; St. Philips; and Matsenjwa. Each community was either known to CBLD staff members from previous experience, or was recommended by another organization, and had characteristics that made it attractive to CBLD.

With support from other organizations and government ministries and agencies, CBLD identified contacts to interview in each community. These included head teachers, pre-school teachers, NCP managers, RHMs, community police, clinic and health center staff, extension agents, youth groups, self-help groups, farmer associations, local NGOs and CBOs, and more. In addition to the interviews, CBLD also took note of existing infrastructure, access to water, natural resources, markets and other enterprises.

The analysis concluded that among the five communities, Herefords was the most suitable as CBLD's first community. Following the selection, CBLD began to meet more extensively with local stakeholders and potential partners and beneficiaries, to discuss particular issues or opportunities, and gauge their own reasons for participating in various project activities.

CBLD first met with the inner council of Herefords to discuss their ideas for potential projects and subjects of concern within the community. The inner council provided names of organizations and ongoing projects within Herefords, and with permission and guidance of the Indvuna (community headman) and other council members, CBLD's community mapping team (Andrew Nute, Mbongeni Dlamini, and Pauwel Van Pelt) met and interviewed a number of other community stakeholders in Herefords as well as in Mbabane and Manzini.

The CBLD team found a number of existing projects within the community during the community mapping, including ones with promising potential for CBLD collaboration or assistance, as well as other projects considered to be lost causes or white elephants, which serve as warnings to the CBLD team of previously suffered pitfalls. The inner council also expressed clearly that the primary concern for the majority of community members is water. Council members consistently attributed the failure of previous projects to a lack of water or access to existing water, despite the presence of small streams of water coming from the mountains that lie to the west of the community. Because CBLD can't provide these services directly (though indirectly could support them through MicroProjects or Tinkhundla grants), the project will begin by targeting farmers and groups that have reliable access to water.

Before supporting small projects at the community level, particularly those require more hands-on assistance, CBLD will consider issues of sustainability and weigh the potential outcomes and impacts with the resource requirements from CBLD. However, in the first community, these interventions can be a useful learning opportunity for project team and its work in future communities.

Following the selection of Herefords, CBLD revisited its selection criteria and, based on its experience, made the modifications mentioned above in order to make the initial selection of short-listed communities more systematic and comprehensive and elevate the importance of the appropriateness of pre-selected value chains, presence of potential local or other partners, and demographic information. In its second round of community selection, CBLD conducted site visits to those communities that had potential to expand the honey value chain (focusing on eucalyptus areas as that season was about to get underway), where there were local or national organizations present, and where the population was adequate to enable CBLD to reach its targets.

Community Dialog, Focus Groups, Mobilization, and Planning

At the end of 2012 Q4, CBLD defined its community engagement process, that is, the series of participatory activities that would allow CBLD and the community to identify priorities and opportunities, as well as local assets or resources that could be applied to these priorities and opportunities, and develop action plans both for the community and for CBLD as a project. These activities are discussed in more detail in the CBLD Strategy Document.

Plans for the next quarter:

- Select a second community
- Engage the Regional Development Team for Hhohho
- Conduct community dialog, focus group, mobilization and planning meetings in Herefords and the second community

- Complete community mapping deliverables for Herefords and the second community
- Standardize the selection process and select at least one additional community
- Complete initial community action plans in Herefords and community two.

III. PROJECT ADMINISTRATION

STAFFING

The CBLD team ended the year with two remaining positions to be recruited. One of the positions was not slated to begin until Year Two but the other position the Gender (and Child Protection) Specialist was previously filled and vacated during Year 1 (Oct 2012).

CBLD was approached by the US Peace Corps about the possibility of taking on a third year volunteer as a project team member. CBLD entered into a Memorandum of Understanding with the Peace Corps and engaged Andrew Nute for a one-year assignment as a Community Liaison Officer, beginning in August 2012. Through the network of 64 volunteers, CBLD now has a link to a wide number of communities and is able to gain valuable information into what is happening at a community level. Mr. Nute has helped to focus on creating initial community linkages and designing project activities, leading the project community mapping, and supporting the baseline survey efforts of the project from the field perspective.

In September, the CBLD Gender Specialist resigned from her position due to personal reasons. Meanwhile, CBLD had become aware of the need to bring on additional expertise with community development experience, as well as experience in child protection. CBLD interviewed several candidates, selecting the top two, the first as a Gender and Child Protection Specialist and the second as a Community Dialog Specialist. CBLD hired Zodwa Baartjies as the Community Dialog Specialist. She is slated to start at the start of January. Several weeks of negotiations with the candidate for the Gender and Child Protection Specialist were ultimately unsuccessful in bringing her on board, and CBLD will begin recruiting again for this position in January 2013.

In 2012, TechnoServe brought one volunteer consultant, Pauwel van Pelt, to work full-time on CBLD. Mr van Pelt supported CBLD's M&E officer in designing and delivering the RBM training with NCCU and UNICEF, and supported the community selection and mapping activities, working alongside Mr Nute in developing an initial set of activities that could be pursued in Herefords, based on the interests and capabilities of interviewed community members. Tragically, Mr van Pelt died in a traffic accident in Cape Town in November 2012. His death came as a shock to everyone on the CBLD team, particularly those with whom he worked closely in the field.

The current and past project staff are as follows:

1. Benjamin Rinehart, Chief of Party (starting Dec 2011)
2. Laura Muzart, Program Manager (starting Dec 2011)
3. Debbie Cutting, TNS Deputy Country Director (starting Dec 2011)
4. Irma Allen, Gender Specialist (Jan 2012-Oct 2012)
5. Patricia Musa, Short Term M & E Officer (Jan 2012-May 2012)
6. Mandla Mehlo, M & E Specialist (starting May 2012)
7. Lindiwe Dlamini, Short Term Start Up Assistance (Feb-May 2012)
8. Phindile Vilakati, Finance and Administration Manager (starting June 2012)

9. Mbongeni Dlamini, Business Advisor (starting June 2012)
10. Ian Redman, Acting Economic Strengthening Specialist (June 2012-August 2012)
11. Andrew Nute, Community Liaison Officer (starting August 2012)
12. Paul Masilela Vungandze, Driver (starting August 2012)
13. Cooper Swift, Economic Strengthening Specialist (starting October 2012)

The main staffing issue that CBLD encountered was the recruitment of the Economic Strengthening Specialist. The preferred candidate, a qualified Swazi woman with a private sector background, was recruited in January and accepted the position. The candidate pushed back the start date on the position several times, finally predicting an end-of-March start date. In mid-February, the candidate declined the position. At that time, the second short-listed candidate was no longer available.

TechnoServe's progress against deliverables was hindered because of these staffing delays. The recruitment process for hiring the Economic Strengthening Specialist (ESS) began again in late February. The position was re-advertised across a variety of platforms, both local and global. Ten candidates were interviewed, of which four were shortlisted for further consideration. Suitable candidates were available, but they generally had salary expectations significantly in excess of what the program could pay. An offer was extended to the top candidate on May 23, but that candidate declined the position on May 29, and the runner-up candidate withdrew from consideration shortly after.

The position was advertised for a third time in late June, and additional candidates were shortlisted. Interviews took place in July, and short listed candidates were identified in late July. The top candidate, Cooper Swift, was approved by TechnoServe, FHI 360, and USAID on late September and joined the team on October 15.

To avoid further delays in implementation while the ESS was being recruited, a consultant was brought on to serve as the interim ESS, with the mandate to develop a community selection framework and select the first community. Ian Redman, a proven farmer, manager and consultant, served in this role from early July until the end of August.

Two Volunteer Consultants worked on CBLD in 2012. Jennifer Mickel, a Volunteer Consultant staffed on other TechnoServe projects, was retasked to focus on CBLD and served in this role from February until August. A dedicated CBLD Volunteer Consultant, Pauwel Van Pelt, previously mentioned above, joined the team in late August.

Two additional Volunteer Consultants, Annie Shoemaker and Madeline Penny, were recruited and contracted in late 2012 and are scheduled to join the team in January 2013. A TechnoServe Junior Business Advisor is scheduled to be hired onto the team in 2013.

CONSTRAINTS AND CRITICAL ISSUES

Staffing delays and seasonal constraints explain lack of implementation – Delays in staffing the ESS position resulted in series of additional delays to the design and implementation of value chain and enterprise development initiatives. Without this important input, the initial selection processes developed (prior to the selection of Herefords) were inadequate, resulting in a delay in the selection of the first community by almost two months.

Small supply and fragile nature of buyers in the value chains – In Swaziland, many value chains are characterized by a monopolistic situation, involving only one main buyer of certain agricultural products. This can make the value chain fragile and prone to failure. For example, the exit of the main chilies exporter in the country led to the breakdown of the chilies value chain. The sole cotton buyer is the government-supported Swaziland Cotton Board. The honey industry has slightly more options in terms of buyers, but these are often regional, offer different prices and support, and have different requirements. Further, reciprocal trade barriers between Swaziland and South Africa currently protect the domestic market and limit the growth of an export market if domestic demand is saturated. Supplemented by funding from the FAO, TechnoServe will conduct additional honey market research to further strengthen the market and attract more processors, and will continue to build the capacity of the Swaziland Honey Council to improve coordination between government and the private sector and expand the regional trade opportunities in honey.

Value Added Tax – The VAT Act of 2011 has become effective in Swaziland. The information relating to the process for VAT is currently not clear to all implementing partners. Certain information relating to the VAT process (e.g., exemption process) should be clarified in the next quarter. It is CBLD’s understanding that at this point in time no individual or organization will be granted exemptions at point of sales, and will be required to participate in a reimbursement scheme. Due to the introduction of the VAT Act of 2011 the responsible Ministries have been overburdened with implementation questions/issues. Per our Attorney this has impacted the speed in which FHI 360 will receive its tax exemption certificate for CBLD. This has impacted the timeframe in which the project would purchase a vehicle (to receive customs and sales tax exemptions).

LESSONS LEARNED

The first selection round provided a learning opportunity for CBLD. The first formal process (excluding the selection process reporting in the 2012 Q2 report) was experimental, attempting to capture important criteria relevant to known CBLD approaches and activities, e.g., motivated community leadership and institutions, agricultural potential, and the presence of existing or stalled initiatives that CBLD could support. The model considered a variety of different factors and produced a numerical score that was used to choose the best community. Following the selection of Herefords, a review revealed strengths and weaknesses of the selection process. Some of the learning is as follows:

- **A more formal and comprehensive “screening” process is needed** – Rather than select from a short-list of communities recommended by staff and partners, CBLD can apply specific screens that take into account much of the country: appropriateness of pre-selected value chains, presence of partner organizations, and demographic criteria that would enable CBLD to meet its targets. This process was used in part during the selection of CBLD’s second community (to be confirmed in January 2013), namely that areas exclusively with potential for expanding the honey sector were short-listed, and then assessed based on additional criteria.
- **What do we mean by “community”** – CBLD’s definition of community is almost synonymous with “chiefdom”. However, despite being an important administrative designation in the Tinkhundla system, the boundaries of chiefdoms are seldom marked, and several boundaries are in dispute. Communities, or residents of a particular chiefdom, often access services or employment in adjacent communities. Furthermore, there may be opportunities to extend training, for example, to residents of adjacent communities, without diluting the impact on the CBLD partner community. Therefore, while CBLD’s baseline data collection and the evaluation of project outcomes will be measured at the community level, output indicators, or the number of people involved in or reached by project activities will not be confined to partner communities.

- **Conduct more thorough investigation into political pitfalls** – Herefords political climate is affected by an ongoing dispute over jurisdiction. Herefords does not have a chief. In Herefords proper, the presiding indvuna is the son of the indvuna appointed by King Sobuza. He enjoys the support and recognition of Herefords residents. Adjacent to Herefords is a royal kraal, a residence of the Queen Mother, which has its own indvuna, who claims jurisdiction over Herefords as well. As a result, CBLD will have to tread carefully so as not to upset either party and avoid potential obstacles to implementation. In this particular case, CBLD will work through and with the support of the inkhundla, under which both Herefords and the royal kraal fall.

**ATTACHMENT I: CBLD FOR WOMEN AND CHILDREN
STRATEGY**

**ATTACHMENT II: FHI 360'S GENDER INTEGRATION
FRAMEWORK**