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**SWAZILAND  
COMMERCIAL AGRICULTURAL PRODUCTION  
AND MARKETING PROJECT**

**CONTRACT NUMBER: 645-0229-C-00-9019**

**PLAN OF WORK - 1993**

**Submitted to:**

**MINISTRY OF AGRICULTURE AND COOPERATIVES  
MBABANE, SWAZILAND**

**AND**

**THE UNITED STATES AGENCY FOR  
INTERNATIONAL DEVELOPMENT  
SWAZILAND MISSION**

**Submitted by:**

**CHEMONICS INTERNATIONAL CONSULTING DIVISION**

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LIST OF ACRONYMS

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CAPM	Commercial Agricultural Production and Marketing Project
COP	Chief of Party
GOS	Government of Swaziland
LOP	Life-of-Project
MOAC	Ministry of Agriculture and Cooperatives
PTR	Project Implementation Review
POW	Plan-of-Work
STTA	Short-Term Technical Assistance
UNISWA	University of Swaziland
USAID	United States Agency for International Development
VIF	Vuvulane Irrigated Farmers

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SECTION I  
INTRODUCTION

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A. Introduction

This document presents the 1993 Annual Plan of Work (POW) for the Swaziland Commercial Agricultural Production and Marketing Project (CAPM). It is submitted in accordance with the terms of technical assistance contract number 645-0229-C-00-9019 between the United States Agency for International Development, Swaziland (USAID) and Chemonics International Consulting Division (Chemonics). It covers the eleven-month period of January through November 1993 (the termination date of the current contract).

While the structure of this Plan of Work generally follows along the line of the Life of Project (LOP) Plan of Work, changes in approach have been made which are reflected in this POW.

B. Vision Statement

In the process of re-orienting the CAPM Project in 1991 and early 1992, representatives from the Government of Swaziland (GOS), United States Agency for International Development/Swaziland (USAID), farmers, marketing firms, the Chemonics, International Consulting Division (Chemonics) Commercial Agricultural Production and Marketing staff and various other agencies and organizations developed and agreed on a vision statement for the redirected project:

**"Stimulating Demand with Quality Swazi Produce"**

C. Goal and Purpose

In support of the agricultural development strategy for the Kingdom of Swaziland, the goal of the redirected CAPM project is:

**To increase the agricultural sector's contribution to the national economy.**

To achieve this goal, CAPM will operate in direct ways to achieve the following purpose:

**Establish an environment that will stimulate increases in small-scale commercial agricultural production, other agribusiness, and domestic and export marketing activity.**

#### **D. Project Focus and Implementation Strategy**

The redirected CAPM project focuses primarily on programmed production of horticultural crops by small-scale irrigation farmers in response to identified demand niches in the domestic, regional, and overseas markets. Project resources are being directed toward providing production and marketing support at the field level, as well as establishing and providing technical and management assistance to private marketing firms that will source and market quality Swazi produce.

To the degree that they constrain the major focus of the project, other agribusiness opportunities related to the small-scale horticultural focus (seedling nurseries, input supply, processing, transport, packaging, etc.) have been considered for and received varying degrees of assistance under CAPM. Additionally, the project is tasked with making recommendations about appropriate policy and regulatory alternatives which will ease constraints to the development small-scale commercial agricultural production.

The implementation strategy has several key thrusts, in partnership with private firms and with the cooperation of the Ministry of Agriculture:

- Developing and stimulating demand with quality Swazi produce;
- Testing new crops, production methods and market channels;
- Programming production in response to market signals, targeting specific crops and farmers;
- Facilitating access to inputs, credit, infrastructure, and market information, and of paramount importance;
- Promoting sustainability of assisted firms and their linkages with producers and buyers.

The approach used by the project has been one of practical, hands-on technical assistance and training provided to individuals and groups of assisted producers and firms.

#### **E. Summary of Planned Achievements - End of Project Status**

Output targets established for the project at the time of redirection anticipated that by the end of November 1993, CAPM would have achieved the following:

- Four or more market led, self sustaining vertically integrated Swazi companies marketing horticultural and specialty crops produced by small scale growers, providing technical assistance for production and post harvest activities in response to market signals, and accessing domestic, regional and other export markets;

- At Least 135 small farmers trained and producing in quantities sufficient for efficient post-harvest handling and marketing, and meeting the quality and timeliness requirements of targeted markets;
- Cash income of participating farmers increased from a then current E 3,000 or less per year to up to F 14,000 as a result of improved product quality, production timing, higher yields, multiple cropping where feasible, crop programming in response to market demand, and other project related factors;
- Improved understanding by both the private sector and the GOS of the policy environment and support systems that stimulate commercial agriculture in Swaziland;
- Improved UNISWA capability to prepare students in commercial agriculture and for agribusiness employment, and conduct commercially oriented management, technical, and skills training.

#### **F. Institutional Roles in CAPM**

Successful completion of the project requires the cooperative effort of a number of institutions in the Kingdom of Swaziland as well as participation of farmers and private sector agribusiness. The roles of the various institutions are as follows:

##### **1. Government of Swaziland**

The GOS is charged with providing assistance to the CAPM project through:

- Appropriate policy and regulatory measures;
- Partial funding of irrigation scheme rehabilitation;
- Access to extension services, research facilities and additional horticultural efforts;
- Consultation and advice.

##### **2. USAID**

USAID is responsible for funding the CAPM project;

- Providing monitoring and evaluation support;
- Insuring detailed specification for the commodities to be procured under the UNISWA linkage proposal are provided;
- Providing appropriate project management and support.

##### **3. Private Sector**

This broad grouping is responsible for components in all areas of the CAPM Project. These range from provision of farm producers, through trading and input/service firms and their staff, to marketing operations both regionally and locally. The private sector is responsible for investment in the industry in response to the stimulation provided by CAPM technical assistance.

#### 4. Contractor's Role and Resources

The contractor is charged with implementing the project. This includes managing the field operations of the project; liaising with the private sector, GOS and USAID; providing short- and long-term technical assistance and training; and procuring equipment and commodities in support of the field work and UNISWA/Luyengo's outreach program.

The resources available under the redirected CAPM contract include technical assistance consisting of long-term expatriate and local specialists in horticultural production, marketing, agribusiness, horticultural production, field production and marketing assistants, training and project coordination. Short-term consultancies in various areas related to CAPM implementation are also provided.

Additionally, the contract includes work months for the provision of home-office supervisory and technical support services and local project administration and data management services.

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SECTION II  
1993 ANNUAL PLAN OF WORK

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This section presents a discussion of the components included in the annual Plan of Work. The same information is presented in a matrix format by project outputs in Section III.

**A. Farmer and Marketing Firm Support**

For ease of presentation and clarity, Technical Support to Farmers and Management and Technical Support to Marketing Firms are combined in this section. This is being done because the majority of activities in these areas center around the 1993 Winter Production and Marketing Program, and planning for the 1993/94 Summer Production and Marketing Program.

**1. 1993 Winter Production and Marketing Program**

**a. Introduction**

The Winter 1993 season Production and Marketing Program differs from previous programs in a number of ways:

- The project is concentrating most of its efforts on four crops with proven marketability.
- CAPM companies have committed to a specific volume of product. Instead of relying on our guesses at market demand, the CAPM project has assisted the companies determine volumes of product it can move to specific markets and, in turn, encouraged the firms to make a commitment to a specific minimum volume.
- CAPM is now able to supply adequate technical assistance within the companies to provide the close guidance needed to market the product.
- Two ancillary activities are being included in the program to solve two major constraints that have impeded success in the past. Transportation from farm to firm will be addressed through support to a local commercial transportation company, and the packing and grading of fresh tomatoes will be improved through active participation in establishing a tomato packing and grading operation in the Hhohho district.
- CAPM now has an established base of farmers who have demonstrated commitment to programmed commercial production, ones we feel confident will participate throughout the season.

## **b. Production Areas**

The 1993 season will be implemented in only three production areas this year. The drought which caused so much disruption in the VIF growing region last year shows no sign of abating. The team therefore feels that there is limited opportunity for commercial production again there this year. Additionally, focusing project resources in the three remaining areas will insure that CAPM can supply adequate support to the growers participating in the program.

Northern Hhohho, comprised of middle/low veld climates, will be the region where CAPM will concentrate on commercial tomato production. Farmers there have experience growing tomatoes, and there is relatively strong support from the government extension service.

In the Central region of the country, CAPM will concentrate on production of peppers and sweet corn. This area was chosen because of its nearness to Matsapha where the CAPM firms are located. This will allow the farmers to deliver product to the firm, and allow the firm to closely monitor quality and quantity of these high value crops.

CAPM will undertake production of Nema-1400 tomatoes in the Siphofaneni area. This area is close to the Natal market where there is a significant demand for this product.

## **c. Farmer Selection**

The Winter 1993 production program will involve approximately 137 farmers. This will include farmers from 5 - 6 irrigation schemes and 30 - 40 farmers having private irrigation systems.

This year, more emphasis has been placed on selection of farmers to participate in the program. Over the previous two seasons, the project has identified farmers committed to commercial production, ones CAPM feels confident will participate throughout the season. Selection criteria included: past successful participation, degree of farmer motivation, expressed interest in CAPM, location of farm, the experience level of the farmer, general resource level, and motivation to succeed in commercial horticultural crop production.

## **d. Production and Marketing Assumptions**

The winter program assumes that rainfall will be sufficient for production in the three regions. It is already assumed that there will be too little water in the VIF region to warrant allocation of project resources there this season. Although the project assumes that last year's devastating frost was an anomaly, we have spread production in the middleveld wide enough that some localized frost will not derail the pepper and sweet corn programs. However, agricultural production is always at risk from the weather.

The marketing assumptions this year are based on careful examination of historical sales and close contact with regional markets. In all cases, CAPM has set conservative marketing goals well below the market demand.

**e. Implementation**

**1) NEMA 1400 Tomatoes in the Siphofaneni Area**

While the NEMA 1400 tomato is considered a processing tomato, however are a very popular tomato used both sliced and cooked. There is a large demand for this tomato in the Natal market, well in excess of 200 tons/week.

Swazi Super Fruits has committed to taking a minimum of 20 tons/week over 10 weeks. Therefore, programmed production will consist of harvesting about 1.5 hectares/week during that time. A total of 34 hectares will be planted by 20 farmers.

Planting began in mid-February. Successive weekly plantings will occur over the next four months. Harvest will begin in mid May and continue through mid-September, depending on market.

Swazi Super Fruits will handle this on a brokerage basis. It is estimated that the firm will receive will be about 10 Emalengeni per 20 kg. box. These tomatoes will be field packed in boxes provided by the customer and brought to one or two central collection points. The customer will pick up product at the central collection points and transport to the market.

The customer has agreed to pay the firm either COD or within five days. CAPM is assisting the firm in establishing a credit line with Barklays Bank so it may make payments to the farmers within five days.

**2) Sweet Corn from the Central Area**

Projected harvest is estimated to be 3,000 to 4,000 cobs/day over a 2-3 month period. CAPM has started out here with a conservative estimate on the volume marketed. It could rapidly grow to much more, depending on the farmer's ability to produce quality product. The project will be ready to increase volume rapidly in response to market demand.

Production will be on 16 hectares divided between 14 farmers in the Central Area. The reasons for using a relatively small number of farmers is:

- The farmers selected must be able to transport the crop to Matsapha, therefore must be relative close;
- Sweet corn is a relatively new crop and will require farmers with proven production skills who are willing to work closely with the CAPM field people to maintain high quality standards;
- The field assistant assigned to this crop must be able to maintain daily contact with the farmer to monitor production practices and quality control.

The regional market, primarily supermarket chains, is estimated to be several times larger than the firm's commitment. Therefore, we are confident of a good market.

Planting began in the last week of February with succession planting occurring weekly through August 27th. Harvest will begin in mid-May.

Swazi Fruit and Vegetable Distributors will handle this item. Corn will be field packed in collection boxes supplied by the firm and brought to their shed in Matsapha by the farmer. At the shed, the corn will be shucked and hydro-cooled by immersion in iced water to remove the field heat. They will be graded and packed three ears to plastic tray. The farmer will receive a fixed price for each good ear of corn. Gross return to Swazi Fruit and Vegetable Distributors is estimated between 2 to 4 Emalengeni per kg. After their costs and a fixed percentage profit are subtracted, the balance will go to the farmer.

The collection boxes will need to be purchased for this program. Swazi Fruit and Vegetable does not have the cash flow to allow it to make this purchase at this time. Cost of the boxes will be about 5,000 Emalengeni. Financing of this will need to be arranged through the project using the trials line item.

### **3) Peppers from the Central and Siphofaneni Areas**

This crop will be grown by 14 farmers, many of which come from the Mbekelweni Irrigation scheme. A total of 21 hectares will be planted. The production goal will be at least 20 tons/week. Five or so larger farmers, on title deed land will be included, in order to insure enough through-put at the companies to maintain customer confidence in the firms. The market for green peppers is wide open and certainly much greater than the participating farmers can produce.

Planting will begin in late February and be repeated every three weeks for approximately 4 months. Harvest is expected to begin in late May.

Philani Company will handle the sales of peppers on a brokerage basis. Peppers will be bulk-packed in the field. This will require strong CAPM technical support to teach proper sorting and field grading, and maintaining quality. The CAPM supported transport company will deliver crop from the farm to central collection sites or into the Swazi Fresh Fruit and Vegetable Market.

The project plans to establish several central collection sites can be established nearer the farmers fields, and that the customers will pick up the produce there. In the event that NAMBoard gets their packing shed completed in time, the project will investigate transporting the peppers in bulk to the Nokwane Market for sorting, grading and packing.

Philani should be able to purchase these boxes and distribute them to the farmer. The project will assist in assuring this occurs.

#### **4) Fresh Market Tomatoes in the Northern Areas.**

This area is firmly established in tomato production. The project will have over 100 farmers participating in the program. The production goal is 25 tons per week, involving over 26 hectares. This goal is believed attainable because the project has been able to sustain this production over the last two seasons, and the market requirements for high quality fresh tomatoes are greater than this.

The program includes establishing a packing house at Mkhovu Irrigation Scheme. Agreement has been reached with the government that the empty building at Mkhovu can be rehabilitated and modified to house the packing equipment. Establishing this packing facility will require financing of approximately 50,000 Emalengeni. The building will be renovated by the Government of Swaziland. Equipment for the sorting and grading of Tomatoes as well as field boxes for collection will be financed through the Trials item. The packing house equipment and boxes will be turned over to the Northern Area Vegetable Grower's Association who in turn will lease it to the Swazi Fresh marketing firms. The income from the lease could well go into a development fund and be used to expand the scope of the packing operation or for purchase of a permanent shed.

The project is currently determining the size and legal status of the Northern Area Vegetable Grower's Association. Once this is complete, USATD will be asked to allow the project to proceed with rehabilitation of the building and purchase the equipment from its trials budget. The project team feels that this mechanism for establishing regional packing operations is one that can be replicated in other areas, once resources to do so can be located.

#### **f. Planting Schedules and Farmer Lists**

Planting Schedules and Farmer Lists are included in Annex A of the POW.

#### **2. Summer 1993/94 Production and Marketing Program**

As the end of the Winter Production and Marketing Program approaches, the consulting team will assess the success of the program. Drawing on lessons learned from this program and taking into account the previous summer program, the team will design a proposed Summer 1993/94 Production and Marketing Program.

#### **3. Training**

The main form of training is one-on-one, hands-on training imparted when the TA team meets with farmers or marketing firm personnel. Field assistants will meet with each farmer at least once a week. If the field assistant notes a need for additional training, he records it and notifies the

Production Horticulturalist or Production Advisor. Additional training will be designed and imparted depending on the need. The Marketing Specialist, Agribusiness Specialist and Marketing Advisor will work closely with the marketing firm's personnel.

Semi-formal training takes place in the form of periodic field days and workshops. Field days are scheduled in each production area for March and September of this year. These field days provide a forum where production and marketing concerns of farmers and firms will be addressed. Accompanying this will be production training for crops currently under production.

#### **4. Trials**

Both production and marketing trials will be held this year. An innovative approach to marketing trials will occur as the use of "point of sales" displays promoting Swazi products will be explored. The use of a standard carton with an identifiable product of Swaziland motif will be employed. This will establish an image of produce from Swaziland being synonymous with high quality.

Production trials this year will include green bean varieties, pepper varieties, snap pea varieties and plant spacing, sweet corn varieties, melon varieties, pepper production systems, seedling establishment and cauliflower varieties.

#### **5. Infrastructure Development**

Two irrigation systems will be installed or rehabilitated during the coming year. Equipment for one system in Mbekelweni is currently being procured. This is a drip system which will be used by pepper farmers in the scheme participating in the Winter Production and Marketing Program. Farmers are providing the labor for the earthworks. Funding for the equipment is from GOS contribution using Section 416 revenues.

One other system will be identified by the project and funded by the GOS. This system is scheduled for the new GOS fiscal year.

#### **6. Identify and Support Additional Opportunities**

Additional opportunities have been identified which are likely to expand the private sector's involvement in increasing agricultural production. The Winter Production and Marketing Program includes support for a transportation company that provides farm-to-market transport. The company will be supported through short-term technical assistance.

Two other opportunities exist which need technical assistance that the project can provide. One is the expansion of seedling nurseries. Supply of quality seedlings at proper timings is critical to programmed production. Two new seedling nurseries now exist in Swaziland. The project will allocate what resources it has available to improve the operation of these enterprises.

A small Swazi company is undertaking export of mini vegetables to the European market. These vegetable currently being grown by a farmer in Malkerns area. The project has requested permission to provide some level of support to this company. If permission is granted, the project will provide a low level of technical advice and training to the firm's employees in business management and farmer/firm linkages.

## **B. Policy and Program Analysis**

Two activities are planned for this component. One is to update a report produced as a result of the CAPM facilitated MOAC retreat held in 1992. At this retreat the MOAC arrived at a consensus understanding of what the structure of the Ministry should look like. The updated report will present the MOAC's desired restructuring in a format suitable for presentation to the GOS.

In September, two months before the Chemonics contract terminates, a report assessing constraints and identifying policy options that can facilitate commercialization of small farm production, increasing involvement of the private sector in produce marketing and the involvement of NAMBoard in the process of linking the small farmer to the markets will be prepared and submitted to USAID.

## **C. UNISWA and Private Sector Institutional Capacity Strengthening**

### **1. Procurement**

Upon receipt of the order to proceed from USAID, Chemonics will procure and deliver equipment to the UNISWA Faculty of Agriculture at the Luyengo Campus. Procurement and delivery will be completed within eight months of the go-ahead. The CAPM Chief of Party will be responsible for coordination of the procurement process in Swaziland.

### **2. Coordination and Cooperation with the University Outreach Program**

The CAPM project stands ready to provide, as needed and as requested, support for the activities associated with the University Outreach Program. Although no activities have been identified, cooperation in any manner appropriate to support the UNISWA/Ohio State University linkage program will also be provided.

## **D. Project Management and Monitoring**

### **1. Project Monitoring**

Modification to the computerized project monitoring system will be completed before the end of March 1993. Data currently being collected from the field assistants will be entered and the data will be processed and extracted to document progress towards goals in the project's next Semi-annual Report. This report will provide information to be used in the Project Implementation Review (PIR).

Data will be collected weekly and entered into the computer database. This system will again supply information in September 1993 for the next Semi-annual Report and PIR process.

## 2. Project Management

### a. Identify, initiate and implement Short Term Technical Assistance (STTA)

Short-term technical assistance needs will be identified, consultants located, and scopes of work prepared and submitted to USAID for approval. Once approval is received, Chemonics will recruit and field the consultants. The COP will coordinate logistical and technical support for the consultants while they are in the field. An anticipated list of STTA positions and their timings are presented in Section V. Level of Effort.

### b. Coordination with USAID, MOAC, NAMBoard and other agencies and projects interested in CAPM activities

Through regular participation in the CAPM Working Group meetings, Project Steering Committee meetings, and regular calls within the Ministry, the Chief of Party will regularly liaise with groups and individuals interested in the CAPM project or related activities.

## 3. Project Reporting

A number of project reports have been identified. These reports are listed below along with the anticipated date each will be delivered to USAID. Except for the Short Term Technical Assistance Consultant's reports, the reports will be compiled by the COP with the help of the project field team.

a.	Winter 1993 Production and Marketing Program	January 30, 1993
b.	Annual Work Plan	March 15, 1993
c.	Semi-annual Reports	April 1993 October 1993
d.	Summer 1993 Production and Marketing Program	September 1993
e.	Short Term Technical Assistance Consultant's Reports	As required

## **E. Project Closeout and Demobilization**

### **1. Closeout Activities**

In preparation of project closeout, the COP will be responsible for preparing a demobilization schedule three months before contract expiration. The demobilization plan and schedule will be prepared for use by the Chemonics field team and home office to coordinate the closeout activities.

Closeout activities to be covered in this plan will include repatriation of expatriate field team, the turn-over of equipment and facilities, and final sorting, inventorying, shipping and storage of project files.

### **2. Closeout Reporting**

A number of documents relating to project closeout have been identified. They are presented below with anticipated dates of delivery to USAID.

<b>a. Post-CAPM Analysis</b>	<b>September 1993</b>
<b>b. Long Term Technical Assistance Consultant's End of Tour Reports</b>	<b>October 1993 November 1993</b>
<b>c. CAPM Final Report</b>	<b>November 1993</b>

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**SECTION III**  
**PLANNED OUTPUTS AND ACTIVITIES**

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CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PRIVATE SECTOR DEVELOPMENT

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p><b>1. MANAGEMENT AND TECHNICAL SUPPORT TO MARKETING FIRMS.</b></p> <p>At least four companies use technical guidance in response to new opportunities, facilitating production and marketing of small farm produce with combined sales of US\$8 million by project end.</p>	1.1 Design Winter Marketing Program	A detailed Production and Marketing Program will be developed for the Winter cropping season.	In January 1993 the LTA team will meet and develop the winter 1993 production and marketing program.
	1.2 Link Firms to Crops	Appropriate linkages between farmers and firms to effectively carry out the marketing of each crop.	The Marketing Specialist and Agribusiness Specialist will work with the Production Specialist to identify and enlist farmers to produce the crops in the winter program and to tie these farmers to the firm designated to market the crop.
	1.3 Implement Program	Link the anticipated harvest volumes to established markets, provide support to the firms carrying out marketing activities, and assist in solving logistical problems arising during the course of the program.	Marketing firms will establish firm commitments from the markets where and when possible and advantageous to the project participants. The TA team will work within the marketing firms, insuring they are performing adequately and assisting in problem solving.
	1.4 Monitor Marketing Progress	Monitor progress of the winter marketing program and make changes as necessary to achieve project objectives.	Daily records of product packed and shipped to companies, and daily sales records will be kept by the companies. These will be used by the TA Team to monitor progress and adjust the program as necessary to meet objectives.
	1.5 Evaluate Winter Program	Evaluate the success of the winter program and from aggregate experience, recommend appropriate activities to be undertaken to reach the project's objective and goal.	The success of the winter program will be evaluated and presented as part of the introductory section of the Summer Production Program.
	1.6 Design Summer Program	Based off of lessons learned during the previous seasons, design a Summer Production and Marketing Program which can be carried out by the project or marketing firms.	By September 1993, a Summer Production and Marketing Program will be designed and presented to USAID.

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PRIVATE SECTOR DEVELOPMENT (CONT.)

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p><b>2. TECHNICAL SUPPORT TO FARMERS.</b> Production Programs implemented with 135 farmers by the end of the project, which will result in domestic and regional commercial sales of fresh produce by small scale farmers assisted by CAPM increased to 3,000MT each by the end of the project.</p>	2.1 Design Winter Production Program	A detailed Production and Marketing Program will be developed for the Winter cropping season.	In January 1993 the LTFA team will meet and develop the winter 1993 production and marketing program. This will be presented to USAID before February 1, 1993.
	2.2 Enlist Farmers	Identify farmers in designated production areas who have the skills and desire to participate in the winter production program. Obtain their commitment to be participants in the program.	Using criteria developed over the last few seasons, farmers expressing interest in participating in the CAPM production program will be evaluated. Farmers showing good potential and a genuine desire to farm commercially will be selected for the winter production program.
	2.3 Implement Program	Coordinate sourcing seeds and planting stock and facilitate scheduled planting of crops.	Sources of seeds for the program will be identified. Once the basic production schedule is established, the Production Horticulturalist will liaise with local and regional seedling nurseries to insure adequate supplies of seedlings for transplant will be available in enough volume at the scheduled planting dates.
	2.4 Monitor Production	Monitor progress of the Winter Production Program, making changes as necessary to achieve objectives.	Daily records of product picked up or received from the farmer will be kept, as will daily sales records. These will be used to monitor the progress of the Winter Production Program.
	2.5 Evaluate Winter Program	Evaluate the success of the winter program and from aggregate experience recommend appropriate activities to be undertaken to reach the project's objective and goal.	The success of the winter program will be evaluated and presented as part of the introductory section of the Summer Production Program.
	2.6 Design Summer Program	Based off of lessons learned during the previous seasons, design a summer production and marketing program which can be carried out by the project or marketing firm.	By September 1993, a Summer Production and Marketing Program will be designed and presented to USAID.

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PRIVATE SECTOR DEVELOPMENT (CONT.)

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p>1. TRAINING</p>	<p>3.1 Farmer Training</p>	<p>Conduct ongoing semi formal and on-farm training of farmers.</p>	<p>Farmer performance will be monitored throughout the year. Training needs will be identified and training programs designed to address the identified needs will be carried out in the form of one on one hands on training and more formalized training presented at workshops and field days.</p>
	<p>3.2 Marketing Firm Personnel Training</p>	<p>Conduct ongoing semi-formal and on-the job training of marketing firm personnel.</p>	<p>Company performance will be continuously monitored throughout the life of the project. Training needs will be identified and programs designed to address those needs will be designed. Training will be carried out in the form of one on one hands on training and more formalized training on certain aspects of their businesses. Short term technical assistance to the marketing firms will be provided by IESC as well as through the contract. This technical assistance will include strong training components aimed at improving the organizational operation of the firms.</p>
	<p>3.3 Field Days/Workshops</p>	<p>By March, hold a field day/workshop for participants.</p> <p>By September, organize a field day/workshop based on the results of the previous season and review the problems encountered and areas of particular success.</p>	<p>A series of field days/workshops will be presented, at least one in each region where the winter production and marketing program is implemented. These workshops will include the marketing firm(s) responsible for the crop(s) in the program, the IA team and participating farmers. Training in how the marketing chain operates and in crop production will be the focus of these field days.</p> <p>Field days/workshops will be held in each region to review the previous season's outcome, identifying the problems encountered and making recommendations on how these problems can be avoided in the future. These workshops/field days will include the marketing firms, the farmers and the IA Team.</p>

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PRIVATE SECTOR DEVELOPMENT (CONT.)

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p>1. PRODUCTION AND MARKETING DEMONSTRATIONS</p>	<p>4.1 Conduct vegetable production trials.</p> <p>4.2 Conduct marketing trials.</p>	<p>Conduct at least 8 vegetable variety and production practices trials.</p> <p>Conduct a point of sales promotion trial in one supermarket chain.</p>	<p>Trials will include green bean varieties, pepper varieties, snap pea varieties and spacing, sweet corn varieties, melon varieties, pepper production systems, seedling establishment and cauliflower varieties. These trials will be completed by mid October, 1993.</p> <p>Point of sales displays will be developed and utilized in at least one chain market. Samples will be obtained from abroad, and appropriate displays will be designed and manufactured locally. These displays will emphasize Swazi produce, grown by local farmers. This trial will be completed by the end of September 1993.</p>
<p>5. INFRASTRUCTURE DEVELOPMENT. Develop demonstration irrigation schemes in the project area.</p>	<p>5.1 Install Mbekelweni drip irrigation scheme.</p> <p>5.2 Identify and install additional scheme(s).</p>	<p>Procure and install drip irrigation equipment on the Mbekelweni irrigation scheme.</p> <p>Identify, design, procure and install additional irrigation schemes as time and budget allow.</p>	<p>Tender waivers will be obtained and procurement of the equipment for Mbekelweni will take place in March 1993. By late March, construction activities will have begun. Installation should be completed by mid April.</p> <p>Utilizing the Don Brosz 1992 report, the Production Horticulturalist and Production Advisor will choose a short list of irrigation schemes which are feasible to install or rehabilitate by project's end. MOC will be presented with this short list and an additional scheme will be chosen. After that, equipment will be procured and installation completed.</p>
<p>6. IDENTIFY AND SUPPORT ADDITIONAL OPPORTUNITIES. Additional opportunities identified and supported for expanded or new private sector activities that facilitate increased agricultural production.</p>	<p>6.1 Transportation Company Supported</p> <p>6.2 Two other private sector opportunities supported.</p>	<p>A transportation company involved in the delivery of produce to the farms and/or markets will be supported in this season's production program.</p> <p>The project will monitor and evaluate the potential of at least two activities (seedling nurseries and a vegetable export company). Informal support will be given, where possible, and further support from them will be included in future programs.</p>	<p>Technical assistance in fleet operation and scheduling will be provided through the project during the winter production season. Additional help will be available in company operation and management. TA will be provided by either the Agribusiness Specialist or by expatriate STTA.</p> <p>The needs of companies providing support services to farmers or exporting produce to Europe will be assessed. If CAPM resources can be allocated without adversely affecting the winter production and marketing program, some level of support will be provided to these companies.</p>

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: POLICY AND PROGRAM ANALYSIS

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p>1. POLICY AND PROGRAM OPTIONS ASSESSMENT Assessment of Swazi policy and program options being applied to address constraints to commercialization of small farm production.</p>	<p>1.1 Finalize for the MOAC a report presenting the proposed structure for the ministry.</p> <p>1.2 Two months before contract termination, submit a report assessing constraints and identifying policy options that can facilitate commercialization of small farm production, increased involvement of the private sector in produce marketing and the involvement of NAMBoard in the process of linking the small farmer to markets.</p>	<p>Extracts of the report on the proceedings of the June 1992 workshop will be compiled in a format that will present the proposed restructuring agreed upon by the participants of that workshop.</p> <p>Analyze government policies and policy options regarding the direct involvement of the MOAC and NAMBoard in the development of small scale commercial farming in Swaziland. Submit a report recommending actions to improve policy environment after the project terminates.</p>	<p>The consultant, Sam Hamon, will be retained by the project to liaise with designated MOAC officials, review the proceedings and extract the recommendations and justifications for the proposed structure of the ministry. This activity will take place in March 1993.</p> <p>The COP will coordinate an internal assessment by the team of policy impacts on the commercialization development environment. He will prepare a report including the findings and recommendations of the TA Team.</p>

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

PROJECT HEADING: UNISWA AND PRIVATE SECTOR INSTITUTIONAL CAPACITY STRENGTHENING

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p>1. PROCUREMENT UNISWA Agricultural Commercialization Outreach Program implemented and better equipped.</p>	<p>1.1 Deliver all USAID funded equipment and commodities within eight months of the order to process from USAID.</p>	<p>Procurement will take place following contractor's receipt of detailed specifications approved by USAID, UNISWA and the United States Linkage University.</p>	<p>Procurement will be completed eight months after USAID directs the Comonics Home Office to commence. Procurement will be carried out by the Comonics procurement department and the COP will coordinate the activities in Swaziland.</p>
<p>2. COORDINATION AND COOPERATION Cooperate with the university outreach program.</p>	<p>2.1 Provide, as needed and as requested, support for the activities associated with the University Outreach Program.</p>	<p>No specific activities have been identified as of yet, but the project stands ready to cooperate in any manner appropriate to support the Linkage program.</p>	

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PROJECT MANAGEMENT AND MONITORING

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
1. PROJECT MONITORING	<p>1.1 Modify and implement computerized monitoring program.</p> <p>1.2 Continuously monitor project implementation and progress.</p> <p>1.3 Participate in PIR reviews.</p>	<p>Complete programming and implement the computerized monitoring system.</p> <p>Gather and input data throughout the season and generate periodic reports which can be used to monitor implementation of the project programs and assess progress of the project towards its goal and objective. monitoring system.</p> <p>Produce two semi annual progress reports which will report on progress against targets set for the project.</p>	<p>Complete the programming of the project monitoring system. Input data collected over the previous year regarding farmer profiles, production and marketing information, and OES contribution. The major part of this activity should be completed in time to draw upon for the April 1993 PIR Review process.</p> <p>Field Assistants will gather data on forms generated by the monitoring system. This information will be routinely entered into the computer. Reports will be regularly produced which will assist in project monitoring.</p> <p>In April and again in October of 1993, the COP along with the Data Management Specialist will produce Semi-Annual Reports which report progress towards targets and outputs established for the project. These reports will be the basis for the Project Implementation Reviews conducted by the Mission.</p>
2. PROJECT MANAGEMENT	<p>2.1 Identify, initiate and implement Short Term Technical Assistance.</p> <p>2.2 Coordinate project activities with USAID, MOAC, NAMBoard and other agencies and projects as appropriate.</p>	<p>Identify short term technical assistance needs, determine where this can best be obtained, develop scopes of work, obtain USAID approval, assist in recruitment and provide logistical and technical support to the consultancies implemented.</p> <p>Regularly liaise with USAID, the MOAC, and NAMBoard management. Keep other related projects informed of CAPM activities.</p>	<p>As part of the Annual Work Plan Development, the ETTA Team will determine potential STTA. Scopes of Work for these consultancies will be completed and potential candidates will be recruited. These will then be presented to USAID for approval. Once approval is obtained, the consultants will be fielded where they will receive technical guidance and logistical support from the ETTA Team.</p> <p>The project will coordinate its activities with USAID and MOAC agencies through regular participation in the CAPM working group and Project Steering Committee meetings. Liaison with other USAID projects will take place informally throughout IOP as well as more formally during the monthly USAID COP meetings.</p>

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PROJECT MANAGEMENT AND MONITORING (CONT.)

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
1. PROJECT REPORTING	3.1 Winter 1993 Production and Marketing Program	Develop and present to USAID, MOAC and other interested parties the Winter Production and Marketing Program.	The Winter Production and Marketing Program will be completed by the end of January 1993 and presentations made to USAID and the MOAC. It will additionally be reported to the CWG.
	3.2 Annual Work Plan	Prepare and submit to USAID an Annual Plan of Work.	The Annual Plan of Work will be developed by the LTFA team during February and March of 1993. It will be submitted to USAID for approval by March 15 <sup>th</sup> .
	3.3 Semi Annual Reports.	During the year the project will submit two Semi-annual Reports to USAID.	Semi-annual reports will be produced by the COP with the assistance of the LTFA Team during April and October. These will be used by USAID in the Project Implementation Reviews conducted during these months.
	3.4 Summer Production and Marketing Plan	Develop and submit a Summer Production and Marketing Program.	By the end of September 1993, the project field team will develop and submit a proposed Summer 1993/94 Production and Marketing Program.
	3.5 STFA Consultant's reports	Submit to USAID a report of activities carried out by each STFA consultant.	Built into the Scope of Work for each STFA consultant will be a requirement to prepare a report to be submitted to USAID prior to departure. After review and comments by USAID, these reports will be finalized by Genomics CAPM staff and formally submitted.

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PROJECT CLOSURE AND DEMOBILIZATION

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p>1. CLOSE OUT ACTIVITIES</p>	<p>1.1 Prepare Demobilization Schedule</p>	<p>Prepare an in-house demobilization plan and schedule.</p>	<p>Three months before contract expiry, a demobilization plan and schedule will be prepared for use by the field team. This plan, covering all aspects of the project close out process will reviewed by the Chemonics Home Office and discussed with USAID.</p>
	<p>1.2 Expatriat Field Team Repatriation</p>	<p>Coordinate and provide logistical support for the repatriation of the expatriate field team.</p>	<p>The project staff will coordinate with the Chemonics home office and the Mission in order to insure a smooth repatriation of the expatriate field staff.</p>
	<p>1.3 Turn-over of Equipment and Facilities</p>	<p>All USAID provided equipment and vehicles will be turned over to appropriate government agencies or designated recipients. Housing and furniture will be either returned to USAID control or turned over to the GOG.</p>	<p>In developing the demobilization plan, the project will liaise with USAID and the GOG to determine who will receive the equipment, vehicles, housing, furniture and miscellaneous supplies remaining at the end of the project. As the activities phase out and the field team and staff are demobilized, equipment will be turned over to the identified recipients in an orderly manner.</p>
	<p>1.4 Filing system inventory and storage</p>	<p>The project files will be cleared of duplicate paperwork and inventoried. The project will insure a complete and accurate set of project related files will be kept and stored by Chemonics as per regulations.</p>	

CAPM PROJECT ACTIVITIES/PLAN OF WORK 1993

OUTPUT HEADING: PROJECT CLOSURE AND DEMOBILIZATION (CONT.)

OUTPUT COMPONENT	ACTIVITY	DESCRIPTION OF ACTIVITY	DETAILS OF ACTIVITY TO BE UNDERTAKEN
<p>CLOSE OUT REPORTING</p>	<p>2.1 Post CAPM Analysis</p>	<p>Two months before contract termination, submit a report assessing constraints and identifying policy options that can facilitate commercialization of small farm production, increased involvement of the private sector in produce marketing and the involvement of NAMBoard in the process of linking the small farmer to markets.</p>	<p>In September 1993, the LITA Team will assess the constraints remaining which work against successful development of commercialized small-scale agriculture. These will be summarized in a report prepared and submitted to USAID by October 1, 1993. This report will explore policy options available to USAID and the GOS which, if adopted, could facilitate the growth of small-scale horticultural production in Swaziland.</p>
	<p>2.2 End of Tour Reports</p>	<p>Prior to departing Swaziland, each LITA consultant will submit to USAID an End of Tour Report.</p>	<p>Each consultant on the LITA Team will write and submit to USAID an End of Tour Report of activities carried out during his involvement with the project, highlighting major problems encountered, methods employed to solve them and recommendations for post-CAPM activities that the GOS and USAID might undertake.</p>
	<p>2.3 CAPM Final Report</p>	<p>Prior to departure of the Technical Assistance Team, a project final report will be prepared and submitted to USAID and the MOAC.</p>	<p>The Chief of Party will be responsible for compiling a CAPM Final Report, consolidating the reports of the individual consultants. This report will cover project successes, major problems encountered and constraints faced and interventions adopted to solve the problems and relieve constraints. Additionally, this report will make recommendations as to what activities should be carried on by the MOAC with or without the help of USAID and/or other donor agencies.</p>

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**SECTION IV  
IMPLEMENTATION SCHEDULE**

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**SECTION V**  
**LEVEL OF EFFORT**

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**ANNEX A**

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**1993 WINTER PRODUCTION PROGRAM,  
PLANTING SCHEDULE AND FARMER LIST**

PRODUCTION PROGRAM NORTH W-93

NO	FARMER	LOCATION	CROP	1ST PROP	1ST ACTUAL	1ST HARV	2ND PROP	2ND ACTUAL	2ND HARV	3RD PROP	3RD ACTUAL	3RD HARV
N3	Dlamini, Dominic	Mkhovu	TOMATO	17-May	0.2							
N4	Dlamini, Douglas	Mkhovu	TOMATO	24-May	0.8							
N8	Fakudze, Shiwe	Mkhovu	TOMATO	31-May	0.4							
N10	Ginindza, Stephen	Mkhovu	TOMATO	3-May	0.3							
N14	Malinga, Elliot	Mkhovu	TOMATO	3-May	0.4							
N15	Mamba, Joseph	Mkhovu	TOMATO	10-May	0.6							
N18	Msimango, Joseph	Mkhovu	TOMATO	31-May	0.4							
N17	Nkuna, Sikhotsa	Mkhovu	TOMATO	10-May	0.4							
N19	Mziyako, Phineas	Mkhovu	TOMATO	17-May	0.15							
N63	Shabangu, Ruth	Mkhovu	TOMATO	31-May	0.2							
N21	Sithole, Francis	Mkhovu	TOMATO	3-May	0.3							
N22	Thwala, Albert	Mkhovu	TOMATO	17-May	0.8							
N24	Thwala, Mthukutseli	Mkhovu	TOMATO	10-May	0.4							
N64	Tumber, Tryphine	Mkhovu	TOMATO	31-May	0.1							
N25	Vilakati, Ganda	Mkhovu	TOMATO	24-May	0.3							
N36	Dlamini, Florence	Mavulandlela	TOMATO	5-Apr	0.2							
N37	Dlamini, Lomgwaco	Mavulandlela	TOMATO	5-Apr	0.2							
N40	Gule, Lomvula	Mavulandlela	TOMATO	5-Apr	0.2							
N38	Dlamini, Mgudvwa	Mavulandlela	TOMATO	5-Apr	0.4							
N47	Dlamini, Pishi	Mavulandlela	TOMATO	12-Apr	0.4							
N67	Magagula, Anna	Mavulandlela	TOMATO	12-Apr	0.2							
N43	Mkhonla, Bhekilange	Mavulandlela	TOMATO	5-Apr	0.2							
N44	Motsa, Grace	Mavulandlela	TOMATO	5-Apr	0.2							
N65	Gule, Elijah	Mavulandlela	TOMATO	12-Apr	0.4							
N66	Gule, Ellina	Mavulandlela	TOMATO	12-Apr	0.2							
N39	Gule, Grace	Mavulandlela	TOMATO	5-Apr	0.2							
N41	Gule, Mboziswa	Mavulandlela	TOMATO	12-Apr	0.3							
N42	Gule, Patricia	Mavulandlela	TOMATO	12-Apr	0.2							
N52	Dlamini, Tom	Vusweni	TOMATO	14-Jun	0.15							
N57	Dlamini, Mavelebaleni	Vusweni	TOMATO	14-Jun	0.2							
N69	Fakudze, Friday	Vusweni	TOMATO	14-Jun	0.15							
N68	Lukhele, Ntjanini	Vusweni	TOMATO	14-Jun	0.15							
N56	Kunene, Anna	Vusweni	TOMATO	14-Jun	0.15							
N55	Mncina, Jabulani	Vusweni	TOMATO	14-Jun	0.15							
N51	Ndabezitha, Jerry	Vusweni	TOMATO	14-Jun	0.15							
N46	Mncina, Jameson	Independent	TOMATO									
N58	Dikiza, Elliot	Mvembili	TOMATO	12-Apr	0.4							
N70	Dlamini, Henry	Mvembili	TOMATO	12-Apr	0.4							
N71	Dlamini, Lucky	Mvembili	TOMATO	19-Apr	0.4		26-Apr	0.4				
N72	Dlamini, Mpisebovu	Mvembili	TOMATO	12-Apr	0.6		26-Apr	0.6				
N73	Dlamini, Enoch	Mvembili	TOMATO	19-Apr	0.5		19-Apr	0.5				

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PRODUCTION PROGRAM NORTH W-93

NO	FARMER	LOCATION	CROP	1ST PROP	1ST ACTUAL	1ST HARV	2ND PROP	2ND ACTUAL	2ND HARV	3RD PROP	3RD ACTUAL	3RD HARV
N74	Dlamini, John	Mvembili	TOMATO	19-Apr 0.5			19-Apr 0.5					
N26	Fakudze, Mbulawa	Mvembili	TOMATO	26-Apr 0.6			26-Apr 0.6					
N9	Fakudze, Simon	Mvembili	TOMATO	26-Apr 0.6			12-Apr 0.6					
N75	Shongwe, Simon	Mvembili	TOMATO	12-Apr 0.4								
N61	Mhlabane Sibusiso	Lomshiyo	TOMATO	3-May 0.2								
N62	Ndlola, Bhekithemba	Lomshiyo	TOMATO	3-May 0.2								
N77	Dlamini, Siph	Vusweni(H)	TOMATO	22-Mar 0.4								
N78	Dlamini, Johannes	Vusweni(H)	TOMATO	29-Mar 0.4								
N81	Dlamini, Nkosiyeva	Vusweni(H)	TOMATO	22-Mar 0.2								
N82	Dlamini, Siph	Vusweni(H)	TOMATO	22-Mar 0.2								
N83	Dlamini, Isaac	Vusweni(H)	TOMATO	22-Mar 0.4								
N76	Mtselfwa, Vusi	Vusweni(H)	TOMATO	22-Mar 0.4								
N79	Mtselfwa, Siph	Vusweni(H)	TOMATO	29-Mar 0.4								
N80	Phenyane, Sigayoyo	Vusweni(H)	TOMATO	29-Mar 0.4								
N30	Fakudze, Mmema	Mgubudla	TOMATO	19-Apr 0.2								
N31	Khoza, Enoch	Mgubudla	TOMATO	19-Apr 0.2								
N33	Manana, James	Mgubudla	TOMATO	19-Apr 0.2								
N32	Mamba, Thomas	Mgubudla	TOMATO	19-Apr 0.2								
N34	Mhlanga, Thomas	Mgubudla	TOMATO	19-Apr 0.2								
N95	Mabuza, Sarah	Mashobeni	TOMATO	24-May 0.1								
N98	Madlipha, Lily	Mashobeni	TOMATO	24-May 0.2								
N91	Magongo, Emellina	Mashobeni	TOMATO	17-May 0.4								
N102	Mamba, Agnes	Mashobeni	TOMATO	10-May 0.2								
N89	Mamba, Boshiwe	Mashobeni	TOMATO	17-May 0.2								
N86	Simelane, Petros	Mashobeni	TOMATO	10-May 0.2								
N87	Shongwe, David	Mashobeni	TOMATO	10-May 0.2								
N88	Shongwe, Ntombilembi	Mashobeni	TOMATO	10-May 0.1								
N96	Shongwe, December	Mashobeni	TOMATO	24-May 0.1								
N90	Shongwe, Aaron	Mashobeni	TOMATO	17-May 0.1								
N99	Shongwe, Lompahlo	Mashobeni	TOMATO	24-May 0.2								
N92	Shongwe, Dudu	Mashobeni	TOMATO	17-May 0.2								
N93	Shongwe, Ellina	Mashobeni	TOMATO	17-May 0.1								
N94	Shongwe, Mkhosiswe	Mashobeni	TOMATO	24-May 0.1								
N100	Shongwe, Siphwe	Mashobeni	TOMATO	24-May 0.2								
N101	Shongwe, Sarah	Mashobeni	TOMATO	10-May 0.2								
N84	Tsabedze, Mavela	Mashobeni	TOMATO	10-May 0.2								
N85	Tsabedze, Tlomo	Mashobeni	TOMATO	10-May 0.2								
N97	Vilane, Lufukati	Mashobeni	TOMATO	24-May 0.1								
N109	Dlamini, Jeremiah	Sikhumiweni	TOMATO	24-May 0.2								
N103	Dlamini, Kremur	Sikhumiweni	TOMATO	17-May 0.2								
N105	Gule, Margaret	Sikhumiweni	TOMATO	17-May 0.2								

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PRODUCTION PROGRAM SOUTH EAST W-93

NO	FARMER	LOCATION	CROP	1ST PROP	1ST ACTUAL	1ST HARV	2ND PROP	2ND ACTUAL	2ND HARV	3RD PROP	3RD ACTUAL	3RD HARV
U2	Dlamini, Londumane	Siphofaneni	TOMATO	1-Mar 0.5			22-Mar 0.5			12-Apr 0.5		
U2	Dlamini, Londumane	Siphofaneni	TOMATO	3-May 0.5			17-May 0.5			5-Jul 0.5		
U2	Dlamini, Londumane	Siphofaneni	PEPPER	10-May 0.5			14-Jun 0.5					
U3	Dlamini, Siph	Siphofaneni	TOMATO	1-Mar 0.5			22-Mar 0.5			12-Apr 0.5		
U3	Dlamini, Siph	Siphofaneni	TOMATO	3-May 0.5			17-May 0.5			5-Jul 0.5		
U3	Dlamini, Siph	Siphofaneni	PEPPER	19-Apr 0.5			7-Jun 0.5					
U16	Dlamini, Mthinimi	Siphofaneni	Tomato	3-May 0.5			24-May 0.50					
U16	Dlamini, Mthinimi	Siphofaneni	Pepper	19-Apr 0.5			21-Jun 0.50					
U17	Dlamini, Patrick	Siphofaneni	Tomato	29-Mar 0.5			12-Apr 0.50			3-May 0.50		
U17	Dlamini, Patrick	Siphofaneni	Tomato	17-May 0.5								
U10	Dlamini, Zebulon	Siphofaneni	TOMATO	5-Apr 0.5								
U18	Henwood, Gavin	Maloma	TOMATO	22-Mar 1			12-Apr 1			10-May 1		
U18	Henwood, Gavin	Maloma	Pepper	26-Apr 0.5			17-May 0.5					
U5	Mamba, Vincent	Kubuta	TOMATO	8-Mar 0.5			5-Apr 0.5			26-Apr 0.5		
U5	Mamba, Vincent	Kubuta	TOMATO	17-May 0.5								
U5	Mamba, Vincent	Kubuta	Pepper	22-Feb 0.5			3-May 0.5					
U15	Masango, Philemon	Siphofaneni	TOMATO	29-Mar 0.5								
U6	Mkhaliphi, Muzi	Kubuta	TOMATO	22-Mar 0.5			5-Apr 0.5			26-Apr 0.5		
U6	Mkhaliphi, Muzi	Kubuta	Pepper	26-Apr 0.5			10-May 0.5					
U19	Elliot Mavimbela	Siphofaneni	Tomato	22-Mar 0.5			19-Apr 1.00			31-May 1.00		
U9	Mamba, Mntshintshwa	Siphofaneni	TOMATO	22-Mar 0.5			12-Apr 0.5					
U9	Mamba, Mntshintshwa	Siphofaneni	Pepper	15-Feb 0.5	<???		29-Mar 0.5			12-Apr 0.5		
U8	Mngomezulu, Churchill	Sithobela	TOMATO	29-Mar 1			19-Apr 1					
U8	Mngomezulu, Churchill	Sithobela	Pepper	22-Feb 1			29-Mar 0.5			19-Apr 0.5		
U8	Mngomezulu, Churchill	Sithobela	Pepper	24-May 0.5								
U20	Mvubu Siph	Kubuta	Tomato	29-Mar 0.5			19-Apr 0.50					
U20	Mvubu Siph	Kubuta	Pepper	26-Apr 0.5								
U7	Ndzimandze, Makhaya	Siphofaneni	TOMATO	15-Mar 0.5			5-Apr 0.5			26-Apr 0.5		
U7	Ndzimandze, Makhaya	Siphofaneni	TOMATO	17-May 0.5								
U7	Ndzimandze, Makhaya	Siphofaneni	Pepper	8-Mar 0.5			22-Mar 0.5					
U14	Ndwandwe, Obed	Siphofaneni	TOMATO	29-Mar 0.5			19-Apr 0.5			10-May 0.5		
U21	Nhlabatsi, Mandla	Hlatikhulu	TOMATO									
U22	Ngcampalala, Daniel	Logoba	Tomato	26-Apr 0.5			17-May 0.50			7-Jun 0.50		
U22	Ngcampalala, Daniel	Logoba	Tomato	28-Jun 0.5								
U23	Ngcampalala, Samuel	Logoba	Tomato	26-Apr 0.5			3-May 0.50					
U24	Ngcampalala, Mbabala	Sithobela	Tomato	15-Mar 0.5			5-Apr 0.50					
U24	Ngcampalala, Mbabala	Sithobela	PEPPER	*UNPROGRAM*	18-Feb	0.5	29-Apr					
18 FARMERS												

**AREA PROPOSED FOR PLANTING BY CROP AND WEEK AND PROJECTED OUTPUT BY WEEK-W**

SEEDLING REQUIREMENTS (1000/WEEK)																																				
	FEB					MAR					APR					MAY					JUN					JUL					AUG					
Date:	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16									
Week No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27									
CROP																																				
<b>Pepper (Sw)</b>																																				
1000/wk	25	37	9.88	24.7	37.1	44.5	46.9	24.7	22.2	42	42	17.3	37.1	12.4	24.7	12.4	24.7	12.4	12.4	12.4	12.4	12.4	9.88	0	0	0	0	0	<b>Totals</b>							
Nkowane	0	0	0	0	12.4	0	0	0	12.4	0	0	0	12.4	0	12.4	0	12.4	0	0	12.4	0	0	0	0	0	0	0	0	518.7							
Embek	0	0	0	2.47	0	19.8	9.88	0	9.88	0	4.94	4.94	0	0	0	0	0	0	0	0	0	0	9.88	0	0	0	0	0	74.1							
Siphof.	25	37	0	12.4	0	12.4	24.7	0	0	37.1	37.1	12.4	24.7	12.4	12.4	12.4	12.4	12.4	12.4	0	0	0	0	0	0	0	0	0	61.75							
Malkerns	0	0	9.88	9.88	24.7	12.4	12.4	24.7	0	4.94	0	0	0	0	0	0	0	0	0	0	0	12.4	0	0	0	0	0	0	271.7							
Sidvok.	0	0	0	0	0	0	0	7.41	9.88	4.94	0	0	7.41	7.41	0	0	0	0	0	0	0	0	0	0	0	0	0	0	111.2							
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	37.05							
<b>Sweet corn</b>																																				
kg seed/wk	3	6	6	6	6	6	7	6	7	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	7	4	146								
<b>Tomato-Nema 1400</b>																																				
1000/wk	0	0	13.5	6.75	13.5	33.8	47.3	33.8	27	54	33.8	33.8	6.75	54	6.75	13.5	6.75	0	0	6.75	13.5	0	0	0	0	0	0	0	405							
Siphof.-1	0	0	13.5	0	6.75	27	20.3	13.5	27	20.3	13.5	33.8	6.75	27	6.75	13.5	6.75	0	0	6.75	13.5	0	0	0	0	0	0	0	256.5							
Siphof.-2	0	0	0	0	6.75	0	0	6.75	0	0	6.75	0	0	6.75	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27							
Sitobela-1	0	0	0	0	0	0	20.3	0	0	27	0	0	0	13.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50.75							
Sitobela-2	0	0	0	6.75	0	6.75	6.75	13.5	0	6.75	13.5	0	0	6.75	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60.75							
Central	0	0	0	0	0	0	0	27	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	54							
<b>Tomato (Fresh Market)</b>																																				
1000/wk	0	0	0	0	0	17.9	13.4	22.4	34.7	15.7	17.9	11.2	15.7	12.9	12.3	12.3	0	12.3	0	0	0	0	0	0	0	0	0	0	198.8							
Mavul.	0	0	0	0	0	0	0	22.4	19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	41.44							
Mkhovu	0	0	0	0	0	0	0	0	0	0	0	11.2	15.7	12.9	12.3	12.3	0	0	0	0	0	0	0	0	0	0	0	0	64.4							
Phophoy.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
Vusweni	0	0	0	0	0	17.9	13.4	0	4.48	0	0	0	0	0	0	0	0	12.3	0	0	0	0	0	0	0	0	0	0	48.16							
Mvembili	0	0	0	0	0	0	0	0	11.2	15.7	17.9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	44.8							
Lomshiyo	0	0	0	0	0	0	0	0	0	0	0	4.48	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4.48							
Mashobeni	0	0	0	0	0	0	0	0	0	0	0	0	14.6	13.4	11.2	0	0	0	0	0	0	0	0	0	0	0	0	0	39.2							
Mgubudla	0	0	0	0	0	0	0	0	0	11.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11.2							
Sikhumiweni	0	0	0	0	0	0	0	0	0	0	0	0	0	11.2	11.2	11.2	11.2	0	0	0	0	0	0	0	0	0	0	44.8								

PRODUCTION PROGRAM CENTRAL W-93

NO	FARMER	LOCATION	CROP	PROJ1	HA1	ACT1	AREA1	HARV1	PROJ2	HA2	ACT2	AREA2	HARV2	PROJ3	HA3	ACT3	AREA3	HARV3
C1	Dlamini, Elizabeth	Embekelweni	SWEETCORN	29-Mar	0.1				5-Apr	0.1				26-Apr	0.2			
C2	Dlamini, Miriam	Embekelweni	PEPPER	29-Mar	0.2				12-Jul	0.1								
C2	Dlamini, Miriam	Embekelweni	SWEETCORN	12-Apr	0.1				19-Apr	0.1				26-Apr	0.1			
C3	Dlamini, Vester	Embekelweni	PEPPER	22-Mar	0.2				29-Mar	0.2								
C3	Dlamini, Vester	Embekelweni	SWEETCORN	29-Mar	0.1													
C4	Lukhele, Fikile	Embekelweni	PEPPER						12-Jul	0.1								
C4	Lukhele, Fikile	Embekelweni	SWEETCORN	29-Mar	0.2													
C23	Shabangu, Joseph	Embekelweni	SWEETCORN	29-Mar	0.2				19-Apr	0.2								
C24	Dlamini, Linda	Embekelweni	PEPPER	22-Mar	0.2				12-Jul	0.1								
C25	Shabangu, Nomsa	Embekelweni	PEPPER	22-Mar	0.2				12-Jul	0.1								
C26	Zwane, Lungile	Embekelweni	PEPPER	22-Mar	0.2													
C27	Shabangu, Bellina	Embekelweni	PEPPER	26-Apr	0.2				3-May	0.2								
C28	Simelane, Obdina	Embekelweni	PEPPER	29-Mar	0.2													
C5	Dlamini, Saul	Sidvokodvo	PEPPER	5-Apr	0.3				19-Apr	0.2								
C5	Dlamini, Saul	Sidvokodvo	SWEETCORN	12-Apr	0.4				26-Apr	0.3				17-May	0.3			
C13	Dlamini, Absalom	Embek. - Ind.	PEPPER	12-Apr	0.4													
C13	Dlamini, Absalom	Embek. - Ind.	SWEETCORN	3-May	0.1				10-May	0.3								
C7	Mathunjwa, Obed	Malkems	PEPPER	1-Mar	0.4				8-Mar	0.4				19-Apr	0.2			
C7	Mathunjwa, Obed	Malkems	SWEETCORN	15-Feb	0.3	16-Feb	0.3	27-Apr	22-Feb	0.3	25-Feb	0.3	6-May	1-Mar	0.3	5-Mar	0.3	14-May
C7	Mathunjwa, Obed	Malkems	SWEETCORN	15-Mar	0.3				5-Apr	0.3				17-May	0.3			
C7	Mathunjwa, Obed	Malkems	SWEETCORN	24-May	0.3				31-May	0.3				7-Jun	0.3			
C7	Mathunjwa, Obed	Malkems	SWEETCORN	14-Jun	0.3				21-Jun	0.3				28-Jun	0.3			
C7	Mathunjwa, Obed	Malkems	SWEETCORN	5-Jul	0.3				12-Jul	0.3				19-Jul	0.3			
C7	Mathunjwa, Obed	Malkems	SWEETCORN	26-Jul	0.3				2-Aug	0.3				9-Aug	0.4			
C7	Mathunjwa, Obed	Malkems	SWEETCORN	16-Aug	0.4													
C12	Mmema, Michael	Malkems	PEPPER	29-Mar	0.4													
C12	Mmema, Michael	Malkems	SWEETCORN															
C14	Dudlu, Isaac	Independent	PEPPER	8-Mar	0.1													
C15	Earnshaw, Norah	Sidvokodvo	PEPPER	12-Apr	0.4				10-May	0.3				17-May	0.3			
C15	Earnshaw, Norah	Sidvokodvo	SWEETCORN	22-Mar	0.3				12-Apr	0.3				3-May	0.3			
C16	Ndzinisa, Mandala	Independent	PEPPER															
C16	Ndzinisa, Mandala	Independent	SWEETCORN															
C19	Mthetwa, David	Independent	PEPPER															
C19	Mthetwa, David	Independent	SWEETCORN															
C20	Dlamini, Muzi	Malkems	PEPPER	15-Mar	1				29-Mar	0.5				5-Apr	0.5			
C20	Dlamini, Muzi	Malkems	PEPPER	5-Jul	0.5													
C20	Dlamini, Muzi	Malkems	SWEETCORN	8-Mar	0.3				22-Mar	0.3				5-Apr	0.2			
C20	Dlamini, Muzi	Malkems	SWEETCORN	12-Apr	0.3													
C21	Allen	Nokwane	PEPPER	15-Mar	0.5				12-Apr	0.5				10-May	0.5			
C21	Allen	Nokwane	PEPPER	24-May	0.5				7-Jun	0.5				28-Jun	0.5			
C21	Allen	Nokwane	SWEETCORN	22-Feb	0.3				1-Mar	0.3				8-Mar	0.3			
C21	Allen	Nokwane	SWEETCORN	15-Mar	0.3				29-Mar	0.3				19-Apr	0.2			

PRODUCTION PROGRAM CENTRAL W-93

NO	FARMER	LOCATION	CROP	PROJ1	HA1	ACT1	AREA1	HARV1	PROJ2	HA2	ACT2	AREA2	HARV2	PROJ3	HA3	ACT3	AREA3	HARV3
C21	Allen	Nokwane	SWEETCORN	26-Apr	0.3				3-May	0.2				10-May	0.3			
C21	Allen	Nokwane	SWEETCORN	17-May	0.3				24-May	0.3				31-May	0.3			
C21	Allen	Nokwane	SWEETCORN	7-Jun	0.3				14-Jun	0.3				21-Jun	0.3			
C21	Allen	Nokwane	SWEETCORN	28-Jun	0.3				5-Jul	0.3				12-Jul	0.3			
C21	Allen	Nokwane	SWEETCORN	19-Jul	0.3				26-Jul	0.3				2-Aug	0.3			
C21	Allen	Nokwane	SWEETCORN	9-Aug	0.3													
C22	Nel, Philip	Malkems	PEPPER	22-Mar	0.5				5-Apr	0.5								
19 FARMERS																		
	Field Assistant: CORNELIUS DLAMINI																	
						4-Mar												

**ANNEX B**

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**BUDGET SUMMARY**

Chemonics International  
 Consulting Division  
 Swaziland/CAPM

Budget summary as of January 31, 1993

	Budget	Thru 01/31/93	Remainder
Salaries, Long Term	\$801,738.00	\$670,374.58	\$131,363.42
Salaries, Short Term	\$423,013.00	\$228,138.61	\$194,874.39
Salaries, Home Office	\$79,671.00	\$67,997.18	\$11,673.82
Salaries, Local LT Prof.	\$326,260.00	\$166,378.65	\$159,881.35
Salaries, Local ST Prof.	\$0.00	\$2,270.81	(\$2,270.81)
Total Salaries	\$1,630,682.00	\$1,135,159.83	\$495,522.17
Fringe Benefits, Expat LT	\$187,515.00	\$171,822.33	\$15,692.67
Fringe Benefits, Expat ST	\$87,741.00	\$59,467.45	\$28,273.55
Fringe Benefits, Home Office	\$18,251.00	\$16,903.74	\$1,347.26
Fringe Benefits, Local LT	\$0.00	\$2,871.53	(\$2,871.53)
Fringe, Local LT, In- Ctry Exp	\$462.00	\$14,360.82	(\$13,898.82)
Fringe Benefits, Local ST	\$0.00	\$33.83	(\$33.83)
Total Fringe Benefits	\$293,969.00	\$265,459.70	\$28,509.30
Overhead, Expat LT	\$606,279.00	\$547,446.66	\$58,832.34
Overhead, Expat ST	\$313,987.00	\$185,854.47	\$128,132.53
Overhead, Home Office	\$71,205.00	\$64,691.39	\$6,513.61
Overhead, Local LT	\$204,756.00	\$120,220.43	\$84,535.57
Overhead, Local ST	\$0.00	\$1,556.33	(\$1,556.33)
Total Overhead	\$1,196,227.00	\$919,769.28	\$276,457.72
Travel & Transportation	\$562,426.00	\$432,139.61	\$130,286.39
Allowances	\$278,570.00	\$219,761.99	\$58,808.01
Other Direct Costs	\$664,504.00	\$608,239.96	\$56,264.04
Equipment, Vehicles & Freight	\$243,325.00	\$200,894.10	\$42,430.90
Training	\$124,974.00	\$87,834.54	\$37,139.46
Subcontracts and Consultants	\$514,775.00	\$563,440.62	(\$48,665.62)
SUBTOTAL	\$5,509,452.00	\$4,432,699.63	\$1,076,752.37
General & Administrative	\$176,949.00	\$146,553.40	\$30,395.60
Fixed Fee	\$105,741.00	\$85,027.18	\$20,713.82
Award Fee	\$607,858.00	\$386,921.00	\$220,937.00
GRAND TOTAL	\$6,400,000.00	\$5,051,201.21	\$1,348,798.79