

**SWAZILAND
COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT**

CONTRACT NUMBER 645-0229-C-00-9019

**PLAN OF WORK
(UNDER REDIRECTION)**

Submitted to:

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

AND

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

Submitted by:

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ACRONYMS

| | |
|--------|----------------------------------------------------|
| Aud | Audience for Activity |
| CAPM | Commercial Agricultural Production and Marketing |
| Coord | Coordinators of Activity |
| COP | Chief of Party |
| FA | Field Assistant |
| GOS | Government of Swaziland |
| IESC | International Executive Service Corps |
| LOP | Life of Project |
| MA | Marketing Advisor |
| MEPD | Ministry of Economic Planning and Development |
| MOAC | Ministry of Agriculture and Cooperatives |
| MOF | Ministry of Finance |
| MS | Marketing Specialist |
| PA | Production Advisor |
| PC | Project Coordinator |
| P/M | Person Months |
| POW | Plan of Work |
| PPA | Project Paper Amendment |
| PS | Production Specialist |
| ST | Short Term |
| TA | Technical Assistance |
| TF | Time Frame for Activity |
| UNISWA | University of Swaziland |
| USAID | United States Agency for International Development |

CAPM LIFE-OF-PROJECT PLAN OF WORK

I. CAPM REDIRECTION

A. Introduction

This document presents the Life of Project (LOP) Plan of Work (POW) for the redirected Phase I (Contract Amendment #15) of 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 and Chemonics International Consulting Division. It covers the twenty-one month period from January 1992 through November 1993, which is the extended contract termination date.

The Life of Project POW is being presented just after the newly composed expatriate team and local long term team have been hired and begun work. The last team members began work on 15th January 1992.

We have used a participative process in the preparation of this Life of Project Workplan. The cornerstone of this process was the CAPM Staff Orientation and Retreat and the CAPM Workplan Retreat which were held at the Piggs Peak Protea Hotel in December 1991 and February 1992 respectively. The principal objective of the retreats, both organised by the CAPM contractor, was to share perspectives on the redirection and future plans of the project with various participants. Participants included GOS entities, USAID, agencies and organisations, ie. NAMBoard, CCU, Tibiyo, Swazi Bank, small scale farmers and marketing firms. (for more details, a full report has been prepared on each retreat)

The CAPM Workplan retreat was very well attended. Forty-eight invitees attended the full two day retreat and most participants remained for all the sessions. The agenda for the retreat incorporated presentations and speeches, including welcoming remarks by the Acting Minister of Agriculture and Cooperatives, the Honourable T. Stephens, who gave a prepared speech on behalf of the Minister of Agriculture and Cooperatives, the Honourable T. Masuku.

The retreat included numerous topics for discussion. The groups reported recommendations to the full assembly for discussion and ratification. These recommendations have since been prepared and incorporated, where appropriate, into this POW.

From the retreat we obtained many valuable suggestions for strategies and activities. We have made a conscious effort to incorporate these inputs into this LOP POW. The issues which were brought out in the last day of the retreat are also addressed in this document. A number of these issues were already being addressed, however, due to shortages of time, not all of them were adequately addressed during the retreat.

The structure of this LOP POW is as follows : CAPM's Vision Statement, Goal and Purpose, Project Focus and Implementation Strategy, Summary of Achievements and End of Project Status, Institutional Roles of CAPM and the Planned Output and Activities Section, in matrix form. The Planned Output/Activity section also includes details related to a description of the activity, time frame for carrying out the activity, the target audience, and coordinators of the particular activity. A revised contract Budget, ST Level of Effort Summary by Year and a Level of Effort Summary conclude the LOP POW.
(see Annexes A, B and C)

B. Vision Statement

During the December 16-18, 1991 CAPM Staff Orientation and Retreat and the February 3-5 1992 Workplan Retreat, representatives from the Government of Swaziland (GOS), United States Agency for International Development/Swaziland (USAID), farmers, marketing firms, the Commercial Agricultural Production and Marketing (CAPM) staff and various other agencies and organisations, 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 will focus 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 will be 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 horticulture focus (nurseries, input supply, processing, transport, packaging, etc.) will also be explored and assisted under CAPM. Finally, CAPM will recommend appropriate policy and regulatory alternatives in order

The implementation strategy will have 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. These thrusts will be delivered through 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

By the end of the project, November 1993, CAPM plans to 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 current E 3,000 or less per year to up to E 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

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; and consultation and advice.

2. USAID

USAID will be responsible for funding the CAPM project; providing monitoring and evaluation support; providing detailed specifications for the commodities to be procured under the UNISWA linkage proposal; and providing appropriate project management and support.

3. Private Sector

This broad grouping will be responsible for components in all areas of the CAPM project. These range from the provision of farm producers, through trading and input/service firms and their staff, to marketing operations both regionally and locally. The private sector will be 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 redirected CAPM project in Swaziland. 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 specialists in horticultural production, marketing, and agribusiness; long-term local advisors in horticultural production, marketing, and project coordination; field production and marketing assistants; and short-term consultancies in various areas related to CAPM implementation.

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.

SECTION II

ISSUES AND DISCUSSION

II. ISSUES AND DISCUSSION

A. Issues

During the February 3-5 1992 CAPM Work Plan Retreat, a number of issues were raised by one of the working groups. The general assembly felt that the issues merited attention by CAPM management. The issues were presented as follows :

- Reinforce statement of intent, in particular, spirit of free enterprise.
- Monitoring and evaluation of project.
- Clarify job descriptions for CAPM staff.
- Credit to farmers and firms inadequately discussed.

Clarification of the following :

- Interrelationships between farmers, NAMBoard and CAPM.
- Roles of CAPM, IFAD and MOAC.
- Interrelationships between CAPM and MOAC technicians.

The Chief of Party, in making his closing remarks to the retreat participants, indicated that the issues raised were valid and in some cases were already being addressed. The issue of "a statement of intent with a free enterprise focus" is to be dealt with in the soon to be published CAPM fact sheet.

A monitoring and evaluation plan of action is already being established. The monitoring system will measure progress of participant farmers and marketing firms. The enumeration phase of a baseline survey has been completed. The analysis and final report has yet to be completed. The CAPM monitoring system will be integrated with the PRISM (USAID) monitoring and evaluation system.

Job descriptions have been developed for each CAPM position. Anyone who would like to review these descriptions is welcome.

The issue of credit was not adequately addressed during the retreat. The POW activities matrix therefore recommends that a scope of work be developed to bring in a small scale farm credit specialist to pursue such topics as non-collateralised loans, etc.

The interrelationships between farmers, NAMBoard and CAPM is currently being addressed through a joint Working Group which was initially given its terms of reference by the Minister of Agriculture and Cooperatives, at a joint CAPM, NAMBoard, MOAC meeting which was held early in January 1992. Since then three additional joint meetings (NAMBoard/MOAC/CAPM) have been held to further develop the cooperative and complementary working

relationships between NAMBoard and CAPM. A Working Paper has been developed and presented to the Minister of Agriculture and Cooperatives and USAID.

B. Discussion

1. Credit:

The issue of access to credit for CAPM small farmer participants was addressed in a study undertaken by CAPM in July 1990, titled "CREDIT REPORT". The study concluded that "with the CAPM redirection, credit can be of meaningful assistance to small farmers". The successful implementation of the pilot "non-collateralized" loan program in the Hhohho region last year, by Swazi Bank, is an example which needs to be looked at more closely. It is therefore recommended in the activities matrix that the CAPM project hire a short term consultant to carry out a scope of work which leads to the expansion of this program and includes CAPM participant farmers. The credit specialist will also make recommendations on how the marketing firms can begin to play a more active role in the direct or indirect provision of credit through various means e.g. supplying the small scale farmers with inputs on credit.

2. Farm Inputs:

The timely provision of inputs, ie. seeds, fertiliser, pesticides, fungicides, tractor services, etc., to small scale farmers is another area which is recognized as a potential constraint to programmed production. The project will work in close collaboration with the various private sector and parastatal organizations which currently provide these inputs. In so doing it is hoped that delays and shortages of supplies and services will be minimized through advanced planning. The role that the marketing company can play in facilitating the provision of inputs will also be investigated and promoted thoroughly. As the marketing companies grow and begin to see the value of assisting their client farmers it is felt that more services will be provided both directly and indirectly.

3. Sustainability:

It will be of paramount importance that every effort is made throughout the life of the project to incorporate the marketing companies directly into the process of developing the programmed production plans and implementing the plan with farmers. The degree to which this involvement is sustainable will depend on how early on the marketing firms realize the costs and benefits of such a relationship. The objective will be to develop a mutually profitable relationship whereby the farmers see the value in working closely with the marketing firms and the marketing firms realize the value in hiring field assistants to work directly with participating farmers.

The role of NAMBoard agents will also be explored fully. The concept of the NAMBoard agent acting as a true wholesaler of local produce is already being discussed, and plans are being formulated to program production on this basis. CAPM

plans to work directly with NAMBoard's newest agent to program wholesale quantities of local produce. In addition, plans are already underway for CAPM staff to assist a well established agent in furthering the wholesaling of tomatoes and other products to Durban and the "Reef" markets in the RSA.

4. Marketing Links:

The degree to which the project, in conjunction with small scale farmers and local marketing firms, can forge new and stronger marketing links, both locally and regionally, will to a great extent determine the success or failure of the CAPM project. The redirected CAPM project is operating on the premise that market demand ultimately drives production and determines the types of crops and the time these crops should be grown. It is assumed that with Swaziland's wide range of growing conditions, in conjunction with proper planning, a production programme can be developed which will take advantage of strong regional market demand during the winter season and correspondingly strong local market demand during the summer.

The entire CAPM team will attempt to instil the concept that was brought out in our retreat which related to the need for the farmer to ask, "what he can do for the market, not what the market can do for him". The marketing firms, on the other hand, need to understand the importance of communicating continuously with their markets and the participating small scale farmers, including problems if or when anticipated production is falling short of original projections.

Various methods of structuring the buyer/seller relationship between marketing firms and farmers will be analysed and promoted. This will include exploration of various types of contract growing, if and when feasible.

5. Marketing Firms:

There are limits on the number of identified marketing firms in Swaziland which are in a position to respond to the small scale farmer as well as local and regional markets, as envisioned in the project concept. To date the project has been working with five firms on a regular basis in penetrating various market niches. It is felt that a renewed effort needs to be made to locate additional firms which might be in a position to undertake a programmed production and marketing programme. The newly selected NAMBoard agent is one candidate currently being considered.

A strategy will be devised for ensuring that additional firms are located. One will be to run advertisements in the newspaper for marketing firms which might have an interest in participation with the CAPM program.

6. Training:

A detailed training programme will be developed to overcome additional constraints as they are identified for both

specifically designed to be practical and experiential. Minimal time will be spent in classroom-like settings. Field days, observation tours, viewing other successful schemes or production programmes, will be the main thrust for the training programme. In addition, the continuous one-on-one training provided by the field assistants will be of tremendous value in ensuring the long term success of the project. Extension workers and others who will continue to be in the area after the project will always be included in CAPM's training programmes, thus insuring that MOAC staff contribute to the sustainability of the concept and associated technology transfer beyond the life of the project.

SECTION III

PLANNED OUTPUTS WITH ACTIVITIES

III. PLANNED OUTPUTS WITH ACTIVITIES

The following Output/Activity Matrix relates directly to the Log Frame and contract benchmarks which are outlined under contract amendment #15. The outputs, benchmarks and planned activities, which are included in the attached implementation matrix, were further developed and refined at the CAPM Staff Orientation and Planning Retreat and the CAPM Workplan Retreat held from December 16-18, 1991 and February 3-5 1992 respectively, at the Protea Hotel in Piggs Peak.

OUTPUT AND ACTIVITIES MATRIX

A. PRIVATE SECTOR DEVELOPMENT

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Viable opportunities identified for expanded or new private sector activities that stimulate increased commercial agricultural production.</p> | <p>1.1 To investigate a list of opportunities identified and prioritised by CAPM Retreat participants. Convene an investigation group and/or employ a consultant to study selected opportunities. Such opportunities will be explored when they appear to present a significant constraint to the focus of the project.</p> | <p>The detailed list of agribusiness opportunities identified at CAPM Retreat (in order of priority) are:</p> <ol style="list-style-type: none"> 1. Transportation of products to market. 2. Alternative marketing channels. 3. Production of materials for storing and packaging produce. 4. Vegetable seedlings, fruit tree production. 5. Local input supply. 6. Vegetable and fruit processing. 7. Vegetable and fruit pre-packing and cold storage. 8. Credit facilities. 9. Irrigation equipment supply. <p>Detailed scopes of work will be developed if and when the need is identified for carrying out these prioritised studies.</p> | <p>TF: periodic investigation to take place over first year of project.</p> <p>Aud: various agribusinesses.</p> <p>Coord: ST TA; COP and staff.</p> |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 2. At least four companies will use technical guidance in response to new opportunities, facilitating production and marketing of small farm produce with combined sales of E2.5 million by the end of the first year following the effective date of redirection and extension, E3.8 million after the second year, and E4.1 million by the project end. | 2.1 Identify additional participant marketing companies. | Seek out and encourage additional companies to participate in the CAPM Project. This is to be achieved through already established networks, newspaper advertisements and direct company approaches. (an agreement will be signed between CAPM and cooperating companies) | TF: by June 1992. Aud: marketing companies. Coord: COP,PC,MS,MA. |
| | 2.2 Observation Tours/ Field Days. | <p>Observation tours will be organised within the following categories to assist each marketing company in meeting its goals and objectives.</p> <ol style="list-style-type: none"> 1. Transportation of products to market. 2. Alternative marketing channels. 3. Procurement of materials for storing and packaging produce. 4. Vegetable seedlings, fruit tree production. 5. Local input supply. 6. Vegetable and fruit processing. 7. Vegetable and fruit pre-packing and cold storage. | TF: by end of 1992. Aud: marketing companies. Coord: COP,PC,MS,MA,PS,PA |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <p>2.2 (cont.) At least four companies will use technical guidance in response to new opportunities, facilitating production and marketing of small scale farm produce with combined sales of E2.5 million by the end of the first year following the effective date of redirection and extension, E3.8 million after the second year, and E4.4 million by the project end.</p> | <p>2.3 Prepare company profiles.</p> | <p>Assist CAPM participating firms in preparing organisational profiles. This is to be based on staffing, present marketing objectives and outlining the present areas which require strengthening.</p> | <p>TF: by May 29 1992 Aud: marketing firms and customers. Coord: ST TA; COP,MS,MA.</p> |
| <p>[NOTE: PPA output #10 is dealt with under #2.5]</p> | <p>2.4 Prepare company Strategic Plans.</p> | <p>Strategic Plans will be developed on a company by company basis. The plans will contain an assessment of companies' needs, ie. training, TA, as well as other inputs which will be necessary for them to be in a position to be successfully vertically integrated with small farmers on a sustained basis. Once this plan is developed, in order to receive additional project assistance, the participating companies will have to sign a commitment to fully participate and cooperate in the Strategic Plan's implementation.</p> | <p>TF: by May 29 1992 Aud: marketing firms and customers. Coord: ST TA; COP,MS,MA.</p> |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 2 (cont.) At least four companies will use technical guidance in response to new opportunities, facilitating production and marketing of small farm produce with combined sales of E2.5 million by the end of the first year following the effective date of redirection and extension, E3.8 million after the second year and E4.4 million by the project end. | 2.5 Prepare five year Business Plans and secure financing to implement plans. | Assist CAPM participating firms in preparing 5 year Business Plans and secure financing in order to implement plans. This must be based on future marketing and production possibilities and within the financial abilities of the companies. | TF: by July 31 1992 Aud: marketing firms. Coord: ST TA; COP,MS,MA. |
| | 2.6 Develop linkages between companies and small scale farmers. | Companies and farmers will jointly develop agreements (written if and when feasible). A strategy for company development will emerge from the interaction between the companies, farmers and markets. | TF: constant / throughout life of project. Aud: marketing firms. Coord: COP,MS,MA,PS,PA. |
| | 2.7 Assist in developing strategic objectives which include a program for new commodity sales. | Develop a strategic plan with each participating marketing firm which includes specific details related to the development of new crop/ market possibilities. | TF: constant throughout life of project. Aud: marketing firms. Coord: ST TA; MS,MA,PS, PA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| <p>3. Production programs implemented, 65 farmers by the first year, 100 farmers by the second year and 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 1,500 MT and 900 MT respectively, by the end of the first year; 2,300 MT and 2,500 MT respectively by the end of the second year; and 3,000 MT each by the end of the project.</p> | <p>3.1 Determine market requirements for Winter 1992.</p> | <p>Negotiate with markets to establish crop and volume requirements for Winter '92.</p> | <p>TF: January-February 1992 Aud: participating farmers. Coord: MS,MA,marketing firms.</p> |
| <p></p> | <p>3.2 Assess potential production areas.</p> | <p>Visit farmers to assess levels of expertise and suitability of production sites.</p> | <p>TF: February 1992 Aud: participating farmers. Coord: PS,PA,MS,MA.</p> |
| <p></p> | <p>3.3 Develop production program.</p> | <p>Produce detailed list of farmers, crops to be grown, areas for each and planting dates.</p> | <p>TF: February 1992 Aud: participating farmers. Coord: PS,PA, marketing firms, FA's.</p> |
| <p>[NOTE: 1) Output #3 combines PPA's #3,4, and 5. 2) A detailed Winter Production Programme, based on market demand and including: area, scheme, individual farmer's name, crop and how much will be grown of each, will be submitted as a separate report by the end of February 1992. Roles and responsibilities of all participants will be outlined in this report. Subsequent production programmes for Summer 92/93, etc. will also be prepared in advance of the season.]</p> | <p>3.4 Enlist participating farmers.</p> | <p>Meet with interested farmers to explain production program and production practices to be followed. Secure commitment by farmers in conjunction with marketing firms.</p> | <p>TF: February-March 1992 Aud: participating farmers. Coord: PS,PA,FA's.</p> |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| 3. (cont.) Production programs implemented, 65 farmers by the first year, 100 farmers by the second year and 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 1,500 MT and 900 MT respectively, by the end of the first year; 2,300 MT and 2,500 MT respectively by the end of the second year; and 3,000 MT each by the end of the project. | 3.5 Secure credit. | Assist farmers in securing loans to finance production costs as required. This is to be achieved by individually liaising with Swazi Bank on a regular basis as to the developing needs of cooperating farmers. Relationships should be built up between CAPM field assistants, farmers and Swazi Bank representatives. Assistance will include help for farmers in developing crop budgets and financial plans to present to the bank. | TF: January-March 1992 Aud: participating farmers and firms. Coord: PS,PA,MS,MA,FA's. |
| | 3.6 Assist in provision of inputs. | Develop a detailed list of recommended inputs including cultivar, pesticides, fertiliser and other related inputs. Share list with potential input supplier and discuss with farmers. | TF: February-March 1992 Aud: input suppliers, farmers and participating firms. Coord: PS,PA,MS,MA. |
| | 3.7 Production training. | Train farmers in the areas required to give them the necessary skills to produce at the required level of quality and quantity. | TF: February-May 1992 Aud: participating firms and farmers. Coord: PS,PA,FA's. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 3. (cont.) Production programs implemented, 65 farmers by the first year, 100 farmers by the second year and 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 1,500 MT and 900 MT respectively, by the end of the first year; 2,300 MT and 2,500 MT respectively by the end of the second year; and 3,000 MT each by the end of the project. [NOTE: The same eleven step sequence will be followed for the Summer '92/'93, Winter '93 and Summer '93 programmed planning seasons.] | 3.8 Train staff | Train field staff in appropriate production, harvesting and handling methods. | TF: March-July 1992 Aud: FA's and marketing personnel. Coord: PS,PA,MS,MA |
| | 3.9 Implement plan for Winter season. | Interact through regular visits with participating farmers to ensure that required production activities are carried out as scheduled. | TF: March-August 1992 Aud: participating farmers. Coord: PS,PA,FA's |
| | 3.10 Monitor production | Visit farmers on a regular basis to observe production field, anticipate potential problems and develop appropriate solutions, provide assistance as required and assess yield potentials. | TF: March-October 1992 Aud: participating farmers. Coord: PS,PA,FA's. |
| | 3.11 Liaise with market. | Inform markets of production progress including estimates of volumes and harvest timing. | TF: May-October 1992 Aud: marketing firms. Coord: COP,MS,MA,PS,PA FA's. |
| | 3.12 Summer '92/'93 [see note under Outputs] | | |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 4. 38 domestic, regional and overseas horticultural production and marketing trials, involving at least 15 different crops ; at least 20 experimental shipments of specialty products to regional and overseas markets in direct reponse to market demand. [NOTE: This output combines PPA outputs #6 and #9]. | 4.1 Identification of crops. | Select crops to be included in commercial trials based on market needs and assessment of feasibility of production by small scale farmers. Commercial trials will include varietal evaluations, crop feasibility assesments, production methods and harvesting/handling. | TF: January-June 1992 Aud: selected farmers and marketing firms. Coord: PS,MS,PA,MA. |
| | 4.2 Development of trial plans for commercial shipments. | Detailed plans for commercial trials developed including location of trials, crops and cultivars, planting dates, other cultural practices and marketing details. | TF: March-June 1992 Aud: farmers and marketing firms. Coord: COP,PC,PS,PA,MS,MA. |
| | 4.3 Establishment of commercial trials. | Commercial trials will be planted with selected farmers from the regions in which the project is working. Trials will be implemented and managed by project personnel with full support (labour, etc.) by the farmer and local marketing firms. | TF: May 1992-September 1993. Aud: farmers and marketing firms. Coord: PS,MS,PA,MA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 4. (cont.) 38 domestic, regional and overseas horticultural production and marketing trials, involving at least 15 different crops; at least 20 experimental shipments of specialty products to regional and overseas markets in direct response to market demand. | 4.4 Extension to farmers | Field days will be held at the various sites to introduce the technology to other farmers. | TF: July 1992-October 1993 Aud: farmers and marketing firms. Coord: PS,MS,PA,MA. |
| | 4.5 Shipment to target markets. | Arrangements to ship the selected crops to regional or overseas markets will be made and grading, packing and handling procedures outlined and implemented; this is to be done in conjunction with local marketing firms. | TF: July 1992-October 1993 Aud: farmers and marketing firms. Coord: PS,MS,PA,MA. |
| | 4.6 Assessment and feedback. | Assessments of shipping and handling methods, market acceptance of produce and other related issues to be carried out, along with development of feasibility reports for each. | TF: August 1992-October 1993. Aud: farmers and marketing firms. Coord: COP,PC,PS,MS,PA,MA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. 16 personnel (general managers, operations managers, technical advisors and production facilitators) trained in company management, marketing, production, farm management, post-harvest technology and field operations. All marketing firms will have long range agribusiness plans, record-keeping capabilities and training management. [NOTE: This output combines PPA outputs #7 and #10]. | 5.1 Training and Technical Assistance assessment. 5.2 Company Management Training and Technical Assistance. | Carry out training needs assessment for marketing firms to determine types and methods of training to be incorporated into the CAPM Project. Carry out a series of group and individual training programs, tailored for marketing company needs, and current level of development. Topics to include: <ol style="list-style-type: none"> 1. Strategic Planning 2. Personnel Management 3. Marketing 4. Post-Harvest Handling 5. Field Operations 6. Business Plan Development 7. Financial Management and Record Keeping 8. Programmed Production Planning 9. How to compete effectively in the fresh produce business. | TF: March-June 1992 Aud: marketing personnel Coord: ST TA; COP,PC,MS, MA. TF: periodic throughout life of project. Aud: marketing personnel Coord: ST TA; COP,PC,MS, MA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 5. (cont.) 16 personnel (general managers, operations managers, technical advisors and production facilitators) trained in company management, marketing, production, farm management, post-harvest technology and field operations. All marketing firms will have long range agribusiness plans, record-keeping capabilities and training in management. | 5.3 Production/Marketing Training. | Appropriate methods will be developed to initiate the overall training program for the company personnel. Both group and individual programmes will be incorporated into the training program. Production/Marketing training program to include: <ol style="list-style-type: none"> 1. Production field days workshops, observation days, etc.. 2. Grading and quality awareness. 3. The farmers' role in the production and marketing chain. 4. Post-harvest handling. 5. Market information. | TF: periodic throughout life of project. Aud: marketing personnel Coord: COP, PC, MS, MA. |
| | 5.4 Develop strategic plans and five year business plans for participating marketing firms. | Review production/ marketing trends, evaluate firms resources, forecast feasible long-range program, secure financing. | TF: to be completed by July 31 1992. Aud: marketing firm personnel. Coord: ST TA, IESC; COP, PC, MS, MA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. 135 farmers and 15 extension workers and field assistants trained in horticulture and specialty crop production and post-harvest handling with an emphasis on export quality, quantity and dependability standards. | 6.1 Identification of CAPM farmers. | Using selection criteria developed at CAPM retreat participant farmers will be identified. | TF: January-June 1992 Aud: small scale farmers. Coord: PC,COP,PS,PA,FA's. |
| | 6.2 Development of farmer profiles. | Farmer profiles of a cross section of farmers representing schemes and individual irrigators from varying geographical regions will be developed, preferably using baseline information as well as other primary data. | TF: March-May 1992 Aud: small scale farmers, USAID and MOAC. Coord: PC,COP,PS,PA,FA's. |
| | 6.3 Training Plan Development. | Develop a training plan to determine types and methods of practical training to be incorporated into the CAPM project. | TF: March-June 1992 Aud: small scale farmers. Coord: COP,PC,PS,PA,FA's. |
| | 6.4 Marketing Training a. Essentials of Marketing | Field days and workshops will be arranged for practical instruction in the fields of: Producing for Markets, Market Planning, Packaging and Grading. These will be carried out in conjunction with the participating marketing companies. | TF: periodic throughout life of project. Aud: marketing firm representatives, small scale farmers and extension workers. Coord: COP,NS,NA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. (cont.) 135 farmers and 15 extension workers and field assistants trained in horticulture and specialty crop production and post-harvest handling with an emphasis on export quality, quantity and dependability standards. | 6.4 (cont.) Marketing Training. | | |
| | b. Presentation: Packaging for a competitive market. | Field days and workshops will be arranged for practical instruction in the fields of: Essentials of Marketing, Market Planning, Packaging and Grading. | TF: periodic / throughout life of project. Aud: marketing firm representatives, small scale farmers and extension workers. Coord: MS,MA. |
| | c. Demonstration : grading and quality awareness. | Grading techniques and quality awareness will be presented in a practical, hands-on fashion. | TF: periodic / throughout life of project. Aud: small scale farmers and extension workers. Coord: MS,MA. |
| | d. Constraints : The Farmer's Perspective | Field days and workshops will be arranged to address the particular constraints facing small scale farmers producing horticultural crops. | TF: periodic / throughout life of project. Aud: small scale farmers and extension workers. Coord: MS,MA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 6. (cont.) 135 farmers and 15 extension workers and field assistants trained in horticulture and specialty crop production and post-harvest handling with an emphasis on export quality, quantity and dependability standards. | 6.4 (cont.) Marketing Training. | | |
| | e. Post Harvest Handling. | Post harvest field days will be held in various locations to better educate small scale farmers on the relationships between quality/handling/marketing of perishable products. | TF: periodic / throughout life of project. Aud: small scale farmers and extension workers. Coord: MS,MA. |
| | 6.5 Production Training | | |
| | a. Conduct Farmer Field Day/Workshop | Identify most appropriate training needs, plan training and demonstration activities, plan and conduct farmer field day. | TF: late February 1992 Aud: small scale farmers. Coord: COP,PC,PS,PA. |
| | b. Conduct Farmer Field Day/Workshop | Identify most appropriate training needs, plan training and demonstration activities, plan and conduct farmer field day. | TF: February 1993 Aud: small scale farmers. Coord: COP,PC,PS,PA. |
| c. Conduct Farmer Field Day/Workshop | Analyse effectiveness and sustainability of programmed production. | TF: August 1993 Aud: small scale farmers. Coord: COP,PC,PS,PA. | |
| d. Conduct Farmer Field Day/Workshop | Analyse effectiveness and sustainability of programmed production. | TF: October 1993 Aud: small scale farmers. Coord: COP,PC,PS,PA. | |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PRIVATE SECTOR DEVELOPMENT

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| 6. (cont.) 135 farmers and 15 extension workers and field assistants trained in horticulture and specialty crop production and post-harvest handling with an emphasis on export quality, quantity and dependability standards. | 6.6 Technical Assistance | | |
| | a. Potato Production assessment. | A potato seed production specialist will be hired to develop practical recommendations for expanded potato production by small scale farmers in Swaziland. | TF: March-April 1992 Aud: small scale farmers, selected agribusinesses. Coord: COP,PC,PS,PA. |
| | b. Banana Production assessment. | A banana production specialist will be hired to develop practical recommendations for small scale farmers' production of bananas, and marketing through NAMBoard's new banana ripening facility. | TF: April-May 1992 Aud: small scale farmers and NAMBoard. Coord: COP,PC,PS,PA. |
| | c. Irrigation constraints. | An irrigation specialist will be hired to develop practical recommendation for small scale irrigators. | TF: March-April 1992 Aud: small scale farmers Coord: COP,PC,PS,PA. |
| | d. Credit programme for farmers. | A ST credit specialist will be hired to investigate non-collateralised loan programs being extended for CAPM participants as well as methods of integrating the provision of credit facilities with the marketing firms' package of services for participating farmers. | TF: May-June 1992 Aud: small scale farmers and marketing firms. Coord: COP,PC,PS,PA. |

OUTPUT AND ACTIVITES MATRIX

B. POLICY AND PROGRAM ANALYSIS

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : POLICY AND PROGRAM ANALYSIS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Constraints to small-farm production and marketing identified and prioritised and alternative solutions described. Activities will be confined to those constraints which directly limit achievement of objectives under redirection.</p> | <p>1.1 Convene an investigation group or employ the services of a short term consultant and recommend alternative solutions to constraints which emerge during project implementation.</p> | <p>Emphasis will be placed on constraints which the MOAC and project implementation experience has indicated as priority issues. Practical ways to alleviate constraints will be recommended to the MOAC or other agencies and organisations as indicated.</p> | <p>TF: as needed throughout life of project. Aud: MOAC, small scale farmers and marketing firms. Coord: COP, PC, PS, PA, MS, MA</p> |
| | <p>a. Availability of credit to small scale farmers.</p> | <p>To undertake a ST study and make recommendations on expanding the non-collateralised small farm loan program for CAPM participants and to explore ways of extending credit through marketing firms.</p> | <p>TF: April 1992. Aud: small scale farmers, Swazi Bank, marketing firms. Coord: COP, PC, PS, PA, MS, MA</p> |
| | <p>b. Irrigation Constraints.</p> | <p>An irrigation specialist will be hired to develop practical recommendations for small scale irrigators. The specialist will also make recommendations for the MOAC on how best to proceed with the future development of small scale irrigation in Swaziland. The specialist will also analyse the [continued overleaf]</p> | <p>TF: March 1992. Aud: small scale farmers. Coord: COP, PC, PS, PA.</p> |

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CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : POLICY AND PROGRAM ANALYSIS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 1. (cont.) Constraints to small farm production and marketing identified and prioritised and alternative solutions described. | b. (cont.) Irrigation Constraints. | (cont.) rehabilitation needs of irrigation schemes and make recommendations to the project, MOAC, MOF and MEPD on steps necessary to efficiently utilise the US \$100,000 GOS/CAPM cash contribution to upgrade irrigation facilities under the CAPM Project. | |
| | c. Other Constraints | Other studies with a focussed, practical approach will be undertaken as the constraints are identified. | TF: throughout life of project. Aud: small scale farmers Coord: COP, PC, PS, PA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : POLICY AND PROGRAM ANALYSIS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| 2. Assessment of NAMBoard's fresh produce market and alternative markets as viable outlets for small scale commercial farm produce. | 2.1 Perform assessment NAMBoard's fresh produce market and alternative markets. | Develop Scope of Work, recruit and hire consultant to perform analysis related to NAMBoard and alternative markets. | TF: May 1992 Aud: NAMBoard/MOAC and marketing personnel. Coord: PC, COP, MS, MA, IESC. |
| | 2.2 Assessment of market information systems needs. | Develop Scope of Work, recruit and hire consultant to perform analysis and give recommendations on the production and dissemination of real time market information for consumption by small scale farmers and marketing companies. Emphasis will be placed on developing practical information which will be useful on a daily basis for CAPM firms, farmers and NAMBoard. In addition CAPM needs to develop a practical methodology for firms to collect this data. | TF: May 1992 Aud: NAMBoard, MOAC and CAPM staff, small scale farmers and marketing companies. Coord: COP, PC, MS, MA. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : POLICY AND PROGRAM ANALYSIS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 3. Assessment of Swazi policy and program options being applied to address constraints to commercialisation of small farm production. | 3.1 Various short term assignments involving analysis of Policy and Regulatory issues will be carried out. The analysis will focus on project related issues. | Policy and regulatory issue analysis will be carried out on selected topics which are constraining the attainment of CAPM objectives. The topics will be mutually agreed upon by USAID, MOAC and CAPM. | TF: periodic throughout life of project. Aud: GOS, MOAC, participant groups. Coord: ST TA; COP, MA, MS. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : POLICY AND PROGRAM ANALYSIS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| 4. Assessment of regional and overseas policies and programs as they affect marketing opportunities and constraints of CAPM participants. | Periodic identification and assessment of constraints and opportunities as identified. | Short term technical assistance will be provided on identified topics. A focussed crop specific, problem specific approach will be utilised. | TF: periodic throughout the life of the project. Aud: GOS, MOAC and marketing firms. Coord: ST TA; COP,MS,MA. |

OUTPUT AND ACTIVITIES MATRIX

C. UNISWA AND PRIVATE SECTOR INSTITUTIONAL CAPACITY STRENGTHENING

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : UNISWA AND PRIVATE SECTOR INSTITUTIONAL CAPACITY STRENGTHENING

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. UNISWA agriculture commercialisation outreach program implemented and better equipped. | 1.1 Deliver to UNISWA all USAID funded equipment and commodities. | Procurement will take place following contractor's receipt of detailed specifications which are developed and approved by USAID, UNISWA and the United States Linkage University. | TF: dependent on provision of detailed specifications to contractor. Procurement will be completed eight months after list has been provided. Coord: USAID, UNISWA, COP, Chemonics Home Office. |

OUTPUT AND ACTIVITIES MATRIX

D. PROJECT MANAGEMENT AND MONITORING SYSTEMS

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PROJECT MANAGEMENT AND MONITORING SYSTEMS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|-----------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Reporting of project progress and results. | 1.1 Provide periodic reports on the status and progress of CAPM. | 1. Prepare and submit detailed semi-annual progress report to MOAC and USAID on activities. | TF: 1) 1 October 1991- 30 March 1992 2) 1 April 1992- 30 September 1992 3) 1 October 1992- 30 March 1993 4) 1 April 1993- 30 September 1993 Aud: MOAC/USAID. Coord: COP and staff. |
| | | 2. Develop CAPM newsletter and fact sheet | TF: periodic throughout life of project. Aud: participating firms and farmers. Coord: COP,DMS. |
| | | 3. Prepare and submit detailed analysis and resulting recommendations in support of post-CAPM activities in small farm production and marketing. | TF: September 1993 Aud: MOAC, USAID. Coord: CAPM team. |
| | | 4. Cooperate with external team conducting final project evaluation. | TF: November 1993 Coord: USAID. Partic: USAID,CAPM team |
| | | 5. Prepare and submit final contractor report and consultants' end-of-tour report. | TF: November 1993 Aud: MOAC/USAID. Coord: CAPM team. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PROJECT MANAGEMENT AND MONITORING SYSTEMS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|--------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| 2. Development of project technical assistance capabilities. | 2.1 CAPM Project team oriented. | Planning and implementation of CAPM staff orientation and retreat. Preliminary Workplan developed through consultation with relevant individuals and institutions. | TF: December 1991 Aud: marketing firms and small scale farmers. Coord: COP and staff. |
| | 2.2 CAPM Project technical assistance team identified and fielded. | Recruitment and hiring of expatriate long term technical assistance and local long term technical assistance including project coordinator, production advisor, marketing advisor, field assistants and data management specialist. | TF: 15 January 1992 Aud: marketing firms and small scale farmers. Coord: COP and staff. |
| | 2.3 Short term technical assistance (local and expatriate) hired. | Scopes of work for short term technical assistance developed. Short term technical assistance identified, hired, to carry out assignment as prescribed by scopes of work. | TF: periodic throughout life of project. Aud: marketing firms and small scale farmers. Coord: COP and staff. |

CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PROJECT MANAGEMENT AND MONITORING SYSTEMS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| 3. A comprehensive project workplan developed and approved by all CAPM participating institutions. | 3.1 Preliminary project workplan developed. | Detailed workplan outline developed through consultation with all CAPM participating institutions. | TF: January 15-30 1992 Aud: MOAC, USAID and participants. Coord: CAPM team |
| | 3.2 Recommendations solicited, recorded and ratified. | During CAPM organised workplan retreat contributions from all relevant institutions are recorded and are ratified by the general assembly. | TF: first week February 1992. Aud: MOAC, USAID and participants. Coord: CAPM team, MOAC and USAID. |
| | 3.3 Final workplan approved. | Final draft of workplan incorporating all ratified recommendations presented to USAID and MOAC, final comments to be incorporated and document finalised. | TF: 4th week February 1992. Aud: MOAC, USAID and participants. Coord: CAPM team, MOAC and USAID. |
| | 3.4 Develop 2nd annual workplan. | Reassess year 2 of life of project workplan. Modify/amend year 2 activities as needed to achieve project objectives. | TF: September-October 1992 Aud: MOAC, USAID and participants. Coord: CAPM team, MOAC and USAID. |

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CAPM PROJECT ACTIVITIES / PLAN OF WORK 1992-1993

OUTPUT HEADING : PROJECT MANAGEMENT AND MONITORING SYSTEMS

| OUTPUT COMPONENT | ACTIVITY | DESCRIPTION OF ACTIVITY | DETAILS OF ACTIVITY TO BE UNDERTAKEN |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Project management to ensure adequate linkages with existing relevant committees within MOAC, in addition to maintaining Project Steering Committee and, yet to be constituted, CAPM Project Working Group. | 4.1 Participate in MOAC: a. Projects Committee. b. Horticultural Campaign Committee. c. IFAD Technical Committee. d. Regional Extension Groups. e. Project Steering Committee. f. CAPM Project Working Group. | Participate as deemed necessary by demands of individual committees and groups. Working group to be constituted by MOAC, USAID and contractor, Director of Agriculture to initiate effort. | TF: periodic throughout life of project. Aud: selected committees and groups. Coord: CAPM team, MOAC and USAID. TF: by May 1992. Aud: USAID, MOAC, farmers and marketing firms. Coord: MOAC, USAID and contractor. |

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ANNEX A

LEVEL OF EFFORT SUMMARY

LEVEL OF EFFORT SUMMARY

CHEMONICS INTERNATIONAL CONSULTING DIVISION
 SWAZILAND CAPM CONTRACT
 CONTRACT NO. 645-0229-C-00-9019

| CONTRACT EXTENSION - LEVEL OF EFFORT SUMMARY POSITION (12/2/91) | PERSON MONTHS |
|--------------------------------------------------------------------|---------------|
| Agribusiness Specialist/COP | 52 |
| Marketing Specialist (MOAC) | 25 |
| Economic Policy Advisor | 12 |
| Agribusiness Specialist (MCIT) | 23 |
| Visiting Professor of Agribusiness Management | 17 |
| Marketing Specialist | 27 |
| Project Coordinator | 22 |
| Horticultural Specialist | 24 |
| Marketing Advisor (local) | 22 |
| Production Advisor (local) | 24 |
| Short-term Technical Assistance (Expatriate) | 43 |
| Short-term Technical Assistance (Local) | 23 |
| Home Office Support | 19 |
| Field Assistant | 108 |
| Project Administrator (local) | 25 |
| Data Management Specialist (Local) | 22 |
| | 488 |

ANNEX B

**SHORT TERM LEVEL OF EFFORT SUMMARY
BY YEAR**

CAPM
 =====
 SHORT TERM LEVEL OF EFFORT SUMMARY
 =====
 BY YEAR
 =====

| P R O J E C T E D | | | | | | | | | | |
|------------------------------|----------------------------------------------|-------------------------------------------------------------|-------------------------------|------------|--------------------------------|------------|--------------------------------------|------------|------------|------------|
| TYPE OF SHORT TERM LOE | TOTAL SHORT TERM LOE - LIFE OF PROJECT | TOTAL SHORT TERM LOE BALANCE AVAILABLE AS AT 01/92 | PRIVATE SECTOR DEVELOPMENT | | POLICY AND PROGRAM ANALYSIS | | PROJECT MANAGEMENT AND MONITORING | | UNISWA | |
| | | | 1/92-12/92 | 1/93-11/93 | 1/92-12/92 | 1/93-11/93 | 1/92-12/92 | 1/93-11/93 | 1/92-12/92 | 1/93-11/93 |
| P/M | P/M | P/M | P/M | P/M | P/M | P/M | P/M | P/M | P/M | P/M |
| ST TA EXPAT | 43 | 19 | 0 | 4 | 3 | 2 | 1 | 1 | 0 | 0 |
| ST TA LOCAL | 23 | 19 | 12 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| HOME OFFICE SUPPORT | 19 | 10 | 3 | 1 | 1 | 1 | 1 | 1 | 2 | 0 |

ANNEX C

BUDGET SUMMARY

BUDGET SUMMARY

(as of Amendment #15, 2 December 1991)

2 December 1991

BudgetCost Line

| | |
|-------------------------------------------|---------------------|
| Salary | \$ 1,630,682 |
| Fringe Benefits | 293,969 |
| Overhead | 1,196,226 |
| Travel and Transportation | 562,426 |
| Allowances (includes per diem) | 278,570 |
| Other Direct Costs | 664,504 |
| Equipment and Supplies | 243,325 |
| Participant Training | 124,974 |
| Pennsylvania State University Subcontract | 28,157 |
| University of Florida Subcontract | 229,785 |
| High Value Horticultural Subcontract | 80,524 |
| Khalipha Investments Subcontract | 93,512 |
| Amex International Subcontract | 82,797 |
| General and Administrative | 176,949 |
| TOTAL ESTIMATED COST | 5,686,401 |
| | |
| Fixed Fee | 105,741 |
| Award Fee | 607,858 |
| | <hr/> |
| ESTIMATED COST PLUS FEE | \$ 6,400,000 |