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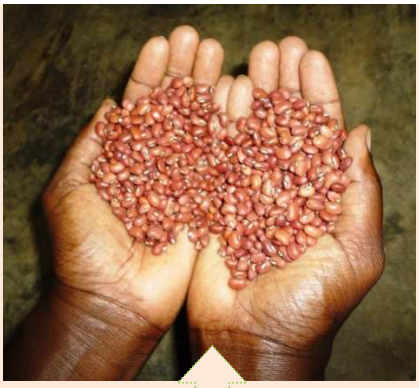
SDC
SAMP
Seeds And Markets Project

Mid-Term Review of the Seeds and Markets Project (SAMP)



GRM INTERNATIONAL

Executive Summary

The Strengthening Seed, Input and Output Markets in Zimbabwe, Lesotho and Swaziland Project (SAMP) runs 01 October 2010 to 30 June 2013. With a total budget of USD 3.2 million, the project is currently in its first agricultural season. Its goal is 'improved seed security strategies and policies adopted in the Southern Africa Region'. Its purpose is 'improved availability and access to quality seed by target households in the countries involved'.

Overall good progress has been made against the project's logical framework, particularly in the piloting of activities in Zimbabwe and Swaziland. The strong focus on these pilot activities is appropriate given the need to develop buy-in from key policy makers and generate evidence to inform policy formulation.

The project has managed to leverage synergies with other SDC funded projects, including the NSIMA and the HaSSP projects being implemented in Zimbabwe and Swaziland. This is commendable and is yielding dividends. For example, NSIMA improved seed is being multiplied and marketed in both countries and SAMP is implementing the HaSSP 'community seed enterprise component' in Zimbabwe. Further opportunities need to be explored, including those presented by working with the EU's irrigation project in Swaziland. Moreover, the project would benefit from a formal coordination mechanism that links relevant SDC funded projects across the southern Africa region.

To increase the impact and influence of SAMP, operations in Zimbabwe and Swaziland should be expanded to include: work on the empowerment of women farmers; the benefits of legumes in Swaziland; opportunities in irrigation in Zimbabwe (in collaboration with IWMI); improving post-harvest management; micro weather insurance and; mainstreaming HIV/AIDS. However, Lesotho is proving to be a difficult operating environment, probably because of questionable incentives for farmers to engage in seed production. SAMP should thus commission a study to examine the costs of producing different types of seed in Lesotho compared with the costs of importing seed from South Africa. Once finalised, the project can decide to either withdraw from Lesotho or redefine project operations to reflect economic conditions. Mindful of the political ramifications of any decision, this should be agreed in close consultation with the Government of Lesotho.

To achieve the project's goal, increasing attention must now be given to influencing policy makers. This will be very challenging given the project's short timeframe, which ideally should be extended by twelve months to 30 June 2014. In doing so, the project needs to accelerate the implementation of the project's Knowledge Informing Use (KIU) strategy, ideally under the coordination of a part-time policy advisor. In addition, this review identifies several studies to support this influencing work, largely looking at the economic benefits of adopting SAMP findings. These extra activities, staff inputs, and longer

timeframe will increase overall costs. Yet they are necessary to achieve stated project goals. SDC can also assist in influencing policy by increasing formal engagement with relevant Government Ministries, thereby increasing SAMP's profile and status.

The monitoring and evaluation (M&E) framework, designed according to DCED standards, is innovative and exceeds reporting requirements. Whilst it could well be promoted as best practice, the same cannot be said of the project's logical framework, the output and outcome indicators of which are weak. It is recommended that the logical framework indicators are revised in consultation with SDC's Quality Assurance advisor.

The above recommendations will increase the project's total cost, both from additional activities and from an extension of twelve months. Indeed, project expenditure is already running faster than originally planned in response to operational imperatives (and with the approval of SDC). Such expenditure rates are unsustainable given the current budget, and it is estimated that if maintained, available financing will be exhausted by 30 September 2012. The project thus faces three financing options, detailed in the annexes.

Option 1: Adopt this review's recommendations by increasing total financing by USD 1.75 million (to a total project value of USD 4.95 million). This will fund the project's expenditure through to 30 June 2014, a full year longer than originally planned. It will enable the project to achieve more demonstrable results, particularly in Zimbabwe and Swaziland. Moreover, with additional time and resources, the project is more likely to successfully influence policy makers. It is the preferred recommendation.

Option 2: Maintain the project's current monthly expenditure without any increase in total financing. This is not recommended. At current expenditure rates, available financing will be exhausted by 30 September 2012. As a result, the project would not be able to adequately influence policy formulation, and fail to achieve its goal. Moreover, the project will be exposed to contractual risks with Implementing Partners and staff, who are currently engaged to 30 June 2013.

Option 3: Reduce the project's current monthly expenditure to stay within the original budget, exhausting financing at 30 June 2013 as originally planned. This is not recommended because, whilst some modest savings may be found in Lesotho, the project's impact in Zimbabwe and Swaziland will be compromised and the project will not have time to adequately influence policy makers. In addition, it would mean contractual violations with Implementing Partners as commitments have already been made.

Given the current rate of project expenditure, and the ongoing harvest of seed crops, it is important that this review's recommendations are acted on quickly and communicated to stakeholders. As part of this approach, the logical framework and project contract need to be revised to ensure all parties are fully aware of their new responsibilities, and how they will be assessed.

Acronyms

AGRITEX	Agricultural Technical and Extension Services
APT	Agriculture Partnerships Trust
CA	Conservation Agriculture
CBI	Crop Breeding Institute
CGIAR	Centre General for International Agricultural Research
CIAT	International Centre for Tropical Agriculture
CIMMYT	International Maize and Wheat Improvement Centre
CAADP	Comprehensive African Agriculture Development Programme
DAR	Department of Agricultural Research (Lesotho)
DCED	Donor Committee for Economic Development
FANRPAN	Food Agriculture and Natural Resource Policy Analysis Network
GoL	Government of Lesotho
HaSSP	Harmonized Seed Security Project
HIV	Human Immuno Virus
ICRC	International Committee of the Red Cross
IWMI	International Water Management Institute
KIU	Knowledge Into Use
MoAFS	Ministry of Agriculture and Food Security (Lesotho)
NEPAD	New Partnership for African Development
NGOs	Non-Governmental Organisation
NSIMA	New Seed Initiative for Maize in Southern Africa
OPV	Open Pollinated Variety
PANRSC	Provincial Agricultural and Natural Resource Sub-Committee
RDA	Rural Development Area
SACU	Southern African Customs Union
SADC	Southern Africa Development Community
SAMP	Seeds and Markets Project
SAT	Sustainable Agricultural Trust
SME	Small and Medium Enterprise
SSTA	Short Term Technical Assistance
SQCU	Quality Control Unit
SSA	Sub-Saharan Africa
TAT	Technical Assistance
ZFC	Zimbabwe Fertilizer Company
ZINWA	Zimbabwe National Water Authority

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1.0 Background

This report details the results of a Mid-Term Review for the Strengthening Seed, Input and Output Markets in Zimbabwe, Lesotho and Swaziland Project (SAMP), following completion of the Inception Report.

The project is being implemented by GRM International, a leading international development management company. GRM has operated for over 40 years and managed in excess of 700 projects in more than 120 countries for private, government, bilateral and multilateral clients. GRM has expertise in sourcing and managing high quality development experts covering a broad range of technical and cross-disciplinary skills. GRM's family of companies include The Effective Development Group (EDG), which provide internationally recognised planning, monitoring and evaluation services to clients, and Futures Group, a leading global health solutions development company.

SAMP is a three year regional project, funded by the Swiss Agency for Development and Cooperation (SDC) with a budget of slightly over USD 3.2 million. The project is being implemented in selected districts / areas of Zimbabwe, Lesotho and Swaziland. Its **overall goal** or **Impact** is *'Improved seed security strategies and policies adopted in the Southern Africa Region* 'and its **Purpose** or **Outcome** is '*Improved availability and access to quality seed by target households in the countries involved.*

1.1 Conceptual Framework

The project's theory of change, as outlined below, is based on three key pillars. The first pillar involves identifying and implementing pilot activities. The second pillar involves generating evidence, knowledge and learning (Knowledge used and advocacy) from pilots, which will be used in the third pillar to influence seed policy and strategy change.

1.2 Project Description

SAMP is implementing a range of innovative options to improve seed security by enhancing 'input and output' markets. These options include: (a) community based seed production, (b) contract farming of high value crops (Tabasco Chilli, cotton, and sugar beans), (c) capacity building of agro-dealers, and (d) seed fairs.

It is expected that lessons learned from implementing these options will feed the Knowledge Into Use (KIU)[1] component of the project that will, among others, provide evidence for policy change.

The project recognises that one of the major constraints to a sustained growth in agricultural productivity has been the low use of improved technologies such as seed. These constraints are compounded by the lack of and/or incoherent seed policy framework in Zimbabwe, Swaziland and Lesotho in particular and the whole SADC region in general. As expressed by Cleaver (1993) and Minot (2008) the low uptake of technology, in the sub-Sahara Africa (SSA) region is the result of the non-availability of good quality seed, particularly of modern varieties, at prices which farmers can afford. Studies have been carried out on a number of countries in SSA (e.g. Bindlish and Evenson, 1993; Minot, 2008) to understand and unlock critical issues influencing the complex structure of seed systems. These studies show that the success of seed systems depend their ability to deliver quality seed of improved varieties at affordable prices to the users.

The SSA region thus requires a cost-effective system of seed production and distribution to ensure that appropriate seeds are delivered to farmer (Minot, 2008).

Demand for quality seed is generally better met when the seed is distributed where it has been produced and where the private sector can play a significant role in this distribution (PRECAD, 2009). But the private sector only intervenes when it is sure to make a profit. Therefore, randomness of seed purchase by producers does not encourage them to invest in hazard-prone zones. This is evident in sectors like dry cereal crops, where poor farmers are constantly faced with climatic risks and are therefore unlikely to invest in seed, so the private sector does not get involved.

2.0 Purpose

SAMP has been implemented since October 2010 and in order to assess the progress to date of the project in relation to agreed targets, (outcome level) it has become essential to undertake the Mid Term Review (MTR). Although commissioned as an internal process, the MTR was led by an external team in order to strengthen its objectivity.

The MTR examined four distinct but inter-related components through a participatory evaluative process:

(a) whether SAMP is or likely to achieve project Goals and Outcome;
(b) the relevance and coherence of SAMP strategies in the context of selected target countries;
(c) current management structures project setup; and
(d) make clear and concise recommendations for future directions of SAMP as it moves forward into another potential phase.

[1] The focus of the KIU component is to ensure that the programme and key stakeholders are securing timely access to relevant information for evidence-based decision-making.

3.0 Methodology

The MTR Team held planning and briefing meetings with the SAMP Technical Assistance Team (TAT). Consultation meetings with TAT provided an opportunity to agree on the Terms of Reference and the general approach to the review including expected results, deliverables and timelines. Participatory data collection methods were used by the MTR Team. These include literature review / desk research; key informant interviews with various stakeholders, project partners and field based project staff (see Annex 1); focus group discussions with farmers, and field observation.

The MTR Team also met with the SDC Regional Food Security Manager to discuss donor expectations and to present our approach to the review. The scope of the MTR encompassed all the three countries covered by the project namely Zimbabwe, Lesotho and Swaziland. The MTR Team visited selected SAMP project sites in all the three countries.

All the data collected was qualitatively analysed and synthesized by the MTR Team – thematic data analysis was used to understanding the critical underlying issues relating to the project. To enhance objectivity in assessing the project's performance, the team used the Development Assistance Committee (DAC) Criteria for Evaluating Development Assistance namely, a) Relevance and/or Appropriateness; b) Effectiveness: *Doing the right thing;* c) Efficiency: *Doing it the right way; d)* Connectedness, and h) Sustainability. Furthermore, the MTR Team also assessed the project in relation to e) Gender Mainstreaming; f) Targeting Issues, and (g) Lesson Learning.

Considering the short timeframe that the project had been implemented by the time of the MTR, the Team did not directly assess the project's full attainment of impact. However, the team focussed on measuring the extent to which these are likely to be achieved given the project's direction, current approaches and progress on achieving its set deliverables or outputs.

4.0 Summary of Key Findings

In this section we assess progress the project is making in contributing towards the goal. Overall the project is 'on track', with pilot activities well under way and program management arrangements established. The KIU strategy has been formulated and initial policy dialogue with stakeholders has begun. Good progress is being made on contract farming and agro-dealer strengthening component. Full impact will be clearer when a full agricultural seasonal cycle has been complete A more detailed assessment made in Table 1 below on the planned outputs / activities, as outlined in the logical framework. We outline specific achievements, key challenges faced and opportunities.

Table 1: Assessment of outputs and activities, achievements, challenges and opportunities

	Intended outputs/activities	Achievements	Challenges	Opportunities
Goal: Improved seed security strategies and policies adopted in the Southern Africa Region				
Outcome: Improved availability and access to quality seed by target households in Zimbabwe, Swaziland and Lesotho				
1.	Approved project design and implementation plan	Inception report was prepared and agreed with the donor as planned including work plans and reporting systems	The delays in finalising the project documents caused a 4 month delay in start of the project. Considering that this is an agricultural project, the delay meant, the project lost one agricultural season. .	The Inception Phase provided an opportunity to re-adjust the focus of SAMP in line with the SDC Regional Food Security programme.
2.	Pilot schemes to improve availability of agricultural inputs designed and implemented	**Zimbabwe** • 3 out of 4 SAMP project components are being piloted in Zaka District; • Strategic partnerships have been established with key stakeholders including government and private sector participating in the pilot schemes.	• Water supply for irrigation at Fuve has been erratic due to unpaid ZINWA bills. This has had a negative impact on irrigated chillies and seed production. • The weak capacity of Government (Agritex and Seed Services) as well as the policy framework for improving seed access is negatively affecting support required by farmers.	• The existence of the irrigation infrastructure, which can be rehabilitated, presents an opportunity for scaling up of contract farming initiatives. Collaboration with the IWMI pilot irrigation initiative could be a good opportunity for resolving this issue. • Opportunities for private sector investment into small holder production have been initiated (e.g. contract farming) with emphasis on extension support. This sustainable model is suitable given the weak capacity of

				Government. • Opportunities for policy changing exist (such as decentralizing seed certification) which will promote delivery of services for the promotion of smallholder seed production.
		Swaziland • The community seed production component has been established in Ngwepisi RDA; • Strategic partnerships have been established with key stakeholders including government and private sector participating in the pilot scheme.	• High HIV prevalence has reduced labour available for agriculture. This has been compounded by labour migration to South Africa. This may explain past preferences for tractor based agriculture. • Weak capacity of government extension services and seed quality control agents in providing training, monitoring and seed certification.	• Being a net importer of food mostly from South Africa means that there is an opportunity to promote local production. SAMP must undertake a market survey to assess potential local markets. • SAMP could investigate the promotion of mechanized CA (e.g. planters and rippers). • Opportunity for promotion of legumes to better meet the nutrition needs of those affected by HIV and AIDS.
		Lesotho • No pilot seed production has been established to-date; • CA demonstration plots by SAT are not yet in place	• The government seed policy has not been ratified by parliament • Land degradation through erosion is also severe; • The high HIV prevalence has reduced labour available for agriculture. This has been compounded by labour migration to South Africa. This may explain past preferences for tractor based agriculture.	• An opportunity for SAMP to assist in policy enactment through effective lobbying • CA offers a good model for crop intensification, whilst reducing soil erosion. • SAMP could investigate the promotion of mechanized CA (e.g. planters and rippers). • Opportunity for promotion of legumes to better meet the nutrition needs of those affected by HIV and AIDS.
3.	Pilot schemes to increase income from output sales designed and implemented	In both Zimbabwe and Swaziland, pilot schemes have been designed and currently being implemented. Lesotho has just completed the design phase. Baseline surveys have also been undertaken	Some initial challenges were faced in attracting private sector investment into remote drought prone areas	

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		In Lesotho the SAMP component is yet to start. However, project design is complete	Protocol processes must be followed. Lesotho government has requested formal introduction from SDC	SDC should introduce SAMP and GRM to the Government of Lesotho. this
4.	Knowledge Into Use (KIU) plan designed and implemented.	The framework for KIU and key policy areas have been identified and developed. However, the KIU is yet to be fully operationalised.	• The KIU framework now needs to be operationalized. Stakeholders, especially in the private sector, need their capacity developed to better understand the M&E and reporting of the KIU framework.	• The KIU and M&E frameworks provide a strong opportunity for provision of evidence that can be used to influence policy change. • Explore opportunities of application of Results Chain in the business sector
5.	Effective SAMP project through efficient project management	Overall the TAT is fully established to support project management in the three countries. **Zimbabwe** • Fully established SAMP Team and office in Zaka • All necessary project support structures / systems / policies are in place and functional		
		Swaziland • The SAMP is established within government premises, and the project team is in place • Project assets have not yet been registered nor a bank account opened	• Project assets should be registered with government authorities and bank accounts opened	• There is an opportunity for GRM to register SAMP as a project in order to register assets and open bank accounts.
		Lesotho • SAMP office is partially established with a National Coordinator in place • Project assets have not yet been registered nor a bank account opened	• Project assets should be registered with government authorities and bank accounts opened	• There is an opportunity for GRM to register SAMP as a project in order to register assets and open bank accounts.

5.0 Contextual Background

Food and seed security is high in Zimbabwe, Swaziland and Lesotho, though each country has a unique context.

In Zimbabwe, as with other parts of Southern Africa, seed insecurity is largely the result of a combination of interrelated issues which correlate with availability, access and quality. These include: collapse of the seed economy; low levels of liquidity for input purchase; restrictive seed policies; inappropriate donor response and strategies; the lack of concerted effort at regional, national and sub-national levels to address long term issues of seed insecurity.

In Swaziland, the issues affecting seed insecurity include: shortage of legumes seeds in markets, although hybrid maze is well stocked; distance to markets make it very expensive for rural households to procure seeds; seeds are very expensive and farmers don't have the adequate funds to buy seeds; quality of retained seed very low; quality of seed sold commercially is also of questionable quality; poor agro-dealer and farmer knowledge on correct varieties; and, staff and transport problems to police seed quality control from the government.

In Lesotho, the problems relating to seed insecurity include: inappropriate varieties stocked by suppliers for specific locations; limited retail seed outlets due to low income of farmers and consequent low demand; poor distribution of seed outlets which increases seed prices resulting high use of retained seed; and the lack of a designated institution for seed certification and release.

5.1 SAMP in Zimbabwe

The SAMP project has a fully equipped office with a total of 3 full time staff. It is housed within the Offices of the Department of Agriculture, Training and Extension Services (AGRITEX) in Zaka District. The project enjoys a lot of support from Government stakeholders, both at local and national levels. These include the office of the District Administrator, District Chief Executive Officer, Ministry of Agriculture and relevant Departments.

The local AGRITEX office has received considerable capacity development support from the SAMP Project, including mobility resources. AGRITEX extension staff are providing extension services to the smallholder farmers participating in the community seed component. SAT officers are also providing extension services.

In addition, the Crop Breeding Institute (CBI) is providing technical support with regards agronomic standards expected of seed production. The Seed Services Department on the other hand, is providing monitoring and certification services to the farmers to ensure compliance with the Seed Act of Zimbabwe.

The project has engaged key input suppliers, namely, Agri-Seeds, ZFC Limited, Agri-foods, REDAN and Seed-Co to supply inputs (on consignment stock) to the agro-dealers. However, only Agri-Seeds is actively supporting the agro-dealers. During the 2011/12 planting season Agri-Seeds provided inputs to two agro-dealers who successfully managed to sell all the input stock to the farmers and fully repaid the input supplier.

Efforts are underway to involve more input suppliers in the component, which will improve competitiveness and lower input prices locally, thereby making inputs more accessible to the poor smallholder farmers. Furthermore, there are plans to enable agro-dealers act as commodity bulking centers for produce as well as a commodity brokers linking smallholder producers to terminal markets. However, agro-dealers currently face liquidity challenges.

5.1.1 Project Components

SAMP had four components namely: community seed production; seed fairs; agro-dealers strengthening, and contract farming. Three of these components were initiated in the 2011/2012 planting season, with the exception of the seed fairs component, which is yet to start considering that farmers are yet to harvest their crop. Table 2 below summarises progress towards achievement of these components.

Table 2: Summary of Project Progress in Zimbabwe

	Project Component	Target (farmers)	Total Actual	Summary of Results Achieved
1	**Community Seed Production**	725	492	This achievement is on schedule considering that progress is at 68% mid-way through the project.
2	**Seed Fairs**		-	Not started yet – pending first harvest
3	**Agro-dealers**	23	17	SAMP and CNFA evaluated 23 agro-dealers of which 17 were selected to participate in the scheme
4	**Contract Farming** • Better Agriculture Pvt Ltd	100	99	**This component is fully achieved**. The challenge will be to retain the contracted farmers.
	• Cargill Cotton	1000	693	At 69%, this represents very good progress. At this rate of implementation the project is likely to fully achieve the target at the end of the three years. The challenge will be how to retain the farmers in the contract farming scheme.
	• Commodity Farming by SAT for Cowpeas	4500	2774	At 61%, this represents good progress. The challenge will be how to retain the farmers in the contract farming scheme. More work needs to be done.
	• Contract Farming – Progene for seed of g/nuts & cowpeas	450	387	At 86%, the recruitment of farmers into this initiative is progressing very well. The challenge will be how to retain the farmers in the contract farming scheme.

a) Community Seed Production

A total of 492 smallholder farmers are participating in the production of seed, with a focus on OPV maize and cowpeas, over a total of 47 ha. SAMP has established strategic partnership with the Food, Agriculture Natural Resource and Policy Analysis Network (FANRPAN) which through the HASSP project, has provided seed processing equipment worth USD 21,000 to support the community seed production component. A seed processing shed is in place and the machinery is awaiting installation.

SAMP has also established partnerships with another SDC funded regional project - NSIMA project (being implemented by CIMMYT). A Seed Producer Association (ZAKA Super Seeds) has been formed with the relevant steering committee in place. This association is comprised of small-scale seed producers drawn from the community seed producers. The association has been registered with the Seed Services Dept and legal registration as a

cooperative is underway (to comply with the Company Act of Zimbabwe). Capacity building of the Association is on-going.

Whilst the cooperative is yet to be formed the seed association members continue to rely on the SAMP project for support and still lack the requisite business acumen.

b) Contract Farming

Strategic partnerships have been established with the private sector in Zimbabwe, with five agribusiness actors working with target smallholder farmers under contract farming arrangements (Cargill, Progene, Better Agriculture, SAT and CNFA). In addition to providing a ready market to the smallholder farmers, the companies are supporting production through extension services and inputs. Crops grown under contract farming include cowpeas, cotton, groundnuts and chilies. There is a cost-sharing mechanism on a sliding scale on a phase-out/phase-in model between the project and business partners under the contract farming component.

As in the Community Seed production component, the crop is still standing and as such no results are yet available in terms of yield levels as well as returns to investment.

c) Agro-dealer component

SAMP and CNFA evaluated 23 agro-dealers of which 17 were selected to participate in the scheme. The 17 agro-dealers received training in various business management aspects: Managing Working Capital, Managing Stocks, Selling and Marketing, Business Record Keeping, Costing and Pricing, and Managing Business Relationships.

The component is still in its infancy. For the 2011/12 season only one supplier (Agri Seeds) managed to provide inputs (seeds) to 2 agro-dealers. These were successfully sold and repayments made to Agri-Seed. More input suppliers and agro-dealers still need to come on board in order to make the component more vibrant. There are plans to involve the agro-dealers as bulking centers for commodity output (for any excess commodity that the farmers are producing). Then Kurima Gold will come to buy from the agro-dealers.

Recommendations:

- *SAMP takes heed of other agro-dealer strengthening programmes so that lessons can be learned, innovative approaches adopted, and duplication minimized.*

5.1.2 Gender Mainstreaming

In Zimbabwe, the project has given both men and women equal opportunity to participate in seed production and contract farming initiatives. The project has set special attention to women on the production of crops that they prefer such as cowpea, bambara nuts and beans. In Table 3, we illustrate the level of participation of men and women in seed production.

Table 3: Analysis of Gender Participation in Zaka

	Crops	Beneficiaries		% Women Participation	Gender Analysis / Comment
		Male	Female		
	Maize	75	66	47%	High women participation in maize production (a staple crop) has potential to contribute significantly to food security
	Sorghum	7	5	42%	High women participation
	Groundnut	53	47	47%	High women participation in groundnut production (a legume crop with high commercial value) implies good economic empowerment for women.
	Rice	35	24	41%	High women participation in rice production also has significant economic dimensions for improving women's lives
	Cowpea	1684	2816	62%	There is extremely high participation of women in growing cowpeas which is also their preferred crop. Due its drought tolerance, cowpea has the potential to address food insecurity.
	Sugar Beans	31	17	35%	Reasonably high participation of women

5.1.3 Targeting Issues

The target area of this project (Zaka district), is typical of the food insecure 'communal areas' where the chronic seed security problems persist. Community consultations conducted during the Inception Phase found that approximately 90% of households can be termed "seed insecure", that is, they are not able to obtain (through growing or purchase) quality seed. Instead, they rely on either seed 'relief' programmes or 'retained' seed from their own production which is sub-standard. In addition, SDC and GRM through PRP had existing programmes in the area. All these factors were taken into account when selected the district.

In Zaka, the project generally targeted households that can be classified as self-sufficient, transiently poor, and chronically poor but able. These categories were targeted for different interventions in the programme leading to the following benefit: improved access to inputs at local level, improved output markets, improved extension and technical support, and consequent increased incomes, improved seed security, food security and secure livelihoods.

Except for beneficiaries for cowpea production who were selected by the project from a list of participants in the previous relief programme, all other beneficiaries were selected by the contracted private sector companies using their own criteria.

Some targeting criteria included: land holding size, asset holding, labour availability and past experience. The chronically poor generally fell out of the targeting basket because of the high technical nature and input requirement for seed production.

When selecting agro-dealers to participate in the project, SAMP and CNFA conducted a detailed evaluation using set criteria.

Companies participating in the contract farming component were selected through a detailed consultative process.

5.1.4 Additional Issues and Risks

The Department of Seed Services, charged with seed certification in Zimbabwe, lacks capacity both in terms of personnel and mobility resources.

Recommendation: *SAMP needs be more actively involved and feed evidence into the ongoing policy discussions on decentralization of the Seed Services Department, making them more accessible to remote parts of the country like Zaka.*

Water issues with ZINWA are negatively affecting the SAMP project. Following the dollarization of the Zimbabwean economy, farmers in irrigation schemes incurred massive water bills from ZINWA. The bills have grown in subsequent years and farmers now struggle to service their water bills with the water authority. As a result ZINWA is switching off water services to farmers thereby affecting crop production**.**

Recommendations:

- *SAMP engages with ZINWA at higher levels to explore solutions to water stress. This includes examining water use efficiency –farmers are using costly commercial water sources, which is inefficient given inefficient systems (e.g. unlined canals and leaking hydrants).*
- *A cost-benefit analysis of crop and seed production using commercial water sources is conducted in collaboration with IWMI.*

Farmers' understanding of their obligations under contract farming is mixed.

Recommendation: *Ongoing training to ensure farmers understand the seed production business.*

In a small holder setting, there is a conflicting need to produce seed for commercial purposes and the need to produce crops for household consumption. By choosing to meet their food security needs through incomes from sales of seed there is also an associated risk of market failures.

Recommendations:

- *Explore opportunities for crop insurance and post-harvest management to mitigate against risk.*

An important risk factor that we recognize is that, as the country might go through an electoral process in 2012, there is a high possibility of politically instigated violence that might affect implementation of project activities.

5.2 SAMP in Lesotho

SAMP is housed within the Department of Agricultural Research (DAR). A SAMP Coordinator is now in place although the office is not yet fully functional. A project vehicle has been procured and is being used by the local SAMP Coordinator.

The key stakeholders and partners for SAMP include the Government of Lesotho (Departments of Research and that of Extension) and SAT.

SAT activities implementation was initiated in 2011/12 season. Demonstration plots, promoting CA and manned by 2 Zimbabwean SAT officers, are in place in three districts (Berea, Botha-Bothe and Leribe). These act as educational tools for farmers, extension officers and stakeholders. However the actual SAMP activities are yet to commence in Lesotho. SAT field days have been organized in Leribe district, with 22 Agricultural Extension Officers involved in touring the Mahobong site.

Although 2 scoping visits to Lesotho are reported to have been undertaken as part of the SAMP planning process, there is a general concern amongst Government stakeholders that proper protocol channels were not followed when the project was introduced in the country. As indicated in the SAMP reports a formal presentation of the project was made to the Government of Lesotho in July 2011.

There is a lack of clarity in terms of roles between SAMP and SAT in Lesotho to the extent that some stakeholders such as Government fail to differentiate between the two. For example Government officials do not differentiate between SAMP and SAT staff.

Recommendation: *Clarify the roles of partners and inform all stakeholders.*

There seem to be a 'tussle' between the Departments of Extension and Research (with respect to project hosting). However, the decision to host SAMP in the Department of Research was made by the Principal Secretary due to the absence of a Seed Services department.

5.2.1 Issues and Risks

As a results of lack of full buy-in of the project, government stakeholders, particularly the Department of Research, could potentially stifle project implementation if not engaged properly.

The high land pressure in Lesotho, with average holding size of 0.5 ha per household, poses a challenge for crop diversification. In a small holder setting, there is a conflicting need to produce seed for commercial purposes and the need to produce crops for household consumption. By choosing to meet their food security needs through incomes from sales of seed there is also an associated risk of market failures.

Recommendation: *Promote appropriate intensive crop production systems that are suitable to the socio-environmental conditions. This includes the promotion of legume production through conservation agriculture*

5.2.2 Policy Issues

The Government of Lesotho does not have a seed policy in place although there are reports that a draft policy document has been in place for several years now.

Recommendation: *SAMP explores advocating a Seed Policy for Lesotho.*

The Department of Research is charged with seed certification issues but also lacks capacity (both in terms of personnel and mobility resources).

Agriculture does not seem to be a priority sector for both the Government and farmers. The Basotho meet 70% of their food requirements through imports from SA. Whilst this makes this project relevant for Lesotho in addressing food security it also means the project needs to be more careful on targeting of beneficiaries so that only those who are keen to engage in agriculture production and have access to land are the ones that are included in the project.

Lesotho is surrounded by South Africa and historically most of the seed is imported from neighbouring South Africa.

Recommendation: *There will therefore be need to undertake comparative studies aimed at measuring the competitiveness of domestic production of seed in Lesotho vis-à-vis importations from South Africa.*

5.3 SAMP in Swaziland

In Swaziland the SAMP office is fully established and housed by the Government of Swaziland. The SAMP office is supported by a consultant, who together with the local SAMP national coordinator did the necessary ground consultations with the necessary government, private and Non-governmental stakeholders and target beneficiaries to facilitate the implementation of the project.

Key partnerships have been established with the Government of Swaziland through the Ministry of Agriculture and the private sector. For example, Farm Chemicals (a major agro-input supplier in Swaziland) has been engaged to buy the seed from farmers so that the farmers have a ready market for their seed. Farm chemicals will them process and package the seed and distribute it to a wide network of retailers in Swaziland to make the seed available and accessible to the farming communities. Farm Chemicals also provided foundation to the project on credit.

Due to information asymmetry and poor experience in public private partnerships (PPP) there is suspicion on the part of government that the private sector is out to benefit more at the expense of the ordinary farmers.

Recommendation: *As the project progresses there will be need to establish Multi-Stakeholder Platforms (MSPs) that will bring together various actors in the value chain. This will address the value chain governance and transparency issues thereby sorting out the information asymmetry problems and build trust among the actors.*

5.3.1 Community Seed Production Component

The community seed production component of SAMP is established. Pilot areas have been identified and farmers have been engaged and are already growing OPV seed maize and beans. The areas identified for OPVs include Ngwepisi Rural Development Area (RDA) in Manzini Region. Specifically, OPVs are produced on 19 ha of land by 17 farmers. Groundnuts seed site is Sidzakeni (Cebisanani) area on 3 ha of land by 9 members. Bean seed is produced in Malangeni Siyatfutfu area by 14 members.

Our observation was that the Maize crop was performing relatively better compared to the beans, which is hugely affected by water stress.

5.3.2 SAT Activities

SAT officers are promoting CA technologies. They have demonstration plots where CA technologies have been employed so that farmers can see for themselves the value of CA. Some farmers have already applied these technologies in their fields and are happy. The major threat is drought, which could lower down expected yields. However, SAT activities are not integrated with the Seed component of SAMP where there is still emphasis on mechanized farming.

Recommendation: *Integrate CA technologies with seed production component of SAMP – this will enhance synergy between SAT activities and seed production activities.*

5.3.3 Issues and Challenges

The project is promoting OPVs. The focus on OPVs is consistent with the Project objective of achieving seed security. OPVs are ideal for resource poor small holder farmers as they are recyclable, drought tolerant and require a relatively low input regime. However, they tend to be low yielding in comparison to hybrids and the situation in Swaziland is such that farmers prefer hybrid seeds to OPVs.

Recommendation: *Promote risk minimizing activities such as CA , post harvest technologies and weather insurance If implemented correctly, these would make seed production more attractive.*

In a small holder setting, there is a conflicting need to produce seed for commercial purposes and the need to produce crops for household consumption. By choosing to meet their food security needs through incomes from sales of seed there is also an associated risk of market failures.

The Seed Quality Control Unit is charged with seed certification in Swaziland. However, the same unit also doubles in the provision of training of farmers in agronomic practices for seed production. This dual functionality compromises the spirit of independence necessary in the certification of seed.

Recommendation: *Conduct a cost-analysis exploring options to have the two functions performed by separate sub-units. Swaziland could follow the Zimbabwe model where Crop Breeding Institute is responsible for the provision of training and the Seed Services Department is responsible for the certification of the seed.*

Furthermore, the Seed Quality Control Unit does not have adequate resources such as transport and personnel to adequately carry out its functions. The situation is compounded by the economic challenges which the government of Swaziland is going through at the moment which has led to the rationalization of resources by prioritizing Education and Health sectors of the economy. However, national and household food security is imperative for the attainment of education and health outcomes.

In its first operational report, GRM states that “It was acknowledged that information and knowledge generated during the implementation of development projects should represent a valuable and timely source of evidence for improved policy, strategy and practice. It can variously provide decision-makers with new insights, ‘real-life’ experience from the field,

demonstrable evidence and confidence about the viability of an alternative approach or approaches, and the generation of viable solutions to specific problems".

5.3.4 Opportunities in Swaziland

There is an opportunity for seed produced in Swaziland to be locally marketed in order to meet the hugely unmet domestic demand. Furthermore, the seed has a potential export market in neighboring Mozambique where there is exponential growth in the agricultural sector.

Opportunities also exist for promotion of legumes that could meet the nutrition needs for people affected by HIV and AIDS in Swaziland.

Despite the strong inclination towards mechanized agriculture, there are capacity constraints in Government and the private sector to provide equipment such as tractors to farmers. At the same time the majority of small scale farmers are not able to pay for the services.

Recommendation: *Explore and promote alternative means of agricultural production (including CA, post-harvest technologies and other appropriate technologies).*

5.4 Policy objectives

Overall the project has made good progress against the implementation of activities, but because the project started in October 2010, it is still in its first agricultural season and implementation of the KIU strategy is yet to start in earnest. This leaves little time to influence policy over the course of the project, and presents a distinct risk that whilst the project will achieve good evidence to inform policy formation, it will have insufficient time to influence those actually formulating policy. Ideally the project should have greater time to effectively influence policy makers. Were additional time found, costs could be managed by winding down demonstration activities in 2013, and focusing purely on policy development in 2013-2014.

Recommendation: *The project is extended by twelve months to 30 June 2014 to enable effective policy influencing.*

6.0 Project Coordination and Management Systems

This section examines the SAMP project coordination and management systems and the project's monitoring and evaluation and reporting systems.

6.1 Project Coordination and Management Systems

The current SAMP project financial management system is centralized in Harare. As operations expand in Lesotho and Swaziland, bank accounts should to be opened and assets registered with Governments.

The cumulative project spend to-date is $1,8m (56%). This is as a result of accelerated spend agreed with SDC. The Project expenditure thus far has shown variances to the original budget as a result of changes in project activities. The areas that have been significantly affected are:

Fees for consultants - expended 77% of their original budget as a result of initial costs to formulate the Project's strategy and for continual guidance to current activities in Zimbabwe and Swaziland.

Purchase of Project Equipment – Expended 82% of original budget for initial procurement of vehicles, office furniture and equipment for Zimbabwe and Swaziland. However, equipment for Lesotho is still to be procured.

Running costs for Zimbabwe and district office - 71% expended due to travel costs between Harare and Zaka offices.

Project implementation (agricultural interventions & support) – 71% expended thus far as a result of contract farming initiatives, community seed production, agro-dealer training, farming activities an Swaziland, and to a lesser degree activities in Lesotho. Of the initial budget of $835,854 this area has a budget balance of $240,990. SAMP expects to expend the balance during this 2011/2012 agricultural season.

Remuneration of Staff – 32% expended as changes in project activities did not necessitate the hiring of personnel. Delays in establishing agreements with respective governments' meant that the recruitment of key personnel was delayed. This resulted in significant reductions in this expenditure.

As a result of this expenditure pattern, a budget revision is proposed in order for the project to re-align its budget to the spending pattern on the new agricultural interventions. SDC is currently providing funding to several projects. It would appear however that these projects do not really engage with each other to encourage synergy.

6.2 Monitoring and Evaluation and Reporting Systems

The project's M&E system is innovative and an example of best practice. However, it needs to be more explicitly linked to the project's logical framework to ensure adequate reporting against stated goals and targets. Indeed, the logical framework's indicators are weak, and need to be revised. It would be best to take relevant indicators from the DCED M&E framework.

In relation to the project's theory of change, as outlined in the conceptual framework, we noted that a robust M&E and reporting system was required in order to feed into KIU by providing evidence that would be synthesized for policy influence and change. SAMP has identified key KIU focus areas which it intends to further develop. The project also planned a range of different events which were intended to stimulate seed policy strategy and change.

i. Restrictive seed certification: *What are the barriers to entry for small scale growers and how can these be overcome?*

ii. Contract Farming and rural investment: *Why are contracts often violated? And what can be done to reduce this?*

iii. Extension Service and Private Sector: *What is the relationship between government extension services and private sector? Can they work together, if so, how?*

iv. Legume Seed: *Why has there been a shortage of legume seeds in the region and what can be done to improve this?*

At the start of the project, the TAT adopted a Results Chain (RC), a new approach being championed by the Donor Committee for Enterprise Development (DCED), as an M&E and reporting system. However, the MTR team found that even though the KIU strategy had been

developed, and some policy change issues identified, its operationalisation was weak. Some of the challenges include the lack of specialist technical policy and advocacy support. We also found reticence amongst some stakeholders, such as agro-dealers, to report against the RC approach.

Recommendation: *Revision of the log-frame's indicators in consultation with SDC.*

Recommendation: *Recruitment of specialist technical policy and advocacy support.*

Recommendation: *The following studies need to be to enhance the projects effectiveness.*

a) Assess the functioning of agriculture output markets in both Swaziland and Lesotho.

b) Assess competitiveness of local seed production in Lesotho, vis-à-vis imports from South Africa.

c) Economic analysis of all components including returns to investment for both farmers and the private sector.

d) Study to assess issues relating to economic empowerment of women participating in the SAMP Project (Zimbabwe and Swaziland).

e) Conduct a study on key seed related policy issues in all the three country and the region.

6.3 Project Risks

The following risks, identified during the review could negatively affect the intended outcomes of the project (Table 4). As such the suggested risk mitigation measures should be taken into consideration and applied to ameliorate the potential negative effects.

Table 4: Identified Project Risks and their Mitigation Measures

	Projects Risks	Likelihood of Occurrence			Risk Management Strategies
		Low	Med	High	
1	Interference and Disruptions – possible suspension of field activities in Zimbabwe prior to and after elections could seriously disrupt operations;		X		SAMP should monitor political developments and develop contingency plans to responses to the situation accordingly.
2	Climate Change – drought and erratic rainfall are constant threats in the dry areas;		X		Explore options for irrigation and promotion of drought tolerant varieties, which the project is already doing with the OPVs.
3	Inadequate timeframe and budget to adequately realize projects goal			X	Increase project timeframe by twelve months to implement review's recommendations and boost impact on policy formation.
4	Low extension officer to farmers' ratio could likely compromise the seed production standards and sustainability of the CSP component.		X		Support capacity building of extension services and explore opportunities for policy advocacy.
5	Value Chain Constraints – liquidity in the value chain, side marketing by farmers, and lack of trust threaten the market linkages approach.		X		Facilitate linkages between value chain actors and financial service providers. Promote value chain governance initiatives.
6	The capacity of Seed Services	X			Support capacity building of Seed

	Department to monitor production (mobility issues) to ensure that standards are not compromised. The department can only come to ZAKA if someone provides them with transport.				Services Department and policy advocacy.
7	The delay in the delivery of the packaging equipment for Progene farmers could result into post harvest loses.		X		Ensure that equipment is provided on time.
8	Food insecurity in ZAKA will have to be monitored as it might fuel side marketing and consumption.	X			Monitor the food security situation and adequately plan for responses.
9	Pressure on arable land in Lesotho with the some people not having any agricultural land.		X		Explore alternative options for enterprise diversification.
10	Land degradation from soil erosion in Lesotho		X		Integrate soil and water conservation strategies within SAMP.
11	High HIV and AIDS rates in all the three countries		X		Mainstream HIV and AIDS as part of programming in SAMP.

7.0 Key Lessons Learnt

- In all the three countries, seed production is a relatively new initiative for the majority of smallholder farmers and also a highly technical undertaking for which farmers do not yet have the technical capacity both to produce the seed and to manage it as a business. SAMP is right therefore to encourage private sector engagement which can provide a framework for ' incentive based extension and marketing'
- The lack of deliberate programmatic integration among SDC funded projects in the region is a lost opportunity to promote best practice, shared learning and synergy. There is a need for formal integration of SAMP with NSIMA(CIMMYT) and HaSSP(FANRPAN). This should be lead by SDC regional office.
- ***HIV and AIDS*** **-** the MTR Team noted that clearer strategies need to be implemented to mainstream HIV and AIDS issues into SAMP in all the three countries. The great majority of the population in the in the three countries live in rural areas where farming and other rural occupations provide a livelihood for more than 70 per cent of the population. According to studies (FANRPAN and ICRC) it is to be expected that the HIV epidemic will cause serious damage to the agriculture sector, especially in countries that rely heavily on manpower for production.

8.0 Conclusions

In all the three countries, SAMP has been welcomed by the target beneficiaries, particularly smallholder farmers. The project is still relevant to the three country contexts.

Significant progress has been made in Zimbabwe as regards implementation of project components. Three project components were initiated in the 2011/2012 planting season, except the Seed Fairs component, which is yet to start because farmers have to harvest their first crop.

In Swaziland, the community seed production component has been introduced. Pilot areas have been identified and farmers have been engaged and are already growing OPV seed maize and beans. However, the scale of operations is small and there is scope for expansion.

In Lesotho, project implementation has not started in earnest. Whilst preparatory activities have been completed, questions remain as to the most economically viable seed production options.

In line with the DAC Criteria for evaluating development assistance, the following conclusions can be made regarding SAMP.

Relevance and/or Appropriateness - Food and seed insecurity are topical and critical issues in Southern Africa including in the three targeted countries under SAMP. The focus on addressing policy issues in relation to food and seed insecurity is relevant considering that the policy arena remains the major stumbling block to achieving food and seed security. To this extent the project is also appropriate in the context. Furthermore, the projects objectives are in line with other regional initiatives on food security such as the NEPAD's Comprehensive African Agriculture Development Programme (CAADP).

Effectiveness: Doing the right thing - Some critical issues affecting the delivery of project results have been highlighted in the findings. These include: water issues in Zimbabwe; a need for greater integration with other SDC funded projects such as IWMI; a need to increase financial efficiencies in Lesotho and Swaziland; and a need to accelerate implementation of the KIU Strategy to stimulate policy change. In view of these issues, we can conclude that the project could do better with respect effectiveness.

Efficiency: Doing it the right way - Given the current GRM management structure and systems that are centralised in Harare, efficiency gains could be made in fund disbursement in Swaziland and Lesotho (mindful of cost considerations). Since the inception of SAMP, the project has been using standardised GRM finance and accounting procedures to ensure budgetary control and financial reporting which complies with generally accepted practices within the development services sector. The cumulative project budget spend to-date is $1,8m (56%).

Connectedness - the knowledge gained from the project is to be used in advocating for policy change in relation to seed security. As is the case mostly in Zimbabwe, beneficiaries are appreciative of the project in that it offers an opportunity for them to earn income through production of seed as well as involvement in seed marketing, and selling of commodities under contract farming arrangements with the private sector. The other benefit accruing from the project is the availability of high quality seed that will lead to increased crop productivity.

The project was also able to link farmers with other actors in the seed value chain including agricultural extension, private sector, NGOs, among others. It can therefore be concluded that the project achieved connectedness.

Sustainability – we have analysed the project's performance with respect to four dimensions of sustainability: physical, economic, environmental and institutional.

Physical Dimension - in Zimbabwe where the project has really taken root, the crop situation is mixed. Some Wards have a promising crop while others have a poor crop due to water stress. With this situation in mind, some farmers are going to benefit from the project interventions thereby be more resilient to shocks such as hunger while others will not achieve this. We therefore cannot, at this stage, make a definite conclusion as to whether the project will fully achieve the physical dimension of sustainability, which looks at evidence of project beneficiaries and communities being resilient to shocks and stresses as a result of participating in the project.

Economic Dimension - in Zimbabwe, the transformation of the seed producers association into a cooperative will act as a sustainability measure for the project in that it will help support the farmers' activities beyond the project life span. *For this reason it is recommended that SAMP should provide the necessary support and training that will help in this transformation process.*

The formation of an association for agro-dealers will also act as a sustainability mechanism in that the association will continue to act as a platform through which the interests of agro-dealers will be met.

However, the lack of capacity for both the Crop Breeding Institute and the Seed Services Department poses a risk to the sustainability of the Community Seed Community, as farmers would find it difficult to access training services to ensure compliance as well as have their seed monitored and certified. The same scenario was noted in Lesotho and Swaziland.

The water issue is another potential risk to project sustainability in that it is curtailing crop production and productivity through persistent water cuts from ZINWA. Furthermore the high water bills are affecting the gross margins from the crops. In the long run farmers are likely to drop out from the project due to lack of profitability.

Environmental Dimension - in Zimbabwe, water issues have an environmental dimension in relation to sustainability in that the open and unlined water canals that are currently in use are leading to a lot of water losses through evaporation and seepage. This makes irrigation water use efficiency very low.

High rates of soil erosion in Lesotho pose a serious risk to the environment thereby compromising the sustainability of the project. *There is need for the project to integrate soil and water conservation strategies within project interventions.*

Institutional Dimension – the project design which focuses on forging strategic partnerships with various stakeholders and partners including farmers, government, private sectors, NGOs, donors and others provides a good framework for institutional sustainability of the project and development outcomes. However, the enormity of needs and challenges *vis-à-vis* the short implementation timeframe and the budget accorded to the project might compromise the achievement of this dimension, the project outcomes and goal. *For this, we would strongly recommend consideration for an increase in budgetary allocation for the project and an extension of the current phase of implementation.*

9.0 General Recommendations

i. The project is extended by twelve months to provide sufficient time to effectively influence policy makers. This, and other recommendations make in this review, will cost approximately an additional USD 1.75 million (as detailed on Page 25).

ii. If SDC projects could operate in more integrated manner impact could be enhanced. This might be promoted by establishing an SDC Coordination Forum for operational integration of project work to work towards harmonizing the activities and sharing plans of the projects to see how they can complement each other and share best practice. For example, IWMI and SAMP share work plans on water management issues. Other SDC funded projects to be involved include: NSIMA and HASSP.

iii. Establish a SAMP Steering Committee (regional and national levels).

iv. Accelerated implementation of the KIU strategy with policy advisor support.

v. Increased mainstreaming of HIV and AIDS.

vi. Synergies with other SDC priorities such as micro-insurance and post-harvest management.

vii. SDC make formal presentations of SAMP to the Governments of Lesotho and Swaziland to strengthen the acceptance of the project and to resolve protocol related challenges.

viii. Explore strategic partnership with other stakeholders, who have a more long-term presence and implementation structures, (in Lesotho and Swaziland) that would provide the synergy and complementarily. Advocate M4P approach to facilitate systemic change within agricultural markets.

ix. Linkages between the farmers, the agro-dealers and the private sector are strengthened through wide consultations to elicit the participation of as many actors as possible.

x. In all the three countries, the government entities that are responsible for seed certification are grossly understaffed. This problem could derail the seed production component of SAMP as government inspection visits will not be conducted as required. This is a policy issue that SAMP could take up with the three governments to advocate for prioritization of the agricultural sector and provision of more capacity support, particularly for seed certification services.

xi. Bank accounts should be opened in Lesotho and Swaziland, and assets in these countries registered with partner Governments.

xii. The SAMP project will need to engage the Governments in the countries of implementation to advocate for policy aimed at enhancing the capacity of the Seed control and certification services. Since the goal of the project is to effect policy changes in the seed sector, the project could recruit special policy officers who could engage the public sectors and other stakeholders to bring about these policy changes.

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11.0 Annex 1 – SAMP implementation options

Option 1: Implement MTR recommendations in full, October 2010 to 30 June 2014

This is the preferred option. An additional USD 1.75 million will be used to enhance existing project activities in the 2012/13 agricultural season. In addition, significant resources will be used to accelerate the implementation of the KIU strategy as project seeks to understand the impact of the pilot activities, influence policy and invoke more systemic market changes.

	2012/13	2013/14	Total
ZIMBABWE	**459,000**	**0**	**459,000**
Contract Farming	**274,000**		274,000
Irrigation and dryland	274,000		274,000
Output Commodity Markets	**165,000**	**0**	**165,000**
Extension Support	120,000		120,000
Post Harvest Management	20,000		20,000
Agro-Dealer Strengthening	15,000		**15,000**
Weather Insurance pilot study	10,000		10,000
Community Seed Enterprises	**20,000**	**0**	**20,000**
Agri-business training	20,000		20,000
SWAZILAND	**280,000**	**0**	**280,000**
Community Seed Enterprise	**30,000**	**0**	**30,000**
Legumes, improved Maize	30,000		30,000
Contract Farming	**90,000**	**0**	**90,000**
Hybrid Maize	40,000		40,000
Legumes	50,000		50,000
Output Commodity Markets	**130,000**	**0**	**130,000**
Extension Support	100,000		100,000
Post Harvest Management	15,000		15,000
Agro-Dealer Strengthening	15,000		15,000
HIV/AIDS Mainstreaming	30,000		30,000
LESOTHO	**115,000**	**0**	**115,000**
Market Feasibility Studies	10,000		10,000
Seed Policy promotion	5,000		5,000
Community Seed Enterprise	**20,000**		**20,000**
Output Commodity Markets	**80,000**	**0**	**80,000**
Extension Support	80,000		80,000
KNOWLEDGE INTO USE (Policy Change)	**30,000**	**270,000**	**300,000**
M&E	10,000	30,000	**40,000**
Special Studies (Gender)	10,000	50,000	**60,000**
Policy Papers	10,000	100,000	**110,000**
Symposiums	20,000	90,000	**110,000**
OPERATIONAL COSTS	**500,000**	**300,000**	**800,000**
TOTAL			**1,954,000**

Option 2: Maintain current project implementation October 2010 to September 2012

This option is not recommended, as all project activities would finish in September 2012 at the current spend rate.

Contract Vale:	**3,248,116**
Expenditure to date Feb 2012:	**1,802,870**
Balance	**1,445,246**

Description	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Total
Operating Costs	33,290	42,470	26,790	43,790	29,290	26,790	41,790	244,210
Consultants Fees	8,000	24,333	15,200	24,333	18,000	24,333	8,000	122,199
Staff Remuneration	39,990	39,990	39,990	39,990	39,990	39,990	39,990	279,930
Management Fees	31,213	31,213	31,213	31,213	31,213	31,213	31,213	218,492
Administered Funds	137,817	45,450	70,896	75,474	92,677	88,376	69,726	580,415
Total	**250,310**	**183,457**	**184,089**	**214,800**	**211,170**	**210,702**	**190,719**	**1,445,247**

Option 3: Revert to planned project implementation October 2010 – June 2013

Reverting to the planned project expenditure is not recommended – it would require administered funds being used for staff remuneration and provide insufficient funding (and time) to meet project objectives over the allocated timeframe.

Description	Original Budget	Expenditure to date	Balance	Revision of Budget	Original + Revision	Difference
Operating Costs	626,805	315,108	311,697	282,124	597,232	(29,573)
Consultants Fees	277,123	137,451	139,672	194,000	331,451	54,328
Staff Remuneration	1,508,334	353,274	1,155,060	495,840	849,114	(659,220)
Management Fees	361,262	89,407	271,855	271,856	361,263	1
Administered Funds	474,594	70,809	403,785	1,038,249	1,109,058	634,464
Total	**3,248,118**	**966,049**	**2,282,069**	**2,282,069**	**3,248,118**	

Annex 2: List of Key Participants

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Mr Pedzesai	Agritex	District Agricultural Extension Officer (Zaka District)	
Mr Nyele	Zaka District (Zimbabwe)	District Administrator	
Mr D. Majaura	Zaka RDC	Chief Executive Officer	
Mr Ntitia Tiuoane	Ministry of Agriculture (Lesotho)	Chief Agricultural Extension Officer)	
Dr Ranthamane	Department of Agricultural Research	Director of Agricultural Research	
Maleoa Mottloboli	Department of Agricultural Research	Chief Research Officer (NRM)	
Kakole Likotsi	Department of Agricultural Research	Research Officer (Crops_Agronomy)	
Esiah Tjeleke	Department of	Chief Research	

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Mr David Muronda	SAT	Extension Worker	
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Mpho Motlohi	Ministry of Agriculture (Lesotho)	Extension Worker	
Zanele Dlamini	SAMP (Swaziland)	Finance and Administration Officer	
PS of Agriculture in Swaziland	Ministry of Agriculture (Swaziland)		
Director of Agriculture (Swaziland)	Ministry of Agriculture (Swaziland)		