



EN

This action is funded by the European Union

ANNEX

of the Commission Decision amending Commission Decision C(2019)7845 of 30.10.2019 on the financing of the annual action programme 2019 in favour of the Kingdom of Eswatini

Action Document for the "Eswatini Livestock Value Chain Development Programme" (ELVCDP)

1. Title/basic act/ CRIS number	Eswatini Livestock Value Chain Development Programme (ELVCDP) CRIS number: SZ/FED/038-582 financed under the 11 th European Development Fund (EDF)	
2. Zone benefiting from the action/location	Kingdom of Eswatini The action shall be carried out at the following location: Kingdom of Eswatini	
3. Programming document	National Indicative Programme (NIP) 2014–2020 for Eswatini	
4. Sustainable Development Goals (SDGs)	Main SDG Goals: 2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture Other significant SDGs: 1 (End poverty in all its forms everywhere); 5 (Gender Equality), 8 (Decent Work and Economic Growth); 15 (Life on Land).	
5. Sector of intervention/ thematic area	Sector 1: Agriculture, with emphasis on Food Security	DEV. Assistance: YES
6. Amounts concerned	Total estimated cost: EUR 9 150 000 Total amount of EDF contribution: EUR 9 150 000	
7. Aid modality and implementation modality	Project Modality Indirect management with a Pillar Assessed Entity	
8 a) DAC codes	31163 Livestock – 60% 31120 Agricultural Development – 20% 32130 SME Development – 20%	
b) Main Delivery Channel	Public Sector Institutions – 10000	

9. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	x	<input type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	x	<input type="checkbox"/>
	Gender equality and Women's and Girl's Empowerment	<input type="checkbox"/>	x	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	<input type="checkbox"/>	x
	Reproductive, Maternal, New born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	x	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input type="checkbox"/>	x	<input type="checkbox"/>
	Climate change mitigation	x	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	x	<input type="checkbox"/>	<input type="checkbox"/>
10. Global Public Goods and Challenges (GPGC) thematic flagships	Link to 2 thematic priorities of GPGC Multiannual Indicative Programme 2014-2020 ¹ : i) valuation, protection, enhancement and sustainable management of ecosystems and natural resources and ii) transformation towards an inclusive green resource efficient, non - polluting, economy and mainstreaming of environmental sustainability.			

SUMMARY

The Eswatini Livestock Value Chain Development Programme (ELVCDP) aims to contribute to economic growth and job creation, poverty reduction, gender equality and women empowerment in the country. It aims to create economic opportunities for smallholder farmers, women and youth through strengthening the livestock value chain, following on the national Agriculture Investment plan and on the Africa-EU Alliance. It will support enterprise development, sustainable use of rangeland in poverty-stricken communities and improved access to domestic and international markets, taking advantage of the SADC-EU Economic Partnership Agreement (EPA).

Despite 80% of rural households owning cattle and goats, for cultural, economic and social reasons, Eswatini is not meeting its allocated quotas for beef exports to international markets. Domestic meat demand is met by large imports from South Africa. The livestock value chain currently supports around 62 000 jobs. Eswatini exports of meat and leather products are of small volume but high quality². Local banks are showing interest to provide loans to agri-businesses diversifying from sugarcane. The project will improve livestock production, marketing, investment capacities to unlock this potential. To have a multiplier effect on the economy, it will focus on SMEs development along the value chain.

The project was initially designed to be implemented through Programme Estimates. However, taking into account the evaluations made of the other value chain oriented programmes implemented through similar modalities, it has been deemed necessary to implement this programme through pillar assessed entities of the United Nations through a Contribution Agreement.

¹ Thematic Programme on Global Public Goods and Challenges 2014-2020. Policy Forum for Development – Brussels, 2nd October 2014

² Eswatini Leather Value Chain Strategy 2016 – 2025 – Developed by the Ministry of Commerce, Industry and Trade and COMESA Leather and Leather Products Institute

The specific objectives (SO) of this action are 1) SO1 Improved smallholder livestock productivity, with a more inclusive management of assets at community/household level; 2) Inclusive, efficient and transparent markets for livestock products; 3) New SMEs established, jobs created in a more sustainable and inclusive value chain. This action links to Eswatini's National Development Plan and turn-around economic strategy up to 2022 and to Africa-EU Alliance, aiming for sustainable and inclusive growth, jobs and investment.

1. CONTEXT ANALYSIS

1.1. Context Description

Eswatini is classified as a lower middle-income country; **58.9% of the population live below the national poverty line, unemployment stands at 26% of active population**, income inequality remains one of the highest in the world (Gini coefficient 51.5 in 2018; gender inequality index at 0.566, rank 137), largely reflecting high unemployment and unequal distribution of wealth, particularly in rural areas. Poverty, HIV/AIDS, and food insecurity disproportionately affect Swazi women. Eswatini's Human Development Index is low compared to its middle-income country status (0.541, rank 148) (UNDP Human Development Report, 2017). Lack of access to extension and financial services, inputs and natural resources such as land, water (for people, animals, and crops) are the key constraints for rural people, particularly for population living under the poverty line and women living in vulnerable marginalised situation especially in the most deprived regions of the country, such as Lubombo and Shiselweni (UN Compilation prepared by the OHCHR for the UPR, 2016).

Eswatini enjoys a fairly diversified open economy, with **agriculture/sugar value chain as its mainstay** (agriculture, forestry and mining account for about 13% of gross domestic product (GDP); manufacturing - textile and sugar-related processing - represents about 37% of GDP). 70% of the population live in rural areas but few are doing commercial agriculture. 52% women and 48% men relies on smallholder farming for their livelihoods (World Food Programme (WFP), 2017). **Beef value chain is: 2% of GDP and 32% of agriculture GDP** (Value Chain Analysis for Development (VCA4D 2018): the value added created by the beef value chain is around EUR 85 million.

Agriculture is exposed to droughts, overgrazing, bush encroachment, erosion and invasive species. In 2015/16, El Niño related drought caused crops and livestock to fail on a massive scale with 160 000 people living in vulnerable situations becoming more food insecure and poorer, important cattle death and agriculture sector taking several years to catch back (Value Chain Analysis for Development (VCA4D), World Food Programme (WFP) and National Disaster Management Agency (NDMA) reports). Overgrazing and poorly managed rangelands have led to a decline in plant species, reduced water infiltration into the soil, an increase in soil erosion, reduced soil nutrients and a negatively altered plant community composition. Siltation dams and rivers fill up with sand and some have dried, areas of palatable grasslands have become barren, invasive alien plant species (*Chromolaena odorata*, *Lantana camara*, *Acacia mearnsii* and *Solanum mauritanum*) are affecting about 44% of all land (Technical assistance support in livestock development in Swaziland, Community rangeland management strategy, 2016).

Poorer rural Swazis live on Swazi National Land (SNL) subject to customary law and administration. With dual legal systems, land disputes are difficult to address, affecting widows or people living in vulnerable situations. Women and girls do not have yet equal opportunities, access to and control over resources, as aimed for with **2010 National Gender Policy** due to

prevailing discriminatory clauses and practices. Data is missing on integration of women and youth in agriculture and progress to **Malabo Declaration** goals. Cattle and goats are kept for cultural and economic reasons (including manure, draught power). Men and women may acquire cattle and goats by inheritance, purchase, as marriage payments/gifts. Cattle are traditionally kept in one 'kraal' managed by the homestead head. The dip tank registration system gives a say to one person (male, with higher status in the community) for sales of cattle of other homesteads' members. Women successfully pioneer the development of feedlots (as such activities do not require land); cattle producers and traders are overwhelmingly men's businesses (ILRI 2017).

Exports are clearly a very important engine of growth for Eswatini but have been declining in the 2000s by 1.5% per year, to record a significant decline of 12% in 2018. Trade is highly dependent on South Africa (81% of imports and 67% of exports in 2016, World Bank, 2017). Sugar manufactured goods, wood, honey and meats account for 80% of exports. Few large firms do most exports, mostly in sugar. **A few agriculture Small and Medium Enterprises (agro-SMEs) are now also exporting**, with EU and other partners' cooperation in horticulture and for trade facilitation. Smallholders' farmers who are structured as farmer companies gain significant income from exports in sugar, horticulture and livestock value chains, like large producers do, and Eswatini's agriculture exports' volumes produced by smallholders are large. However, rural population cannot set up agro-processing businesses, as faces difficulties to access finance and lacks business skills. The 11th EDF High Value Crop and Horticulture Project (HVCHP) is funding pack houses and processing where smallholders' farmers, women and other people living in vulnerable situations manage these as SMEs.

1.2. Policy Framework (Global, EU)

This action will contribute to the **European Consensus on Development**³ towards achieving the Sustainable Development Goals (SDG) by 2030. It is in line with the **EU-Africa Alliance for Sustainable Development and Jobs** focused on Africa's economic potential and the mobilisation of the private sector and with the **European External Investment Plan (EIP)** to encourage investment. It aligns with the **EU Global Public Goods and Challenges 2014-2020**, and is guided by the EU strategies to contribute to the Paris Agreement on Climate Change and to protect biodiversity/combat desertification, notably the action is not aiming to increase the number of cattle but to promote sustainable rangeland management for protecting ecosystems and climate-smart agriculture practices, enabling household to adapt their cattle production to climate change (in relation to Eswatini's Nationally Determined Contribution (NDC) to Paris agreement, aiming for scaling up investments in managing its ecological infrastructure and landscape).

Eswatini implements the **SADC-EU Economic Partnership Agreement** and COMESA guidelines; it uses aid for trade to export, e.g. deploying ASYCUDA World at all border posts. By maintaining its Foot and Mouth Disease (FMD) free status, Eswatini exports Swazi meat to European Free Trade Area (EFTA).

The action links to **EU Gender Action Plan (GAP) II**⁴ (2016-2020), especially objectives 4 (robust gender evidence used to inform all EU actions) and 15 (equal access by women to financial services, productive resources including land, trade and entrepreneurship). It is in line with the Universal Declaration of Human Rights and EU values for human rights, gender equality and women empowerment. It will encourage Eswatini to follow up on the international instruments it has ratified (Convention on the Elimination of all forms of Discrimination

³ OJ C 210 of 30.6.2017.

⁴ SWD(2015)182 final of 21.9.2015.

Against Women, International Covenant on Economic, Social and Cultural Rights).

The **11th EDF National Indicative Programme** (2014-2020) is to address the institutional, production and marketing challenges holding back Eswatini agriculture potential, building on previous interventions and promoting environmentally-sound climate change-adapted agricultural practices. It relates to the EU Agenda for Change⁵ emphasis on smallholder agriculture and rural livelihoods, formation of producer groups, supply and marketing. The **11th EDF mid-term review** confirmed the approach to strengthen agriculture value chains (horticulture and livestock) to boost jobs, growth, investment and poverty reduction.

1.3. Public Policy Analysis of the partner country/region

Eswatini National Development Strategy 1997-2022, the 2008 Poverty Reduction Strategy and Action Plan, the National Development Plan 2019/2022, the Strategic Roadmap 2019/2022 encourage commercial agriculture for growth and jobs, recognising the current underproduction of SNL, which contributes only about 6% to the country's GDP and overall these strategies promote business development and investment.

The **Eswatini National Agriculture Investment Plan (ENAIP)** under the Comprehensive African Agricultural Development Programme (CAADP) promotes a sector wide approach in the agricultural sector, with EU 11th EDF funds as key catalyst. Agricultural productivity and growth, public expenditure for agriculture remains low, data is missing about private investment and contribution to poverty reduction (CAADP report 2017). Eswatini subscribes to the **Livestock Development Strategy for Africa 2015 – 2035**, African Union, Inter-African Bureau for Animal Resource. **Agriculture sector policies** (Comprehensive Agriculture Sector Policy (2005), National Food Security Policy for Eswatini (2005), Livestock Development Policy (1995 updated in 2016)) foster the livestock sector to become an efficient and sustainable industry meeting the needs of local and international markets.

Swazi households use SNL as cropland as allocated to them by the chiefs, and communal SNL as grazing land. The EU supports the Government, Land Management Board and traditional authorities to pilot approaches for sustainable land management in line with the FAO voluntary guidelines in 23 communities under 5 chiefdoms. Through EU and other development partners' support, the Ministry of Tinkhundla uses chiefdom development guidelines and some of 392 chiefdoms have a **Chiefdom Development Plan (CDP)**. Women, youth, people living in vulnerable situations access to land depends on the practices, norms, values and judgements of individual traditional leaders (UN Compilation prepared by the OHCHR for the UPR, 2016).

The 2018 Financial Inclusion Strategy recognises Micro, Small and Medium Enterprises (MSMEs) key economic role, especially in rural areas. About 26% of MSMEs are involved in agriculture. Eswatini has a moderately well-developed commercial banking sector, yet most firms, including Small and Medium Enterprises (SMEs), have limited access to commercial financing for investment and working capital. Poor business and financial illiteracy of entrepreneurs, a lack of information and experience in assessing SMEs outside of the sugar sector in financial institutions limit access to finance, and the strategy aims to address these.

1.4. Stakeholder analysis

Right-holders: 80% of population relies on livestock for food security but inequalities are strong in owning cattle and goats and benefitting from related income. Around 52 000 households (around 30 000 men, 20 000 women led) own 500 000 head of cattle, 38 000 households (15 000 men, 23 000 women led) own almost the same number of goats (2017 Livestock Census).

⁵ COM(2011)637 final of 13.10.2011.

Cattle producers are on average 53 year old, traders 52 and fatteners 47, as it is not easy for youth to do business in this value chain (ILRI 2017). 83% of cattle graze on SNL but productivity is high only on Title Deed Land (TDL). Households own an average of 9 head of cattle, but many own only 2, 90% less than 40 and a few up to 80. Livestock has a strong cultural value (cattle and goats) and provides social status, so urban people as well as 40%-50% of SNL homesteads own cattle (a homestead is a group of households under the authority of one man – in a few cases one woman – as polygamy is common, it may include the households of several wives). Cattle heads are used for draught and manure (VCA4D). The cattle and goats from SNL, TDL and imports from South Africa are processed by informal slaughters, commercial abattoirs and butcheries. Goats are for self-consumption, butcheries and cultural purposes. Livestock value chain also includes feed producers, leather SMEs.

Duty bearers: Ministry of Agriculture is managing (steering the Eswatini National Agricultural Investment Plan (ENAIIP), agriculture sector, livestock and Sanitary and Phytosanitary measures (SPS) policies implementation), especially through its Department of Veterinary and Livestock Services (DVLS), Department of Land Use Planning and Development; Department of Economic Planning and Analysis and MoA parastatals - National Marketing Board (NAMBoard), Eswatini Agricultural Development Enterprise (SWADE). Ministry of Tinkhundla and Development (developing Community and Chiefdom development plans together with ESWADE); Ministry of Natural Resources and Energy (managing water permits) and Ministry of Tourism and Environmental affairs (promoting landscape approaches, biodiversity protection); Ministry of Commerce, Industry, Trade and its parastatals - Eswatini Investment Promotion Agency, SEDCO (taking forward the Strategic roadmap priority to improve ease of doing business, national value chain development strategies to promote industrialisation, diversified industries and participation of SMEs in manufacturing); Ministry of Economic Planning and Development (with NAO ensuring aid cooperation and Chief economist leading with national development plan implementation and monitoring and SDG related processes); Ministry of Finance and its parastatal Centre for Financial Inclusion; Development finance institutions, non-governmental organisations (NGOs) and international organisations, local financial institutions, private investors, Business Eswatini (local financiers are now required to invest 50% of financial resources mobilised in Eswatini domestically, hence organisations such as Old Mutual and African Alliance have strengthened their investment portfolios in country and are actively investigating opportunities, including in the rural sector).

1.5. Problem analysis/priority areas for support

Productivity improvement challenge linked to institutional, environmental and skills issues

- SNL production is marked by high stocking rates, poor nutrition and poor breeding (the previous bull lending programme was not successful, leading to a sub-optimal selection and conservation of indigenous Nguni cattle and goats genetic potential) with low annual offtake; communal grazing resources are seriously mismanaged and exploited; smallholders had losses and are at serious risk of losing further assets in absence of a risk management framework for weather related shocks (African Union (AU) mutual fund to provide parametric insurance covering climate change impact not used; no local insurance products for livestock owners' risks management); limited access to water for livestock;
- Large Government resources are mobilised for SNL livestock producers (for dip-tanks, SiSa farms, etc.) but production and productivity remain low; animal health services for goats are not as developed as for cattle; commercial agriculture skills are to be developed;
- Small-holder farmers use cattle as a source of income, draught power, milk, manure and for cultural obligations, but policies do not integrate all these uses; animal health depends on decisions by households, kraal owners and dip tank veterinary officers from MoA-DVLS but policies and services do not reflect this collective approach.

Marketing missing link – Inability to meet international and national market demands

- With the existing herd and abattoirs, it could be possible to market 100 000 cattle/year but many cattle owners do not sell; with only 60 000 cattle/year processed, Eswatini imports from South Africa beef carcasses and cattle to meet domestic and SADC regional demand, which translates in lost job opportunities in Eswatini;
- Exports of fresh beef to South Africa, Norway, Mozambique, Indian Ocean and EU have been ongoing without interruption for nine years until an FMD scare in September 2017 to March 2018; veterinary services effectively manage trans-boundary diseases, Eswatini could export more quality meat and reach new markets (goats for Middle East)
- Quality of meat is good but local actors are not benefitting from it in terms of income or jobs in absence of effective grading system, pricing information, trust among different actors;
- Smallholders, people living below poverty line, women and youth face additional barriers to markets and are often not leading in farmer companies or businesses.

Value addition/job creation challenges

- Poor access to finance for processing, marketing, value addition / inability to present bankable projects for smallholders, people living below poverty line, women and youth; inadequate vocational and enterprise management skills;
- Feedlots have the potential to relieve grazing pressure caused by overgrazing and add value to cattle for sale; pilot feedlots with inclusive financing and innovative feeding methods show profitability, lack of transparency on prices and lack of cattle for sale has constrained feedlots business development in the country;
- Limited innovation (in farming, in products/services/business ideas, such as catering); incomplete understanding of the value chain/market/job creation potential; actors are not focused on business related to high-end or by-products (skins and hides, horns, manure).

2. RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Limited institutional capacity to manage the changes required; insufficient cooperation by Ministries, public and private actors; social conflicts within communities or between value chain actors	M	Strategically use technical and steering committee meetings and technical assistance; relate with public-private sector dialogue platforms; work with pilot communities where there is interest for new approaches and with a potential for scale-up at regional/national level
Traditional Authorities not supportive of project strategy; smallholders not commercialising off-take	M	Ensure community mobilisation across activities; use Chiefdom Development Plans (CDP) where these exist already; strengthen market linkages to ensure tangible benefits
Natural disasters of medium and high impact, especially drought	M	Support early warning, preparedness for climate change; involve communities to take actions of their own choosing to manage perceived risks
Limited involvement of women, youth, people living in	M	Explicitly foster the participation of women, youth, people living in

vulnerable situations due to cultural perceptions, the pull effects of urban areas; other vulnerabilities		vulnerable situations, women and men with less status or power in the design of activities and in the transparent, fair and effective platforms for public-private dialogue set up under the action; measure effectiveness of this approach with M&E using disaggregated data
Lack of support by financial institutions towards livestock enterprises	M	Financial institutions interest is present and growing in other sectors (horticulture, pilot feedlot) and can increase; expected opening of new financial instruments from FIs (EIB, AFD) and the EIP, involvement of the Centre for Financial Inclusion in the action
Assumptions		
<p>Profitable markets remain available for livestock and livestock products from Eswatini despite competition from South Africa or other SADC Member States.</p> <p>No major regional/transboundary disease outbreaks; no major drought.</p> <p>Eswatini strategic roadmap 2019/2022 improving macro-economic conditions, overall investment/business/SME business climate, fostering agro-business growth, introducing a culture of excellence across Ministries and agencies.</p> <p>The legal framework in place allows women to take full advantage of the programme.</p>		

3. LESSONS LEARNT AND COMPLEMENTARITY

3.1. Lessons learnt

To improve productivity in a sustainable manner: one TDL farm practices high density grazing, together with neighbouring smallholders; it is necessary to plan for rangeland management beyond the project lifetime; pilots for smallholder beef fattening have shown that locally available feed resources can be used to viably improve SNL production; new approaches are needed to improve the herd as the direct supply of quality, drought tolerant animals (Nguni) and the Government Farms (breeding Sisa ranches) are not cost-effective. To develop marketing, it is key to integrate local kraal owners as key livestock decision makers on SNL and to realise that dip tank site is where farmers meet. There is latent private sector/investors' interest: African Development Bank (AfDB) loan to FINCORP is creating new opportunities for rural and SMEs financing, the Memorandum of Understanding (MoU) signed between AfD and Nedbank under the 11th EDF HVCHP can be used for backing smallholders business plans in livestock; there are nearby champions in the region (Namibia beef exports; southern Zimbabwe and northern Mozambique goat production).

3.2. Complementarity, synergy and donor coordination

The action will link with 11th EDF interventions in agriculture: for the use of crop residues for feedstock production, build the Livestock Marketing Information System (LMIS) on the Agriculture Management Information Systems (AMIS), and use climate-smart agriculture practices. It will build on CDP, community mobilisation, public-private sector dialogue and trade facilitation activities of 11th EDF bilateral and regional actions covering Eswatini.

To achieve its SO1, the action will link to: EU Civil Society Organisations- "Cooperazione per lo Sviluppo dei Paesi Emergenti" EU CSO-COSPE project testing eco-business planning of

common land, UNDP support to rangeland conservation and community based eco-tourism, Ministry of Tourism and Environmental Affairs (MTEA) leading with the National Climate Adaptation Strategy and envisaging a proposal to the Green Climate Fund including rangeland management. To achieve its SO2, the action will link to: EU CSO-World Vision project promoting Farmer Managed Natural Regeneration approaches (targeting 5 000 households, it assisted in income generating with 4 feedlots in Matsanjeni, Maseyisini and Lubulini, each feedlot with carrying capacity of 50 animals), the Innovative Beef Value Chain Development Schemes International Livestock Research Institute/International Fund for Agricultural Development/Swaziland Water and Agriculture Development Enterprise (ILRI/IFAD/SWADE) and IFAD programme - Small-holder Market-Led Project (SMLP) (2016-2022) (targeting poor smallholders, investing in value chains and chiefdom planning). To achieve its SO2 and SO3, the action will link to: the SADC-EU EPA implementation, the EU funded Regional Integration Implementation Support Project (RIISP-COMESA) developing a Eswatini leather value chain strategy as the industrial development pillar of the EAC-COMESA-SADC Tripartite Strategy, enhancing industrial productivity and competitiveness by addressing supply-side constraints, promoting linkages among industries and other economic sectors; strengthening skills; the Trade Related Facility (TRF) (EU support to SADC) supporting Eswatini trade facilitation and addressing technical barriers to trade; the 11th EDF Support towards industrialisation and the productive sectors (SIPS) in the SADC region enhancing private sector participation in the regional leather value chain with technical missions on-going in 2019 to identify possible activities in Eswatini. Synergies will be sought between the public-private dialogue to be established under this project and the broader in-country public-private dialogue, including on EPA implementation. The work towards O3 will built on SB4A experiences and may be complemented by support from the Trade and Private Sector Development and Engagement Facility (TPSDE).

4. DESCRIPTION OF THE ACTION

4.1. Overall objective, specific objective(s), expected outputs and indicative activities

The 11th EDF NIP focus is on support to agriculture to eradicate food insecurity while contributing to sustainable economic growth. This action feeds into the NIP goal to establish environmentally sound "high-impact" commodity chains building resilience to climate risks.

Overall objective: To contribute to economic growth and job creation, poverty reduction, and gender equality and women empowerment in the country

Specific Objectives:

SO1. Improved smallholder livestock productivity, with a more inclusive management of assets at community/household level

Outputs expected, in relevant pilot communities:

- 1. Implemented sustainable rangeland management**
- 2. Improved capacity of smallholders, women, youth and people living in vulnerable situations**
- 3. Improved quality and health of herds**

Indicative activities to deliver these outputs:

- rangeland mapping integrating indigenous knowledge and community practices; integrate sustainable rangeland management in the pilot communities' Chiefdom Development Plans,
- run sustainable/rotational grazing on communal lands,
- develop fodder production/trade taking a circular economy approach (e.g. re-using

- agriculture residues, sugar molasses, etc.) and integrating agro-forestry potential,
- promote climate-resilient watershed interventions, inclusive use of watering points,
- implement the livestock breeding policy to produce better quality, climate-resilient animals,
- organise livestock groups, develop governance and business skills, promote referral to anchor farmers, for successful small-scale farming at household and community levels,
- improve access to strengthened extension, animal husbandry and animal health services,
- capacity strengthening promoting the implementation of environment and climate-friendly agriculture practices to minimise negative impacts of livestock production.

SO2. Inclusive, efficient and transparent markets for livestock products

Outputs expected:

- 1. Smallholders, women, youth and people living in vulnerable situations participate to formal markets on a fair, profitable and equal basis**
- 2. Optimised offtake of cattle and goat on markets for local consumption and exports**

Indicative activities to deliver these outputs:

- facilitate the involvement of women and youth in contract farming,
- develop and enforce a transparent grading system for livestock and products of animal origin to ensure fair trade within the value chains,
- build skills to improve the quality of products (benchmark to quality standards, SWASA seal, quality meat branding, train on SPS, etc.),
- facilitate commercial contacts with key international markets,
- develop and encourage the use of an ICT-based Livestock Market Information System (LMIS) with information on outputs, inputs, fodder, diseases and rangeland conditions,
- foster the establishment of private sector-led meat marketing services to promote sustainable local production, marketing and consumption of products of animal origin.

SO3. New SMEs established, jobs created in a more sustainable and inclusive value chain

Outputs expected:

- 1. New SMEs established, with at least half led by women, youth and people living in vulnerable situations**
- 2. New investments/credits to livestock value chain SMEs, creating new jobs**
- 3. Established public-private sector dialogue taking forward the growth of a more sustainable and inclusive livestock chain**

Indicative activities to deliver these outputs:

- implement strategies for value addition, industrialisation, exports of livestock products,
- encourage an open, inclusive and effective public-private sector dialogue on improving the business environment,
- build the business skills and capacity of SMEs,
- catalyse the development of sound business plans (in stall feeding/mini feedlots, cottage industries, abattoirs, leather and hides; branding and marketing, catering, eco-tourism),
- encourage the development of SMEs and jobs related to "circular economy" approaches,
- develop mentoring of enterprises in receipt of loan and mentoring of financed SMEs investment projects in the first years of their operation,
- catalyse private investment through the use of existing and upcoming financial instruments,
- provide technical assistance to local financing institutions and other stakeholders in terms of product development and appraisal of SME business plans in the value chain.

4.2. Intervention Logic

The action is grounded on national, regional and EU policies listed in section 1, recognising that Eswatini's agriculture and agro-processing has much potential for growth and jobs due to a favourable climate, good soils and demand from domestic and international markets. The action also recognises that the current underperformance of the agriculture sector stifles economic growth and development, given the forward and backward linkages with the agro-based manufacturing sector and the large number of Swazi living in rural areas, on subsistence agriculture. The programme thus seeks to address the institutional, production and marketing challenges holding back the livestock value chain: it addresses cattle and goats jointly based on communities' current use of both types of livestock and related untapped potential for new exports/income/jobs/opportunities for women, youth and people living in vulnerable situations. The action takes a value chain approach to encourage businesses to produce, process, market, export beef/goat meat, leather and feedstock to maximise social, economic and environmental benefits; it builds on the lessons learnt from previous/other interventions; it will particularly aim to ensure a greater access for women, youth and people living in vulnerable situations to business opportunities in this value chain in line with EU GAP II and the rights-based approach; it banks on Eswatini belonging to the SADC-EU EPA and COMESA hence benefitting from trade facilitation measures and access to profitable market; it promotes environmentally sound agricultural practices that mitigate and adapt to the changing climate, that protect biodiversity of rangeland ecosystems by addressing over-grazing and unsustainable use of water, land and bush encroachment and that integrate "circular economy" best practices (e.g. in terms of animal feed production, production of healthier animals whose manure is using for farming, productive use of leather and hides which are currently sent to waste); it is open to linkages with new financial instruments.

Some activities will be nationwide (e.g. developing of marketing or catalysing SME creation/value addition) and some activities will focus on demonstrating new approaches in pilot communities (e.g. rangeland management), aiming for replication/scale up beyond the scope and duration of the action. Pilot communities will be selected in the Shiselweni, Lubombo and Hhohho regions as these are areas best for grazing, feature the highest levels of poverty in the country, and are in great need of diversifying from sugar income. Pilot communities could include communities already participating to Beef Cattle Grazing Management Demonstration to reduce risks identified in section 2. Pilot communities will be selected taking into account that some host a large number of households (around 900 to 1000 households) and can involve people with different social or economic status, some through their existing CDP and others requiring community mobilisation or facilitation by Ministry of Thinkhundla Administration and Development (MTAD). For instance, the following communities could be targeted: Lokhayiza and Siphameni (Kalanga chiefdom in Lubombo region), Vulingcondvo and Kamnyani (Lubulini chiefdom in Lubombo and Shiselweni region), Linkonyane (Mayiwane chiefdom in Lubombo and Hhohho region), Mlindzini, Mahlangatsha chiefdom in Shiselweni and Hhohho regions).

4.3. Mainstreaming

As there is a strong risk of excluding women from the most profitable roles in livestock value chain (VCA4D, ILRI) and from participating in household and public decision making, **the project shall adopt a gender transformative approach throughout the implementation of its activities**, e.g. it will improve the use of rangeland not only for the nutrition of livestock but as a source of raw materials as this will mostly benefit the income for rural women; it will develop gender sensitive extension services in line with female farmers' time and travel constraints; it will foster women-led business creation encouraging women and the youth to in

processing and value addition through innovatively using meat, hides, and other livestock products to produce processed meat foods, leather and fertiliser products.

Nutrition and food security – Eswatini National Agriculture Investment Plan (ENAIIP) integrates nutrition objectives but Eswatini has not achieved self-sufficiency in staple food production nor in beef/dairy production. 26% of children are stunted (WFP, 2018) especially in rural areas (33%). The prevalence of stunting increased from 27% in 1983 to 40% in 2008 but recovered somewhat to 31% in 2010 and since. The high prevalence of stunting is linked to a lack of dietary diversity and poor health, related to high rates of HIV/AIDS. Overall 42% of children under five years and 18% of those 5-11 years have some degree of anaemia. (ENAIIP, 2015). The project will develop Eswatini capacity to meet its local food demand and it will help in jobs creation / income generation for vulnerable groups, like the HIV/AIDS affected population.

Climate change, biodiversity and environment – Rangeland (communal grazing areas), predominantly under SNL tenure, is seriously overgrazed – possibly to the extent of 125–130% of its carrying capacity. This leads to soil erosion, an increase in invasive unpalatable species and poor animal performance. The project will work within Chiefdom Development Planning process (CDP) to promote the use of fodder trees and shrubs, improve the management of communal grazing resources, use feeding rations for livestock, systematically promoting climate change adaptation and integrating the best available practices for climate-smart agriculture, circular economy and environment protection. The action will make livestock production on Swazi national land more environmentally performant through good herd management practices. The action monitoring will control impacts in GHG emissions, biodiversity and environment and take corrective measures accordingly.

Youth unemployment - The youth unemployment challenge is massive: unemployment stands at 53% for the youth and 46% for women in 2016 (UNDP, Human Development Report). Over 70% of the country's total youth population resides in rural Eswatini, where the Constituencies (Tinkhundla) and Traditional Leaders' structures (Imiphakatsi) are tasked to address poverty. In the 55 Tinkhundla, Youth Associations had been set up to address youth concerns, and they channelled some resources for the Regional Development Fund to communities. To increase impact, the centre for financial inclusion is now the lead agency for developing access to finance for underserved people like the youth and this action will build on such role of the CFI to create business opportunities for youth.

4.4. Contribution to SDGs

This intervention is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture, SDG1 End poverty in all its forms everywhere, SDG5 Achieve gender equality and empower all women and girls, SDG8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, and SDG15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

5. IMPLEMENTATION

5.1. Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country.

5.2. Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4 will be carried out and the corresponding contracts and agreements implemented, is 84 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Decision and the relevant contracts and agreements.

5.3. Implementation of the budget support component

N/A

5.4. Implementation modalities for an action under project modality

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁶.

5.4.1 Indirect management with a pillar assessed entity.

This action will be implemented in indirect management with a pillar assessed entity. The pillar assessed entity will be selected using the following criteria as this implementation entails:

- A development agency that is fully dedicated to supporting development of smallholder agro-based enterprises and small and medium-sized enterprises (SMEs), while fostering and sustainable production models. This resonates with Strategic Objectives 1 and 3 of the action.
- Expertise in the livestock sector value chain, and development of private sector and value chains upgrading in the context of Eswatini, combined with experience in implementing the 'Alliances for Action' approach.
- Operational capacity in core areas of intervention, although they may need to engage local counterparts to tackle some sensitivities bordering on cultural significance of the livestock sector in Eswatini.
- Experience in currently implementing in the country the 11th EDF complementary actions.

If negotiations with the pillar assessed entity fail, that part of this action may be implemented in indirect management with another pillar assessed entity. The implementation by this alternative entity would be justified because of the following criteria:

- A development agency that has expertise in the livestock value chain in Eswatini, combined with being an implementing agency for a programme with a strong component on livestock.
- Capacity of the organisation to provide the expertise at the regional level where they have developed targeted agro-based value chains through working with a wide range of economic operators.
- Development agency that is fully engaged on the agriculture sector, and have established a spirit of public-private sector engagements in developing value chains with agriculture being the source of primary product.

⁶ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

In case the pillar assessed entity would need to be replaced, the Commission's services may select another replacement entity using criteria used in both the first and the second evaluation. If the entity is replaced the decision to replace it needs to be justified.

5.4.2 Changes from Indirect management mode due to exceptional circumstances

The indirect management mode described in 5.4.1 is preferred implementation modality considering the anticipated workload on the action, as well as experience, operational capacity and work experience in the area of focus for the pillar assessed entity to be selected. If exceptional circumstances do not allow for the conclusion of the agreement with the proposed international organisation(s), the indirect management mode can be replaced with the direct management mode through procurement.

5.5. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6. Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution, in currency identified
5.4.1 Indirect management with a pillar assessed entity	8 250 000	0.00
5.9 Evaluation and 5.10 Audit	300 000	0.00
Contingencies	600 000	
Total	9 150 000	0.00

5.7. Organisational set-up and responsibilities

The daily management of the programme will be undertaken by a UN agency. The programme's supervisor will be Ministry of Agriculture supported by relevant Ministries, parastatals and agencies as appropriate (e.g. Ministry of Commerce, Ministry of Finance and their parastatals).

A Technical Working Group will be set up to oversee the coordination, and technical and operational implementation of the programme. The TWG will meet at least three (3) times a

year. The TWG will be formed as part of the inception phase following a participatory process and shall include at least some of the following stakeholders:

- The Deputy National Authorising Officer (Ministry of Economic Planning and Development) or an alternative representative of the Ministry of Economic Planning and Development
- The Director of Veterinary and Livestock Services (Chair) or an alternative representative of the Ministry of Agriculture as relevant and appropriate.
- The Team Leader/Project Manager for the project management team (secretary)
- A representative from the Ministry of Commerce, Industry and Trade
- A representative from the Ministry of Tinkhundla and Development
- A representative of the Centre for Financial Inclusion
- A representative of the Eswatini National Farmers' Union
- A representative of implementing agency
- Representatives of Private Sector (TBC)
- A representative of the EUD (observer)

The established Agriculture Sector Steering Committee will provide the strategic and policy coordination of the programme. The Principal Secretary of the Ministry of Agriculture chairs this Committee. The Principal Secretary of the Ministry of Commerce, Industry and Trade and NAO involvement to ensure the Steering Committee is inclusive and strategic. The Ministries, departments, agencies and non-State organisations who have a mandate to trigger economic growth and job creation, poverty reduction, gender equality and women empowerment participate in the Steering committee or at least informed and consulted. A strong expertise in gender equality, human rights and RBA in the sector will be ensured during the implementation. Notably, continuing to invite the Deputy Prime Minister office to steering committee, and the UN implementing body is to mobilise teams with experiences and skills at encouraging women, youth and people living in vulnerable situations participation and leadership and further strengthening the 'gender analysis' through M&E activities. The Steering Committee can invite selected private sector stakeholders and value chain operators to provide inputs and recommendations or to be added to the membership. Development partners can be invited as observers depending on the need EU shall be member of the steering committee. It shall meet once a year to discuss various programmes' achievements and lessons learnt coherence within the sector, policy relevant issues and to set strategic orientations.

5.8. Performance and Results monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the Logframe matrix (for project modality), relevant national policies/strategies and SDGs indicators.

Reports shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

Any monitoring and evaluation will be gender-sensitive, assess gender equality results and implementation of rights-based approach working method principles (participation, non-discrimination, accountability and transparency) in terms of implementation of the project and project outcomes. Monitoring and evaluation will be based on disaggregated indicators, at least by sex and age. In order to monitor development and inequalities, data/indicators could be disaggregated to include disability, location urban/rural, group etc. when applicable. Key stakeholders will be involved in the monitoring process.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9. Evaluation

Having regard to the importance of the action, mid-term and final evaluations will be carried out for this action or its components via independent consultants contracted by the Commission.

The mid-term evaluation will be carried out for problem solving, learning purposes, in particular with respect to: contributing to gender equality and women empowerment, mainstreaming of climate change and environmental policy objectives, enabling exports, investment, job creation and inclusive growth as these are innovative elements. The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the action aims to 1) catalyse private sector investment by facilitating access to new financial instruments that may be available in the country and 2) work in pilot communities and through approaches with a potential for scale-up replication of the action at regional/national level.

The Commission shall inform the implementing partner at least 1 month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract. Indicatively, two contracts for evaluation services shall be concluded under a framework contract, the first one will be launched in the last quarter of 2021 for mid-term evaluation, and the second one in the third quarter of 2024 for final evaluation of the programme.

5.10. Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract. Indicatively, one contract for audit services shall be concluded under a framework contract in the first year

of implementation for programme estimates. As for other contracts, it will depend on the risk assessment.

5.11. Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

It is foreseen that a contract for communication and visibility may be concluded under a framework contract.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

	Results chain: Main expected results	Indicators	Sources of data	Assumptions
Impact (Overall Objective)	Contribute to economic growth and job creation, poverty reduction, and gender equality and women empowerment in the country <i>As per section 4 of the Action Document</i>	OO1: Annual real GDP growth (** EURF1.04) OO2: Proportion of population below the national poverty line (by sex/age/location(** EU RF 1.01) OO3: Nominal export growth (** EU RF 1.16) OO4: Unemployment rate, by sex/age/location (**EURF 1.17)	All indicators in Eswatini National Development plan 2018/2022 M&E, UN SDG 2030 reports	<i>Not applicable</i>
Outcome 1 (Specific Objective)	Improved smallholder livestock productivity, with a more inclusive management of assets at community/household level <i>As per section 4 of the Action Document</i>	SO1.I1. Livestock mortality rate SO1.I2. Value added of livestock value chain in % GDP SO1.I3. Ha of land covered by improved rangeland management structures and practices, sustainable water management practices (**EURF 2.04) SO1.I4. Nb. of people trained to sustainable agriculture, circular economy practices by sex/age/status (**EURF 2.03)	All indicators in MoA reports (CAADP monitoring for Ending Hunger by 2025) and VCA4D study (Oct 2018 baseline, to repeat during project).	No major disease outbreaks; no drought. Eswatini strategic roadmap 2019/2022 improving macro-economic conditions, overall investment/business/SME business climate, fostering agro-business growth, introducing a culture of excellence across Ministries and agencies. Profitable markets accessible despite competition from South Africa. Youth/women interest in agri-business.
Outcome 2 (Specific Objective)	Inclusive, efficient and transparent markets for livestock products <i>As per section 4 of the Action Document</i>	SO2.I1. Volume of sales by involved beneficiaries on local markets SO2.I2. Volume and value of livestock exports/imports SO2.I3. Grading system for livestock and meat Marketing Board established by 2022	All indicators in MCITD and MoA reports (NDP, CAADP monitoring for boosting Intra-African Trade in Agriculture Commodities), VCA4D study(Oct 2018 baseline, to repeat during project)	
Outcome 3 (Specific Objective)	New SMEs established, jobs created in a more sustainable and inclusive value chain. <i>As per section 4 of the Action Document Please, see our comments in the section 4.1.</i>	SO3.I1. Nb. households reporting new income and nb. jobs created disaggregated by sex/age (** EU RF 2.11) SO3.I2. Number of new businesses and jobs created in the value chain, disaggregated by sex/age of business owner SO3.I3. Proportion of women/youth in managerial position (in producers' organisations, public private dialogue committees, etc.).	All indicators in MoA and MCITD reports (NDP, CAADP monitoring for halving Poverty through Agriculture by 2025), VCA4D study (Oct 2018 baseline, to repeat during project), FinScope report on financial inclusion/SME creation.	

	Main expected results	Indicators	Sources of data	Assumptions
Outcome 1 - Improved smallholder livestock productivity, with a more inclusive management of assets at community/household level				
SO1. Output 1	Implement sustainable rangeland management in relevant pilot communities	1. Nb of communities and households implementing sustainable rangeland and water management, with an active rangeland management committee (**EU RF 2.04) 2. Nb. of people trained to sustainable agriculture practices by sex/age/location (**EU RF 2.04)	All indicators in Chiefdom Development plans, Project monitoring and evaluation reports. VCA4D study (Oct 2018 baseline, to repeat during project).	Active interest in the proposed activities by traditional authorities, smallholders, women, youth. Duty bearers are supportive of new approaches. Experience in selected pilot communities can be scaled-up at regional/national level.
SO1. Output 2	Improve the capacity of smallholders women, youth, people living in vulnerable situations, in relevant pilot communities	1. Nb of people receiving rural advisory, veterinary and livestock husbandry services with EU support, by sex/age/type of service (**EU RF 2.03) 2. Nb. of people gaining income from livestock value chain with secure customary tenure and/or joining farmer companies, by sex/age/location (**EURF 2.03)		
SO1. Output 3	Improved the quality and health of herds in relevant pilot communities	1. Nb of HH with drought-resistant, healthy, productive animals (**EURF 2.03) 2. Nb of people trained on animal health by sex/age (**EURF 2.03)		
Outcome 2 Inclusive, efficient and transparent markets for livestock products				
SO2. Output 1	Smallholders, women, youth and people living in vulnerable situations participate to formal markets on a fair, profitable and equal basis	1. Nb of farmers accessing Livestock Market Information Systems (LMIS) (**EURF 2.03), by sex/age and location 2. Nb of producer groups/cooperatives having contractual arrangements with marketing agents facilitated with support of this action (**EURF 2.03)	All indicators in LMIS reports, Project monitoring and evaluation, VCA4D study (Oct 2018 baseline, to repeat during project).	Smallholders, women, youth engage in commercial agriculture in addition to keeping livestock for cultural or other uses (manure, draught), cooperation across Ministries, Departments and agencies to enable marketing and exports.
SO2. Output 2	Optimised offtake of cattle and goat on markets for local consumption and exports	1. Nb of business/individuals supported that meet SPS/quality standards or requirements for meat, leather, other products, by sex/age (**EURF 2.03, 2.14 and 2.20) disaggregated by sex and location 2. No. of contracts established with buyers on new regional & international markets		
Outcome 3 New SMEs established, jobs created in a more sustainable and inclusive value chain.				
SO3. Output 1	New SMEs established, with at least half led by women, youth and people living in vulnerable situations,	1. Nb of people trained by the action to engage in income generating activities in the local and regional feed/food processing/leather value chains (**EURF 2.03) disaggregated by sex and location 2. Nb of firms/individuals that utilise business development services supported by EU, by sex/age/service (**EURF 2.03) disaggregated by sex and location	All indicators in SB4A reports, Project monitoring and evaluation, VCA4D study (Oct 2018 baseline, to repeat during project).	Current interest by local and international financiers is reinforced by the action. Women, youth, people living in vulnerable situations take forward their business proposals despite other socio-economic or cultural challenges they may face beyond the scope of the action (e.g. drought, health issues).
SO3. Output 2	New investments/credits to livestock value chain SMEs, creating new jobs	1. Nb of business plans developed with the action, by sex/age/location of owner 2. Nb of new loans provided from the action disaggregated by sex/age/location of recipient (**EURF 2.13)		
SO3. Output 3	Established public-private sector dialogue taking forward the growth of a more sustainable and inclusive livestock chain	1. Status of dialogue, with the representation from all relevant stakeholders, with agreed objectives, progress tracking, meeting at least twice a year 2. Nb of business environment policy actions designed and discussed during the action that facilitate livestock value chain development		