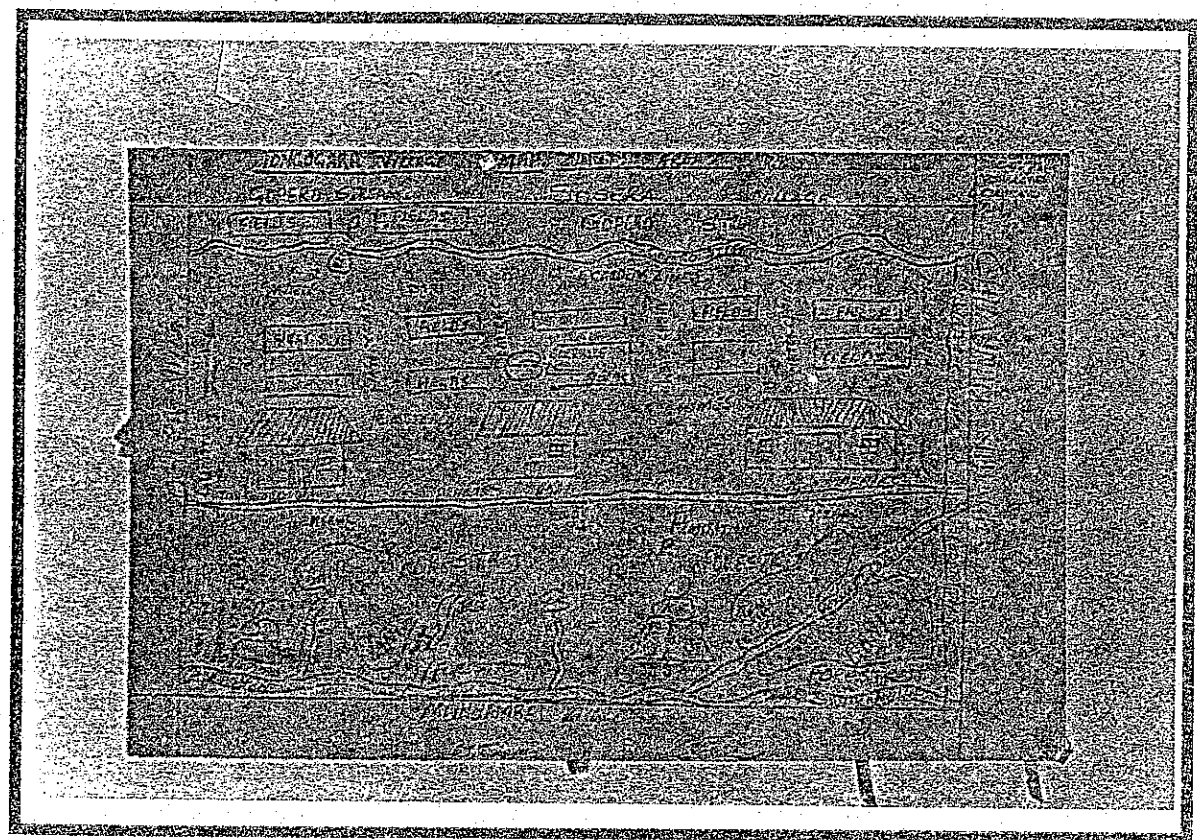


ZIMUTO/MSHAGASHE CATCHMENT REHABILITATION PROJECT MASVINGO RURAL DISTRICT



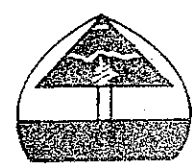
MID TERM EVALUATION



MATRIX consultants in
development management



ZWRON





**ZIMUTO/MSHAGASHE CATCHMENT REHABILITATION PROJECT
MASVINGO RURAL DISTRICT**

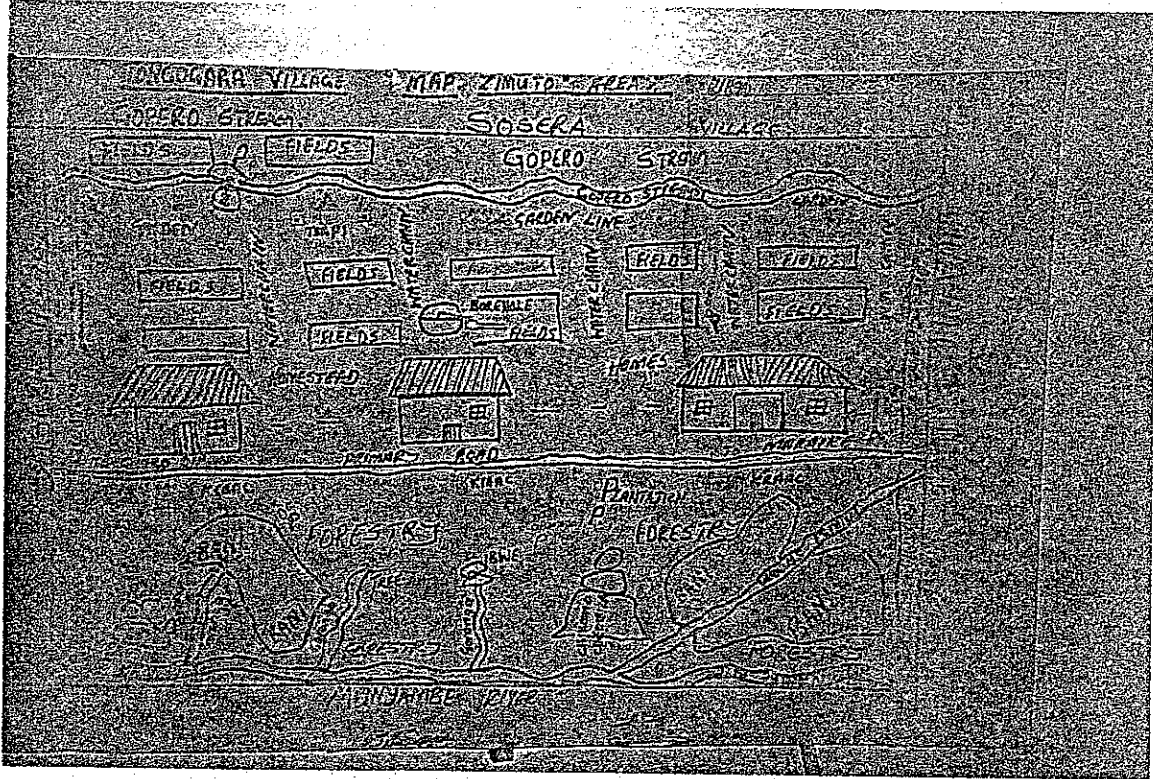
MID TERM EVALUATION

Ad Hordyk Matrix Consultants BV
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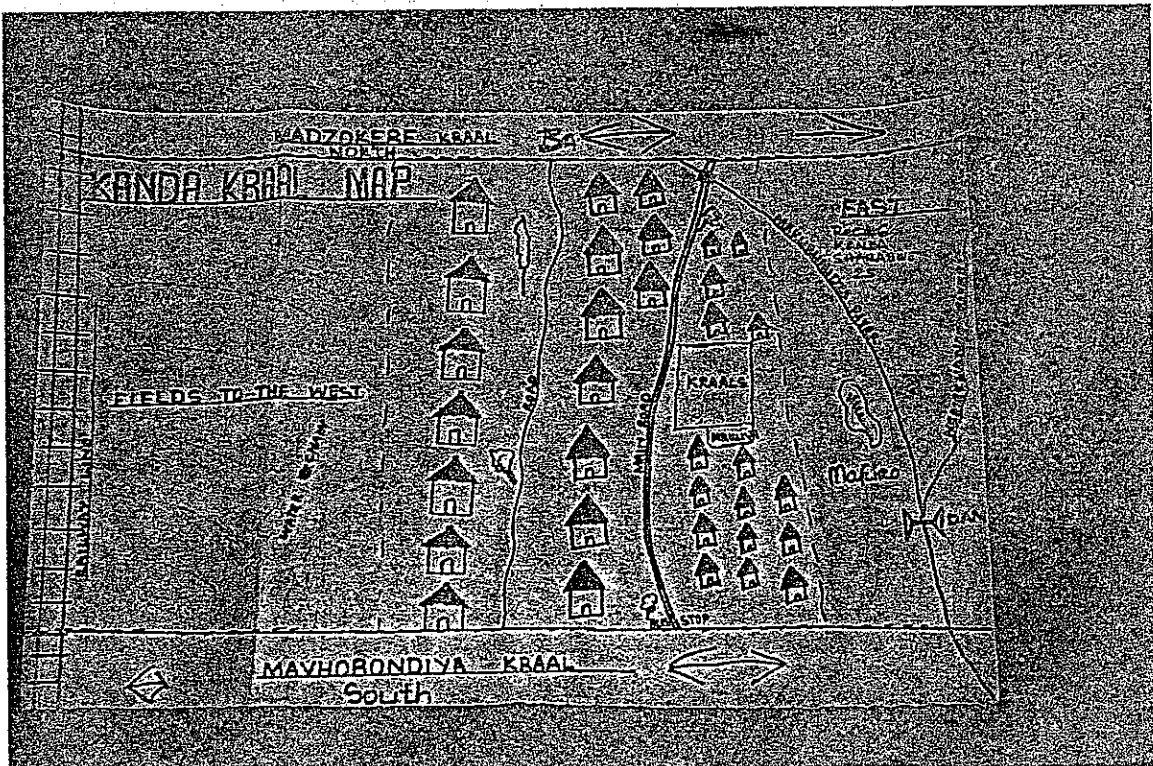
Harare, August 1997



TYPICAL EXAMPLE



Tongogara Village



Kanda Kraal

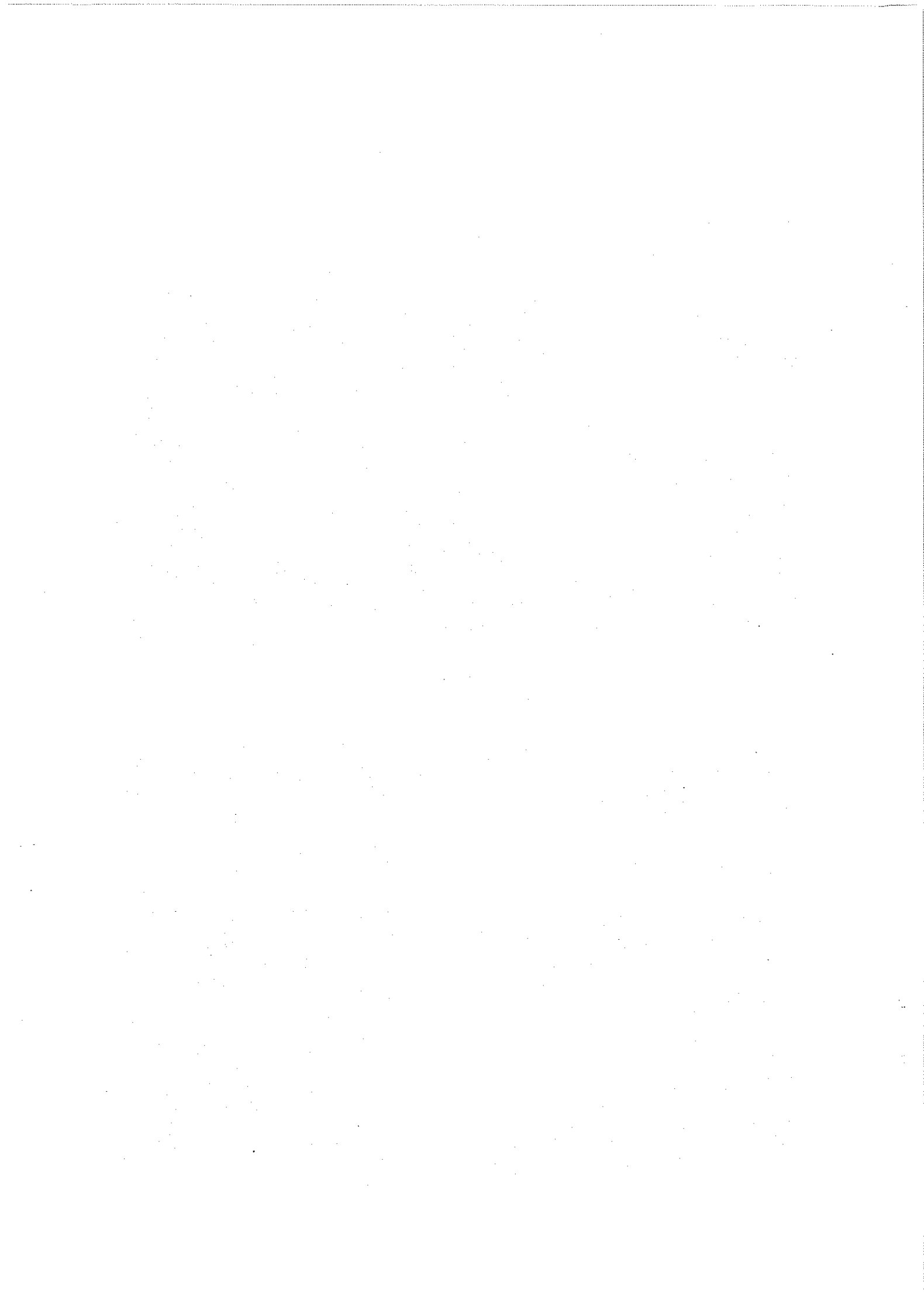
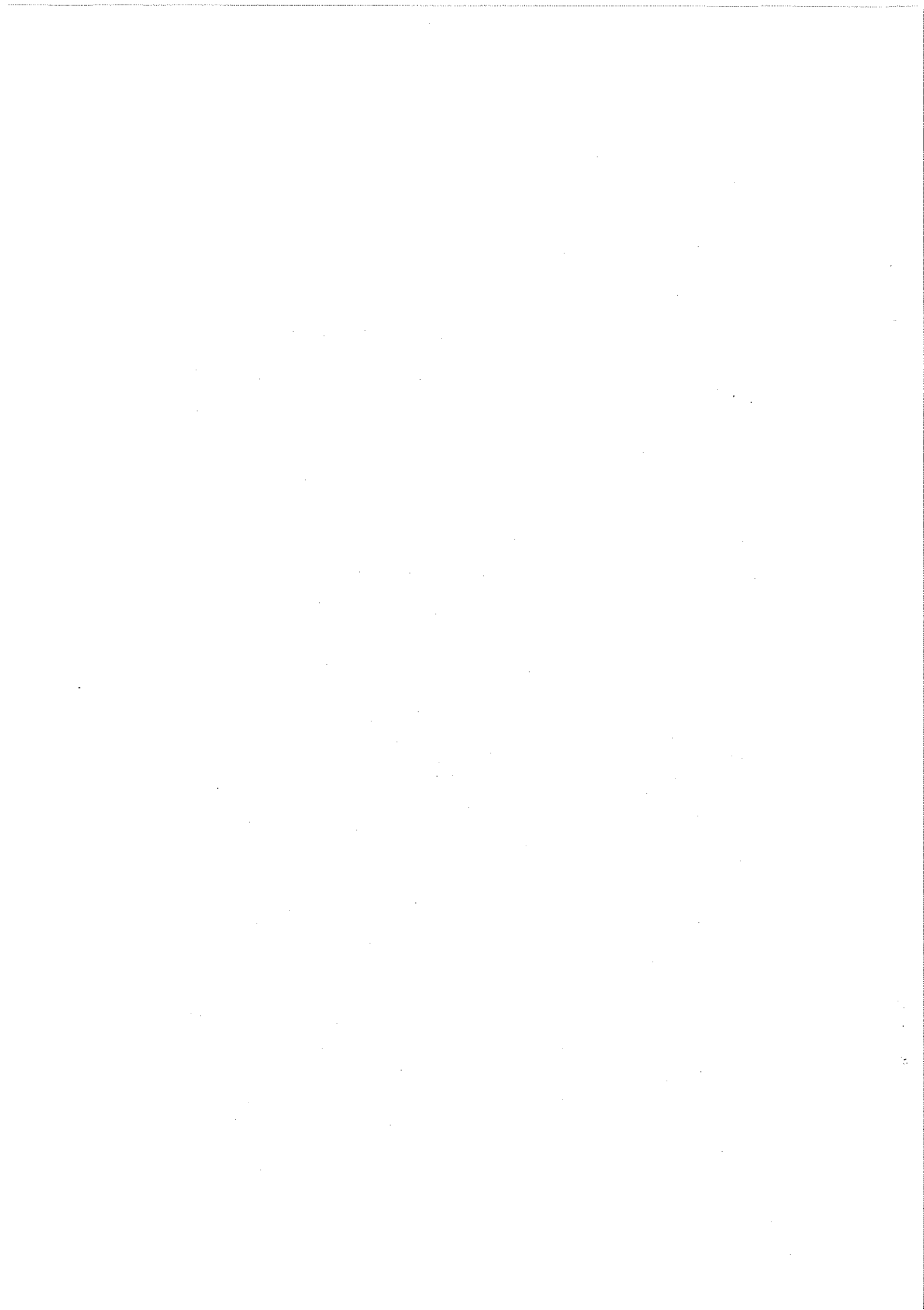


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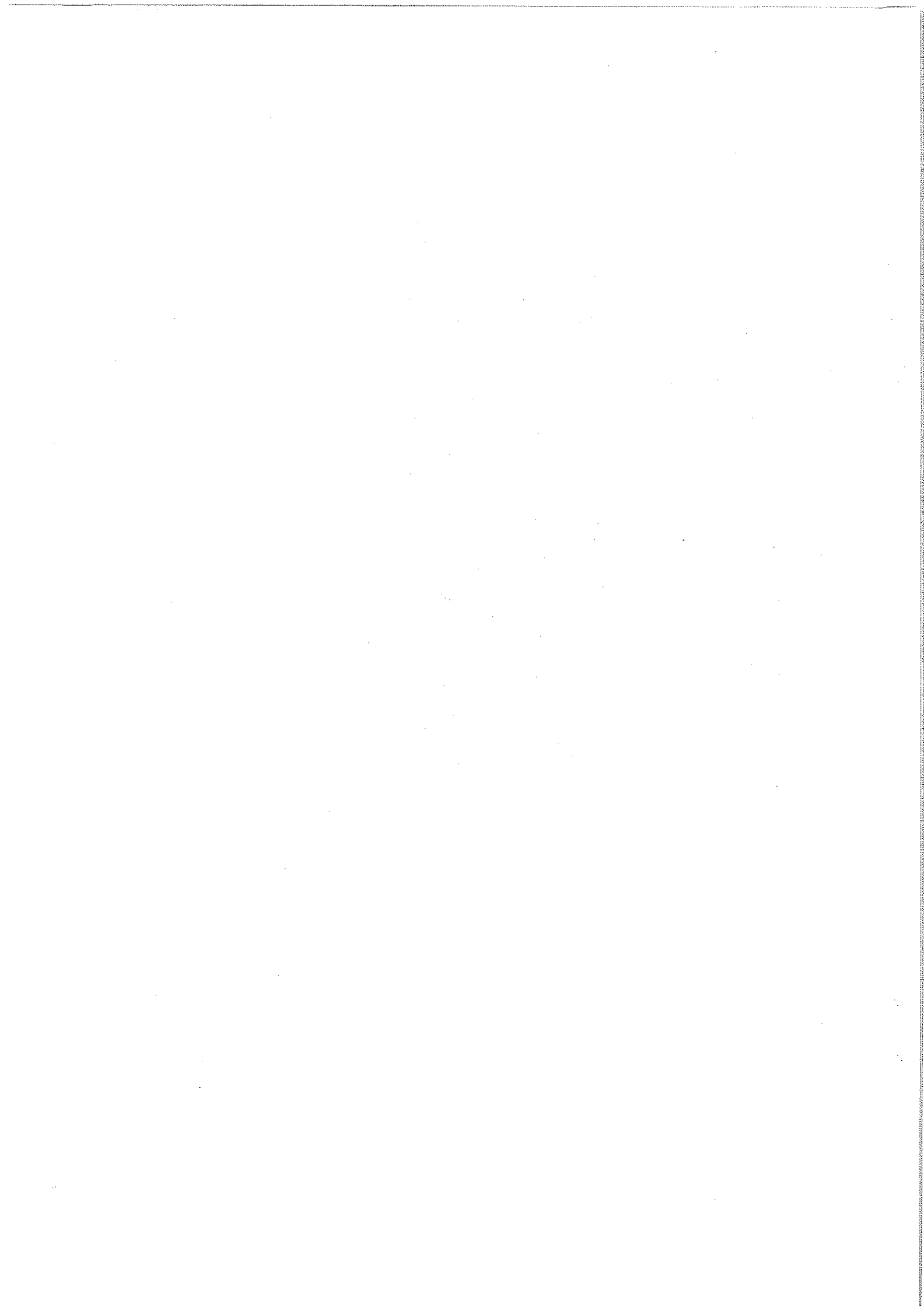
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LIST OF ABBREVIATIONS

AGRITEX	Agricultural Extensions Services
AZTREC	Association of Zimbabwe Traditional Environmental Conservationists
CTA	Chief Technical Adviser
DEAP	District Environmental Action Plan
DNR	Department of Natural Resources
EO	Executive Office
HH	House Hold
IUCN-ROSA	International Union for the Conservation of Nature- Regional Office for Southern Africa.
KH	Kraal Head
KHC	Kraal Head Community
LEISA	Low External Input and Sustainable Agriculture
MET	Ministry of Environment and Tourism
MRDC	Masvingo Rural Development Council
NCG	National Consultative Group
PM	Project Manager
PO	Project Office
PT	Project Team
RDC	Rural Development Council
RNE	Royal Netherlands Embassy
SSCFA	Small Scale Commercial Farming Area
TAC	Technical Advisory Committee
VIDCO	Village Development Committee
WARDCO	Ward Development Committee
ZIRRCO	Zimbabwe Institute for Religious Research and Ecological Conservation
Z/MCRP	Zimuto/Mshagashe Catchment Rehabilitation

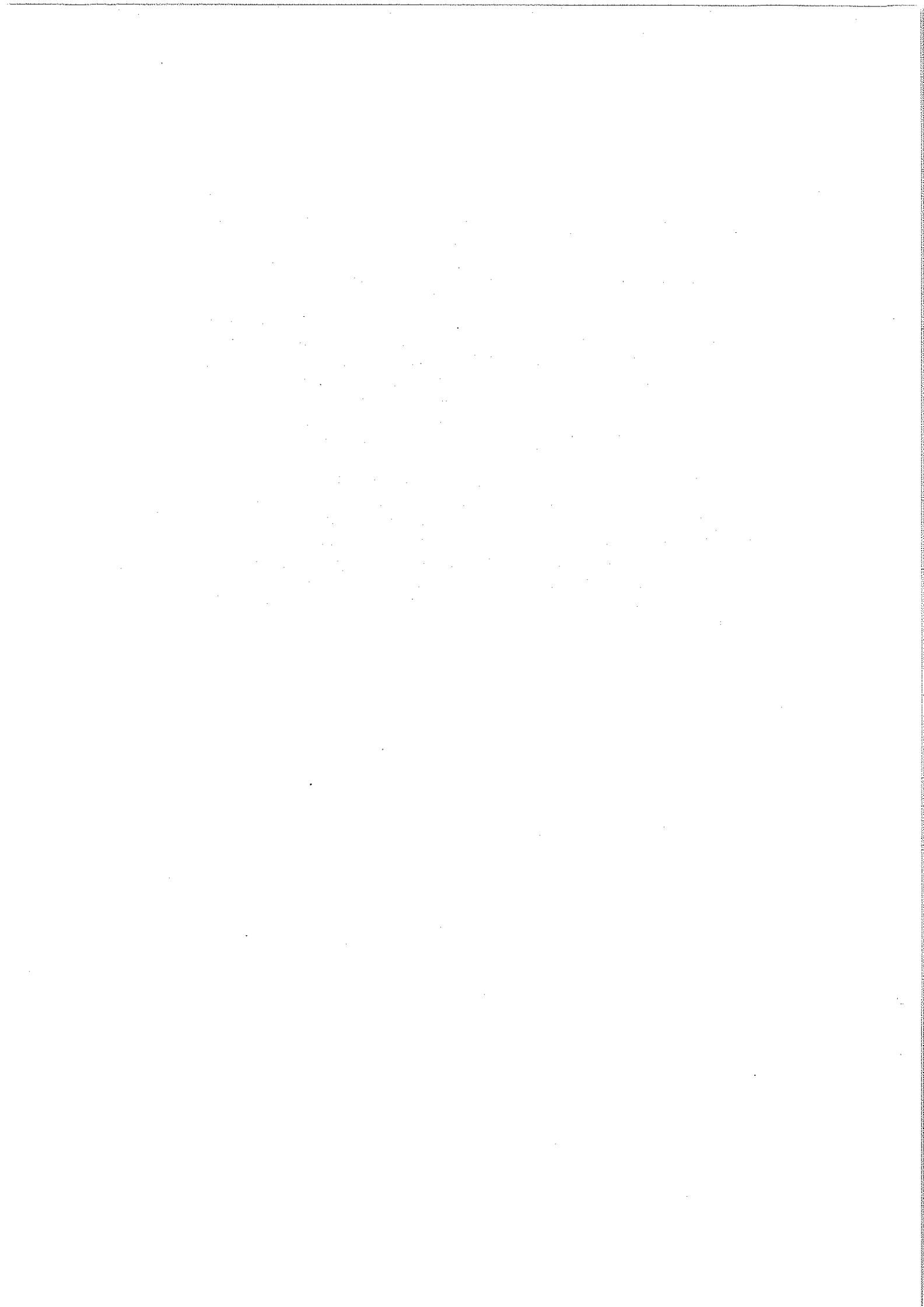


1. INTRODUCTION

On behalf of the Netherlands Embassy in Harare a mid-term review was carried out in July and August 1997 for the Community Based Catchment Rehabilitation For Sustainable Development in the Upper Shagashe and Pokoteke Catchments of Zimuto and Mshagashe Small Scale Commercial Farming Area (Z/MCRP) in Masvingo Province.

The mid term review started with consultative meetings with all stakeholders on what they felt were the main issues. The second part comprised of an extensive field survey, during which the stakeholders and the communities have been asked to give their feedback on the project. The last part of the mid term review consisted of the formulation of a draft report and a workshop to discuss the draft recommendations and to decide with all stakeholders involved on the "way forward". This workshop took place on Thursday 28th August in Masvingo.

The members of the mission wish to express their gratitude to all those who collaborated during the many and often intensive, formal and informal meetings and the Workshop on 28th August, which was hosted by the Royal Netherlands and IUCN. The frankness demonstrated during these meetings has been the main reasons why a realistic Plan of Action has been designed. Similarly, the mission is very grateful to those concerned, for the efforts which they made to provide basic statistics on project implementation as well as for the logistical support.



2. BACKGROUND

2.1 BACKGROUND OF THE MID-TERM REVIEW

This mid-term review of (Z/MCRD) community-based catchment rehabilitation for sustainable development programme in the Upper Mushagashe and Popot eke catchments of Zimuto communal land and Mshagashe small scale commercial farms is one of the activities defined in the project proposal. The aim of the mid-term review is to assess the project's progress, impact and institutional setting as well as to evaluate the extent to which the project can serve as a pilot activity for the rehabilitation of the Save-catchment as a whole. The mid-term review also should assess whether the planned 3 year duration of the project is sufficient to achieve the project's objectives.

On the basis of the Terms of Reference (see appendix 1), the mission prepared a Work Plan and developed its schedule as outlined in appendix 2.

The findings of the mission are based on meetings with stakeholders and key players in the Save Catchment at national, provincial, district and community levels. Field trips were undertaken to the community area and both the project and non-project areas were visited.

The draft recommendations have been presented and discussed with the aforementioned groups and will be used as inputs for decision making at different levels (and by different organisations) to implement an Action Plan that has been agreed upon, during the Workshop in Masvingo on August 28, 1997. The most important and most immediate action is reformulation of the Project Document for the year 1998 and 1999.

2.2 BACKGROUND OF THE ZIMUTO/MSHAGASHE PROJECT

The history of the Zimuto/Mshagashe Project (Z/MCRP) dates back to the 1992/93 drought when one small scale commercial farmer in the Mshagashe area, Mr A. Borsch, approached a staff member of IUCN-ROSA for assistance in implementing a water conservation project in Mshagashe East small scale commercial farming area. Prior to the drought, Mr Borsch had constructed a number of weirs and dams on his farm. As a result of these impoundments, wetlands on his farm were improved and his farm did not suffer the negative effects of the drought to the same extent as the neighbouring farms. Mr Borsch then decided to initiate a programme to assist other farmers in his area to protect their wetlands and to improve water conservation on their farms.

IUCN-ROSA staff visited Mr Borsch's farm and decided to develop a programme on wetland management, not only in Mshagashe East small scale commercial farming area, but also in the adjoining Zimuto communal area to the east. A project proposal was prepared for catchment rehabilitation in the two areas.

The Royal Netherlands Embassy offered technical assistance in formulating the proposal and in February 1995 officially approved the project. The RNE made

the commitment of US\$ 646 742 for the implementation of the project, to start on 1 April 1995 (which was later changed to July 1, 1995).

The Zimuto/Mshagashe area is located within the Save Catchment of Zimbabwe. The catchment has long been a national concern. The Ministry of Environment and Tourism (MET), other government agencies and NGOs have for a long time been searching for effective programmes for the rehabilitation of the catchment. A notable effort in this regard was the convening of a series of post Rio Summit discussions on environmental issues for Zimbabwe in which the problems of the Save Catchment featured. IUCN-ROSA was part of this discussion process and, in 1994, IUCN-ROSA was tasked with the responsibility of organising a workshop for all stake holders in the Save catchment.

This workshop was held in Mutare in April 1994 and a process of cooperation in the rehabilitation of the Save catchment was initiated amongst the stakeholders. This process is currently on-going and plans are at an advanced stage for the establishment of a Regional Council to develop a rehabilitation and development strategy and to coordinate and promote rehabilitation programmes and projects in the catchment.

From the above chronology of events, it appears that the preparation of the Z/MCRP proposal by IUCN was concurrent with the Save rehabilitation planning activities that were being coordinated by the Ministry of Environment and Tourism and the Department of Natural Resources. The title of the Zimuto/Mshagashe project rehabilitation project also shows that it should be viewed as a pilot project for the broader Save catchment rehabilitation effort.

2.3 OBJECTIVES AND PLANNED ACTIVITIES

According to the Project Document, the Z/MCRP has the following general objectives:

- to promote sustainable natural resource utilisation and to develop institutional coordination and catchment rehabilitation models/strategies that are applicable to the rehabilitation and conservation of the Save catchment;
- to initiate, develop and implement an integrated catchment rehabilitation and sustainable development system, based on a holistic approach targeted at changing and/or enriching farming methods in order to conserve natural resources in the Zimuto Communal Lands and Mshagashe East Small Scale Commercial Farming Area.

Specific objectives of the project were defined in the Project Document as:

- to develop an appropriate and effective methodology to initiate and implement (by communities), mechanical and biological catchment rehabilitation measures for wetland restoration in the Zimuto Communal Lands and Mshagashe SSCFA;
- to improve the current agricultural practices and/or introduce new practices that can maximise the use of local available resources;

- to initiate and encourage maximum self determination and to minimise the current long term external dependency for villages and farmers;
- to introduce and subsequently work towards farmers' adoption of techniques and methods of the "Low External Input and Sustainable Agriculture (LEISA)";
- to replicate the achievements of the project to other areas of the Save Catchment.

The project document identifies the activities of the programme:

- Mobilisation for community participation.
- Awareness raising on environmental issues at provincial, district and local level.
- Undertaking an inventory of resources, storing the data and monitoring change.
- Development of activities and implementation of village resource management plans.
- Establishments of tree nurseries and tree plantations.
- Demonstration of vegetable and fruit tree gardens.
- Mapping and inventory of wetlands and rehabilitation of wetlands and water harvesting.
- Soil improvement and erosion control.
- Introduction and/or improvement of integrated farming systems.
- Provision of training and supporting research.
- Institutional capacity building and strengthening of co-ordination between these institutes.
- Adoption and internalization of project methodology and approach by participating agents at field and higher levels.
- Empowerment of population groups as to decision making and management of natural resources.

2.4 METHODOLOGY

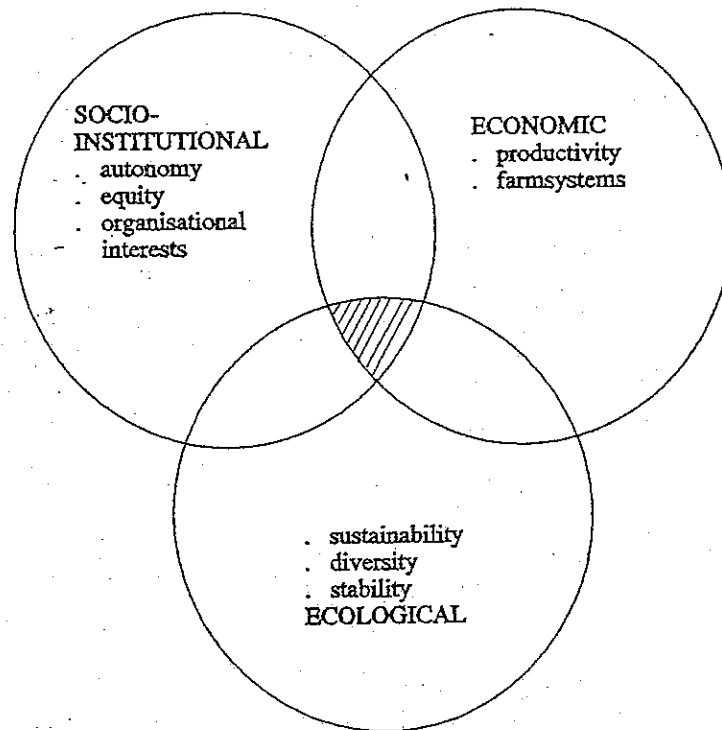
The objectives of the project relate to the following three conceptual domains:

- sustainable development;
- institutional development;
- pilot function for the Save catchment strategy development.

The approach of the mid-term evaluation can be called interactive.

2.4.1 Sustainable development

The concept of sustainable development can best be described with the help of figure nr. 1.



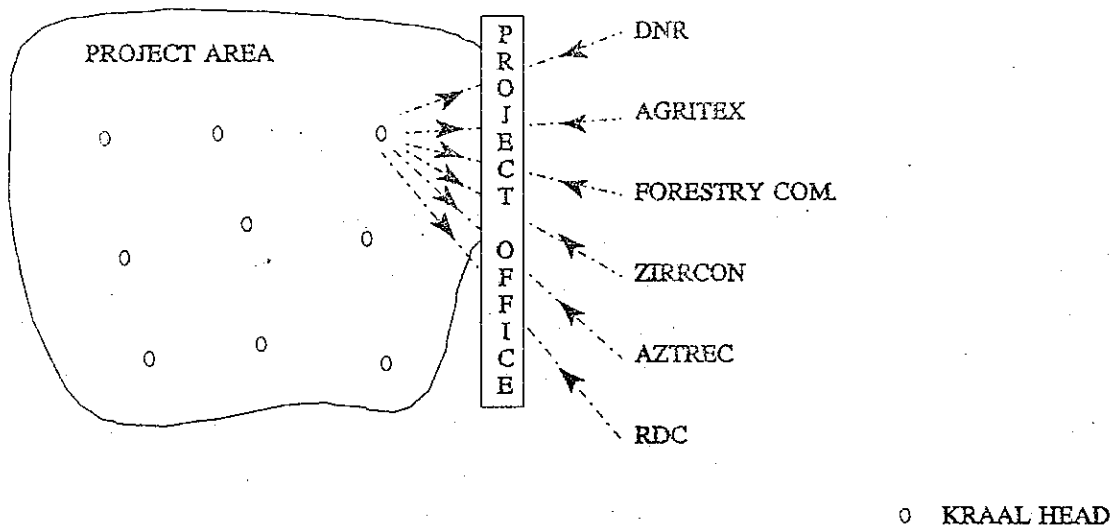
It is assumed that sustainable development takes place in the shaded area. For the evaluation of the project it means that the closer the project's impact is to the shaded area the better it has served the purpose of sustainable development.

2.4.2 Institutional development

The concept of institutional development in the context of a community based rehabilitation programme has to accommodate contradicting dynamics:

- bottom up (from community level) versus top down (from extension agencies);
- facilitation (of community needs) versus environmental degradation indicators;
- coordination and conflicting institutional mandates, interests.

In figure nr. 2 the "complex" position of the PO, which has to be able to bridge the contradicting dynamics, is shown.

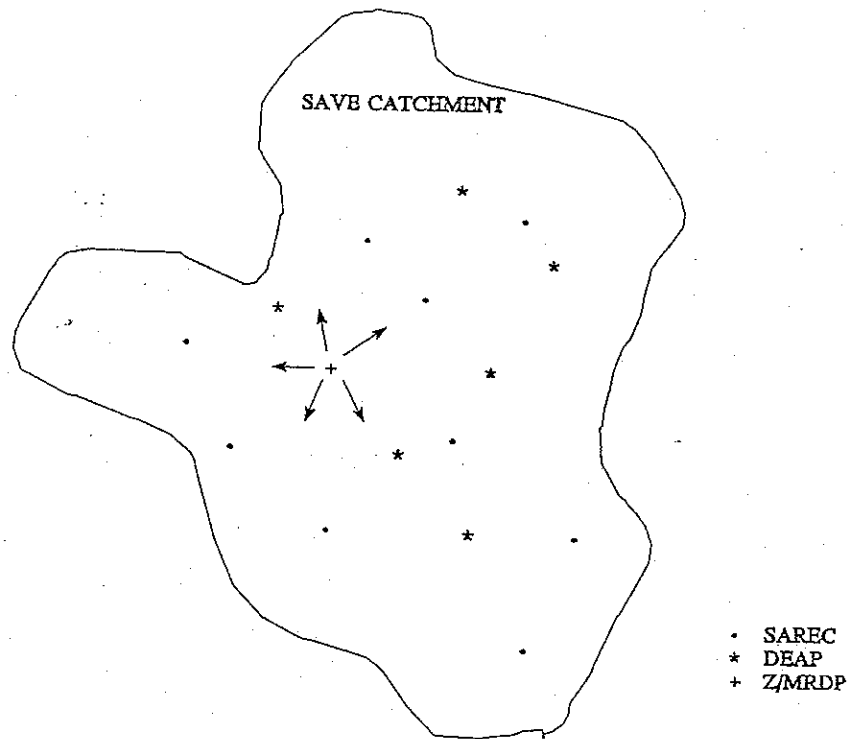


The success of the project can be measured with the following indicators: degree of collaboration between the autonomous agencies, capacity building of stakeholders, change in work practices of stakeholders and communities, and integration of different type of interventions.

2.4.3 Pilot function

The Z/MCRP is meant to have a pilot function for the Save catchment rehabilitation programme. The success of the project will depend on whether the lessons learnt in the project are replicable in other areas of the Save catchment. The many other initiatives in the Save catchment need to be studied and exchange of "lessons learnt" needs to be enhanced.

In figure 3 the relative position of the project has been projected against the SAREC, DEAP and many more programmes going on in the catchment.



2.4.4 Interaction

The mid-term review mission has emphasised the importance of interaction to ensure that ownership of the results of the evaluation will be with the relevant stakeholders and communities.

The three phases in which the evaluation was carried out made it possible to interact with most stakeholders two or three times.

It was felt that the interactive approach could contribute to develop better institutional communications.

3. EVALUATION OF PROJECT ACTIVITIES

According to the ToR the purpose of the midterm review is not only to assess the project's progress, impact and institutional setting, but also to evaluate to which extent the project can serve as a pilot-activity for the rehabilitation of the Save-catchment as a whole, and to assess whether the planned three year activity is sufficient to achieve the project's objectives.

The review mission has been asked to assess the following 5 main aspects of the project:

- . the relevance and impact of the project activities;
- . the adequacy of attention for soil fertility management and gender analysis;
- . the degree, to which improvement of the socio-economic position of the communities has taken place;
- . the effectiveness of the monitoring of the project's progress and impact;
- . the efficiency and effectiveness of the technical assistance of IUCN.

The 15 different project activities to be examined have been grouped into 5 components of Natural Resource Management practice. These are:

1. Raising of environmental awareness.
2. Development of (technical) resource planning and management.
3. Improvement of the Socio-economic position of the communities.
4. Institutional Development.
5. Technical and financial project assistance.

3.1 ENVIRONMENTAL AWARENESS RAISING

The objectives outline that the project is community based and will aim at maximum participation of all the members of the communities. To achieve this, the project has selected the kraal head communities (KHC) as the key-unit for implementation, because:

- . there is respect and authority of the traditional structure (kraal head and Dare) essential for effective cooperation and coordination.
- . limited kraal area size; community members are knowledgeable about the state of environment and action undertaken has a direct effect on them.
- . social control mechanisms to protect the ecology.

Substantial work went into community mobilisation and awareness raising through participatory methodologies that included all the members of the KHC and the project team.

The mobilisation and awareness raising was undertaken through the following:

- contact meetings to introduce the programme with 93 KHCs;
- retrospective mapping to focus discussion on environment. This included sessions with KHCs on the cause and effect of their environmental situation and how this is interrelated to crop and cattle farming.
- commitment session with 8 KHCs selected.

All these programme activities were undertaken in a way that ensured community learning of environmental issues and understanding of the programme. Using the problem and objective tree analysis, the communities went through a process of defining priority lists including what action to undertake, time schedule and persons responsible for all the identified problems.

The process of community mobilisation was done by the project team, which was made up of extension staff working at community level and the Councillors. These include staff of Agritex, DNR, Forestry Commission, and the NGOs, AZTREC and ZIRCON. Because the extension staff work and live in the area, they relate to the community effectively and have the respect for what they were doing.

Visits to other programmes such as Makoholi Research Station and Serima Wetland Project to look at other technologies and methodologies, increased the community's expectations of the programme and keenness to participate.

Though the whole processes of community mobilisation and awareness raising has been time consuming (it took roughly over 50% of the project time), the benefits are clear and can be seen through the community's understanding of the environmental problems and their active participation in the programme. This is one of the programme's major achievements and the foundation has been laid for community ownership of the programme.

The communities' appreciation of environmental degradation goes beyond the immediate environment; for example, an understanding of the effects of bad land management on the rivers down stream. The sense of ownership and understanding of the activities by the communities is remarkable. Not only is the community involved but it has taken the responsibility of organising their work schedules on activities such as gully and wetland management as well as developing check and control mechanisms to ensure total participation by the kraal head community (KHC).

The approach used by the programme of working through the KH and KHC is different from the approaches used by other development programmes of working through VIDCOs and WARDCOs. The Land Commission's report to government has also recommended use of traditional structures such as kraal heads and DAREs in the distribution of land. It will be worth the project's time to compare and evaluate its approach in relation to the VIDCOs and WARDCOs to analyse the advantage and disadvantage of the two and to see which one has a greater take off by the communities.

3.2 DEVELOPMENT OF RESOURCE PLANNING, MANAGEMENT AND MONITORING

3.2.1 Inventories, Data Storage and Monitoring of Change

One of the programme activities is the compilation of natural resources data for each of the villages in the project area. The purpose of this exercise was to ensure that village natural resource management plans were realistic and based on a good understanding of the resource endowment of the village.

The project staff worked with the villagers in the retrospective mapping and each village produced a sketch map of their village showing grazing areas, current arable areas, residential areas, woodlots and business centres (if present). Some 65 out of 93 kraalheads in Zimuto Communal Lands produced these plans and submitted them to the project office. These plans are stored at the project office and the evaluation team was able to view a sample of these plans. Typical example can be found at the beginning of this report.

In addition to the village plans the KHCs also compiled household data for every household in the project area. In appendix 3 there is a copy of the form that was completed for each household in the 93 villages of the Zimuto Communal Lands. Based on a rough analysis of the data (maps and plans) the PO made a selection of 8 "pilot KHs".

A wealth of data is contained on household sizes, ages of household members, arable area managed by each family, current levels of crop production by each family, livestock ownership, income levels etc. This data can be considered as good baseline household socio-economic data against which future changes in the socio-economic situation of the project area population can be measured. There was no household data collected for the Mshagashe small scale commercial farming area.

Although a large volume of data was collected on the households in the communal lands, very little analysis of this data has been carried out. It was entered into a computer database but no analysis of this data appears to have been carried out to derive trends and summaries and to extract some basic household characteristics. It will be difficult to monitor changes in the socio-economic situation of the communities without this analysis.

The project did not carry out any meaningful assessment and documentation of the physical state of the environment before the start of the project. The sketch maps compiled by the villagers cannot be considered sufficient documentation on the state of the environment prior to the project. It will therefore be difficult to measure the impact of the physical state of the environment in this situation. Environmental baseline surveys will be carried out by DNR, in the near future.

3.2.2 Development and Implementation of Resource Management Plans

The project successfully worked with the communities in the production of the village plans (see the beginning of this report). In this process, the villagers were engaged into discussion of their problems and were encouraged to make suggestions of how environmental degradation can be arrested. This is a major achievements of the project.

When the villagers were asked to produce natural resource management plans, they produced lists of their community needs such as dams, fencing for gardens, paddock fencing or village water supply wells. The relationship between these plans and environmental rehabilitation and management was not always direct and rather tenuous.

In fact, the challenge for the project was in building a relationship between these needs and management of the environment. Hence the project activities; fencing of gardens and wetlands, construction of weirs to protect wetlands

upstream of the weir, and the provision of fruit and other tree seedlings for the greening of the environment.

Only a few of the projects being carried out can be considered to be a direct natural resource management project. The only direct natural resource management project is the gully reclamation project such as the one being run by the Mavhorondiya community and the planting of vetiver in all villages of Zimuto.

3.2.3 Establishment of Tree Nurseries and Tree Plantations

The project has been successful in the establishment of tree nurseries at Chirima. The tree care and management expertise of ZIRRCO and AZTREC were beneficial to the project. The tree nursery at Chirima produces fruit and non fruit indigenous and exotic tree seedlings for supply to the communities free of charge. This nursery is also used for training villagers in tree care and seedling production.

Records kept at Chirima showed that up to the time of the evaluation, the project nursery at Chirima has distributed over 3200 fruit tree seedlings to the communities. These comprised avocado, mango, guava, peach, paw-paw, and citrus. Appendix 4 shows a breakdown of the fruit trees distributed by the nursery at Chirima by tree type and by village. A variety of non fruit trees were produced by the project. These include jacaranda, eucalyptus, ficus, acacia albida, and agroforestry trees such as Leuceana. There are no records on the number of non fruit trees distributed. However, as a rough estimate, this appears to be in excess of 5000.

The main purpose of the tree nursery is training and a number of training courses have been held at Chirima for representatives of different villages to teach them how to produce seedlings. On the basis of this training, nurseries are in the process of being established at village level in Zimuto Communal Lands.

The establishment of the tree nursery at Chirima, the training of community members in tree management and the establishment of tree nurseries in villages is one of the successful aspects of the project.

3.2.4 Demonstration of Vegetable and Fruit Tree Gardens

A demonstration garden has been established at Chirima. This garden has mainly a training purpose but also doubles as a vegetable supply for meals provided to those attending courses at the Chirima training centre. The garden is located next to the tree nursery and the office and is accessible to all who visit the centre. Those KHCs that identify a garden as a priority will, besides being assisted with the garden itself, also be stimulated to introduce relevant garden techniques. Discussions have taken place to find a way in which Agritex could establish small demonstration gardens in some KHCs.

Chirima is located outside Zimuto communal lands and is therefore not accessible to the majority of community members. As a demonstration site, the garden at Chirima does not reach the majority of the target community of the project. There was no evidence of any other demonstration gardens run by the

project in the Zimuto/Mshagashe area. The project may wish to consider establishing a demonstration garden within the communities.

3.2.5 Mapping and Inventory of Wetlands

At the time of the evaluation, an air photo mosaic of the project area at a scale of 1:25 000 had been acquired. All the wetlands existing in the project area were demarcated on this map. The purpose of this map and demarcation of wetlands was however not clear. It was not clear how this map was going to be used in planning the rehabilitation or preservation of wetlands in the area. IUCN has in-house expertise in the management of wetlands, but there was no overall plan regarding the medium to long term management of the wetlands of the project area or some classification of the wetlands of the project area to differentiate those requiring rehabilitation from those that maybe do not need attention by the project.

3.2.6 Rehabilitation of Wetlands and Water Harvesting

Activities that can be considered to have an impact on the rehabilitation of wetlands in the project area are only starting. Examples are the fencing of a wetland area at Munhumeso village, the construction of weirs to plug wetlands at Marongere and Nago villages. The villagers interviewed appreciated the fencing of their wetlands as a way of protecting their domestic water supply sources especially to make them more permanent in the event of droughts. Many of the villages visited were eagerly waiting for the project to supply them with fencing for their wetlands.

The effectiveness of this localised wetland fencing on the overall rehabilitation of wetlands in the Zimuto area is difficult to determine. The project will need to clearly analyse its objectives and determine what it is that should be done in wetland rehabilitation.

3.2.7 Soil Improvement and Erosion Control

In all the activities carried out in the project to date, there is no evidence of any significant effort that is related to soil improvement. The only activity that can be considered to be remotely related to soil improvement is the distribution of some leuceana trees from the Chirima nursery. This tree is used for soil fertility improvement in agroforestry systems.

While the project has not made any significant contribution to soils improvement, it has invested considerable time and resources to erosion control through the distribution and planting of vetiver grass in arable land and in pastures. Practically all the villages in Zimuto have established a vetiver nursery and all the communities are familiar with this grass. In fact, to many villagers interviewed, the Zimuto/Mshagashe project is, apparently fondly, referred to as the "vetiver project".

The distribution of vetiver grass began in earnest in November 1996, and it is too early to conclude on the effectiveness of this grass as an erosion control measure in Zimuto Communal Lands. The nurseries that were seen in villages during the field visit consisted of young stands of the grass. There has not yet

been any large scale plantings of vetiver in arable lands and pastures from these nurseries.

The opinion of the Project Office on this issue is as follows: (see comments on the draft report of 31-08-1997):

"Water harvesting, soil improvement and erosion control are closely related. When you manage to stabilise the process of gullying in a wetland you might not have done any soil improvement, but you have at least achieved that no more valuable soil is washed away and you have laid the foundation to start the slow process of rehabilitation. When you apply an effective method to reduce run off from the field by slowing down the water speed, you have made a contribution to increased water harvesting (reduction of water speed by a factor 2 means that the capacity of water to transport sediment (soil) is reduced with a factor 16). Looking at the reaction of the KHC members coming for training at Chirima, this type of water harvesting and soil preservation on the cropland, makes a lot of sense and appeals to the farmer. It is something they can do independently, increases the water availability, fits closely to the measures to improve soil fertility (manure and fertiliser).

The results of the actions undertaken are difficult to show and to quantify at the moment and indicators to do so will need to be developed."

There is, however, a serious concern with regard to the introduction of vetiver as a soil erosion control measure in the Zimuto/Mshagashe area. This technology was adopted during the training courses at Chirima, after also fanya juu, deadlevel contours, bankdams, infiltration pits, improved groundcover methods, rock-lines, improvements of the existing contour ridge systems etc. had been discussed. According to the PO vetiver is not experimental, since it has been used in Zimbabwe for 4 decades and well documented. The introduction of vetiver was given a spearhead function, because all KHCs could be supported with a concrete example of how they can do something about the improvement of the environment themselves.

The evaluation mission, however is of the opinion that the planting of vetiver was selected in a logical scientific technology screening process. The evaluation team could not find any other technologies that were scientifically considered prior to the selection of vetiver. Further to that issue, it is not clear if any analysis of the disadvantages (if any) of vetiver were considered before adoption. For example, is this grass likely to cause the introduction of some plant disease in Zimuto. It would have been beneficial if some researchers from say the livestock and pasture section of Makoholi Research Station were involved in the assessment of vetiver for introduction into the project area.

3.2.8 Introduction and/or Improvement of Integrated Farming Systems

In the opinion of the evaluators, the project has not included any activities that directly relate to the improvement of farming systems. Most of the effort has so far been directed to community mobilisation, establishment of trees and the planting of vetiver. Makoholi Agricultural Research Station carries out farming systems research and, according to Mr Dhliwayo of the station, runs trials in Zimuto communal lands on identifying appropriate farming systems for

communal farmers. Most of this work is directed at soil fertility management in resource poor situations that prevail in communal lands. Discussions with research staff at Makoholi and the project staff at Chirima revealed that there has been little relationship between the project and the farming systems research work being carried out at Makoholi. The creation of monthly meetings between Makoholi, Agritex and the PO could be a step in better collaboration.

3.2.9 Provision of Training and Supporting Research

The project has been effective in providing training to farmers from communal lands at Chirima on subjects such as:

- vetiver planting and management for erosion control;
- nursery establishment and management; and
- tree planting and care.

In addition, the project has facilitated the attendance of farmers at the following courses:

- Tillage practices that enhance soil conservation. This course was conducted at Makoholi Research Station and was attended by some 700 farmers from the Zimuto/Mshagashe area.
- Agricultural management of wetlands. This was a visit to a wetland management project in Gutu, where a system of wetland cultivation has been developed by researchers from Makoholi.

3.2.10 Soil Fertility Management

As pointed out earlier, the project currently does not have any direct soil fertility management aspects to it. The project document specifically proposed work on farmers' adoption of low external input and sustainable agriculture systems; soil improvement; and the introduction and/or improvement of integrated farming systems. In an area of low fertility sandy soils such as the Zimuto Mshagashe areas, soil fertility management is the core of any meaningful farming systems intervention. Accordingly, the evaluation team feels that the project should have examined some practical ways of improving soil fertility.

Programmes of soil fertility management involve both research and extension, with the research component generating appropriate soil fertility management technologies, while the extension component concentrates on the application of these technologies on farmers fields. It is the opinion of the evaluation team that the Z/MCRP has not enough time and resources to mount a complete soil fertility management programme in the Zimuto/Mushagashe area. What would have been practical is a for the project to have linked to on-going farming systems research work being carried out at Makoholi Research Station and to assist in the dissemination of promising technologies identified there. In addition, the project could have assisted the researchers at Makoholi in their on-farm research by sponsoring some trials in the Zimuto area.

3.3 ENHANCEMENT OF THE ECONOMIC AND SOCIAL POSITION OF THE COMMUNITY

3.3.1 Expected socio-economic benefits

The expectations of the project to have a positive influence on the economic and social status of the target groups are raising. At the moment there are no economic benefits to the community.

Mshagashe/Zimuto is an area that has suffered immense environmental degradation. The area has problems of deforestation, stream bank cultivating high population densities, overgrazing, excessive soil erosion, river and reservoir siltation.

Due to these problems, the area has suffered from poor crop yields, poor grazing and lack of adequate drinking water for people and animals. In the last drought in 1992/93 families lost herds of cattle. It is envisaged and already anticipated that through the wetland management and weir building the project will ensure drinking water, gardening projects will be implemented and grazing land will improve. At the moment this could not be measured as even the planned gardens are not yet implemented.

The project needs to move quickly to implement the planned activities such as garden projects. Awareness raising alone is not adequate, communities need to see action towards their economic and social upliftment to continue with participating in the programme with enthusiasm. Concern is starting to emerge around immediate tangible benefits such as gardens which the project seems to be reluctant to implement, because it believes that "short cuts" in the 7 step approach is tricky. These 7 steps are:

- Step 1: First contact meetings
- Step 2: Sending of maps, data sheets, plans from KHC to PO.
- Step 3: Selection of 8 first pilot KHCs.
- Step 4: Commitment sessions, resulting in KHC project identification.
- Step 5: Work-, time-, training- and input- requirement schedule drawn up.
- Step 6: Implementation by communities. Team members assist and PO facilitates.
- Step 7: During frequent team member contact with KHC, identification of "linked activities".

If the reformulation of the project for 1998-1999 this strategy needs to be discussed openly to avoid the uneasiness that the community are starting to get as some of the planned and promised activities do not seem to be emerging.

3.3.2 Gender issues

The majority of the project participants are women. In all the KHC, visited by the team there was evidence of a large number of women working on projects. The data which the KH have on households and families is not disaggregated, so it is not possible for the team to give specific figures of the number of men and women residing in each KHC. The PO has collected detailed disaggregated household, which is important, if the activities are going to be gender sensitive. The data collected needs to be analysed to get an insight of who does what,

when and where. It is important that the KHCs are assisted to collect gender disaggregated data.

Though the majority of the project participants are women both the project document and the project itself do not have a clear strategy to deal with gender issues and more specifically women. An intent is shown to integrate gender in the project but there is no indication of its integration in practice. An attempt was made during the problem identification to get women to identify their problems and needs. However, the facilitation of this process was not clear on whether it gave specific attention to assist women understand environmental/agricultural related projects as women will always tend to prioritise income generating activities, mostly around sewing. During the team's visit women kept emphasising the need for sewing machines to start sewing projects.

Women are the large group participating in the project either because their husbands are working in town or they are the de jure heads of households. They basically undertake all the activities, in the project including those normally done by men, such as carrying stones for weir building. These activities come over and above all the other chores that women undertake at household level. This means women carry an extra load of work which the project has not analysed. Some of the women in the KHC expressed concern over their physical state come rainy season as a result of the heavy physical work. These are issues the KHC and PT need to address and suggestions made on how the programme can address them.

The project is using the kraal head as the level of implementation. This is often seen as a very traditional structure not sensitive to gender issues. However, in the project area, women's participation in these structure is relatively visible in terms of numbers. Every kraal head committee has either one or two women out of 5 representatives. The KH is a hereditary position whilst the rest are elected. There is one female KH out of the 8 participating in the programme. Whilst, the numbers of women in the KH committee is small, it is important that they are represented and advantage needs to be taken of this situation to assist these women to effectively participate in decision making at this level.

The project emphasizes empowerment, participation and awareness of the target groups. This is not well articulated when it comes to gender. Women's specific situations is well researched in Zimbabwe and the project could benefit from these researches to address women's participation especially in management and leadership. The women interviewed on the project see their role as workers on the project.

At some instances the project has specifically indicated that an equal number of men and women is expected during eg. visits and training so as to ensure that women are included. However, in practice this has not been possible, especially if the activities are away from the home area. An example, is the training on vetiver that took place at Chirima base during the team's visit. Out of 9 people present, there were only 2 women. The reason, women are not keen to leave home as there is no one to look after children, not sure they are up to the level of training, not sure they will be able to transfer skills on return.

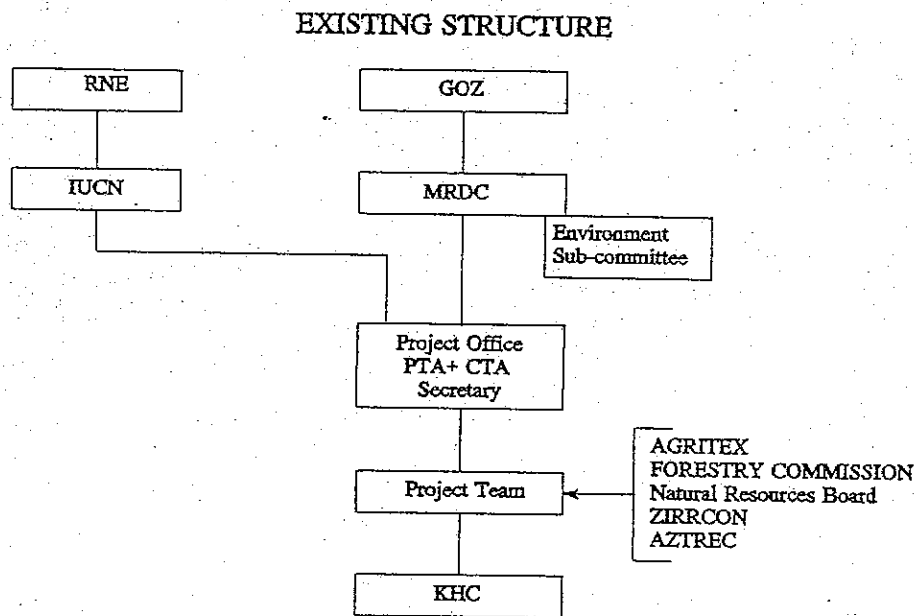
These are issues that the programme needs to take on board and address through various ways such as gender training, moving training to kraal head level etc. Since a large percentage of the participants are women and the environment is largely managed by women, the project should consider the documentalist at the PO level to be professionally trained in gender data collection, analysis and interventions. This will assist in addressing issues that affect both men and women.

3.4 INSTITUTIONAL DEVELOPMENT

3.4.1 Project Structure

In the Project Document, the structure of operation is meant to ensure participation in the project by the communities and the provincial stakeholders in a non-bureaucratic and interactive manner.

The structure of the project therefore is not easily analysed. Based on chapter 6 of the Project Document project management could be visualised as follows:



Though the project management structure has been described clearly on paper, in practice the situation is not clear and a number of conflicts have caused serious set backs.

One of the reasons is the "incomplete" consultation process at the inception of the programme. This process did not sufficiently involve all stakeholders at different levels, that is, from national level to district level and to community level on the assumption that the lines of communication within the different institutions would take care of this. However, this does not seem to have happened and may also have been very difficult since most government agencies are going through a process of restructuring and decentralisation. This has resulted in misunderstanding, tensions and resentment at different levels of the project and within institutions themselves.

In the perception of the evaluation team the misconceptions of the different roles by the different stakeholders can be resolved, if communications between the different levels is improved.

In analysing the involvement of the different stakeholders three levels can be distinguished:

National level

At the national level no formal relationship exists between the different stakeholders in relation to the project. This may be one of the reasons why a misunderstanding related to the ownership of the project between DNR and IUCN has not yet been resolved.

This misunderstanding is related to the different roles IUCN-ROSA has played historically and the changing capacity of DNR. On the one side IUCN-ROSA has provided technical assistance to DNR in setting up the DEAP programme and to coordinate the Save Catchment stakeholders workshop in Mutare.

On the other side IUCN prepared a project proposal, raised funds for and was appointed the executing agency for the Zimuto/Mshagashe project on behalf of the RNE.

The main reason why the roles of the national level institutions were not defined was because it was assumed that their provincial and district level staff were to be involved in a community based project executed by the MRDC. The role of IUCN-ROSA was to provide technical and financial management assistance at the district level and technical backstopping directly to the PO.

DNR and IUCN have a longstanding relationship in programmes such as DEAP that are not at all affected by the misunderstandings that have emerged on the Zimuto/Mushagashe project. The two activities do not seem to have any relationship.

District Level

At district level, the MRDC is responsible for the implementation and an advisory board for the project has been set up. The PO and PT are the operational levels of the programme.

In a workshop facilitated by W.Z. Sadomba, MRDC's role was defined as the implementor of the project, playing a central role in community education and participation, conflict resolution, coordination and management of the project (see Appendix 5). This does not seem to be the reality on the ground. MRDC's role has remained marginal. The Executive Officer (EO) initially attached to the project withdrew leaving a gap in terms of the Council's involvement which slowly dwindled to merely signing of cheques rather than monitoring the implementation of the project on behalf of Council.

Most communities were not aware that the MRDC was the implementing agency. The evaluation team feels that the council did not play its role as implementor and has left most of the decision making to the PO, which made the PO being seen as the project implementor.

An advisory board was set up to give technical advice to MRDC. The advisory Board is made up of all the councillors from the area and the agencies at provincial and district level. The board is supposed to have met twice since the

inception of the programme. Since the minutes were not available the evaluation team could not analyse what type of discussions have taken place in these meetings. A number of members have not been aware of the fact that they were members.

Both IUCN and MRDC have recognised the marginal role that Council has been playing and a post for EO Natural Resources management and Agriculture has been created by the council. MRDC is in the process of hiring a person to fill this position. The EO environment will be responsible for the council's environmental programmes as well as the Zimuto/Mushagashe project.

It is important that the Terms of Reference of this person are well designed so that he/she can play more than a monitoring role and be able to inform and influence policy and decision making in council vis-a-vis the project as well as other environmental programmes in the district. Beyond the MRDC the incumbent should be able to share with other councils in the Save-Catchment the experiences of Mushagashe/Zimuto that can be adapted as well as experiences in the catchment that can be adapted by Mushagashe.

There is need to strengthen the role of council beyond just hiring an EO. This is key to ensure continuity of the project as well as guarantee effective management of the project by MRDC. The team recommends that a Mushagashe/Zimuto sub-committee of the council chaired by one of the councillors from the area be formed. The sub-committee will include senior staff of stakeholder institutions (Provincial and District), councillors from the programme area, the programme manager, CEO and EO of council. A representative of the environmental sub-committee will sit on this sub-committee to ensure feedback into the environmental sub-committee. The stakeholders should not merely be attendants to the committee but members.

The sub-committee should be mandated to make decisions and inform council. This therefore means that there is a body that can make decisions, address policy, monitor the programme, make sure council is well informed. This ensures that the PO has a management body to defer to and to allow council to play a greater and informed role in the programme as well as ensure accountable implementation of the programme. This also guarantees that the programme is managed by experts who can give financial, administration and technical support to the programme.

Local level

The PO is a facilitation office composed of a Project Manager (PM) and a Chief Technical Advisor (CTA), who are full time employees of IUCN and supporting staff. The PO level is responsible for the day to day administration of the project including acting as secretariat of the Project Team (PT). At the time of the review the PM position was vacant as the PM's contract was not renewed. The office is operational and has since inception, facilitated the implementation of a number of activities. Implementation is not as per plan since most of the time has gone into community mobilisation and awareness raising.

On a number of occasions the PM and the CTA have not been able to reach agreement on the strategy of implementation. This has had a negative impact on the implementation of the project. The job description of the two positions can

easily allow for individual and programmatic differences to escalate. It is therefore necessary that the staffing of the PO has to be to be revisited in the light of a new project management structure.

The PM post is a professional position with an incumbent who is supposed to have technical expertise in environmental and agriculture as well as finance and administration. (see Appendix 6).

The role of the CTA according to the Terms of Reference was initially to develop the modus operandi of the project and as soon as the PM was hired to develop the database system. (See Appendix 7). Certain of these responsibilities would seem to be duplicating the responsibility of PM. The responsibilities of the CTA include advising the PM on financial management, which has been one of the conflict areas. It also infringes with the council's responsibilities. What is needed in relation to financial management are clear procedures as well as check and control systems that Council and IUCN can use to monitor use of resources.

The project requires more than one full time professional person but these role and responsibilities need to be well defined. An analysis of what is expected of the PO has to be undertaken and personnel needs identified. IUCN has recommended the Project Manager becomes Project Coordinator, which may be more practical if the MRDC takes up more of its executing responsibilities.

The CTA's job description should be revisited. In case it is confirmed that data collection and documentation are the main areas in which professional staff capacity is required the question should be raised whether a CTA is required for that.

Project Team

The project team is made up of all the extension staff at community level. According to the report of the workshop facilitated by Sadomba the PT (Project Coordination Team) is made up of ward councillors of the area, seconded staff from MRDC, Agritex, DNR, Forestry Commission, AZTREC and ZIRRCO. The local chief and his two headmen are ex-officio members. The report defines the PT as a policy maker in terms of formulating the methodology of the project and as being the executive, in terms of executing tasks as individual organisations. No document was found redefining the role of the PT and the PT seems to operate as policy makers.

The project team has been very effective in mobilising and providing technical support to the communities. The interactive relationship between the community and the project team has helped to ensure that the project maintains a close and regular contact with the community. The team has been holding regular meetings to discuss progress as well as map out strategies for activity implementation.

At the time of the review, confusion and uncertainty prevailed within the stakeholder group around the project team's role and who participates in it. This confusion arises from a number of reasons that include:

- a) Process of consultation in the setting up of the team was not broad enough and formalised.

- b) The marginal role played by MRDC in the programme resulting in the PO being seen as the power base.
- c) The stakeholders' perception of the role of PT and who participates in it.
- d) Conflict of roles as PT is seen as policy makers, management and implementation team when management decisions should be made at a different level.
- e) Lack of collective planning (including budgeting).
- f) Lack of adequate communication with all parties.
- g) Conflict between PO and CTA.
- h) Lack of clarity in resource allocation.
- I) Lack of clarity of the role of IUCN-ROSA.
- j) Lack of clarity of involvement within stakeholder structures.

Due to all these problems, the PO is seen as making decisions and consulting the PT who basically are extension officers without a mandate to make decisions on commitments of their own institutions.

The importance of the PT has been described by one of the stakeholders, who said: "without the PT there is no project". It has played a crucial role for the involvement of the communities. Redefinition of its role and position is key for success in the future. Marginalising the influence of extension staff would be a loss of crucial gains that have been made in community mobilisation and participation. Should management responsibility be moved to Mushagashe/Zimuto sub-committee of council than the PT remains an essential platform through which strategic decisions need to be prepared.

3.4.2 Capacity Building

To ensure ownership and sustainability the project activities include capacity building of all the key stakeholders. In the project proposal the aims have been formulated as follows:

- MRDC; Enhance technical capacity and improve the operations of the RDC.
- Agritex; Improve mobility of AGRITEX staff and technical capacity
- DNR; Improve mobility of staff and technical capacity.
- Forestry; Improve extension services in social forestry.
- ZIRRCON; Strengthen technical capacity
- AZTREC; Strengthen technical capacity

MRDC

The EO initially assigned to the programme participated in a number of training workshops organised by the PO to develop the technical capacity of the PT as well as facilitating team building. After identifying the limited capacity of Council to monitor the project, the project has encouraged the creation of a new permanent post of EO environment and agriculture with MRDC. IUCN has agreed to initially contribute 75 % of the salary in Year 1; 50% of the salary in Year 2; and 25% in Year 3. MRDC would from then onwards maintain the position for the full 100%.

However, no clear strategy seems to have been defined how to strengthen the capacity of MRDC's technical, financial management and administrative capacity. MRDC's weakness in this respect is clearly evident in its lack of

monitoring in the purchases undertaken by the PM which subsequently led to the project purchasing expensive equipment.

The monitoring of the budget is weak as can be seen in Appendix 8. The funds are underspent by and there is no evidence of Council's responding to this issue or following the trend of the budget. The PO seems to be controlling the budget.

It is crucial that MRDC and IUCN together review the organisational capacity of MRDC and map out a strategy what will be required in order to enhance the capacity of the MRDC to execute the project.

Other stakeholders

To support the various stakeholders, the project requested them to indicate their institutional needs for capacity building. The majority of them have since defined their needs and a few had still not done so at the time of the review. However, the project did not take this process further.

The major support to stakeholders has gone towards payments for subsistence and travel(S&T) of the members of the PT for the different stakeholders to provide extension services. In order to address the current problems and tensions around support to institutions and the form of the support and the S&T irregularities that seem to exist, the project should develop a strategy on capacity building together with the stakeholders concerned. This strategy should be based on a professional institutional capacity analysis, programme priorities, parameters for implementation and budgetary allocations.

3.4.3 Strengthening of Coordination of Stakeholder and Participating Institutions

At national level, no coordination seems to have taken place as the different line ministries are expected to be informed of the project activities through their normal channels of communication from district level. As a result the project has not been seen as a Pilot project in the context of the Save catchment rehabilitation programme.

At district level coordination has been informal. There has been some (ad hoc) coordination with environmental programmes such as the DEAP (District Environmental Action Plans) and the SAREC/Africa 2000 programme.

At local level coordination has been done effectively by the PT, in which all extension services were represented.

At programme level, the advisory board and PT are a crucial area of coordination. The advisory board has not played this role as it remains a largely unknown unit by the stakeholders. The PT has made great strides in providing coordination on the ground of the different stakeholders. However, this achievement is being undermined by the lack of clarity of who should be in the PT, the district level staff or the extension workers on the ground. Once the roles and responsibilities have been redefined, the PT can be left to continue with implementation as it is the ideal structure for coordinating implementation.

3.4.4 Adoption of Programme Methodology

The programme methodology could be defined as:

1. Active community participation in the programme translating into understanding, adoption and sustainability of activities relating to environment and sustainable agriculture.
2. The team approach by the stakeholders to ensure technical support to the communities. To ensure quality service the stakeholders are provided with capacity building.
3. Holistic approach to environment that includes changing or enriching farming methods to conserve natural resources.

The project has succeeded in ensuring community participation and creation of awareness on environmental issues. However, as already indicated the project has not as yet been successful in integrating agriculture and environment.

The different stakeholders have internalised the methodology in so far as it has been implemented and have a lot of respect for the way the project has mobilised the participation from KH level. It is too early in the project to for any adoption to have taken place by the stakeholders in their own programmes. The adoption process has been disturbed by the institutional problems.

The project has been adopted in the 5 year plan of the MRDC and as a result the project will be a "standing issue" during council meetings.

There is definitely a lot of potential for the project methodology and a strategy for adoption in other parts of the district and the Save catchment need to be developed. The CTA, (during year three of the project) as indicated in the Job description, could possibly play a role in working in the Save catchment beyond Mushagashe/Zimuto. Achievements in community mobilisation, environmental awareness raising and community participation need to be properly documented for future sharing.

The project methodology towards supporting the small scale farms is not well defined. The project document does not clearly define how this will be undertaken except that it will work through VIDCOs. As a result no activities seem to have been undertaken except for vetiver grass.

The project could consider the small scale farms working in groups of farms rather than at VIDCO level. The VIDCOs and WARDCOs that are too spread out to be an effective area of implementation if the same principle that has been used for the communal areas is to apply.

3.4.5 Empowerment of Population Groups in Decision Making and Management of Natural Resources

This is one of the areas where the project has scored a major success. The community mobilisation approach that was devised for this project, acting through the KH is a new innovation for Zimbabwean agricultural extension and

environmental awareness campaigns. It may be a good model for future work in the Save catchment. Through this community mobilisation approach, the villagers developed an enviably high sense of ownership of their natural resources, and hence a strong sense of desire to protect what they now perceive as their own.

3.5 TECHNICAL ASSISTANCE PROVIDED BY IUCN

3.5.1 The involvement of IUCN

IUCN is an international environmental non governmental organisation. IUCN-ROSA is involved in a variety of environmental projects in the Southern African region e.g. in wetland management. Historically the start of the Zimuto/Mshagashe project was the initiative of IUCN staff to assist local farmers in the area to enhance their water conservation methods.

When the project proposal was developed the link to agriculture was made and for the post of Project Manager IUCN appointed Mr. L. Maboreke who had excellent experience and expertise in agriculture, especially agricultural extension.

Discussions held with officials in the Ministry of Environment and Tourism, Department of Natural Resources, Ministry of Local Government, Africa 2000, and AGRITEX revealed that IUCN-ROSA has actively participated in activities related to the rehabilitation of the Save catchment. In fact, IUCN is viewed by these institutions as a facilitator in coordination of catchment activities because of its international profile. The fact that IUCN was asked to organise the scoping workshop for the rehabilitation of the Save catchment in 1995 is testimony to this position.

3.5.2 The Role of IUCN

In the Memorandum of Agreement between IUCN and MRDC, (appendix 9) the role of IUCN is identified as the Executive Authority, who undertakes to represent the Masvingo Rural District Council (the owners of the project) to the Royal Netherlands Embassy for:

- . legal and contractual aspects;
- . designing and putting in place a project management structure;
- . receiving, disbursing and accounting for project funds;
- . accounting for the efficient delivery of the project;
- . preparation of six monthly reports and audited financial reports;
- . submitting the project workplan.

IUCN-ROSA will provide technical backstopping support to the project to ensure efficient delivery of the project outputs as set forth in the Project Document.

The Sadomba report breaks down these responsibilities as follows:

- assist the team in establishing a suitable library and information services by facilitating purchases of audio visual materials, books and other forms of literature, required for various extension research in the project;

- facilitate required consultancy services at all levels in the project in close liaison with the team;
- work out clear funding procedures with the team and account for the funds from the donors;
- provide external monitoring and evaluation services to assess achievement of project objectives as perceived by the community, the team, the RDC and IUCN to foster good public relations for the project at international levels and assist the RDC to do the same at district, provincial and national levels.

3.5.3 Quality of management

IUCN is playing the agreed management role through the PM, CTA and Ecosystems Programme Coordinator. The quality of their work can be looked at from different angles:

- financial management and reporting;
- timely implementation of programme;
- quality of activities;
- monitoring of progress and impact

Financial Management

IUCN has provided six-monthly progress reports in time, chronological in details and the financial reports are based on the audited financial statements.

Financial feedback to the project has been made regularly in relation to either over expenditure or under expenditure. No analysis seems to have been made for the reason why over-expenditure and under-expenditure has occurred. IUCN seems to have accepted that community mobilisation e.g. takes a long time.

Review meetings with MRDC and the stakeholders would have been useful to assist the stakeholders to understand financial monitoring and how they can use this to review implementation levels of the programme.

The project's expenditure level as at June 1997 is 39% which is well below the expected levels for a programme that has entered its third and final year of operation. Whilst there is a valid reasons for this, no analysis was done of this situation and how to deal with it.

Timely implementation of programme

As indicated earlier the programme is well behind schedule.

Quality of activities

The quality of the programme activities has been analysed in earlier chapter where it is clear that in certain aspects the quality of work especially in community mobilisation and awareness raising is good and effectively undertaken. The other areas have only just been implemented in some cases the activities are still to be implemented.

In terms of backstopping support, not only does IUCN-ROSA have the advantage of staff with varied experience in ecology and farming systems, it also has the advantage of its network of members who have experience in

different regions and ecosystems. However, there is no evidence to show that this experience has been well utilised to bring in other technologies used in other regions to improve the ecology and agricultural systems. Whilst a lot of the time was spent on community mobilisation (not to be undervalued) the need to also "jump start" a process with actual activities that have an impact on people's economic livelihood and food security is equally important. IUCN has not been successful in marrying the process of community empowerment and direct action.

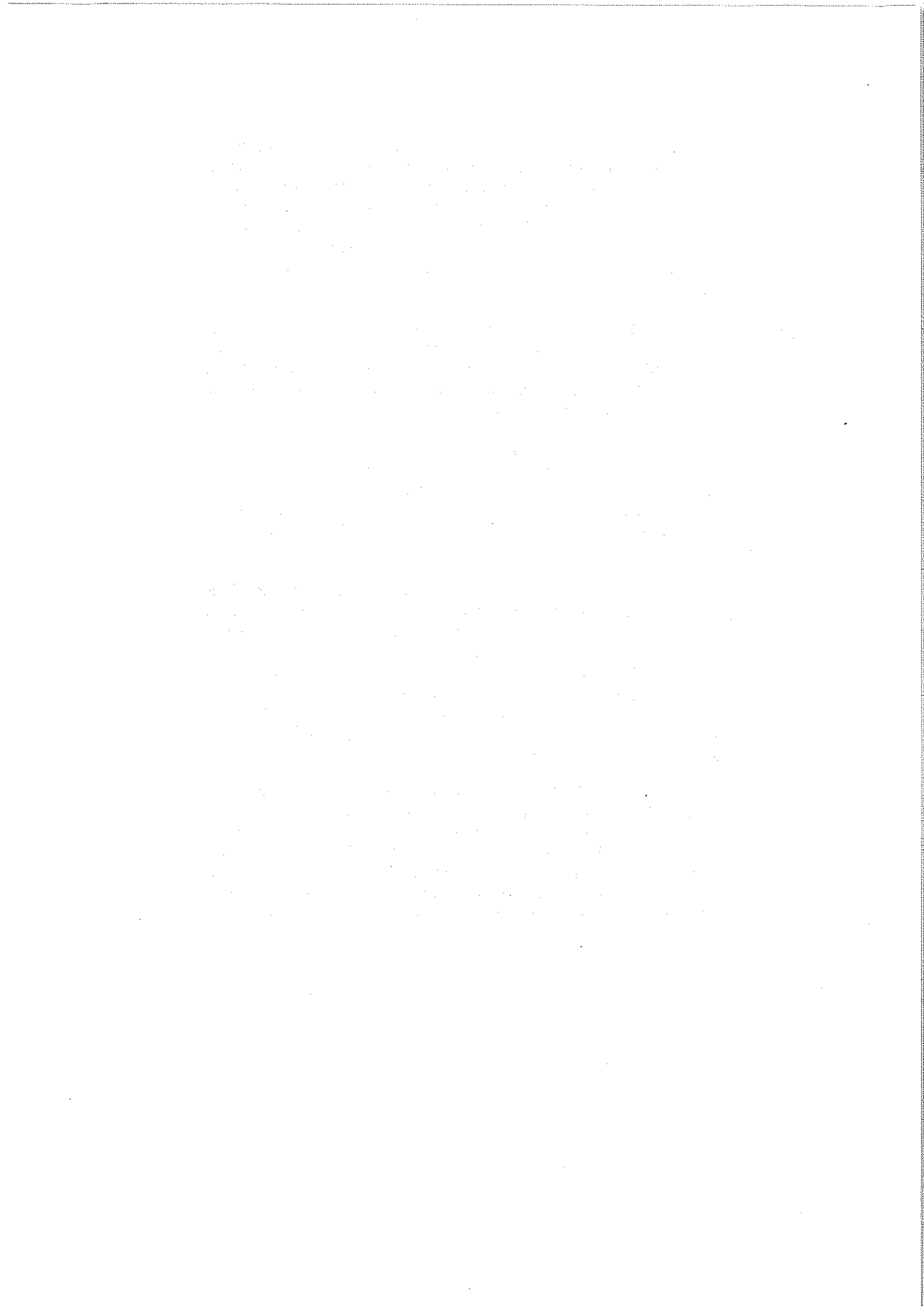
Although IUCN-ROSA in its communication with the PO has highlighted the importance of these interlinkages it has found itself in a "learning process", which provided too little guidance to the PM and the CTA, but also to the stakeholders and communities involved. It has not been able to resolve the programmatic conflicts between the PM and the CTA.

Monitoring on progress and impact.

Monitoring of progress and impact of any project or activity is the process of determining the change of state of a system over time as a result of some action. In the case of the Zimuto/Mshagashe project the monitoring process would check the extent to which the state of the project area has changed as a result of the activities carried out by the project.

In order to monitor change, the state of the system at the beginning of the project, the baseline state, must be known. In the Zimuto/Mshagashe project baseline information on the socioeconomic situation of the project area was collected, and it will be possible for the project to measure any change in the socioeconomic situation against this baseline. However, there is a problem with regards to the physical state of the environment. No baseline assessment of the environment was carried out at the beginning of the project and it will be difficult to determine the impact of the project on the physical state of the environment.

The coordination could also be better improved through collective planning. At the moment, planning seems to have been left with the PO. There is need for team planning, budgeting, monitoring and evaluation at all levels of the programme levels. This also provides the space for collective definition of methodology, approaches as well as the monitoring and evaluation of the activities. A number of the stakeholders expressed concern about the lack of collective planning in the project that has left different groups not being clear on where the project is going.



4. RECOMMENDATIONS

Based on the evaluation of the project activities the evaluation team formulated a draft report with provisional recommendations, which was presented to the RNE, DNR and IUCN during separate de-briefing meetings on 26 and 27 August 1997.

The Workshop of all stakeholders was conducted on 28 August 1997 in Masvingo and the evaluation team was given the opportunity to make a presentation of its findings and recommendations.

As a result of the plenary and group discussions a Plan of Action was agreed upon. (see chapter 5)

The provisional recommendations, which were discussed at the Workshop are presented in the following paragraphs.

4.1 EXTENSION OF THE PROJECT PERIOD

The evaluation team noted that only 39% of the project budget has been spent to date, and yet the project completion date is June 1998. It was also noted that most of the proposed project activities, especially the agricultural, farming systems, and technical environmental rehabilitation are running behind schedule. The evaluation team therefore sees a need to extend the project implementation time for an additional 12 months to 30 June 1999. This extension will provide the project implementors with enough time to replan and reformulate their project activities, and to have two rainy seasons for the implementation of proposed agricultural activities.

4.2 PLANNING WORKSHOP

The evaluation team recommends that a planning workshop will be convened as soon as possible after the presentation of this evaluation report to revise the Project Document. The workshop should at least address the following issues:

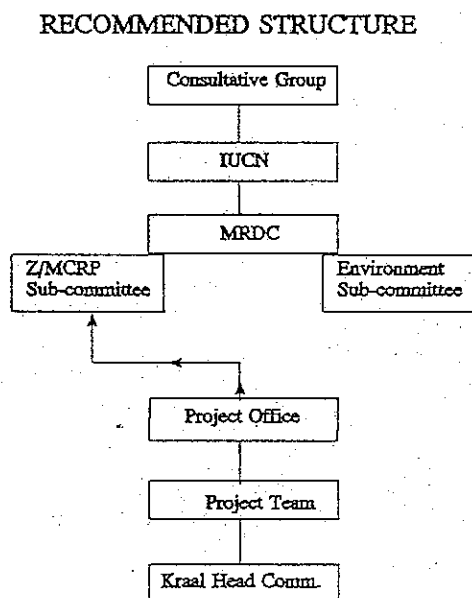
- i a reexamination of the structure of implementation of the project, including the roles and relationships of the institutions involved;
- ii a revisit to the content of activities of the project to produce a revised programme of activities that takes advantages of lessons learnt in the project to date;
- iii production of a detailed workplan for the project. The plan must be acceptable to all the stakeholders; and
- iv a revision of the project budget in line with the programme of activities planned and the resource requirements of each of these activities and institutions.

4.3 SPECIFIC RECOMMENDATIONS

In addressing the four issues 4.2.i - iv, suggested for the planning workshop, the evaluation team recommends that the following should be seriously considered:

4.3.1 Project Management Structure

It is recommended that the following structure will be discussed:



4.3.1.1 National Level

At **national level**, there will be a need for some project consultative group that includes all the major stakeholder institutions. This group should include the Department of Natural Resources, the Ministry of Environment and Tourism, the Ministry of Local Government, a representative of the National Environmental Liaison Forum and IUCN. Some way must be devised of linking this group with the Save catchment management board that is being planned at present, to ensure that lessons learnt from the Zimuto/Mshagashe project are transferred to other projects in the catchment.

4.3.1.2 Masvingo Rural District Council Level

The position of the **Executive Officer (EO)** for environment and agriculture must be filled immediately to provide the council with effective control of the project. The job description for this post will need to be redefined to reflect the importance of this position to the council. The EO needs to play more than a monitoring role, and must be able to inform council and influence the latter in making decisions on policy and resource allocation. The EO must be able to command the respect of stakeholders and council, implying that the incumbent must have a broad working experience, maturity of personality, and expertise in the critical areas of agriculture and the environment.

The evaluation team noted the MRDC is the first district council in Zimbabwe to create this position, signifying the entry of rural district councils into active agricultural and environmental extension. The effectiveness of this officer will be of interest outside the district and as a model for the Save catchment rehabilitation programme.

The evaluation team recommends that the Masvingo Rural District Council creates a **Zimuto/Mshagashe Project management subcommittee**, chaired by one of the councillors from the project area. The EO and the MRDC chief executive officer should be full members of this committee as well as all stakeholders at either district or provincial level. This is a management subcommittee that reports to council. The subcommittee should ensure that the Zimuto/Mshagashe project is a standing agenda item in council meetings. One member of the MRDC environment subcommittee should sit on the project subcommittee to ensure feedback into the environmental subcommittee.

The terms of reference of the subcommittee will need to be defined by IUCN and the council, in consultation with the provincial and district heads of stakeholder institutions. In defining the terms of reference of the subcommittee, the frequency of the meetings of this subcommittee must be defined to ensure that the smooth running of the project is not compromised. The responsibilities of this committee should include but not confined to the following:

- the approval of plans of action for the project;
- monitoring of progress of the project through monthly and half yearly reports;
- undertaking six monthly progress evaluation of the project with external facilitation; and
- approval of budgets.

4.3.1.3 The Project Office

The evaluation team recommends that the two positions of Project Manager and Chief Technical Advisor should be revisited. The project office is a facilitation office, and the positions in this office should reflect this role. The team supports the decision by IUCN to change the PM's position to one of Project Coordinator, to reflect the coordination rather than the management role.

The position of PC is very critical to the success of the project and should be filled by one with management expertise as well as a broad technical expertise in agriculture, the environment, and gender issues. This experience must be supported by good public relations, personal maturity, honesty in the management of financial resources, as well as diplomacy, fairness and courage in handling any inter-institutional conflicts.

As indicated in the report, the evaluation team sees the CTA position to be more effective as part of the SAVE Rehabilitation programme and recommends that one (or two) position(s) of Project Officer, be created. Among others, the PO(s) should be responsible for documentation, data analysis, and gender issues.

This evaluation identified a number of gaps within the project with respect to gender issues; technical activities in farming systems improvement, soil fertility

management, wetland rehabilitation. In addition, the evaluation found deficiencies in the execution of data analysis and documentation of project activities, achievements, problems and lessons learnt. The proposed PO(s) should be able to take control of the documentation, data analysis and gender issues, while the stakeholder institutions provide the technical expertise to the project. IUCN then provides additional technical expertise, especially in areas where the expertise of stakeholders is either deficient or not up-to-date.

4.3.1.4 The Project Team

The evaluation team found the composition of the project team to be appropriate for the project. The only institution that will need to be added to the team is the Department of Agricultural Research at Makoholi, to take responsibility for the farming systems and soil fertility issues.

There is, however, a need to distinguish between management and operational responsibilities within the project. It is recommended that the management responsibilities lie with the Zimuto/Mshagashe project subcommittee of MRDC, at which level the provincial and district level staff operate. We then recommend that the project team remains operational and that it involves field based staff of the stakeholder institutions. The team can draw expertise from the provincial and district levels where necessary.

(see organogram for the position of these proposed bodies)

4.3.2 Content of Activities

The proposed planning workshop should revisit the project activities as stated in the project document, and replan these activities to ensure that the project objectives are met. The areas that need revision have been discussed in this report and include the following:

- initiation of activities that address soil fertility improvement;
- initiation of activities on farming systems improvement;
- implementation of activities on wetland rehabilitation;
- attention to gender issues;
- analysis of data collected to produce a socioeconomic baseline of the project area; and
- activities to define the environmental baseline of the area.

In this planning exercise, the institutional capacity building for each of the participating institutions must be clearly defined and consistent with the growth plans of that institution. The resource allocation for this process must also be agreed to.

For effectiveness, the evaluation recommends that the workshop be externally facilitated to ensure objectivity. The facilitator must however, have expertise in the critical areas of agriculture, environment and gender. Further, to ensure the

effectiveness of the workshop, there must be a broad participation of all stakeholders.

The workshop must produce detailed work plans for the remainder of the project period in which responsibilities of the respective institutions are clearly specified and agreed to.

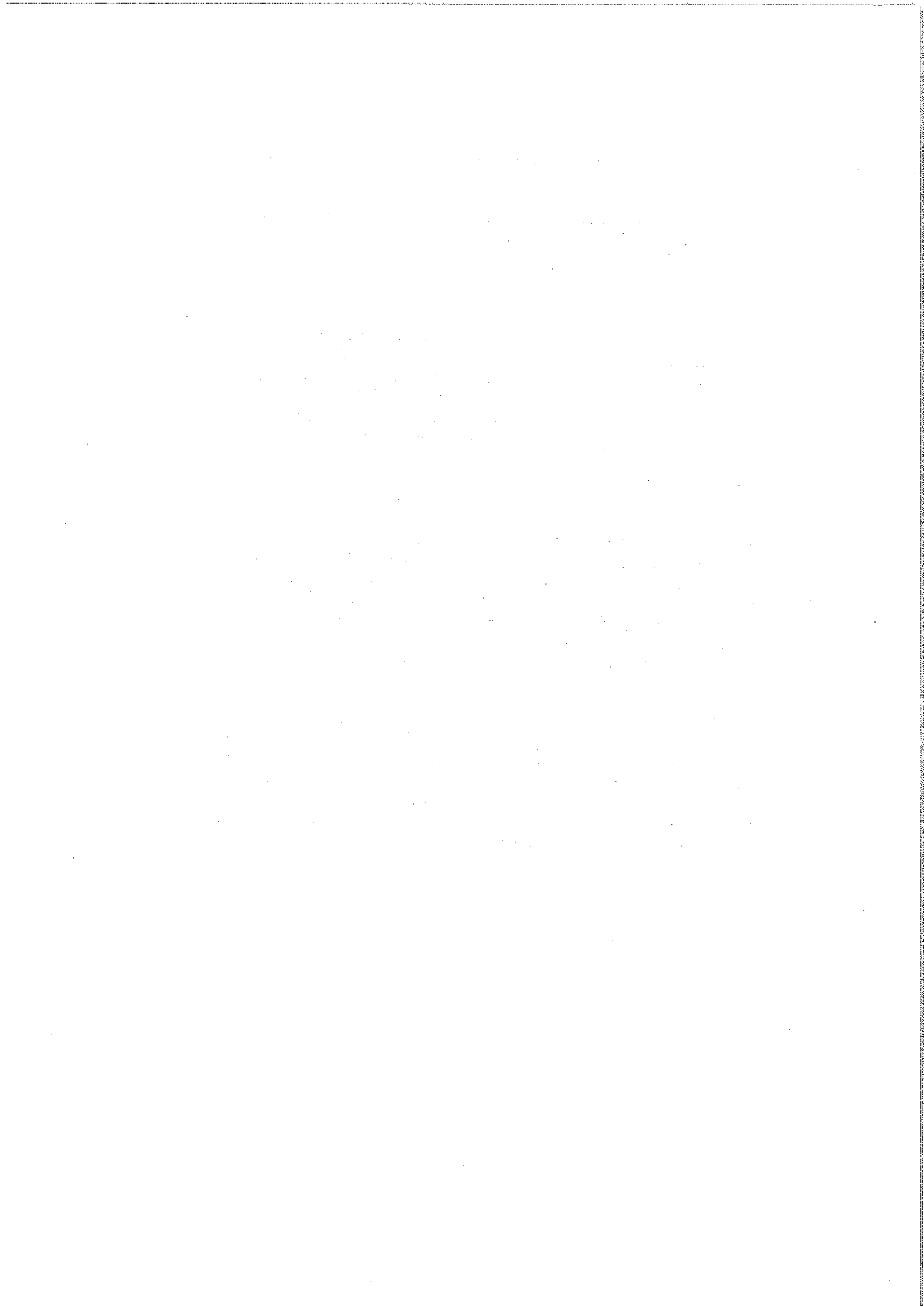
4.3.3 Review of Project Budget

Based on the review of programme activities, and the amounts of funds remaining, a revised budget for the project should be produced. On the basis of the revised work plan and the revised budget, the evaluation recommends that IUCN proceed to negotiate with the Royal Netherlands Embassy for an extension of the project. However, the evaluation team does not see a need for additional funds being provided to for the extended period.

4.3.4 The Role of IUCN

The evaluation team concluded that IUCN is well positioned to manage the Zimuto/Mshagashe project, considering their long involvement in the Save catchment rehabilitation effort, their work on the DEAP, their link to an international network of renowned experts. Being an NGO, IUCN is well positioned to link with any private and public organisation. Thus, IUCN is capable of working with all stakeholders in the Zimuto Mshagashe area. In fact, the evaluation team was not able to identify any other institution that could have been similarly well positioned to facilitate this project.

It was, however, apparent to the project team that IUCN had not taken full benefit of its advantageous position and its strong network to expertise that could have been useful to the project. It is recommended that in the remaining phase of the project, IUCN should upgrade its support to the project and see its role beyond the receipt and forwarding written communications and reports on the project. IUCN could for example provide large amounts of literature to the project team, or bring experts from outside to provide additional technical knowledge and experience from elsewhere.



5. WORKSHOP RESULTS: PLAN OF ACTION

At the de-briefing of the mid-term review mission for all stakeholders in Masvingo on 28 August 1997 the agenda also included group discussions on a Plan of Action for the immediate future.

The agenda, the answers to the questions for the group discussions and the Plan of Action are presented below.

5.1 WORKSHOP AGENDA

- | | |
|-----------|--|
| 2.00-2.15 | 1. Preliminaries by RNE and IUCN |
| 2.15-2.45 | 2. Presentation of Findings and Conclusions <ul style="list-style-type: none">. Introductions. Methodology. Findings. Analysis and Recommendations |
| 2.45-3.30 | 3. Reaction by stakeholder institutions |
| 3.45-4.00 | 4. TEA BREAK |
| 4.00-4.45 | 5. Group discussions on main questions related a Plan of Action. <ul style="list-style-type: none">. What are the "lessons learnt" from the project sofar?. How could a better balance between community awareness and technical interventions (agriculture, farming systems, gender and economics) be achieved?. What do you think is a workable organisation structure of the project? How could the communication between stakeholders institutions be improved?. What should be the main components for a re-formulation to make the project a successful "pilot project" in the context of the SAVE Rehabilitation programme? How should the re-formulation process take place? |
| 4.45-5.15 | 6. Report back from groups |
| 5.15-5.30 | 7. SUMMARY PLAN OF ACTION. |

5.2 SUMMARY OF CONCLUSIONS

The main conclusions were summarised as follows:

- . The findings and conclusions of the mid-term evaluation were a true reflection of the situation.
- . The major lesson learnt is that the kraal head communities could be the most effective entry point for rehabilitation and natural resource management programmes. Community awareness is the main success of the project. At the same time this can easily create institutional conflicts in which Project Management has to develop a "conflict resolution" role.
- . The major weakness of the project is the "imbalance" between the successful mobilisation of the community and the lack of concrete activities and technical (agricultural) activities. The imbalance can easily develop into "unfulfilled expectations and frustrations".
- . A workable project management structure should include a consultative process at the national level and a management responsibility at the district's level. The PO should not have a line responsibility, but be responsible for coordination between stakeholders and draw in relevant technical expertise.
- . There is a need to revisit the Project Document and the project should be reformulated for two years; 1998 and 1999.

5.3 PLAN OF ACTION

At the end of the Workshop in Masvingo the following was agreed upon:

5.3.1 Reformulation process

Dates:	Activity
11-12 Sept.	WORKSHOP I, with stakeholders and extension staff: <ul style="list-style-type: none">. to reflect on the evaluation findings,. to define the main components for the Project Document,. to plan the work during the reformulation process,. to agree on who will do what.
Mid Sept.	Meeting of National Consultative Group (with the RNE as observer) to discuss the evaluation report and to strengthen the link between the project and the SAVE Catchment Rehabilitation programme.
October.	Preparation work on the different components.
Early Nov.	WORKSHOP II, with stakeholders and extension staff: <ul style="list-style-type: none">. to present and discuss the different components,. to negotiate the inputs of the stakeholders and communities,. to decide on the main aspects of the Project Document.
Middle Nov.	Project Document 1998-1999 presented to MRDC and NCG.
Early Dec.	Final Project Document to the RNE for funding approval.

5.3.2 Reformulation components

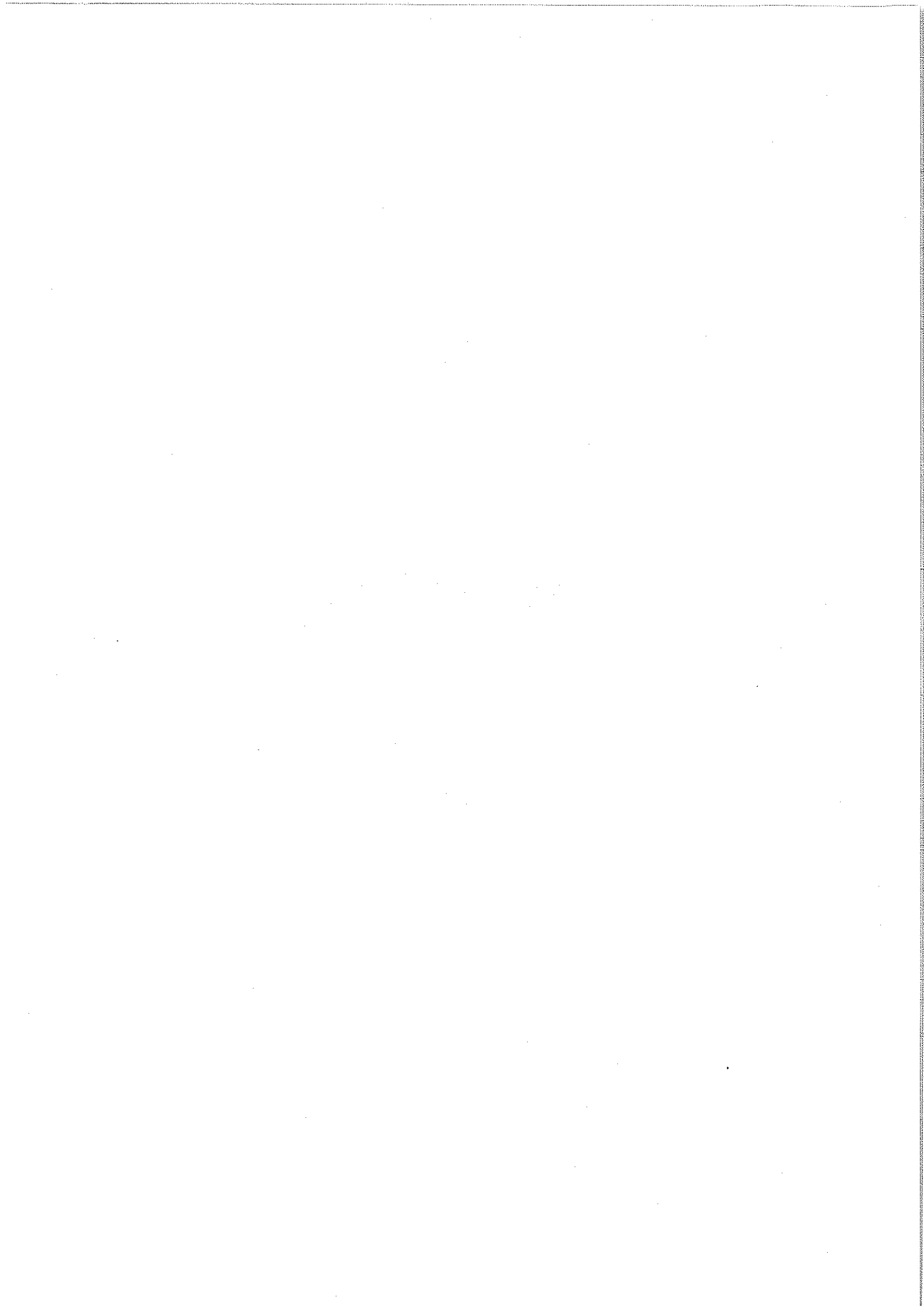
The following components will need to be worked out in details during the formulation process:

1. **Environmental assessment methodology**, including indicators and monitoring procedures.
2. **Farming systems improvement**.
3. **Wetland rehabilitation interventions**.
4. **Socio-economic data analysis and gender analysis**.
5. **Linkages between village plans and appropriate technical interventions**.
6. **External linkages** other natural resource management programmes such as the DEAP and SAREC etc. in order to analyse in what way the "lessons learnt" in the Zimuto/Mshagashe project could be used for the SAVE catchment as a whole.
7. **Strategy development for capacity building** for MRDC and the relevant stakeholders based on professional institutional capacity analysis, programme priorities, parameters for implementation and budgetary allocations.
8. **Institutional assessment** in order to define the most effective structure for Project Management and institutional coordination.

The work to be carried out for these components will have to be divided between the main stakeholders and consultancy agencies. It is proposed that IUCN takes the responsibility for the reformulation process and the formulation of the Project Document 1998-1999.



APPENDICES



Mid-term review: Community-based catchment rehabilitation for sustainable development in the Upper Shagashe and Potokeke catchments of Zimuto communal land and Mshagashe small-scale commercial farming areas, Masvingo Province.

1. Background.

The project aims at the propagation of environmentally as well as economically sustainable agriculture in close collaboration with the local population and relevant Government institutions, as targeted by the three following overall goals:

- Integrated catchment rehabilitation and conservation, targeted at wetlands systems;
- Sustainable natural resource utilisation targeted at agricultural activities;
- Methodology development for an integrated and participatory approach to catchment rehabilitation through institutional coordination and capacity building, focussed on participating agents particularly at field level.

Target groups are the populations of the Zimuto communal wards and the Mshagashe East small-scale commercial farming areas, both belonging to the Masvingo District under the administration of the Masvingo Rural District Council. The duration of the project is three years, with a support from the Netherlands totalling NFl. 1.168.000.

The project is implemented by the Masvingo Rural District Council, with technical support by the Regional Office for Southern Africa of the International Union for the Conservation of Nature (IUCN).

These Terms of Reference provide the basis for the first external review at mid-term of the project.

2. Purpose of the review.

The present mid-term review has been programmed in the second year that the project is in operation. Its purpose is not only to assess the project's progress, impact and institutional setting, but also to evaluate to which extent the project can serve as a pilot-activity for the rehabilitation of the Save-catchment as a whole, and to assess whether the planned three-year duration of the project is sufficient to achieve the project's specific objectives.

3. Focus of the review.

The review mission will assess (qualitatively and, where possible, quantitatively) the following points:

- the relevance and the impact of the following activities:

- Creation of environmental awareness on provincial, district and local level;
- Generation and implementation of community-participation;
- Resource inventories, data storage and monitoring of change;
- Development and implementation of village resource-management plans.
- Establishments of tree nurseries and tree plantations.
- Demonstration of vegetable and fruit tree gardens;
- Mapping and inventory of wetlands;
- Rehabilitation of wetlands and water harvesting;
- Soil improvement and erosion control;
- Introduction and/or improvement of integrated farming systems;
- Provision of training and supporting research;
- Build-up of institutional capacity as regards to:
 - District Rural Council,
 - AGRITEX;
 - Natural Resources Board;
 - The NGO ZIRCON;
 - The NGO AZTERC;
- Strengthening of co-ordination between these institutes;
- Adoption and internalization of project methodology and approach by participating agents at field and higher levels.
- Empowerment of population groups as to decision making and management of natural resources.

- the adequacy, in which the project has addressed specific issues as specified in the project document, such as:

- soil fertility management;
- gender issues.

- the degree, to which the project has contributed or may reasonably expected to contribute in future to the improvement of the economic and/or social status of the target groups.

- the quality and the adequacy of the internal and external monitoring of the project's progress and impact.

- the quality and the efficiency of the technical assistance by IUCN. Criteria:

- The quality of management;
- The expertise of IUCN and its added value as compared to other channels of implementation;
- Does IUCN take a leading rôle in the coordination of activities by other NGO's in the Save-catchment area, in order to achieve economics of scale, avoidance of duplication, etc.?
- The rôle that IUCN plays in terms of translating results and experiences by the project and other similar activities into policy, through active interaction with, inter alia, Government agencies.

4. Scope.

The mission will collect its findings through interviews and consultation of documentation available with the principal parties concerned in the project, such as:

- Authorities at national, regional and district level;
- The Royal Netherlands Embassy in Harare;
- ROSA-IUCN;
- Participating agents at field level;
- Population groups in the project area.

5. Composition of the review team.

The mission will be composed of:

- A. Hordijk (teamleader);
- T. Ruzvidzo;
- A. Hungwe.

6. Reporting and debriefing.

The mission will produce a comprehensive final report, following the standard framework of review reports such as recommended by the Netherlands Ministry of Foreign Affairs, including a summary of findings and recommendations. This report will be submitted to the Netherlands Embassy in Harare and RASA-IUCN within one month after the conclusion of its fieldwork in Zimbabwe.

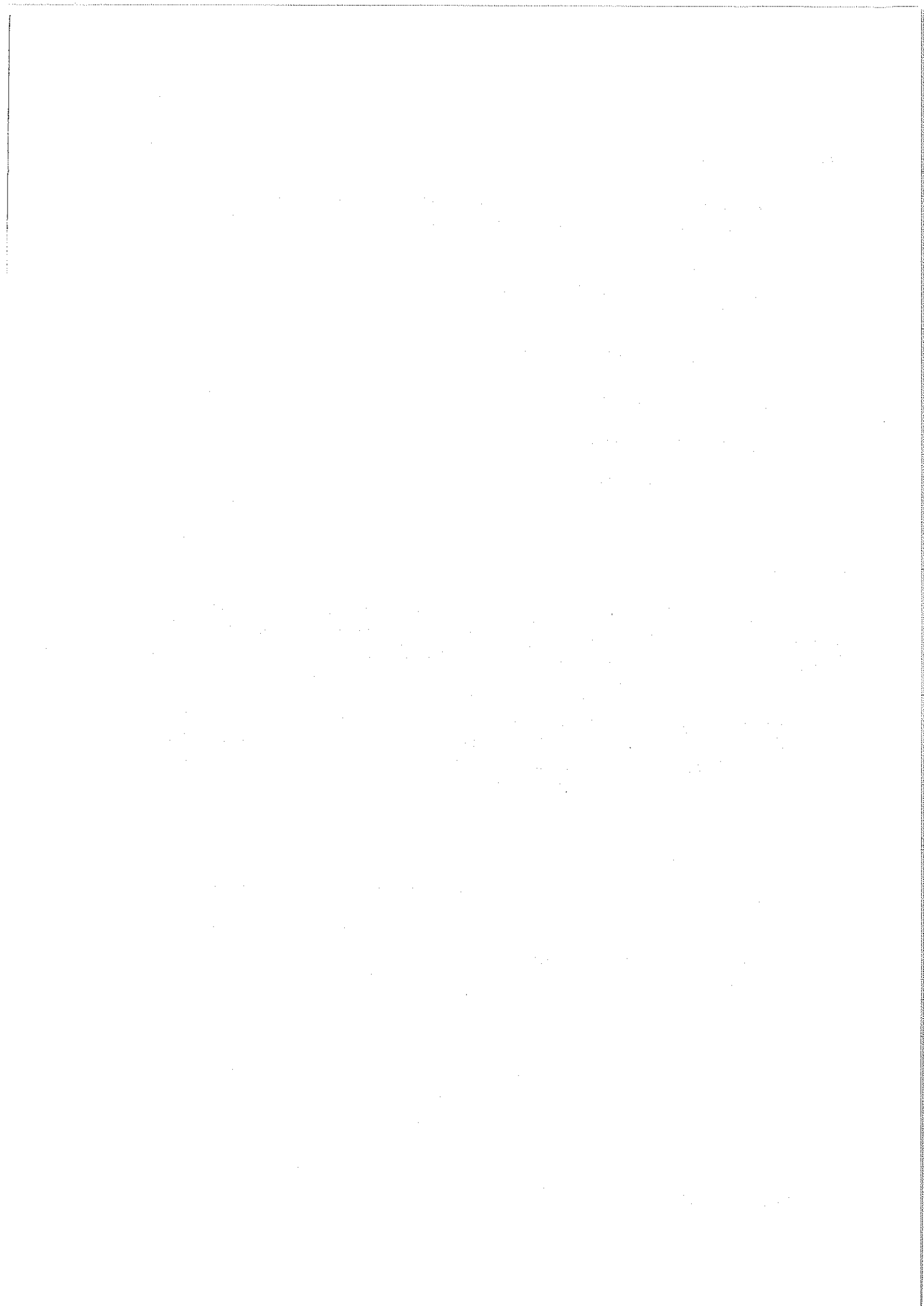
The summary of findings and recommendations will be made available by the end of the fieldwork in Zimbabwe, and will be submitted on time to the Netherlands Embassy in Harare and RASA-IUCN to be discussed during the debriefing that will take place prior to the conclusion of the fieldwork in Zimbabwe.

7. Planning and timeframe.

The review-mission will be carried out mid-1997 and will have a duration of 4 weeks:

- 2 weeks preparation and reporting;
- 2 weeks fieldwork.

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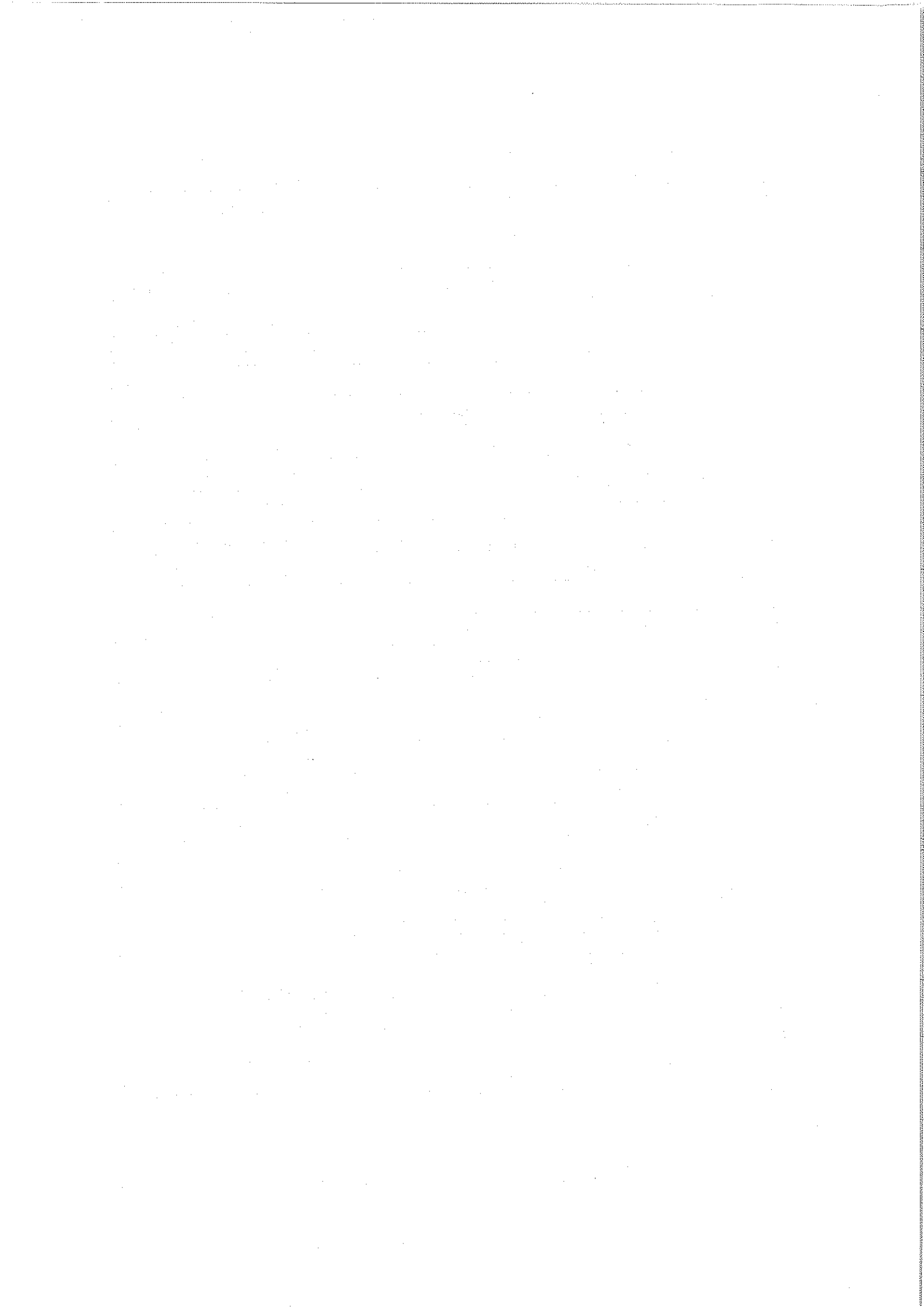
APPENDIX 2

ITINERARY AND WORK PROGRAMME

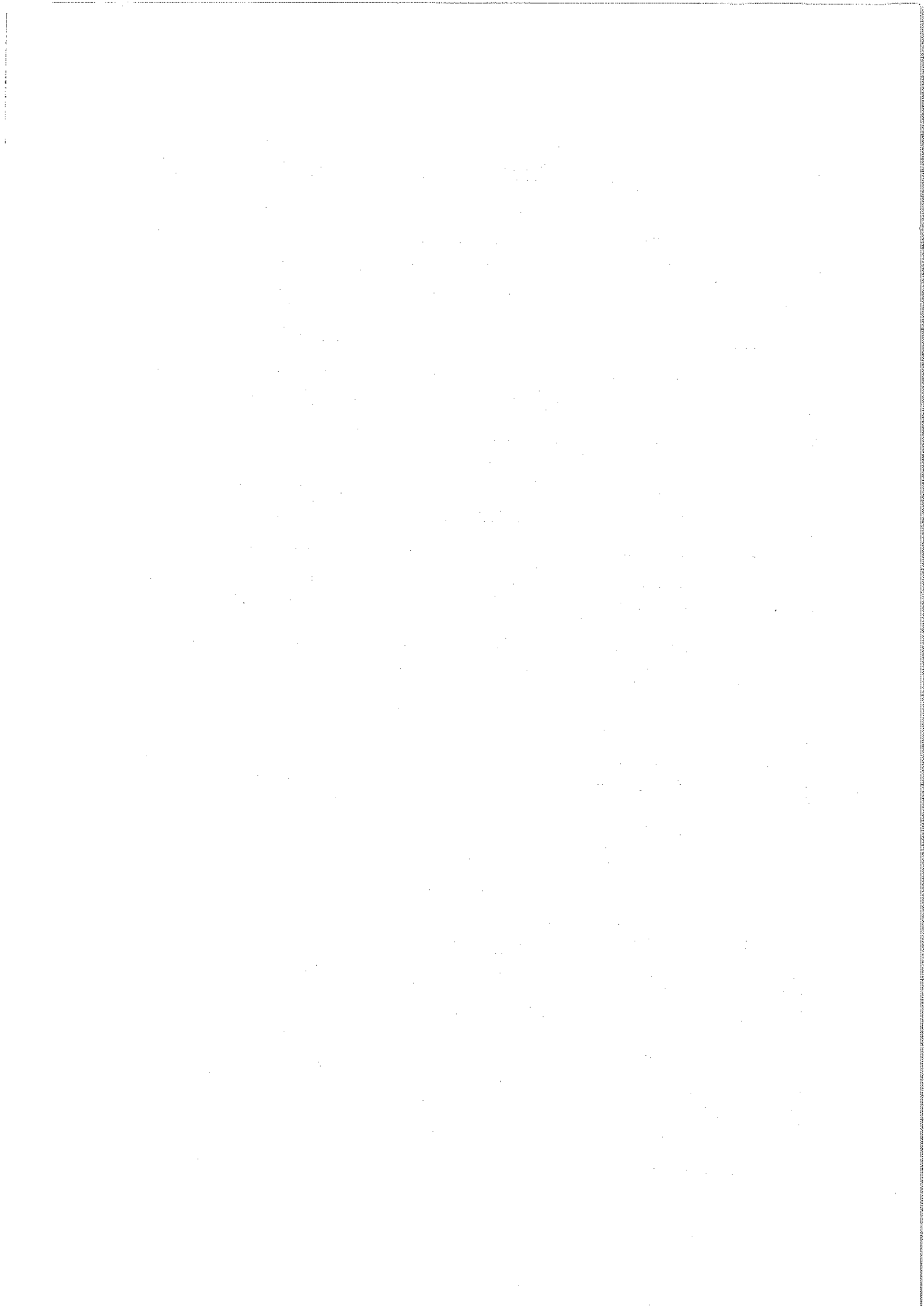
Date	Name	Position	Organisation
30/6/97	Mr Mazingi	Acting Chief field services	Department of National Resources
	Mr Munemo	Director	Department of National Resources
	Mr Mandisodza	Deputy Director	Department of National Resources
1/7/97	Mrs Tabeth Dube	Regional Programmes	IUCN
	Misael Kokwe	Eco-Systems	IUCN
2/7/97	Yemi Katerere	Regional Director	IUCN - ROSA
	Mr J. v.d. Heide	1st Embassy Secretary	Royal Netherlands Embassy
	J.L. Mavunga	Programme Assistant	Royal Netherlands Embassy
	Mrs Mhlanga	Director	Africa 2000
	Mr Shamu	Officer	AZTREC
	Andrew Mlalazi	Director	Ministry of Local Government

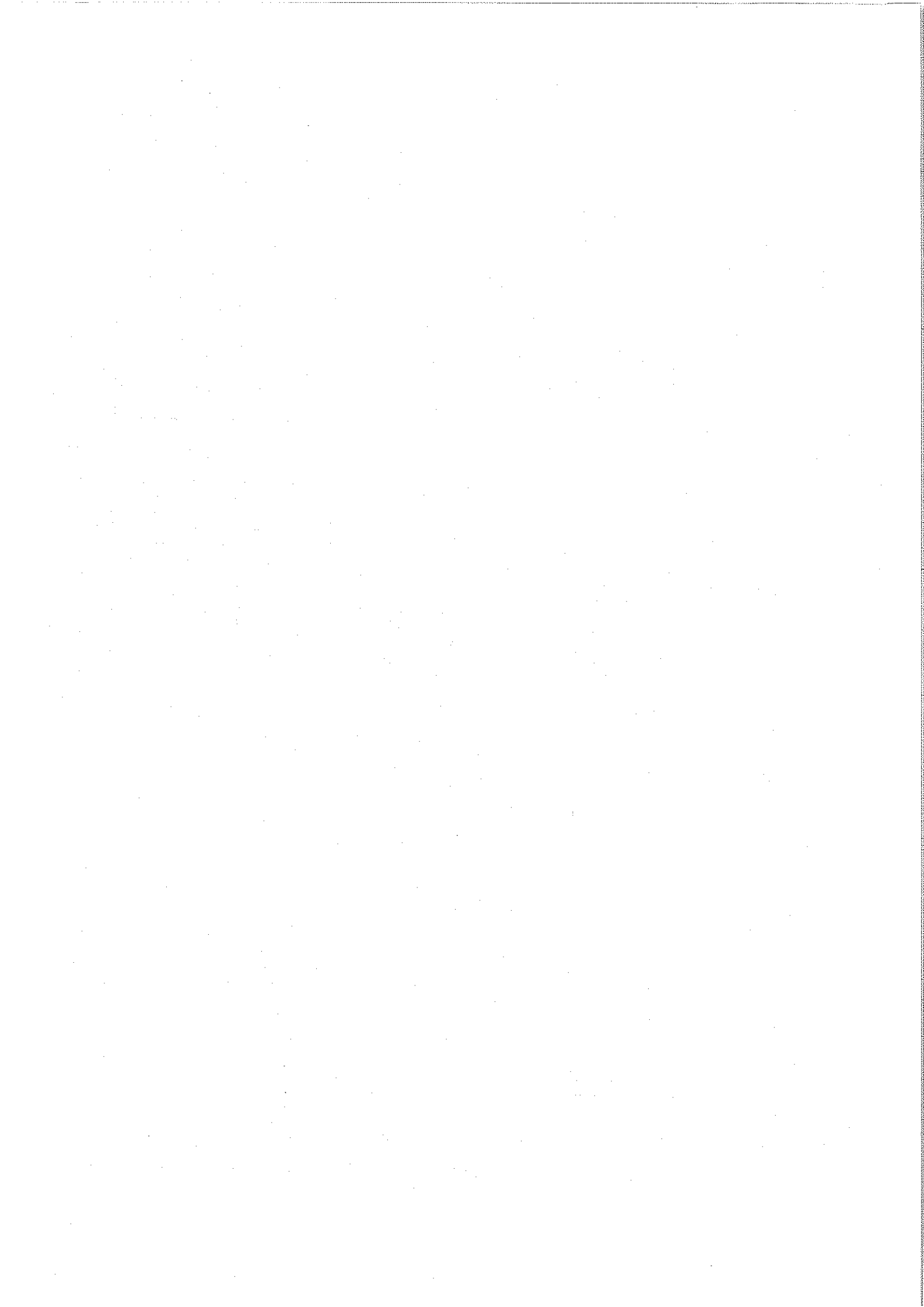


Date	Name	Position	Organisation
3/7/97	Mr D. Marongwe	Under secretary	Ministry of Environment & Tourism
4/7/97	Mr Makwarimba	Chief Executive Officer	Masvingo Rural District
	Mrs Runyowa		Agritex Ward 2 South
	Mrs Muzozviona		Agritex Zimuto Siding
	Mrs R. Munyuki	Farmer	Zimuto
	Mr Makuni	Ext Supervisor	AZTREC
	Mrs I. Gwabi	Secretary	Farmer, Zimuto
	Mr Ziyenge	Agrix Mshagashe	Mshangashe Nssa
	Mrs Navhaya		N.R.B. Masvingo
	Mr Bakure	Agritex, Msagashe	AGRITEX superisor
	Mr W.v.Hardewijk	CTA	Z/MCRP
21/7/97	Mr Chirima	General V.S	Zimuto
	Mr Mabhiza	Councillor	Ward 1
22/7/97	Mr J. Mawedzere	Secretary KHC	Farmer
	Mr R. Mutanha		D.D.F
	Mr Nago	Kraal Head	Nago Village
	Mr Munhumeso	Kraal Head	Munhumeso Village
23/7/97	Mr Bakure	Supervisor	AGRITEX
	Mrs Muzozviona	Extension Worker	
	Mrs Runyowa	Extension Worker	
	Mr Machedze		Kanga Village
	Mr Murevandavaka	Extension Worker	AGRITEX
	Mr Chikwarakwara	Kraal Head	
	Mr Mpombwa	KHC	



Date	Name	Position	Organisation
24/7/97	Mr Gozo	Councillor	
	Mr Vengesa		AGRITEX
	Mr Marevanidze	Acting Provincial Agritex Officer	AGRITEX
	Mr Botsch	Farmer	Small scale commercial Farming Area
25/7/97	Mr Foto	District Ext. Officer	Forestry Commission
	Mr Makwarimba	Chief Executive	MRDC
	Mr Juma	E.O Administration + Projects	
	Mr Shamu	Field Officer	AZTREC
26/7/97	Mr Munyanyi	Provincial Forestry Officer	Forestry Commission
28/7/97	L. Maboreke	Former project Manager	
26/8/97	Mr J. Schellaars	Consillor	Royal Netherlands Embassy
	Mr J. v.d. Heide	1st Secretary	Royal Netherlands Embassy
	Mr J.L. Mavunga	Programme Assistant	Royal Netherlands Embassy
	Mr Munemo	Director	DNR
27/8/97	Mrs Tabeth Dube	Regional Programmes	IUCN
	Mr Misael Kokwe	Eco-Systems	IUCN
28/8/97	Workshop in Masvingo	Stakeholders	Forestry Comm. RNE AGRITEX DNR ZIRRCON MRDC Concillors
29/8/97	W. v. Hardewijk	CTA	Z/MCRP

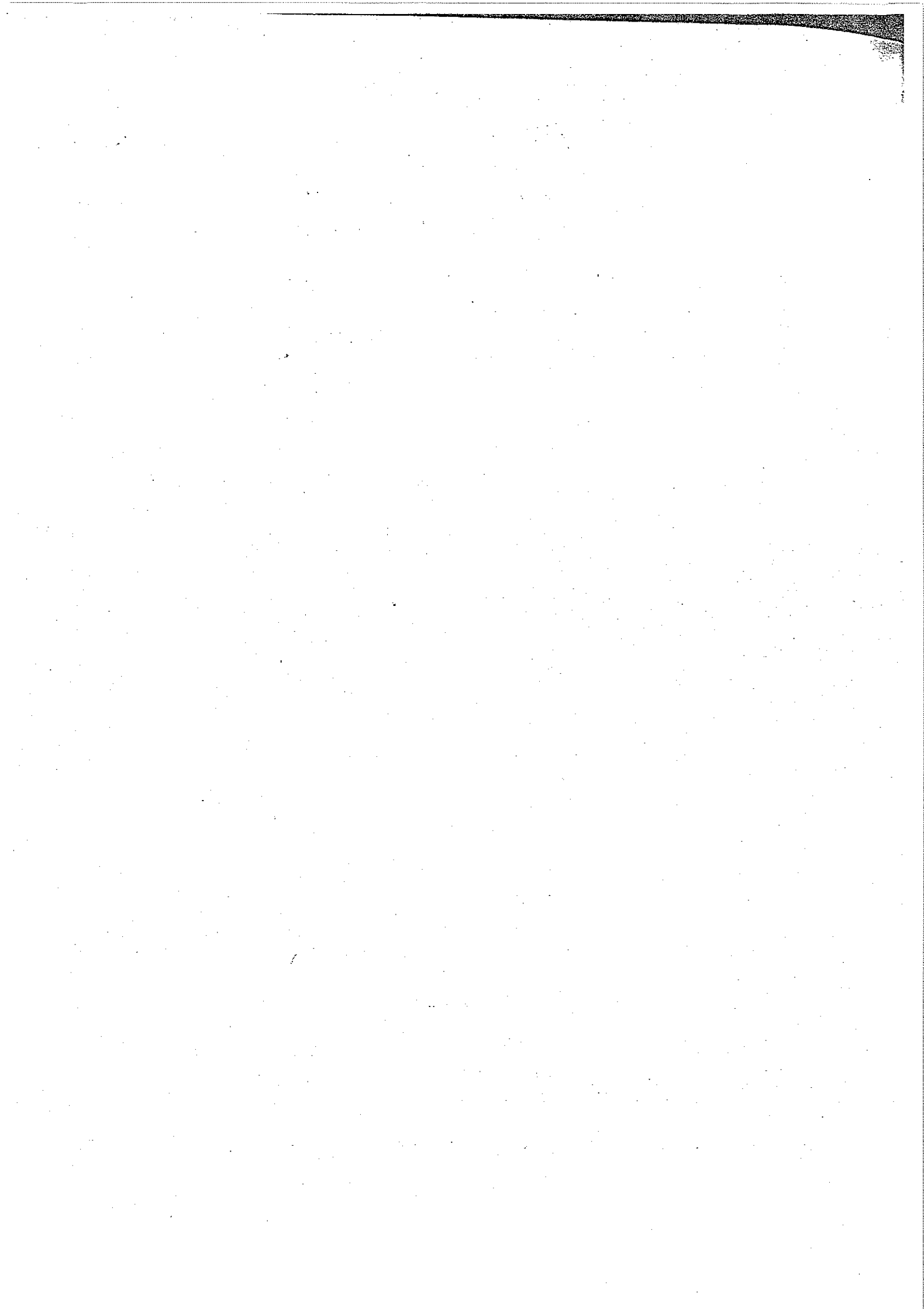




BREAKDOWN OF FRUIT TREES

APPENDIX 4

Date	Kraal Head	Type of Tree	Quantity
1/11/97	Kwangwa/Mukengi	Natches	141
		Avocados	95
		Mangoes	124
1/13/97	Mutami	Avocados	26
		Mangoes	40
		Natches	70
1/15/97	Mavhorondiya	Mangoes	67
		Avocados	49
		Natches	33
		Peaches	20
		Paw-Paws	110
1/22/97	Sosera	Mangoes	10
		Avocados	10
		Peaches	10
		Natches	2
		Locina	100
1/22/97	Zireva	Mangoes	120
		Peaches	15
1/22/97	Mugari	Mangoes	73
		Peaches	73
		Avocados	18
2/11/97	Hwede	Avocados	100
		Mangoes	100
2/17/97	Zvokuwenda	Avocados	100
2/18/97	Sosera	Mangoes	50
		Avocados	25
2/18/97	Chigiya	Mangoes	32
		Guavas	10
		Avocados	7
3/18/97	Mandinyenya	Mangoes	44
		Guavas	49
		Peaches	17
		Avocados	30
3/15/97	Mhinde	Mangoes	100
		Guavas	30
3/24/97	Mutopa	Paws-Paws	44
5/21/97	Gwatakwa	Paws-Paws	60
		Peaches	60
6/12/97	Maraire	Paws-Paws	50
		Peaches	100
		Malberies	60
		Mexicane Apples	100
6/12/97	Mutonhodza School	Peaches	140
		Gums	100
		Mexicane Apples	80
		Paws-Paws	50
		Mizhanje	14
		Misasa	10
6/13/97	Nago	Paws-Paws	60
		Malberies	55
		Mexicane Apples	66
		Peaches	70
		Gums	57
7/7/97	Mushati	Paws-Paws	50
		Peaches	50
		Mexicane Apples	60
TOTAL			3236



**Institutional Arrangements & Institutional Arrangements -
Excerpts of Sadomba Report of workshop of 21 August - 1
September 1993**

A. THE RURAL DISTRICT COUNCIL (RDC).

The rural District Council is the implementing agency of the project. As a result it will play a central role in community education and participation, conflict resolution, co-ordination and management of the project. Through its technical services department it will also assist communities with technical services.

The specific roles and responsibilities of the RDC are as outlined below:

- awareness and mobilise communities for their participation in the project
- facilitate and assist communities in data collection, processing, storage and use
- facilitate harmony and team work by resolving any conflicts that might affect the smooth running of the project
- assist communities in developing basic infrastructure for the project, bearing in mind the conflicting need to conserve the environment
- facilitate and assist community based maintenance of existing infrastructure
- facilitate required logistical arrangements by assisting the project co-ordination team
- assist the team in coordination and management to ensure required support from the departments and NGOs for smooth operation of the project.
- foster good public relations for the project by acting as the mouth-piece of the team for the press and other public media
- support funding of community level activities

B. COMMUNITY ROLES AND RESPONSIBILITIES

The whole project is hinged on the philosophy of community participation both mentally and physically. This entails the need to allow the communities to give their own version of the project objectives, initiate process through their identified institutions themselves, analyse the environmental problems at hand plan for the solutions, implement and evaluate their efforts. This requires the community to gather their knowledge and past experiences in order to build upon these achieve the project objectives according to their perception.

The community will responsible for the following roles and responsibilities particularly:

- encourage and facilitate person to person sharing of knowledge and information as a basis for extension amongst community members themselves
- ensure satisfactory participation of women, children and the poor and development strategies for their empowerment
- unearth traditional environmental knowledge and build it into a recognised body of knowledge by documenting, storing and utilising it (with particular

consideration of other forms of knowledge e.g. western science), for the benefit of the programme

- analyse environmental problems, identify the needs and design sustainable projects for environmental conservation and development
- implement the designed projects with particular focus on empowering the disadvantaged members of the community
- collect, process, store and utilise data for the benefit of the project
- identify appropriate institutions and pathways for community participation in the project and develop their capacity (with the assistance of the team), to manage the project and sustain it.
- develop relevant environment friendly infrastructure for the project
- solve problems that might affect progress of the project
- raise funds to the best of their ability for different activities of the project to ensure sustainability
- embark on suitable projects to generate revenue for the project
- carry out environmental impact assessment of each activity to be done and consider the remedies before deciding whether or not to undertake it.

C. PROJECT COORDINATION TEAM

The Project co-ordination team is composed of the co-ordination unit which has the Project Co-ordinator and the chief technical Advisor with their supportive staff. These are full time and employed by the project through IUCN. There are also government departments, parastatals and NGOs seconded staff who are extension officers in the area of the project. The co-ordinator team comprises of the Project Co-ordinator, the three ward councillors of the area and seconded staff from RDC, AGRITEX, Forestry Commission, Natural resources Board, ZIRCON Trust and AZTREC Trust.

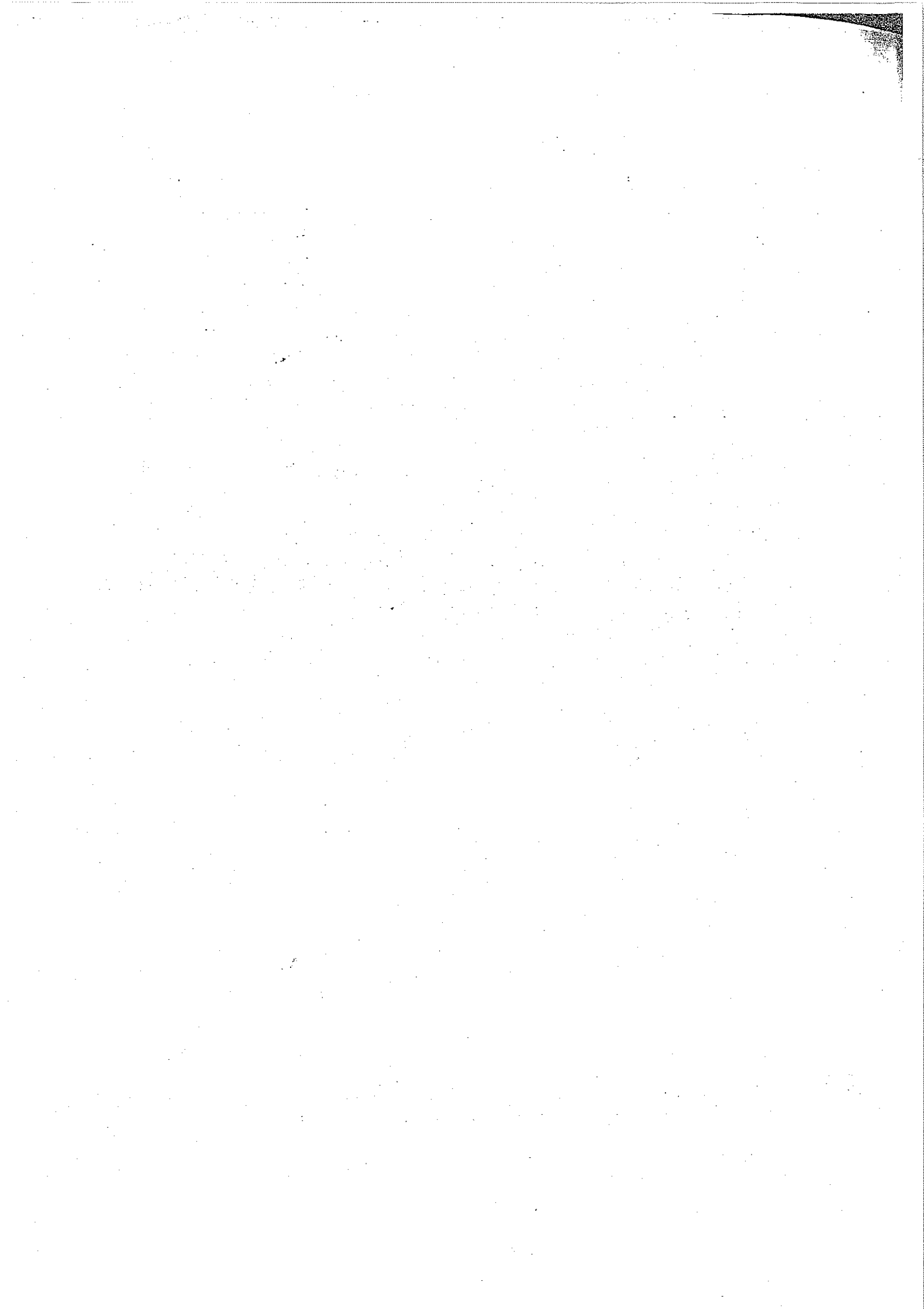
The local chief and his two headmen will ex-officio members of the project coordination team. The chief Technical Advisor advises the whole Project Co-ordination Team and particularly the project Co-ordinator. The Co-Ordination Unit is responsible for day to day administration of the project including acting as secretariat of the project Co-ordination team.,

With this nature of organisation at the level of the project coordination team will operate both as policy makers of formulating the methodology of the project and as executive, in terms of executing tasks as individual organisations. As mentioned above the daily administration of the project will be done by the project co-ordination unit.

The following are specific duties and responsibilities:

- in liaison with RDC, introduce the project in the communities and ensure that people are aware of developments of the project

- work with IUCN to provide library and information services that will build a good foundation for research, information and appropriate technology sharing, with other projects of a similar nature worldwide
- collect, process, store, share, and utilise data relevant to the project and assist communities in establishing their own data banks at local levels
- develop a training programme in order to build the capacity of the team to provide the best possible services to the communities
- ensure smooth flow of information to and from communities through a well designed feedback and feedforward strategy
- assist communities in developing appropriate infrastructure whose environmental impact has been assessed thoroughly and knowledge on has been shared on the consequences and remedies.
- provide logistical support for the project
- manage and coordinate the project at the team level and promote community based management of the project at local levels
- foster good public relations in liaison with RDC and IUCN
- assist communities in identifying sources of support funding
- to resolve, as a team, all conflicts that might arise among team members with the danger of crippling the project and collectively appeal for the intervention of the RDC where a matter can be resolved.



TERMS OF REFERENCE: CHIEF TECHNICAL ADVISOR.

Technical Advice to the Community Based Catchment Rehabilitation and Exploitation in Zimuto\Mshagashe Area, Masvingo Rural District Council, Masvingo Province.

1. The Chief Technical Advisory will work as part of the project team, composed of a Project Manager and Project Advisory Committee, and will report to the Wetlands Programme Coordinator.

2. Tasks of the chief Technical Advisor:

In close collaboration with the Masvingo Rural District Council and IUCN-ROSA the chief Technical Adviser will initially:

- * Plan and finalise all logistics required in the setting up of the project, based on the July 11 workshop.
- * Following the July 11 workshop, meet with the village ward councillors and traditional leaders to re-establish the mandates and interests of all stakeholders within the project area.
- * Develop a modus operandi for the initial steps for project implementation for the first six months.
- * Identify, quantify and supervise the renovation work to be undertaken to rehabilitate the project headquarters the former Chirima School in Mshagashe.
- * Identify training needs among the stakeholders and organise training to optimise the methodology foreseen in the project document.
- * Based on the requirements of the project, determine terms of references for the initial required consultancies on training and agro-ecological studies.
- * Develop the basis for financial management and reporting procedures.
- * Assist in the hiring of the project manager.

Once the project manager has been hired, the chief Technical Advisor's specific responsibilities will focus on:

- * Development of a database system for storing information on village resource

inventories that will provide a framework for monitoring.

- * Development and testing of field methodology guidelines for catchment rehabilitation and sustainable development.
- * Monitor and document the project milestones and experiences.
- * Provide day to day technical support and guidance to the project manager.
- * For the first year, the contracted shall devote all his efforts to the implementation of the Community based Catchment Rehabilitation and Exploitation in Zimuto\Mshagashe area. During the second and third years of this contract, the contracted shall provide 50% support to the project, and the other 50% to the IUCN-ROSA overall Save Catchment Rehabilitation programme development.

In Year 3 -Tasks of the Chief Technical Advisor

In close collaboration with the Masvingo Rural District Council and IUCN ROSA Ecosystems Programme, the Chief Technical Advisor shall:

- . Develop a database system for storing information on village inventories that will provide a framework for monitoring.
- . Monitor and document the project milestone and experiences in collaboration with IUCN ROSA.
- . Provide technical support and guidance on financial matters to the Zimuto\Mshagashe project manager
- . Perform from time to time any other assigned to him by the Ecosystem Programme Co-ordinator.

JOB DESCRIPTION/TERMS OF REFERENCE.

Management and Coordination of the Community Based Catchment Rehabilitation for Sustainable Development in the Upper Shagasha and Popoteke catchments of Zimuto Communal Land and Mshagashe East Small Scale Commercial Farming Areas. Masvingo Rural District Council.

PROJECT COORDINATOR. (*Manager*)

1. Background:

The project will assist the Masvingo Rural District Council to initiate, develop and implement an integrated catchment rehabilitation and sustainable development system based on a holistic approach that is targeted at wetlands rehabilitation and conservation, and changing or enriching the farming methods in order to conserve natural resources in Zimuto Communal Land and Mshagashe East Small Scale Commercial Farming Area. In order to carry out this task, the Masvingo Rural District Council will assume the overall responsibility of facilitating the coordination of the participating institutions (i.e.: Agritex, Natural Resources Department, ZIRCON, AZTREC, the communities and councillors for the project area).

For the day to day administration of the project, the Project Manager will fall under the authority of the Masvingo Rural District Council Chief Executive Officer (MRDC-CEO). The Project Manager will report the MRDC-CEO and the IUCN-ROSA Wetlands Programme Coordinator.

2. Task of the Project Manager:

The Project Manager will act as the agent of IUCN-ROSA in the management and administration of the above project and shall consult closely with IUCN-ROSA at all stages of project implementation.

The Project Manager, in close collaboration with the Chief Technical Advisor and Masvingo Rural District Council will facilitate and ensure the effective coordination and implementation of the activities set out in the project document, most specifically this task will consist of:

- i. the establishment of the field office, and the financial and administrative procedures and management for the project.
- ii. the provision of objective-oriented leadership for the seconded government agency/ngo staff and facilitate team building that is fully supported by the beneficiary communities.
- iii. the development and implementation of a two way communication and knowledge transfer system for the effective implementation of the above project.
- iv. the development and promotion of an interactive relationships with individual farmers and village communities, based on trust and mutual interest, to facilitate the incorporation of indigenous knowledge and alternative farming methods.
- v. the development and field testing of integrated micro catchment rehabilitation and management plans that are based on community priorities and participation.
- vi. ensuring broad-based participation and consultation in the project design and implementation process in order to secure local ownership and institutional responsibilities.

3. *Specific Responsibilities and Reporting Requirements.*

- * Plan all logistics required for the effective implementation of the project.
- * Re-establish the mandates and ensure continued interest by all stakeholders within the project area.
- * Develop and implement annual workplans for above project.
- * Identify training needs among the stakeholders and organise training to optimise the methodology foreseen in the project document.
- * In collaboration with the Chief Technical Advisor, development of a database system based on a village by village approach.
- * Development and testing of field methodological guidelines for catchment rehabilitation and sustainable development.
- * Monitor and document of the project milestones and experiences.
- * Prepare and submit mid-year and annual progress reports to IUCN-ROSA.
- * Prepare and submit quarterly financial statements to IUCN-ROSA and Masvingo Rural District Council.
- * Administer and Manage the day to day operation of the Chirima Centre (i.e. management of the project's operational budget; supervision of all the support staff; and the general maintenance of the centre, project equipment and vehicles).

APPENDIX 8

ZIMUTO/MSHAGASHE CATCHMENT REHABILITATION PROJECT INCOME AND EXPENDITURE ANALYSIS(Z\$) JULY 1996 - JUNE 1997

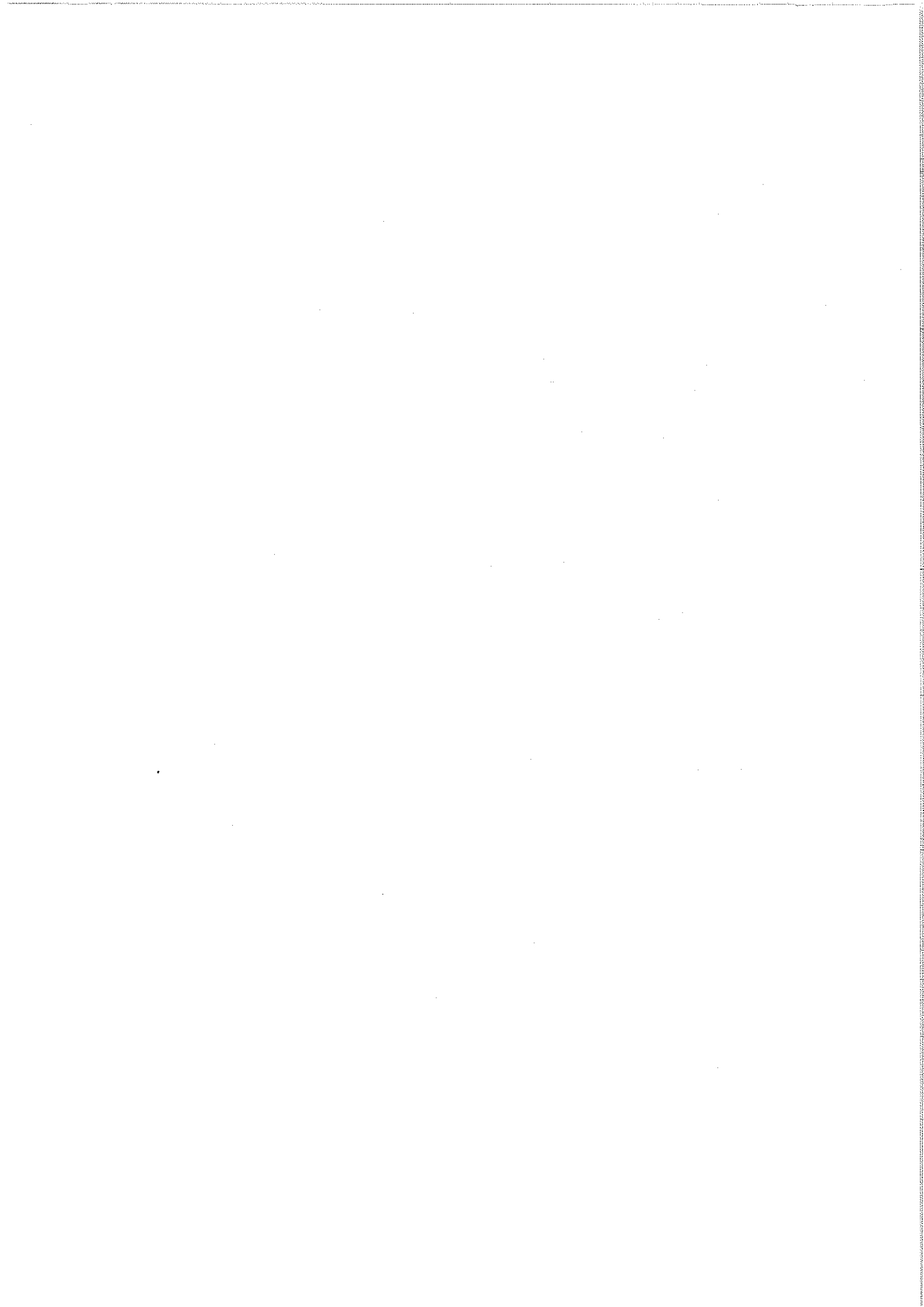
ITEMS	BUDGETED EXPENDITURE Z\$	ACTUAL EXPENDITURE Z\$	AS %
1. Travel	12 750	NIL	NIL
2. Vehicles	15 000	NIL	NIL
3. Equipment	10 000	8 352.85	84%
4 Vehicle	40 000	41 717.75	104%
5. Office Space	41 523	41 523.00	100%
6. Office Supplies	17 149	19 763.31	115%
7 Postage & Communicat.	20 000	24 147.01	121%
8 Training and Research	117 441	42 308.79	36%
9 Contingency	65 350	19 434.55	30%
10. Driver/Messenger	14 300	12 909.34	90%
11 Consultancies	85 000	74.98	.001%
12 Consultancies Environmental Analysis	82 604	1 080.00	.01%
13 Mapping Inventory	68 069	4 049.20	.06
14 Systematic Data Inventory	1119 906	NIL	NIL
15 Village Resource Use	77 392	NIL	NIL
16. Tree Nurseries	65 021	34 167.84	52%
17. Demonstration Vegetables & Fruit Trees	98 640	6 020.92	.06%

18. Wetland Rehabilitation	279 781	279 781	100%
19. Integrated Farming Systems	125 000	NIL	NIL
20. Soil Improvement	261 474	44 616.42	17%
21. Institutional Capacity Building	247 011	138 297.08	56%
Total	1 818 411	718 244.04	39%

- * there is generally over expenditure in administrative items related to the office. Whilst there is generally under expenditure or no expenditure at all for programme activities. However, this may indicate a delay in the implementation of programmes. Nevertheless, the point is that there is need for the project to reconcile budgeting and actual expenditure in its administrative activities. An over expenditure in programme activities is more justifiable than a similar situation in administrative issues.
- * Overall budget expenditure is low at 39% which may also reflect the outstanding programme activities and low programme implementations.

MEMORANDUM OF UNDERSTANDING

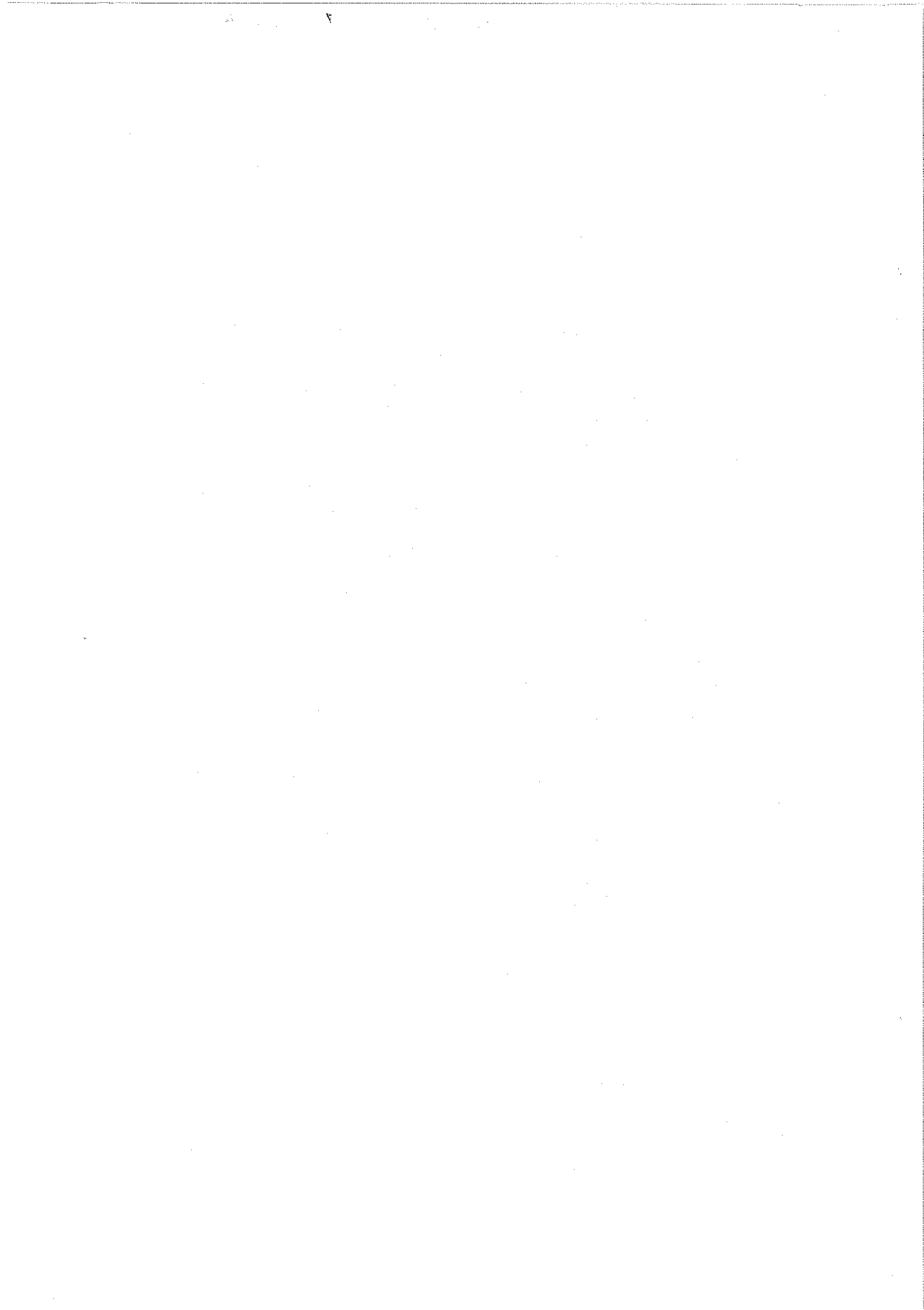
1. Under this Memorandum of Understanding IUCN-ROSA, as the Executive Authority for the project, undertakes to represent the Masvingo Rural District Council the owners of the project to the Royal Embassy for:
 - ii. legal and contractual purposes including negotiation of the funding agreement, and any required approvals of the project implementation.
 - ii. designing and putting in place a project management structure, i.e staffing and concluding of subcontracts.
 - iii. Receiving, disbursing and accounting for project funds from the royal Netherlands Embassy.
 - iv. accounting for the efficient delivery of the project as set forth in the agreement between IUCN and the Royal Netherlands Embassy.
 - v. preparing six monthly progress reports and audited financial reports.
 - vi. submitting the project work plan.
2. IUCN-ROSA will provide technical backstopping support to the project to ensure efficient delivery of the project outputs as set forth in the project document.
3. Under this memorandum of agreement, the Masvingo Rural District council will:
 - i. monitor the implementation of the project through its representative councillors in Mshagashe and Zimuto.
 - ii. assign an officer to work full time with the project team, at the cost of Masvingo District Council.
 - iii. Facilitate and organise the participation of the key stakeholders in the project implementation.
 - iv. Donate the Chirima School site to the project.
 - v. Provide logistical technical support to the rehabilitation and establishment



APPENDIX 10

DOCUMENTS CONSULTED

- Zimuto/Mushagashe Catchment Rehabilitation Project -Monthly Report-, March 1995.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Project Document- IUCN, Masvingo Rural Council, Government of Zimbabwe, May 1995.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Project Summary- IUCN, Masvingo Rural Council, Government of Zimbabwe, July 1995.
- Minutes of First Project Team Meeting, Chirima Base, 4 September 1995.
- Minutes on Meeting on the Zimuto/Mushagashe Catchment Rehabilitation Project held at Masvingo District Council, 20 September 1995.
- Minutes of Project Team Meeting, Chirima Base, 25 October 1995.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Monthly Report-, November 1995.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Monthly Report-, December 1995.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Monthly Report-, January 1996.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Monthly Report-, September 1996.
- Minutes of Masvingo District Council, 28 October 1996.
- Save Catchment Rehabilitation and Development Programme -Report of the Pre-Implementation Phase- Matrix Consultants, November 1996.
- Financial audited Report, 1996.
- Zimuto/Mushagashe Catchment Rehabilitation Project -1997 Annual Workplan.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Training Proposal for Community Leaders-, 24 April 1997.
- Minutes of Project Team Meeting, Chirima Base, 6 June 1997.
- Minutes of Project Team Meeting, Chirima Base, 17 July 1997.
- Zimuto/Mushagashe Catchment Rehabilitation Project -Monthly Expenditure Reports-, July, August, September, October, November, December 1996, January, February, March, April, May, June 1997.



Memorandum of Understanding, IUCN & Masvingo Rural District Council.

Workshop Report facilitated by Sadomba - defining roles and responsibilities of the stakeholders.

Project Area Institutional Audit.

