

**MAPPING A SUSTAINABLE RURAL ECONOMY
IN EASTERN PROVINCE:**

**MID-TERM EVALUATION OF COOPERATIVE LEAGUE OF THE USA
NATURAL RESOURCES MANAGEMENT PROGRAM**

Prepared by

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**Commissioned by the
United States Agency for International Development (USAID/Zambia)**

27 March, 2003

ACKNOWLEDGEMENTS

We wish to acknowledge the assistance rendered to us by individuals and organizations too numerous to mention in carrying out this evaluation. Specifically, we are indebted to the USAID/Lusaka Mission for the financial support and Mr. John Heemans the CLUSA Natural Resources Management Program Coordinator and his staff for their cooperation. We sincerely thank all the collaborating partners; Forest Department, MACO, Farmers' Friend and WVIAP for their support. We acknowledge the kindness of Chief Mbang'ombe and Chief Nyamphande for accepting to discuss with us at short notice. All the Enumerators and data entry colleagues who assisted with the questionnaires are acknowledged. We would also like to thank Dr. G. Tembo for analyzing the questionnaires. Many thanks also to Mr. C. Hamusimbi for providing the logistical support. We thank the driver, Mr. D. Mukosa, for ably taking us to and from Eastern Province. We are deeply indebted to Mr. M. C. Ndiyoi, President - FASAZ, for his input in bidding for this job and for supporting the team throughout the execution of this noble task. Lastly, but not the least, we would like to thank the farmers for their patience and understanding in answering our many questions.

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LIST OF ACRONYMS

AIDS	Acquired Immunity Deficiency Syndrome
ASIP	Agricultural Sector Investment Program
ATCs	Area Training Coordinators
CA	Cooperative Agreement
CBNRM	Community Based Natural Resources Management
CEMP	Community Environmental Management Project
CLUSA	Cooperative League of the USA
CLUSA/NRMP	CLUSA/ Natural resources Management Program
CMS	Credit Management Services
ECU	Eastern Cooperative Union
ESP	Environmental Support Program
FAO	Food and Agriculture Organization of the United Nations
FASAZ	Farming Systems Association of Zambia
FGD	Focused Group Discussion
FL	Functional Literacy
GFs	Group Facilitators
GIS	Geographic Information System
HIV	Human Immuno Deficiency Virus
ICRAF	International Centre for Research in Agroforestry
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFT	Improved Fallow Technology
ISC	Interim Steering Committee
JFM	Joint Forest Management
JFMP	Joint Forest Management Plan
LWF	Lutheran World Federation
MACO	Ministry of Agriculture and Cooperatives
MMD	Movement for Multi-party Democracy
MTENR	Ministry of Tourism, Environment and Natural Resources
NGO	Non Governmental Organisation
NRM	Natural Resources Management
OGS	Out Grower Scheme
POTC	Producer Owned Trading Company
PRA	Participatory Rural Appraisal
RGBs	Rural Group Businesses
SAP	Structural Adjustment Program
SCCI	Seed Control and Certification Institute
SO	Strategic Objective
SPSS	Statistical Package for Social Scientists
ToT	Training of Trainers
UNIP	United National Independence Party
USAID	United states Agency for International development
VRGs	Village Resource Group
VRMAC	Village Resources Management Area Committee
WVIAP	World Vision Integrated Agroforestry Project
ZATAC	Zambia Agribusiness Technical Assistance Center

EXECUTIVE SUMMARY

Background and Objectives

Since October 1998 the Cooperative League of the USA (CLUSA) has been implementing a five-year, \$3.8 million Natural Resources Management Program (NRMP) in four districts (Chipata, Mambwe, Katete and recently moved in Petauke) of Eastern Province, Zambia, funded by the USAID. The CLUSA/NRMP was aimed at combining community forest management and promoting the emergence of democratically self-managed, financially viable rural businesses that improve rural family incomes. Using fully costed credit for rural groups, CLUSA promised to bring to Zambia its rural group development experience gained worldwide including West Africa. The Cooperative Agreement that CLUSA signed with USAID indicated that in five years, communities living around selected forests in Eastern Zambia could be involved in the management of four forests of total area 87,656 hectares. In addition, the formed rural groups would in five years access credit of cumulative value \$2,388,375 to allow them produce crops of a cumulative value of \$10,671,375. In total, some 7,000 rural dwellers would be involved in the CLUSA project by its final year. Successful implementation of the project would contribute positively to USAID/Zambia's Strategic Objective (SO) 1, which is "Increased Rural Incomes of Selected Groups".

It is against this background that at the end of May 2002, the USAID/Zambian mission commissioned the Farming Systems Association of Zambia (FASAZ) to undertake a concurrent mid-term evaluation of the CLUSA/NRMP and its sister project, the World Vision Zambia Integrated Agroforestry Project (WVIAP). The primary objective of the evaluation was to determine whether USAID investments are achieving their desired impact, why or why not. A second objective was to generate ideas on how the impact of USAID investments in CLUSA/NRMP activities can be improved. A final objective was to generate ideas on how CLUSA/NRMP experiences can influence ongoing or future USAID and other institution investments in increasing rural incomes, improving food security, and managing natural resources.

Summary of Methodology

The evaluation team reviewed project documents, held interactive interviews with various stakeholders, including mission staff, project staff, collaborating partners, traditional leaders and the beneficiary community. In addition a structured questionnaire was administered to a random sample of 106 households including both beneficiaries and non beneficiaries in the project areas. Qualitative data was analysed for content while quantitative data was analysed using the Statistical Package for Social Scientists (SPSS) for triangulation and to support and complement findings from qualitative data analysis.

Main Findings

1. The project currently has four major components – Forestry, Agriculture, Adult Functional Literacy/HIV/AIDs and a Producer Owned trading Company (POTC). The POTC is an addition that was not in the Cooperative Agreement (CA) but was included as a response to farmers' need for markets.
2. Membership of Rural Group Businesses (RGBs), through which the project operated, indicated that there are more men who are substantive members of the farmer groups

than there are women. However, there are some women behind much of the male figures because among married couples the husbands registered for membership since they owned/controlled the farmland. Data of cooperators, however, needed to be aggregated into "married, single, female-headed household, male or joint headed household as well as age."

3. Under the agricultural component, RGB members are trained in the production of cash crops especially paprika, groundnuts and sunflower that are promoted under the Out Grower Scheme (OGS) type of arrangement. Maize is included as a food security crop.
4. The main services provided by the project as perceived by the beneficiaries were training in new farming methods (42.0%), input provision (31.8%), credit provision (12.5%), marketing services (8.0%) and HIV/AIDS awareness (3.4%).
5. Credit is provided in the form of inputs after members pay a flat fee of K10,000 (was until this year 10% of the value of the loan). Inputs are given to farmers and after production, farmers pay back their loans through cash crops which they sell back with an interest rate of 3.5%. Excess crop is marketed for farmers and the money is given to them. About 51.5% of the respondents rated the credit provided in the 2001/2002 season as good while about 35.0% and 13.5% indicated that it was fair and poor respectively.
6. Due to program activities, beneficiary farmers obtained during the 2001/02 season an average of US \$149 per farmer in seasonal loans for inputs compared to US \$44 for non members of the program (the amounts of which were significantly different at 0.001 level of probability).
7. The current focus of the program is on increasing yields of paprika and groundnuts by encouraging farmers to use recommended sustainable farming practices and agroforestry/soil fertility improvement technologies so as to reduce on cost of production. This is enhanced through a cadre of trained group facilitators (GFs), area training coordinators (ATCs) and commodity monitors (e.g. Paprika and Groundnut Monitors found at each depot).
8. Input provision and crop marketing are conducted under the auspices of the POTC. The services provided are sustainable in that beneficiaries have realised that farming is a business. The agricultural cultural practices introduced are sustainable because there is a ready market for inputs and produce, and the farmers working in groups, reduce marketing transaction costs.
9. The POTC has started buying produce from non-CLUSA farmers for processing purposes. Since the quantities produced by its own farmers are small, the POTC has formed a strategic partnership with Farmers' Friend (a private company involved in agricultural input and output marketing and has a fairly felt presence across the province) to expand their marketing activities making the POTC more economically viable and sustainable in the long run after project end. The Farmers' Friend does not currently have the capacity to adequately undertake the POTC's marketing functions.
10. The POTC is a significant contribution by CLUSA in the eastern province. It is being created following an assessment of the marketing problems that have beset the province following the collapse of the Eastern Cooperative Union (ECU). Farmers interviewed

(e.g. Chiparamba farmers) cite problems of “briefcase” buyers who could only buy a few bags of produce at a time. The money from such transactions was too small to permit any meaningful investment by the farmer.

11. The POTC, according to project staff, needs to have 3000 farmers for it to be viable. Currently 1270 farmers are on loan records while 300 independent farmers have also sold crops to the company. Farmer membership declined in the past couple of years due to unhappiness with group responsibility over loan repayment and lack of the 10% commitment fee. Project management is optimistic that membership will increase greatly by August 2002 under the new loan arrangements of individual loan commitment and K10,000 registration fee. According to the Project Coordinator, about 90% of the loan fund provided at the time of project inception is still available and will be used for this purpose.
12. With resources, other institutions could provide the services being provided by the project, but such institutions would need a lot of time to establish a kind of structure that would ensure sustainability of activities after project life.
13. In order to enhance effectiveness of service delivery, the program has field staff stationed within the communities who train the farmers in business, agriculture and forestry management skills. Strategic partnership with the private sector in input delivery and produce marketing also enhances efficiency and sustainability. However, weak linkages with MACO field staff and the fact that the field staff are CLUSA employees in a way compromises sustainability after the project ends. This is because although the program is under the Ministry of Tourism, Environment and Natural Resources (MTENR), success of the agriculture component is very key to reducing pressure on the forests. This requires that MACO field staff should put in their best in terms of extension and backstopping, now and after the program has phased out.
14. One of the most significant impacts of project activities on the beneficiaries has been improved crop productivity. Farmers attributed this to better and timely availability of inputs, training in better farming methods, assured produce markets and better business skills. Farmers interviewed during group discussions indicated that their maize yields have increased from about 300 Kg per hectare to over 3,000 Kg per hectare.
15. Most farmers interviewed perceived their incomes to have increased between 1998 and now. Farmers attributed the increase to employing of improved farming methods (41.8%); improved marketing arrangements and better prices (32.8%); better crop varieties (7.3%); and increased cash cropping (18.2%). However increased income has been greatly hampered by the group responsibility over loans.
16. Due to drawbacks in recruiting members, which is important in achieving project targets, the CLUSA/NRMP has made little progress in achieving the results identified in the Cooperative Agreement except for the number of groups and depots formed. There are four factors that have contributed to this:
 - Group responsibility over loan repayment impacted negatively on the RGBs. Good farmers were meant to pay for defaulting farmers and this discouraged them.
 - Membership in RGBs declined because good farmers quit while defaulters were automatically screened out by the remaining farmers

- It was difficult to attract new members after seeing what had happened to their colleagues
 - The good farmers that remained in the groups devised ways of escaping paying for those of the members that defaulted for whatever reasons.
17. This notwithstanding, the volume and value of sales of farmers' produce through the POTC has increased but not to the level expected if the project end target of total income of about US \$ 10 million is to be achieved. Only about 2.5% of the projected project period total has so been achieved by the time of the evaluation.
 18. The training farmers have received from the project have changed their attitudes towards improved farming methods and they can appreciate developmental issues much better. Farmers are now in the forefront looking for additional information in agricultural related issues. The main skills acquired as rated by the project beneficiaries were new farming methods (33.3%), growing of paprika (28.2%) and ability to read and write (7.7%). Others were gardening and crop budgeting at 3.8% each.
 19. The implementation strategy of the Forestry component was to use the same farmers whose needs are being addressed by the agriculture component and sensitise them on issues of deforestation and sustainable forestry management. These farmers living around forests about 5 km radius from protected local forests are then required to organise themselves into Village Resource Management Area Committees (VRMAC) and pay their own village resource guards to assist in implementing forest activities.
 20. Models for community-based forest management are developed and Joint Forest Management Plans (JFMPs) are prepared. The cost and benefit sharing mechanism is agreed upon among stakeholders. Recently, a pitsawyer's approach has been proposed as a community-based forest management in the open areas and is being tried out in Petauke.
 21. The first chief with whom a JFMP should have been signed has refused to sign because of "consideration for his people", who are currently squatting in the Chiulukire local forest. This has stalled the process and hindered progress in the other forests. It is possible that this could be sending a negative message to the other chiefs with whom similar JFMP should be prepared and signed.
 22. What was expected of the forestry component after two years of operations has not fully materialised though the project has made significant strides in:
 - Raising forest users' awareness of deforestation and sustainable management issues
 - Building capacity of local Forestry Department staff in forest management skills
 - Formation of Village Resource Management Area Committees (VRMACs)
 - Organisation and training of user groups
 - Production of forest management plans
 - The use of appropriate technology in the mapping and assessment/inventory of forest resources

Conclusions

1. The importance of having an effective and efficient input and output marketing system in increasing productivity and hence household food security and income can not be over emphasised. There is need that this goes hand in hand with an efficient and cost effective system of improved technology transfer to the farmers who need to be assisted in assimilating and adopting these technologies through enhancing their ability to read and write by way of functional adult literacy. The POTC is a good thing that has so far happened to the CLUSA program in Eastern Province. It is unfortunate that this out grower approach faced a number of implementation problems as some farmers opted to leave the Program due to group responsibility of loans. The amount of crop marketed is directly related to the number of farmers in the program. As the number of farmers increase, the amount of crop marketed will also increase. In addition, the project is now beginning to market crops from other NGOs and non-CLUSA farmers, which should significantly increase the amount of crop marketed.
2. The first phase of the project was focused on refining a strategy/methodology to the unique socio-economic context of the Eastern Province. Now that the strategy is in place, the number of farmers is expected, according to project management, to increase significantly in 2002 and 2003 but is unlikely that the original targets will be met because of delays and the high learning curve. CLUSA Mozambique is developing a similar POTC in Nampula which could be linked to the POTC Chipata for marketing high value cash crops like paprika. In addition, the joint venture with Farmers' Friend is a means to ensure private sector advice and long term sustainability following CLUSA's departure.
3. With regard to the forestry component:
 - Considering achievements so far, and the time remaining before the project ends, it can safely be said that the anticipated end-of-project status will not be attained. As this forestry component is on an experimental basis for JFM, any results obtained will serve as important lessons for future applications of JFMs in Zambia.
 - The sustainability of the Forestry Component after the project will largely depend on strengthening the VRMACs and the local Forestry Department staff on the other hand. For this to happen, the VRMACs should see benefits from forest resources trickling down to them.
 - In spite of the laws of the land, chiefs are a force to reckon with. The chiefs' influence on their subjects should not be underrated in the pursuit of JFM; hence the need for a thorough situational analysis before any JFM in an area can be embarked on.
 - There is a fairly high level of participation in forestry activities by the communities around Chiulikire Local Forest where the project is very active.

Recommendations

1. In order to improve on project performance and impact, it is recommended that:
 - The POTC should recruit more farmers to make it more viable and this aspect should be ascertained by August 2002 to see how achievement of targets can be improved. It should also collaborate with other organizations such as World Vision to increase volumes of produce marketed
 - The capacity of the Interim Steering Committee (ISC), later to become the Board of Directors of POTC, should be improved. Most of the current members and the pool of farmers from which even future Boards will be drawn may not have the managerial

skill and experience to steer the POTC to successful levels of performance. To enhance sustainability, capacity building for the Boards and RGB executives is a must.

- The program should not go back to group responsibility over loans. The project should instead concentrate on sensitising farmers on the need to pay back loans and should also concentrate on individual loans. The joint venture with Farmers' Friend should be strengthened to achieve this objective. Other private sector collaboration linkages should also be strengthened.
- RGBs should be trained in marketing and entrepreneurship in collaboration with WVIAP which has a stronger training component
- Collaboration with MACO should be strengthened for sustainability purposes because at project end, POTC will remain and MACO will have to continue with facilitating RGBs
- Staff salaries should be commensurate with qualifications and experience and more personnel with agricultural or agribusiness backgrounds to work as facilitators under the agricultural component
- If the number of adult literacy centres keeps on rising, there would be need to consider employing more staff
- Higher calibre staff are required in the POTC if it is to be more sustainable in the long run

2. It is further recommended that:

- USAID should assist with policy collaboration with Forestry Department at national level
- JFM should be decentralized and simplified to minimise time and cost for practical implementation purposes.
- There should be proper assessment of an area intended to be declared as a JFM in terms of resources, chief's cooperation and level of encroachment
- Squatters should be relocated before a JFM plan is made or finalized. Those in Chiululikire Forest should not be allowed to plant this year if they are to move out by next year. They should be allocated with alternative land for them to settle by both the chief and the government.
- Chiefs should be sensitised that they have control over forests under JFM and not before.
- Chiefs should be involved right from the start in an area required to be declared as JFM. After sensitisation on how to manage the forests, Chiefs could be a vehicle of information transfer to their subjects
- Collaboration between Forestry and other components within CLUSA should be strengthened
- CLUSA should streamline and come up with a proper structure of the forestry component

CHAPTER 1: BACKGROUND

1.1 Brief Description of the Eastern Province

Located between 10 – 15 degrees South Latitude and 30 – 33 degrees East Longitude, Eastern Province covers an area of about 70,000 square kilometers and its population was estimated at 1,300,973 in 2000 (CSO 2001). It has an estimated farming population of 151,300 farm families with a total crop area of 245,000 hectares of which about 58% is ploughed by hand (MAFF, 1999).

The province has two of its districts (Chama and Mambwe) in Agro-ecological Region I while the rest of the districts fall in Region II. Soil types range from Sandy loams to clay loams on the plateau (Region II), while the valley (Region I) consists of clay loams to silt. Rainfall ranges from 600 – 1000 mm and between 400 and 650 mm per annum in the respective regions.

Farming is the most widespread activity. The region is good for groundnuts and cotton production. Pressure on forests for agricultural land is increasing rapidly due to rapid population increase and declining soil fertility in cultivated lands. Thus there is great need for sustainable utilization/management of these miombo woodland-based forests.

1.2 Background to the Cooperative League of the USA Natural Resources Management Program (CLUSA/NRMP)

In support of Zambia's economic liberalization, USAID has initiated and supported activities that stimulate rural economic growth since 1991. USAID/Zambia's Country Strategic Plan for the 1998 - 2003 period, Strategic Objective 1 (SO 1) is "increased rural incomes of selected groups."

Approximately 5 million of Zambia's 10 million people live and work in rural areas. SO 1 investments aim at increasing the incomes of rural families working together in groups. It is hoped that rural families working as groups will result in more cost effective (and less risky) technology dissemination, training, rural finance, output marketing and forest management skills service delivery. Lower service delivery costs will contribute to more sustainable, customer responsive and profitable service delivery agencies. Finally, more sustainable and profitable service delivery will result in increased rural family opportunities to improve their productivity and incomes.

SO1 activities spring from rural family problem and opportunity identification. They are intended to encourage rural family contributions to solving their social or economic problems, enhance women's contribution to rural economic growth and encourage government food security and rural finance policies that promote private initiative.

The CLUSA/NRMP in Eastern Province, Zambia began in October 1998. This five year project aims at promoting involvement of communities living around gazetted forests in the management of forest resources while encouraging them to undertake productive agricultural activities outside the forests through developing the emergence of democratically self-managed, financially viable rural businesses that improve rural family incomes. Originally, the project was operating in three districts (Chipata, Mambwe and Katete) but has now extended to Petauke district.

In the Cooperative Agreement (between CLUSA and USAID) Number 611-A-00-98-00002-00 it was indicated that in five years, communities living around selected forests in Eastern Province could be involved in the management of four forests of total area 87,656 hectares. In addition, the formed rural groups would in five years access credit of cumulative value US \$ 2,388,375 to allow them produce crops of cumulative value US \$ 10,671,375. In total, some 7,000 rural dwellers would be involved in the CLUSA project by its final year (2003).

1.2 Purpose and Objectives of the Evaluation

1.2.1 Purpose

The purpose of this evaluation was to obtain quantitative evidence of investment impact on rural incomes and Joint Forest Management. Where quantitative evidence was not available or relevant, qualitative descriptions of impacts and processes were to be provided.

The evaluation included assessing the impact of the project and identified ways to improve implementation and has, in this report, presented to USAID/Zambia Mission issues for consideration regarding the options whether to extend, expand or cut short the project.

1.2.2 Objectives of the Evaluation

The Specific objectives of the evaluation were:

1. Determine whether USAID investments are achieving their desired impact, why or why not.
2. Generate ideas on how the impact of USAID investments in CLUSA/NRMP activities can be improved,
3. Generate ideas on how CLUSA/NRMP experiences can influence ongoing or future USAID and other institution investments in increasing rural incomes, improving food security, and managing natural resources.
4. Make recommendations to USAID/Zambia Mission for consideration whether to extend, expand or cut short the project.
5. Package relevant findings so that systematic or national level impact from evaluation lessons learned might be achieved with specific reference to the Zambian context.

1.3 Methodology

1.3.1 The Study Design (nature of the study)

There are two basic types of program evaluative research: summative and formative evaluation. Summative evaluation is primarily aimed at assessing organisational performance with emphasis on reviewing the efficiency and effectiveness of a program/project as compared to its goals and resource inputs.

On the other hand, formative evaluation lends itself to providing an input in *organisational learning*, that is, it focuses on processes with an intention to improve the organisation's mode of operation, its operational approaches and procedures as well as its performance. The aim is to gain better understanding of the complex and intricate processes of organisational behaviour in order to establish knowledge and insight needed to strengthen the operations of the organisation should the program be found worth continuing.

This evaluation leans more on the later category. As such two basic categories of questions ran through the whole investigation:

- (a) Questions that will provide a systematic documentation and description of the various elements and processes and structures of the project; and
- (b) Questions that will result in explanations of why things are as they are observed/experienced to be. The explanatory questions are closely inter-linked with and builds on the descriptive ones.

1.3.2 Selection of study sites and respondents

The evaluation covered four (4) districts, namely: Chipata, Katete, Mambwe and Petauke, the new district that the program has extended into.

Project staff and their collaborators were interviewed and groups of farmers were also interviewed in focus group discussions, group meetings and as individual key informants (See Annex 2 for a list of some key respondents).

1.3.3 Data Collection and Analysis

The review used the following tools to collect data:

- Reviewing relevant program documents such as periodic reports, annual reports, financial and other management process reports, etc.
- Group discussions and topical/thematic interviews with project staff
- Interactive discussions with beneficiaries (PRA)
- Field visits to activity sites (Observations & transect walks).
- Key informant interviews with collaborators and community leaders
- Focus group discussions (FGD), in-depth interviews with key informants, case studies, and interactive discussions with professional staff of agencies

The data collected using PRA was complemented by an individual household questionnaire. Table 1 and Figure 1 show the characteristics of sampled households amongst which the questionnaire was administered. The data from questionnaires was analysed using the Statistical Package for Social Scientists (SPSS), while qualitative data was analyzed for content.

Table 1. Average Number of Household Members by Age and Gender

Project (District)	area	Average number of household members by age and gender						Total number of members per household
		0-10 years old		11-19 years old		20 years or older		
		Male	Female	Male	Female	Male	Female	
Chipata		0.57	0.46	0.37	0.38	0.61	0.54	2.63
Katete		1.25	1.47	1.27	0.82	1.40	1.56	7.78
Mambwe		1.55	1.82	1.45	1.64	1.82	2.27	10.55
Total		1.03	1.13	0.95	0.74	1.25	1.27	6.12

The average age of the household head in the study area is 44 years and ranges from 23 to 81.

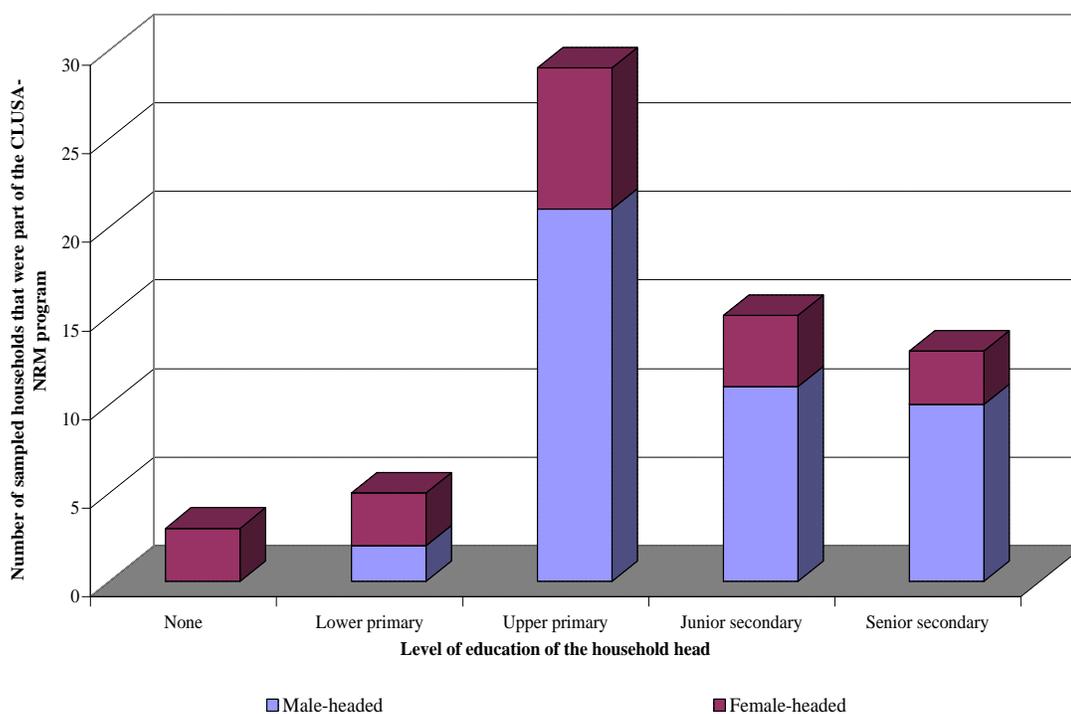


Figure 1. Selected Attributes Of Heads Of Households Participating In The CLUSA-NRM Households In The Sample

Increasing the level of education for the household head could be an important factor for increasing participation in the program but only if starting from levels lower than upper primary school. Most of the participating household heads have attained upper primary school level. It is not clear why the relationship between education level and participation changes sign beyond upper secondary school. If our sample is indeed representative, one could probably guess that such households have more options as to where to direct their energies and knowledge.

CHAPTER 2: PROJECT RATIONALE

This section aims to establish whether the project is addressing the needs of the intended beneficiaries as perceived by the beneficiaries themselves as well as the professional staff serving the local communities. To achieve this the consultants identified the needs expressed by the beneficiaries during the project's baseline study, reviewed the process that was used to identify the needs addressed by the project and assessed whether, from the point of view of the beneficiaries, the project is addressing their felt needs in the area of concern. Professional staff serving in relevant Government departments, traditional leaders as well as other key informants from the communities were interviewed.

2.1 Project Identification Process

The idea to have the NRM Program appears to have been initiated by CLUSA from their experience with the nature of problems in West Africa - Niger and Benin - and elsewhere. Before full program development was done, a research was undertaken in January 1998, which identified some of the key problems and possible collaborators in the areas of operation of the program.

2.2 Needs of Rural Farmers in the Target Areas

The need to use forest resources in a sustainable manner is beyond any debate as this is a visible reality to everyone and many studies have established both the causes and suggested solutions. As regards forests, at least four interrelated development problems that have been observed among many natural resource-dependent rural communities are:

- Low capacity or total absence of institutional organization at community level;
- Lack of an effective decentralized management authority over communally-owned natural resources;
- Lack of "conservation by the people", that is, lack of genuine community participation in natural resource management; and
- Lack of a culture of genuine propriety interest in the environment partially resulting from the people feeling alienated.

Focusing on management and conservation of forest areas, CLUSA's approach to natural resources management involves a system of village-based training that equips the participating village groups to develop and implement workable management plans for the forest areas and forest-related economic activities. It directly addresses the weaknesses often found in rural communities which are:

- (a) Lack of planning and organisational experience
- (b) Lack of financial management skills
- (c) Lack of technical knowledge
- (d) Limited access to credit
- (e) Low levels of literacy

Both the high rate of deforestation in rural Zambia and the difficulties smallholder farmers face in their effort to make a living using available land and forests - the only resources available to them - confirm the necessity of the CLUSA/NRM Program. This is because the project aims at raising

awareness of the forest communities about the necessity to conserve the forests and introduce sustainable intensive farming practices and marketing strategies that would

1. Increase productivity per hectare
2. Introduce high value cash crops with a guaranteed market
3. Provide the much needed markets to rural small scale farmers, all of which would decrease pressure to clear more forests for new farmlands
4. Identify and encourage the utilisation of alternative non-wood products and value added wood-products. This would change the attitudes of the community towards valuing more the protection/conservation and restoration of their forests.

2.3 Objectives of the Project

The overall goal of the program is to improve the economic and social well being of Zambia's rural population. Its purpose is to strengthen community groups and group based enterprises in target areas by helping them acquire the skills and knowledge they need to improve their living standards and their general economic situation. Specifically, the objectives are:

- i. To demonstrate, in the Zambian context as a pilot activity in Eastern Province, a sustainable approach to community-based natural resources management that can be extended to other areas of the country and can be continued by other groups/organisations after the CLUSA program is completed
- ii. To contribute to the effective management and conservation of Zambia's forests and agricultural areas by assisting local community-based groups to develop the skills and knowledge required to identify, initiate and manage viable economic activities utilising, in a sustainable way, the resources of the forests and agricultural lands
- iii. To enable villagers and forestry staff to develop comprehensive forest management plans and establish effective multi-village forest management committees
- iv. To expand the range of income generating opportunities available to the target populations by introducing new agroforestry practices and new production and processing technologies that add value to primary products
- v. To provide alternative income generating opportunities and alternative farming techniques to the rural populations that will relieve pressures on forest areas from over exploitation and agricultural extensification
- vi. To introduce sustainable technologies for soil conservation and fertility enhancement that will improve agricultural yields.
- vii. To increase producer incomes by helping rural groups learn to function effectively in a market economy (accessing inputs and marketing crops)
- viii. To assist the long-term institutionalisation of the program by helping individuals and groups to develop organisational management and training skills necessary to continue the program's services after its completion

2.3 Policy Environment

2.3.1 *Zambian Forest Policy and Law*

Community involvement in the management of their forest resources arises out of the realization that unless the people themselves become the protagonists of their own development no amount of investment or provision of technology would improve their standards of living in a sustainable way. This is the basis of Community Based Natural Resource Management (CBNRM)². CBNRM, therefore, is an “attempt to find new solutions for the failure of the top-down approaches to conservation”. The overall objective is to devolve powers to the local communities to enable them be directly involved in improving their quality of life to a point where they see the value of conserving the natural resources in their vicinity upon which much of their developmental potential and livelihoods depends.

The mission of current national Forestry Policy (adopted by government in July 1998) is: “To ensure sustainable flow of wood and non-wood forest products and services while at the same time ensuring protection and maintenance of biodiversity for the benefit of the present and future generations through active participation of all stake holders.” This policy emphasizes the following principles:

- Sustainable resource management
- Capacity development
- Participatory approach
- Private sector forest development
- Gender participation
- Sectoral integration

In order to meet the mission goals of Forest Policy of 1998, the government revised the Forest Act of 1974, which ultimately led to the enactment of the Forest Act No. 7 of 1999. This Act recognizes the importance of adopting a holistic approach, in particular, it seeks to build a link between conservation of the environment and the socio-economic, cultural and political aspects. It provides a flexible and responsive framework for the joint management of the forest resources viz, Part V Section 25(1), which authorizes the Minister to declare by statutory instrument joint management of forest areas. The Act recognizes the need for adopting broad based participatory approaches to forestry management. To this end Section 25 (1) reads,

“Any area proposed to be declared a joint forest management area shall not be declared so unless the local community has given consent”

Whereas the old Act excluded participation by other stakeholders the new Act ensures that all stakeholders are given due recognition and are actively involved in joint forest management. To avoid conflicts between traditional leaders, local communities, local authorities and other government officials, all parties are represented in the Forest Management Committee. The Act

² CBNRM is a term depicting the way in which a group of people living in the same area and having common interests organize themselves in order to use and conserve natural resources of their area. It is based on the recognition that local communities must have the right to exercise direct control over the utilisation and benefits of natural resources in order to utilize them in a sustainable manner.

also ensures that forest resources are not managed on an ad-hoc basis by providing for management plans. Section 29(1) requires that these management plans be done in consultation with local authorities, local communities and traditional authorities. The Act in Section 30 further stipulates that,

“For the purpose of preparing a management plan under this part, the Commission shall conduct national and local inquiries on a management plan and its implementation as may be necessary to obtain representation from a local community, committee, traditional authority and any other stakeholder.”

The involvement of local communities, NGOs and other stakeholders provides an appropriate framework for effective joint efforts in forestry management. The Act contains provisions that ensure rationale and sustainable protection and utilization of forest resources. In sharp contrast to the 1974 Act, the 1999 Act does not “police” forests.

Notwithstanding the good intentions of the current forest policy and law in Zambia, implementation is still a big problem. Government functionaries are not prepared to relinquish their authority over the forests to locals. Another major factor causing hesitation is the idea of benefit sharing among all parties to the joint management of forests. Forests are a significant source of internal revenue for Government, which it appears to hesitate to let go.

2.3.2 Agricultural policy

The Zambian Government in 1991 undertook to implement the Structural Adjustment Program (SAP) with a view to redress the economic decline Zambia had slid into during the state-controlled monopoly economy under the previous administration. SAP, among other things, entailed the withdrawal of state participation in marketing of agricultural commodities and removal of subsidized loans for inputs were unsustainable. However, the benefits of adherence to SAP conditions have not immediately delivered a positive impact on majority of the low income groups, with effects more biting on the rural sectors of the economy, where poverty levels, including food insecurity have soared. This is the more reason why CLUSA/NRM, which aims at piloting the sustainable use of forest and land resources and improving the marketing capability of resource poor farmers in the Eastern Province, is significant to Zambia.

From 1996 to December 31, 2001 the Zambian Government through the Ministry of Agriculture and Cooperatives (MACO), has been implementing the Agricultural Sector Investment Program (ASIP) as the overall strategy for guiding public sector, private sector and NGO involvement in agriculture in Zambia. ASIP activities were implemented through twelve sub-programs. The project under review falls under “**Marketing and Trade, and Extension and Information**”, two of the sub-programs of ASIP.

CHAPTER 3: PROJECT IMPLEMENTATION

3.1 Organization and Management

3.1.1 *Project Components and Organizational Structure.*

Currently, the project has four major components, which work in collaboration with each other, namely; Agriculture, Producer Owned Trading Company (POTC), Forestry and Adult Functional Literacy/HIV & AIDS supported by an Administration Section. A Program Coordinator (PC) heads the program and each component has a head, also called a coordinator. In the field, each district has Area Training Coordinators (ATCs) who supervises Group Facilitators' (GFs) activities with the Rural Group Businesses (RGBs). The ATCs are assisted by Team Leaders, who coordinate the work of other GFs. About 3 - 4 RGBs come together to form a depot run by a chairman. A number of depots (3) form area farmers' associations with each being represented by 2 members (one male and another one female) on the Interim Steering Committee (ISC)³ of the POTC.

The POTC was not in the Cooperative Agreement but arose out of the program's experience with marketing needs and problems the farmers were facing. The rationale of forming the POTC was to have a private company owned by producers to assist with supply of inputs and marketing of their produce. The idea came in the wake of realities on the implications of the demise of the Eastern Co-operative Union (ECU) on the availability of produce markets for the farmers in Eastern Province. Its mission is to maximize income of member farmers through profitable local and international marketing and adding value to groundnuts and other products through grading and processing into peanut butter and sunflower cooking oil. Currently the ISC has a gender-balanced membership of 12, who meet monthly to deliberate on matters of concern to the POTC. At the moment CLUSA/NRMP undertakes the management functions of the company.

3.1.2 *Personnel*

According to the presentation made by program management to the review team, CLUSA/NRMP has 62 full time Zambian members of staff. Of these, 17 are directly doing administrative tasks: 11 guards, 3 drivers for the three utility vehicles, 1 motorbike mechanic, 1 Administration manager and his assistant. The Agricultural component is 36 members strong – the Coordinator and his assistant and 34 field staff (3 Area Training Coordinators and 31 Group Facilitators inclusive of their team leaders). The POTC has 7 project employees under it. Despite its significance, only one person handles the Functional Literacy component. It appears that at field level the Forest component work is undertaken by GFs operating near the forests. The project has two expatriate staff: Project Coordinator, Mr. John Heeman and Cecilia Polansky, as Technical Advisor in charge of the Forestry component.

From the discussions held with individual GFs, it appears that although the Agricultural component seems to have the largest number of staff many, if not most, of the GFs have a diploma in forestry and not in agricultural sciences (about 33.3% have training in agricultural sciences; 33.3% in forestry with the remaining 34% taken up people with different qualifications such as school leavers, public relations, marketing, accounts, etc). The high number of foresters in the Agricultural

³ The ISC will be transformed into a Board of Directors once the POTC is registered.

component can cause serious limitations to the ability to handle farmers' problems that require a specific detail of understanding. Although workshops, seminars and short orientation courses have often been used to supplement one's skills, this has a limit to which they can adequately prepare staff to handle issues at certain level. The training background of new staff at the level of GFs (if the project continues and/or expands) should be considered with a view to address this situation.

At present a business expert from VSO is assisting the management of POTC. Given the unfolding complexity of the POTC, it will soon become evident that the program will require staff with higher levels of training for its management to boost the efforts of the current personnel. However, the capacity of the ISC, later to become the Board of Directors of POTC, will require to be improved. Most of the current members and the pool of farmers from which even future Boards will be drawn may not have the managerial skill and experience to steer the POTC to successful levels of performance. To enhance sustainability, capacity building for the Boards and RGB executives is a must.

3.2 Financial Aspects (Disbursement and allocation of funds)

Table 2 shows comparative levels of expenditure patterns as reported by the project between the office and the field in Chipata. A total of about US \$ 1.6 million had been spent in Chipata at the time of the evaluation, representing about 42% of the total project cost.

Table 2: Proportion of Expenditure Levels at different Levels of Project Implementation Over Years

Level	1999		2000		2001		2002 (May)	
	Amount (US \$)	%Total						
Field	404,465	63.1	194,012	55.0	261,897	67.9	124,694	61.7
Office	236,033	36.9	158,856	45.0	123,584	32.1	77,501	38.3
Total	640,498	100.0	352,868	100.0	385,481	100.0	202,195	100.0

Source: CLUSA/NRMP Reports

3.3 Identification of Project Location

The project location was identified on the basis that it offered the best opportunities to the applicability of CLUSA village-based NRM approach in Zambia. Eastern province is neither the poorest nor the best off in the country. It has sufficient agricultural potential for small-scale farmers (although in some areas commercial estate farms play a dominant role); and it has significant stands of forest, most of which is still in reasonably good condition, but beginning to deteriorate more rapidly each year as encroachment and uncontrolled cutting of trees increase. Specific locations for the forestry component (Chiulukire, Mphomwa North, and open areas in Chief Nyampande's area) were identified with the Forestry Department using the following criteria: i) forests being intact (open areas, local forests), ii) access to the forest resources, iii) availability of farmers around. In case of Chief Nyampande's area, also good stocking of valuable species such as Mukwa, Mupapa, and Mululu.

At the inception of the project CLUSA undertook consultations with the traditional chiefs in the project area, the Forest Department and other stakeholders. The review team established that while the project has faced some difficulties in its implementation the intended beneficiaries still find it relevant to their circumstances in that the issues embodied in it are in real sense meant to

address necessities in their livelihood. Figures 2 and 3 show households' motivation for joining the CLUSA/NRMP and its level of relevance to their livelihood endeavours respectively.

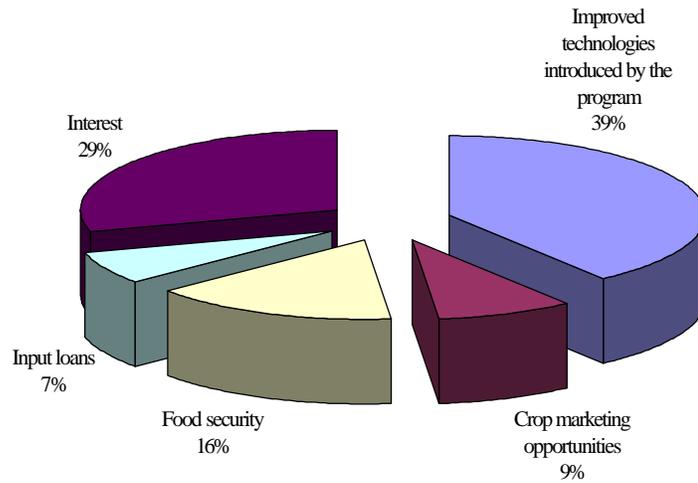


Figure 2. Selected Attributes Of Heads Of Households Participating In The CLUSA-NRM Households In The sample

Sixty (or 92 percent) of the 65 CLUSA-NRM program participants said the program was relevant to their circumstances of which 70 percent were male-headed (Figure 3). Several reasons were given as to why the program was perceived to be relevant (Table 3).

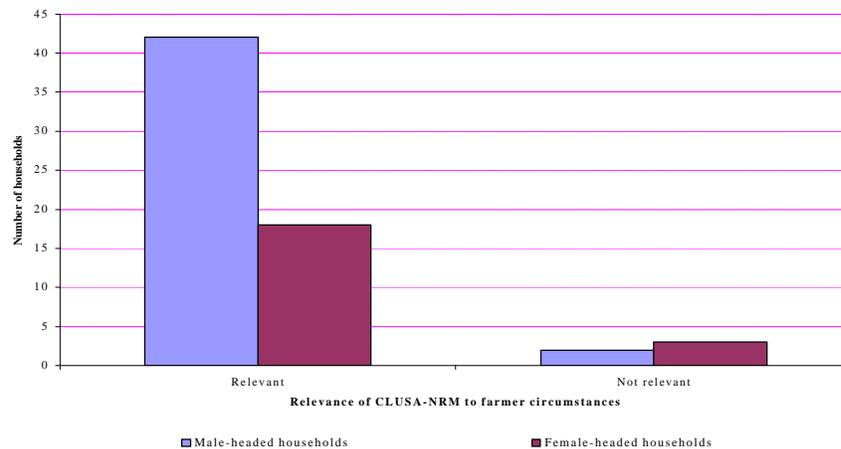


Figure 3. Relevance of The CLUSA-NRM Program To Farmer Circumstances

Table 3: Reasons Why the CLUSA/NRMP was Perceived to be Relevant by Sample Farmers

Reason for Program Relevance	Relative Proportion of Farmers Citing Reason	
	Frequency	Percent
New farming knowledge provided	30	38.5
Inputs provided on time	11	14.1
Higher crop yields leading to increased profitability	11	14.1
Loans given	10	12.8
Food security increased	7	9.0
Markets for produce was provided	5	6.4
Increased group interactions	2	2.6
Increased HIV/AIDS awareness	2	2.6

With regard to knowing about the program, most (81 percent) of the CLUSA-NRM member households learned of the program through a group facilitator. A few indicated having learned through fellow farmers/neighbours (14 percent) and through their chief (5 percent).

3.4 Identification of Beneficiaries

Initially, CLUSA came to the communities through their chiefs and started sensitising them on food security and income issues and also on the importance of sustainable management of natural resources, emphasising on the importance of combating deforestation. The modus operandi of the project was explained to the communities and these were encouraged to form rural group businesses (RGBs) of about 15 – 25 interested members. These groups chose executive committees comprising the Chairperson, Secretary and Treasurer. The overall strategy whereby farmers are trained in various skills including agriculture, adult literacy, business skills to improve their agricultural production and earning and through selling forest products, seems feasible in terms of meeting the farmers' basic needs thereby minimising the urge to look up to forests for survival.

3.5 Components of Project Implementation and Services Provided

3.5.1 Forestry Component

The most important components of project implementation are:

- i) Raising forest users' awareness of deforestation and sustainable management issues;
- ii) Building capacity of local Forestry Department in forest management skills;
- iii) Developing models for community-based forest management.

Under the Forestry component, the strategy is to use the same farmers whose needs are being addressed by the agriculture component and sensitise them on issues of deforestation and sustainable forestry management. These farmers living around forests about 5 km radius from protected local forests are then required to organise themselves into Village Resource Management Area Committees (VRMAC) and pay their own village resource guards to assist in implementing forest activities. They are taught the basic skills in forest management and appropriate technology. Forest resource assessment, inventories and mapping are encouraged and applied. The Forestry Department officers at provincial and district levels have also been equipped with modern technical skills in forest inventory, mapping and planning.

Models for community-based forest management have been developed and one Joint Forest Management Plan (JFMPs) prepared. The cost and benefit sharing mechanism is agreed upon among stakeholders. An important objective is to help forest users realise a greater percentage from both timber and non-timber forest products by marketing through organised forest user group in the style of Producer-owned Trading Company (POTC).

Recently, the project has proposed a pitsawyer approach to a community-based forest management in the open areas, which is being tried in chief Nyampande's area in Petauke District. At the moment, the project is at the stage of formation of groups. This approach is later planned to be tried in Mphomwa.

3.5.2 Agricultural Component

Generally, the agricultural component in the program is responsible for:

- Input procurement and distribution
- Groundnut seed multiplication
- Winter gardening and promotion of irrigated paprika
- Training farmers in sustainable agricultural practices including conservation farming and soil fertility improvement through improved fallow technologies (IFT)
- Crop collection and marketing

After RGB formation, members are trained in the production of cash crops especially paprika, groundnuts and sunflower that are promoted under the Out Grower Scheme (OGS) type of arrangement. Maize is included as a food security crop because of the high production cost with low rate of returns and marketing problems experienced in the 1999/2000 season. The services that the program provides its beneficiaries under this component are shown in Table 4.

Table 4: Relative Importance of Services Provided By the Program as perceived by Beneficiaries

Services Provided	Frequency of Respondents Citing Benefiting from the Service	Percent
Provision of inputs	28	31.8
Training in new farming methods	37	42.0
Marketing services	7	8.0
Credit Provision	11	12.5
HIV/AIDS Awareness	3	3.4
None	2	2.3
Total	88	100

Members are given credit in the form of seed, fertilizer, chemicals and equipment. Members are only eligible to get credit if they show commitment by giving a 10% down payment of the value of the loan (but now this year onwards a flat fee of K10,000.00). Inputs are given to farmers and after production, farmers pay back their loans through cash crops which they sell back with an interest rate of 3.5%. Excess crop is marketed for farmers and the money is given back to them. For the 2001/02 season about 51.5% of the respondents indicated that the quality of credit provided was good while about 35.0% and 13.5% indicated that it was fair and poor respectively. The major credit provider was indicated to be the CLUSA/NRMP (Table 5).

Table 5: Relative Importance of the Credit Sources in the Program Areas

Credit Source	Frequency of Households benefiting			
	Male-Headed	Female-Headed	Total	Percent of Total
Dunavant	5	1	6	6.9
CLUSA/NRMP	39	20	59	67.8
Clarke Cotton	5	2	7	8.0
Christian Churches of Zambia	2	0	2	2.3
PAM	0	3	3	3.4
Africare	3	3	6	6.9
FRA	0	4	4	4.7
Total	54	33	87	100

Due to program activities, beneficiary farmers obtained an average of ZMK 594,227 per farmer in seasonal loans for inputs during the 2001/02 season compared to ZMK 175,517 for non members of the program (the amounts of which were significantly different at 0.001 level of probability).

The current focus of the program is on increasing yields of paprika and groundnuts by encouraging farmers to use recommended sustainable farming practices and agroforestry/soil fertility improvement technologies so as to reduce on cost of production. This is enhanced through a cadre of trained group facilitators (GFs), area training coordinators (ATCs) and commodity monitors (e.g. Paprika and Groundnut Monitors found at each depot). The Component also endeavours to increase adoption of paprika and groundnut production through decentralized area training and intensified field follow-ups. Cassava promotion will be embarked on in an effort to enhance household food security among the farmers.

3.5.3 The POTC

Input provision and crop marketing are conducted under the auspices of the POTC. The POTC was not in the CA but arose out of the need for a profitable market for their produce. The services provided are sustainable in that beneficiaries have realised that farming is a business. The agricultural cultural practices introduced are sustainable because there is a ready market for inputs and produce, and the farmers working in groups, reduce marketing transaction costs.

The POTC is targeting groundnuts, paprika and sunflower for this activity. Groundnuts is targeted because farmers are accustomed to the crop.

Groundnuts also has:

- a number of processing options,
- a steady local and international market,
- research support from International Centre for Research in Sustainable Agricultural Technologies (ICRISAT) and Msekera Research Station.

Malawi, which is within 130 Km, is one of the major markets. According to the project management, there is an order for 600 tons of groundnuts from Malawi and 150 tons of groundnut seed from Lusaka. Paprika has great promise as long as inputs, transport and technical assistance are arranged properly. Forward marketing contracts are signed with Cheetah Zambia who export the crop. In order to break even through economies of scale, the company has started

buying produce from non-CLUSA farmers for trading and processing purposes. The quantities produced by its own farmers being small, POTC has formed a strategic partnership with Farmers' Friend (a private company involved in agricultural input and output marketing and has a fairly felt presence across the province) to expand their marketing activities making the POTC more economically viable and sustainable in the long run after project end. There has been enormous interest by the farmers (non CLUSA members) from across the province including Lundazi, Chadiza and Petauke to sell their produce to the POTC.

Through the marketing arrangement with POTC, member farmers are assured of having inputs on credit on time, training/extension advice through out the cropping cycle and a ready market for their produce of which payment is made on time. The POTC is the most significant contribution by CLUSA in the eastern province. It is being created following an assessment of the marketing problems that have beset the province following the collapse of the Eastern Cooperative Union (ECU). Farmers interviewed (e.g. Chiparamba farmers) cite problems of "briefcase" buyers who could only buy a few bags of produce at a time. The money from such transactions was too small to permit any meaningful investment by the farmer. The POTC buys all the groundnuts, paprika and sunflower the farmers can bring to the buying point. The farmers are paid cash. The company, according to project staff, needs to have 3000 farmers for it to be viable. Currently 1270 farmers are on loan records while 300 independent farmers were reported to have sold crops to the company. Farmer membership declined in the past couple of years due to unhappiness with group responsibility over loans and lack of the 10% commitment fee over the loans. Therefore, another 50% is still required in terms of membership in order to make the POTC more viable. Project management is optimistic that membership will increase greatly by August 2002 under the new loan arrangements of individual loan commitment and K10,000 registration fee. According to the Project Coordinator, about 90% of the loan fund provided at the time of project inception, is still available and will be used for this purpose.

With regard to credit, the study team encountered out-cries of group responsibility over loans whereby hard working farmers are made to pay for the loans taken by defaulting group members. CLUSA NRMP was a duplicate of the CLUSA-RBG project based in Lusaka. Thus CMS was part of the design. The NRM project worked with CMS for two years from 1999 to 2001. The credit recoveries were satisfactory as "CMS were quite aggressive in getting repayment". The credit administration is now done directly by the project through the POTC, with CMS playing a supporting role to CLUSA. Two issues have led to the cancellation of the CMS contract. Firstly the fees paid by the project to CMS meant that over time, the loan fund was going to be depleted. Secondly, the loan recovery mechanism, especially the principle of collective responsibility, led to many good farmers leaving the program as they felt they could not forfeit their income to support farmers who did not put in their best. There are some farmers who still grieve over the loss and ask that the project pursues the defaulting farmers so that the good farmers could be paid what was rightly due to them. Some farmers lamented that: "*Because of collective responsibility, my children cannot go to school*". The affected farmers fear bringing discord and untold calamities in the communities if they were to pursue the defaulters. As it stands, the project has not approached the defaulters. However, the CMS and collective responsibility principle have been discontinued. The farmers are going to obtain loans in their own right as individuals without being burdened by the need to look after someone's else's inefficiency.

The loans provided are all seasonal, and no medium term loans are given. The repayment is through the sale of the crop. Medium term loans of 2-3 years are required to purchase farm implements, irrigation pumps and oxen. If the conditions are right, the heifer project may be invited to operate in the area. Because of the need to pay loans irrespective of crop performance, some farmers reported stagnation in own economic status. They suggest that when loan recoveries are made, CLUSA should take into account the condition of the crop as reported by the crop monitor during the season. Some change was acknowledged, however, in the availability of food throughout the year.

3.5.4 Adult Functional Literacy and HIV/AIDS

The Adult Functional Literacy/HIV & AIDS component started after a needs assessment that was conducted in 1999 during which exercise it was discovered that the adult illiteracy rate was as high as 68% which would in one way or another hinder program activities. In the year 2000, 8 focus groups were identified and literacy materials were produced and distributed and activities commenced. In the following year, more demand for this service was seen and 17 more classes were formed. The demand has continued to increase in 2002 necessitating long term sustainability measures. For this purpose learners are now being asked to pay K7,500/learner per year to show commitment to these lessons. Half of the amount collected is given to the literacy leaders while the other half is kept to buy more literature materials for continuity purposes. Due to these classes, it has been noted that members are now able to read, write their names and do some simple arithmetic. Other interventions of sustainable agriculture and HIV/AIDS sensitisation are also given through these literacy classes. There are plans to include in the curriculum CLUSA Loan Agreement and forestry conservation issues. The learners have been seen to be understanding development issues better. There is a deliberate policy to have 80% women participation.

3.6 Collaborations and Partnerships with Other Institutions

With resources, other institutions could provide the services being provided by the project, but such institutions would need a lot of time to establish a kind of structure that would ensure sustainability of activities after project life.

In its activities the project has been collaborating with the following institutions:

- USAID, for provision of financial resources
- Credit management Services (CMS), originally for managing the credit component but now assisting in installing a new loan tracking system; setting up BRILLIANT accounting system; and training accounting staff of POTC in both systems every about 6 weeks
- HIVOS, for financial support in research for improved shelling machines and capacity building within the POTC such as training of the ISC and payment of CMS backstopping services
- Chipata District Council, for provision of land on which an all-under-one-roof facility will in future be constructed comprising a warehouse, processing plant, etc
- Zambia Agri-business Technical Assistance Centre (ZATAC), who facilitated availability of a marketing/research advisor for one year

- Africare, marketing of agricultural machinery, livestock development and small business development
- Forestry Department, for joint forestry management and other related issues
- ICRISAT/ Msekera Research Station, for the provision of improved groundnut varieties and providing technical backstopping to project staff
- Seed Control and Certification Institute (SCCI), for training of farmers in production of certified groundnut seed (MGV4 and Chishango)
- Volunteer Service Overseas (VSO), for seconding management experts to POTC
- World Vision Integrated Agroforestry Project (WVIAP), for exchanging IFT experiences and as a source of seed for agroforestry species.

The project has also cultivated partnerships with the private sector. At the time of the review it had active relationships with the following private sector organizations (besides CMS):

- Farmers' Friend, for input and produce marketing. It has local depots across the province some of which are used as buying points
- Cheetah Zambia/Malawi, for marketing of paprika
- The Growth Triangle, for providing export market potential into Malawi and Mozambique; the program is working to link the POTC to this partnership as another one of its marketing network.

The program is a member of the NGO Forum in Eastern Province where it interacts with several other NGOs (including Africare, Families in Distress, Children in Distress, Catholic Relief Services, Lutheran World federation, etc) within the province.

Collaboration with the Ministry of Agriculture and Cooperatives (MACO) is weak. The ministry feels more needs to be done in this respect as involvement of MACO has implications in sustainability of activities at the end of the project. While the project management insisted that their doors were open and could work/collaborate with anybody who was interested, the review team's observation is that the project needs to seek that collaboration. Suffice to say they collaborate with the FD staff, but the later does not have as many staff in the field and the bulk of the project activities are crop farming-oriented.

3.7 Effectiveness of Service Delivery System

In order to enhance effectiveness of service delivery, the program has field staff stationed within the communities who train the farmers in business, agriculture and forestry management skills. Strategic partnership with the private sector in input delivery and produce marketing also promises to enhance efficiency and sustainability. However, weak linkages with MACO field staff and the fact that the field staff are CLUSA employees in a way compromises sustainability after the project ends. This is because although the program is under the Ministry of Tourism, Environment and Natural Resources (MTENR), success of the agriculture component is key to reducing pressure on the forests and this requires that MACO field staff put in their best in terms of extension and backstopping, now and after the program has phased out.

CHAPTER 4: PROJECT PERFORMANCE AND IMPACT

4.1 Performance: What difference did Project Implementation Make

One of the most significant impacts of project activities on the beneficiaries has been improved crop productivity. Farmers attributed this to:

- (a) Inputs being made available on time thus facilitating proper planning and planting in good time
- (b) Teaching in better crop management practices at all stages of the cropping cycle by trainers within the communities (ATCs, GFs and Commodity Monitors)
- (c) Practising conservation farming such as pot-holing and leaving crop residue in the field after harvest
- (d) Assured produce markets through the POTC
- (e) Taking part in group businesses (including farming) which is more profitable than when taken individually as group members advise each other and transaction costs are reduced.

As an elaboration of the impact on their livelihoods, participating farmers in areas visited indicated that they now have enough food (maize) to last longer in the year unlike previously when all the maize used to be consumed whilst still in the field leaving nothing for harvest. Farmers during a group discussion in Chiulikire Area of Katete District indicated that their maize yields have increased from about 300 Kg per hectare to about 3,600 Kg per hectare (the group in Chaka and Mukango in Mambwe District estimated it at about 3,000 Kg per hectare). Income from cash crops helps the farmers with meeting other household necessities (Table 7).

Table 7: Perceived Income Trend Between 1998 and 2002 by Household Head's Gender and Whether or Not the Household Is a Member of the CLUSA-NRM Program

Gender of household head and membership to CLUSA-NRM program	Perceived income trend between 1998 and 2002		
	Income is higher in 2002 than it was in 1998	Income is the same in 2002 as it was in 1998	Income is lower in 2002 than it was in 1998
Male-headed households			
Number in sample	44	10	6
% that were program members	84	30	17
Female-headed households			
Number in sample	29	6	8
% that were program members	52	67	25
All households			
Number in sample	76	16	14
% that were program members	71	44	21

It can be seen from the table that most farmers perceive their income to have increased between now and 1998. Farmers attributed the increase to employing of improved farming methods (41.8%); improved marketing arrangements and better prices (32.8%); better crop varieties (7.3%); and increased cash cropping (18.2%). They summed changes regarding the way they earn income according to Figure 4.



Figure 4: Changes in Ways farmers Earn their Income as a Result of the Program

Due to drawbacks in recruiting farmers, which is important in achieving project targets, the CLUSA/NRMP has made little progress in achieving the targets identified in the Cooperative Agreement except for the number of groups and depots formed (Table 6). There are three factors that have contributed to this:

1. Group responsibility over loan repayment impacted negatively on the RGBs. Good farmers were meant to pay for defaulting farmers and this angered them.
2. Membership in RGBs declined because good farmers quit while defaulters were automatically screened out by the remaining farmers
3. It was difficult to attract new members after seeing what had happened to their colleagues
4. The good farmers that remained in the groups devised ways of escaping paying for other members that defaulted for whatever reasons. Some farmers side sell their excess crop.

On the Forestry component, the first chief with whom a JFMP should have been signed has refused to sign because of “consideration for his people”, who are currently squatting in the local forest (Chiulukire). This has stalled the process and hindered progress even in the other forests. It is possible that this could be sending a negative message to the other chiefs with whom similar JFMPs should be prepared and signed.

This notwithstanding, the volume and value of sales of farmers’ produce through the POTC has increased (Table 8) but not to the level expected if the project end target of total income of about US \$ 10 million is to be achieved.

Table 6: Results of project Activities in Accordance with Performance Indicators

Indicator	Planned/ Achieved	Activity Level by Year By Gender														
		1999			2000			2001			2002			To date as % of Project End Total		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Fem.	Total	Male	Fem.	Total
No. farmers adopting improved technology	Planned	1,170	254	1,424	580	145	724	1,671	418	2,089	949	487	1,436	100.0	100.0	100.0
	Achieved	883	303	1,186	0	0	0	213	6	219				24.8	23.4	24.4
No. of Ha under improved technologies	Planned	2,828			1,450			4,178			2,872			100.0		
	Achieved	1,083			0			0						9.4		
No. Ha under non maize crop	Planned	2,136			1,088			3,134			2,154			100.0		
	Achieved	742			0			0						8.6		
No of farmers increasing income through RGB linkage	Planned	1,170	254	1,424	580	145	725	1,671	418	2,089	949	487	1,436	100.0	100.0	100.0
	Achieved	883	303	1,186	0	0	0	213	6	219				24.8	23.4	24.4
Number of Groups	Planned	122			36			162			66			100.0		
	Achieved	86			10			45			127			69.4		
Number of Group Members	Planned	1,464	366	1,830	432	108	540	1,944	486	2,430	792	198	990	100.0	100.0	100.0
	Achieved	883	303	1,186	0	0	0	213	6	219	1,174	595	1,769	24.8	23.4	24.4
Number of Depot Committees	Planned	18			0			33			0			100.0		
	Achieved	19			4			10			26			115.7		
Number of tertiary associations	Planned	0			0			0			0			100.0		
	Achieved	0			0			4			2			120.0		
Loan Recoveries Rates (%)	Planned	N/A			65			75			90			95		
	Achieved	N/A			95			92								

Source: CLUSA/NRMP Reports

Note: The project unilaterally revised the target total number of beneficiaries at end of project from 7,000 in the Cooperative Agreement to 4,427.

Table 8: Quantities and Values of Crops Marketed by the POTC in 2000 and 2001

Crop	Quantity (Kg) and Value (US \$) per Year					
	2000		2001 (From CLUSA farmers)		2001 (Including off street purchases)	
	Quantity (Kg)	Value (US \$)	Quantity (Kg)	Value (US \$)	Quantity (Kg)	Value (US \$)
Sunflower	77,954	18,092	39,694	7,166	146,990	26,458
Maize	593,050	47,444	0	0	0	0
Paprika	28,502	30,403	57,572	66,208	71,458	82,178
Groundnuts (Unshelled)	35,660	7,726	40,841	11,435	71,566	21,470
Groundnuts (Shelled)	19,236	8,977	0	0	0	0
Groundnuts (Seed)	0	0	0	0	15,775	8,611
Total	754,402	112,642	138,107	84,809	305,789	138,717
Total Value of Produce Marketed up to the 2001 Marketing Season = US \$ 251,359 which represents about 2.5% of the Targeted Total at Project end in 2003						

Source: CLUSA/NRMP Reports

4.2 Impact: What has Changed as a Result of the Project

4.2.1 Changes on Target Population

It is clear that the training farmers have received through the project has changed them a lot (Table 9). Farmers have learned new technologies in farming and business and appreciate the fact that farming is a business. Farmers are also very happy that the project makes markets readily available. Some of the specific skills learnt by the target population include record keeping, business management, conservation farming, IFTs, ability to read and write and knowledge and awareness of HIV/AIDS. As a result of the project, farmers are now in the forefront looking for additional information in agricultural related issues. In most cases, when the project first started, there were more members joining with the view of having easy access to credit. However, this discouraged a lot of farmers after realising that they had to pay for others who had defaulted. But when the system was changed to allow individual farmers be responsible for their own loans, numbers are beginning to go up again.

Table 9: Relative Frequency of Skills the Beneficiaries Have Acquired Through Program Activities

Skill	Frequency	Percent
New methods of farming	26	33.3
Gardening	3	3.8
Read and write	6	7.7
Growing paprika	22	28.2
Crop budgeting	3	3.8
Group mobilisation	2	2.6
Seeking finance	1	1.3
Crop diversification	6	7.7
Market research	1	1.3
None	8	10.3
Total	78	100

4.2.2 Changes on Project Staff

The project staff now have increased knowledge of not only improved methods of sustainable agriculture production and sustainable forestry management but also that of overall agricultural extension methodologies. This is so because at inception, project staff who were raw from colleges underwent a lot of hands-on training in agriculture and forestry in readiness for the task ahead.

4.2.3 Changes on Community Groups

There is increased interest in community groups to source for knowledge and other services being provided by the project. Farmers in adjacent communities where CLUSA/NRMP is not operating now appreciate what their neighbours are learning and want similar services to be extended to them. Where the project is working, there is increased awareness of sustainable agricultural practices and forestry technologies as well as business skills.

4.2.4 Changes on Agricultural Extension Providers

Since Group Facilitators and Team Leaders live in the communities, access to agricultural information by farmers has greatly improved. The project has also trained elected farmers from RGBs to become commodity monitors for crops like paprika and groundnuts. These specialists specifically monitor the progress (and teach farmers appropriate aspects of crop production) of a given crop in the field from planting to harvesting. This has enhanced farmers' yields of such crops translating into potential increased incomes.

4.2.5 Changes in Farmers' Attitudes to Improved Agricultural Practices

Having seen the benefits of improved agricultural practices, farmers now grow paprika and sunflower under improved management practices. They also practice crop rotation, conservation farming such as pot-holing, mulching and maintaining of crop residue. Farmers are now aware of (and some practice) oil expressing from sunflower and peanut butter making. Some farmers said that even after project completion, they would continue practising the new and sustainable methods of agriculture.

4.3 Empowerment: Farmer Participation, Gender and Youth

4.3.1 Nature of farmer participation in program activities

"Community participation", hereafter called farmer participation, is not a new concept but it has always meant different things to different people. In this study farmer participation has three dimensions: a Product, a Process & Performance. As a product, community participation is an end in itself that should be sought. People have the right and duty to participate in the execution (that is, planning, implementation and management) of projects that affect their lives. It underlies an acceptance of democratic principles and practices.

The study established that the farmers are participating in the various aspects of the project. To begin with, membership to the RGB is the farmer's choice and acceptance of the individual farmer by the group. It should be noted, however, that the farmers did not choose the package of services to be provided. CLUSA depended on specialists to determine the nature of the project. The acceptance by farmers to participate in project activities lies in the fact that it addresses their fundamental basis of livelihood - agriculture. However, farmer participation in the forestry component still remains a problem for reasons discussed above.

As a process, community participation is a means to improve project results.

"If people participate in the execution of projects by contributing their ingenuity, skills and other untapped resources, more people can benefit... and the outcome corresponds better to the needs and priorities of the beneficiaries"(UNCHS-Habitat, 1984: 6).

Unlike WVIAP, which uses lead farmers (LFs) and contact farmers (CGs) to provide most agricultural extension to farmers, CLUSA/NRM uses only project staff, the GFs, for that purpose. For this reason CLUSA/NRM program has a larger number of field staff than WVIAP.

Finally, as performance (impact), participation is a self-generating activity, which stimulates people to seek participation in other spheres of projects or activities in their society.

“Participation builds up a self-reliant and co-operative spirit in communities; it is a learning process whereby people become capable of identifying and dealing actively with their problems” (Ibid).

From the discussion with the RGB members, it appears that they do not see any additional tasks that they should undertake besides farming as a business. Although the farmers gave reasons centred on personal relationships and “community spirit” for failing to collect the debt that they are owed by their defaulting colleagues whom they paid for, none mentioned using the RGB for any activity other than what was set by CLUSA. This implies that the farmers see the RGB as CLUSA and not as themselves. That sets doubt on any hope for these groups to continue after or outside CLUSA-facilitated credit.

4.3.2 Characteristics of the RGB Farmer Groups

The review established that the program set no exclusion conditions for farmers who should participate in the activities of the project, in particular the agricultural-based RGBs. Membership was open to all farmers living in the selected target villages on condition that the other members trusted them and were willing to admit them into the group. In the first and second years of the program, it was mandatory that RGB members pay for any of their group members who, for any reason, failed to repay their part of the group loan. The socio-economic characteristics that one would find among participating farmers exist in as natural a way as they could, without deliberate manipulation or choice by the project. In short RGBs comprise:

- Self-selected membership
- People who are willing to work and do business with each other
- People who have accepted to pay for each other

Although the last feature was explained to the farmers repeatedly during the sensitization and facilitation sessions, farmers did not seem to have taken CLUSA seriously because they cried foul play at the implementation of the very principle they had appended their signatures to. It was clear from the apprehension farmers expressed about this that:

- Many a Zambian farmer still expects credit providers not to be strict with repayment.
- Failure by previously state subsidized credit institutions to effect loan repayment contributed to their own failures and, even worse, the corrupting of sustainable business values among small scale farmers.

Their mix of membership reflects the demographic and socio-cultural possibilities and acceptability in the geographical areas of operation, respectively.

4.3.3 Gender and Participation in project activities

The CLUSA management indicated that there are more men participating in the program than women. The credit provided through the RGB is given to individual farmers who are members.

Even under the group responsibility arrangement, which has just been done away with this season (2001/2002), farmers received credit in their own right. While it is likely that there were more women undertaking the cultivation of crops under men's credit women who are married did find it more difficult to obtain credit than those who are not in marriage. This is because women who resided in their husband's villages found it relatively more difficulty to obtain farmland to allocate exclusively for the crops under the loan.

In Mambwe district, chief Jumbe's area, many of the women who attended the meeting with the review team were not in marriage. Married women keep away from activities that have implications to farmland use. They leave it to their husbands, who control access to their matrimonial village land.

The other reason for less participation of women in program activities, according to the Functional Literacy (FL) coordinator is that illiteracy levels are higher among women than it is among men. To this effect the FL component has adopted a positive discrimination policy to enrol more women (80%) in the classes.

4.4 Performance of the Forestry Component

4.4.1 Project Activities

Table 10 shows the extent to which benchmarks for project activities have been achieved

While it is clear that what was expected after two years of project work has not fully materialised, the Project has made significant strides in the three major aspects of Forestry component, as follows: -

- i. Raising forest users' awareness of deforestation and sustainable management issues**
The Project has established a clearer link between agriculture and forest management and deforestation by including forestry and agroforestry messages in literacy classes, conservation farming sessions, and Forestry Department-supported sensitisation campaigns delivered to farmers where CLUSA facilitators work. There are Village Resource Management Area Committees (VRMACs)
- ii. Building capacity of local Forestry Department staff in forest management skills**

The Project has provided technical training in inventory equipment and image and map reading skills for 25 forestry officers and 5 group facilitators since 1999. One provincial Forestry Department officer is being trained in Geographic Information System mapping and 3 Forest Department officers were sponsored to assist at a week long FAO participatory forest management in Africa. It has provided skills in group formation, village communications, and village forest resource assessment procedures to the same target groups mentioned above.

It has assisted the Forestry Department with the development of a set of guidelines for Joint Forest Management for use throughout Zambia.

Table 10: Expected and actual conditions after 2 years of programme activity

Conditions expected after 2 years of programme activity	Present status (2 years after programme activity)	Comment/Observation
4 multi-village forest management committees formed and operating. (Covering 87,656 ha of forest areas)	VRMACs formed in Chiulukire and in Mphomwa. VRMACs are currently being formed in the open forest of Chief Nyampande's area. There are currently 3 areas and not 4 as planned.	-VRMACs to be fully operational after preparations and actioning of forest management plans of the various areas. -By end of 2002, almost 17,000 ha of gazetted forest & 25,000 ha of open (customary) land under management with provincially approved plans. -Target not met because of: <ul style="list-style-type: none"> • Long time spent sensitising villagers to sustainable and legal harvest of forest products. • Inadequate understanding of the role of Chiefs and Indunas in resource management issues (especially in terms of land allocation). • Unforeseen administrative hurdles in the ministerial offices in Lusaka.
At least 5 new products based on forest resources serving, as the basis for group economic activities will have been initiated by the group businesses. (Original target was 10)	User group organization and preparation for training in:- i) marketing in pitsawing being organized now in Chief Nyampande's area and Chiulukire ii) Beekeeping just started in Chiulukire iii) Natural broom crafting not yet started iv) Charcoal production not yet started v) Mushroom processing not yet started	- The project has noted that it would be better to have few sustainable forest enterprises than many unsustainable ones leading to problems of deforestation. - It is hoped to have user groups organised and prepared for training in the aforementioned forest-based enterprises by end of 2002.
1,250 group members will be involved in business activities using forest resources. (Original target was 2,250)	People organized and trained by the project are still few at the moment. Probably less than 300 so far	-The organization and preparation for training for most user groups not yet started. - The actual number of people involved in some form of business activities using forest resources is higher because some of them started even before project inception.
800 Board members will have received training in NRM and Forestry Management.	Only one project location namely: Chiulukire is almost at implementation stage of JFM, hence the actual figure falls far below the projected one.	The exercise is going on in Mphomwa. It is to start soon in Chief Nyampande's area through Pitsawyers' approach.
At least 25% of the participating village groups will consist of women's groups or of groups having a significant level of female participants (Original figure was 20%)	Women participation has been encouraged in all participating village groups. There was an indication of women participation in all village groups interviewed.	The implementation stage will give a clear picture of women participation in JFM.

iii. Developing models for community-based forest management

The Project has produced supporting studies on: I) Chiulukire area beekeeping practices and marketing needs, ii) Miombo non-timber forest product collection and marketing information, iii) Chipata District charcoal production procedures and marketing, and iv) Revenue sharing scenarios based on inventory results of Chiulukire forest.

The component has produced a manual on inventory and mapping methods and data utilization appropriate to Joint Forest management.

It facilitated the writing of a comprehensive 10-year miombo forest management plan covering 16 major forest products, using workshops with stakeholders (representatives from villages, Forestry Department, District Councils, traditional authorities, and other NGOs) during which user groups met.

A JFMP for Chiulukire forest has been formulated although it is not yet signed

4.4.2 Sustainability of forest component activities

In the CLUSA approach, most of the activities are carried out with participation of the beneficiary community and other stakeholders. For instance, in the management of a forest to be declared as Joint Forest Management area, a Joint Forest Management Plan (JFMP) is a requirement. The JFMP outlines the necessary local institutions and major players for its functioning. These include:

1. Traditional Authorities
2. The Forestry Department
3. The Joint Forest Management Committee
4. The Village Resource Management Area Committees
5. Others are Village Resource Guards, User groups, and any relevant NGOs.

There is a fairly high level of participation in forestry activities by the communities in the areas where the project is very active e.g. around Chiulukire Local forest. The evaluation found that some local people were being groomed to play the role of facilitators. It is expected that at the end of the Project, the above-indicated institutions and major players will continue with the forest management activities. The responses from the communities were that they were ready to continue with the work of managing the forest resources even after the end of the project.

4.4.3 Constraints to Implementation of the forest component

The problems that affected implementation of the component were:

1. Squatters in the gazetted local forests

The problem of squatters is a crucial one in the implementation of the Joint Forest Management. The two local forests, Chiulukire and Mphomwa, already have squatters. Some squatters have written permits from their Chief dating more than a decade ago. These pose a threat to the very survival of the forest. It is reported that most of these people have alternative land to cultivate outside the forest, although some claimed that they do have alternative land to settle on. Both the squatters and the chief have reasons for their position.

➤ Squatters perspective

Interviews conducted by this evaluation revealed that most of the squatters know about CLUSA program but are not in agreement with the idea of leaving the forest. In fact they are of the idea to expand their fields to meet the needs of the growing families. A few claimed to have little idea about CLUSA program and do not want anything to do with it. In both cases, however, they all seem to lean very much on the Chief's support.

➤ *Chief Mbang'ombe' point of view*

The Chief said his people understand the CLUSA programme but he was not approached at first about the program. He said there is a problem between the people in his area and the Forestry Department. According to him, people moved into the forest because they didn't know that it was a gazetted forest since the Forestry Department was not inspecting the area. The Chief is of the view that people should stay in the forest with the condition that no more people should come in and no fields should be expanded. He is also not in favour of making his people pay rent (K18, 000/ha/year) because they are poor; they can't afford.

2. *Chief's failure to sign the Chiulukire Forest Management Plan*

This meant that the legality of co-management operations was put on hold. This JFMP has not been signed to date.

3. *Inability by the Forestry Department to respond quickly on Project matters requiring their attention*

A case in point is where a draft management plan for Chiulukire in Katete District was sent to Forestry Department Headquarters in Lusaka in June 2001, and more than 6 months elapsed before receiving some comments.

4. *Transport*

Occasional there are some clashes in transport requirements for this component with agricultural activities. Currently, there are only pool vehicles.

CHAPTER 5: LESSONS LEARNT

This chapter outlines the major lessons learnt from project implementation for the different stakeholders.

5.1 *Lessons for USAID/Zambia*

Need for USAID to become more involved in policy issues at Ministry level of Forestry. The Project has been facing a number of hurdles involving policy issues, which cannot simply be resolved from the Chipata office. Little support has been forthcoming on policy issues that often reach the level of Central headquarters. The issues frequently have at their roots the simple application of Zambian law and the assurance of reaction or input from headquarters on the documents sent to them. The working through a traditional authority hierarchy each time the Project has to do some work is also cited as a hurdle. To facilitate work, it is, therefore recommended that USAID takes an active role in policy issues with the Ministry of Tourism Environment and Natural Resources (MTENR).

5.2 *Lessons for CLUSA and other NGOS*

1. One clear lesson is that collective responsibility does not work in the OGS system that the RGB works on. Collective responsibility, which appears to be working well under micro-finance group lending arrangement, is not suitable for and should not have been instituted.
2. Projects should develop realistic project goals and objectives in the initial planning stage based on a clear problem identification backed by factual concrete information of an area are required. The changing of program targets along the way casts a doubt on whether CLUSA adequately took care of this critical stage or based much of their targets on their vast experience.
3. Need for squatters to move away from gazetted forest areas before plans for Joint Forest Management are made. The Chiulukire Local Forest intensions have to grapple with the problem of the existing squatters first and not the potential ones. Contradictions are occurring even with the very people who are supposed to make the program a success in Chiulukire Local Forest. For any other area to be declared a Joint Forest Management area, the pre-condition should be that the Chief should be ready to support the legal eviction of the squatters from the forest. This is a lesson for the MTENR as well.

5.3 *Lessons for MTENR*

The experience with the Chiulukire Local Forests indicates that:

1. *There is need for proper assessment of an area planned to be declared as a JFM area.* Potential hurdles in the implementation of a JFM should be identified at an early stage and if insurmountable, the JFM idea should be dropped in a particular area. If

the squatters are too many, then the option would be to re-demarcate the occupied area and settle for the remaining part of the forest to be under a JFM. There is an immediate need for an in-depth study of the squatter situation in relation to co-management of the forest resources. This is a very vital policy-informing study.

2. *There is need for decentralising and simplifying the JFM process.* The CLUSA experience has shown that the current procedure takes a long time to get a joint forest management plan written with communities and secure its approval from the ministry headquarters in Lusaka. To speed up the process, there is need to decentralise the process so that less time and money is spent and less forest is destroyed while awaiting actual implementation of the JFM.

5.4 *Extending, Expanding or Cut short the program?*

Table 11 summarises implications of various decisions on USAID and project beneficiaries.

Table 11: Implications of various decisions on USAID and project beneficiaries

Decision	USAID		BENEFICIARIES	
	Advantages	Disadvantages	Advantages	Disadvantages
Extending time	To make the project meaningful as lessons learnt will be applied elsewhere in the country for JFM process. To give time to test JFM model that has been developed. To give time to firming private sector marketing linkages for farmers using the POTC	More time and resources will be required. Uncertainty over whether reasons that caused the project not tot achieve its targets will change	Increased input and output marketing opportunities leading to increased productivity More opportunity to learn and benefit from application of the JFM process.	NIL
Expanding area covered	More rural communities would have been reached	More time and resources will be required. No firm positive lessons from the current project phase yet Spreading out too thinly without first achieving the initial objectives	They will tend to benefit from a project coming into their area.	NIL
Cutting short the project	There will still be some money left	It will be like an experiment without conclusions and recommendations	NIL	People will feel cheated by the project. It will create a bad precedent for other developmental projects in the area.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

From the agricultural component point of view, it can be seen that the importance of having an effective and efficiency input and output marketing systems in increasing productivity and hence household food security and income can not be over emphasised. The need has also been noted that this has to go hand in hand with an efficient and cost effective system of improved technology transfer to the farmers who need to be assisted in assimilating and adopting these technology through enhancing their ability to read and write by way of functional adult literacy. The POTC is the best thing that has so far happened to the CLUSA program in Eastern Province. It is unfortunate that this out grower approach faced a number of implementation problems as some farmer opted to leave the programme due to group responsibility of loans. The amount of crop marketed is directly related to the number of farmers in the program. As the number of farmers increase, the amount of crop marketed will also increase. In addition, the project is now beginning to market crops from other NGOs and non-CLUSA farmers, which should significantly increase the amount of crop marketed.

Although the program strategy is shaping up and the number of farmers is expected, according to project management, to increase significantly in 2002 and 2003 it is unlikely that the original targets will be met because of delays and the high learning curve.

There is a fairly high level of participation in forestry activities by the communities around Chiulikire Local Forest where the project is very active. However, based on the project's achievements so far, and the time remaining before the project ends, it can safely be said that the anticipated end-of-project status will not be attained. As this forestry component is on an experimental basis for JFM, any results obtained will serve as important lessons for future applications of JFMs in Zambia. In spite of the laws of the land, chiefs are a force to reckon with. The chiefs' influence on their subjects should not be underrated in the pursuit of JFM; hence the need for a thorough situational analysis before any JFM in an area can be embarked on.

The sustainability of the Forestry Component after the project will largely depend on strengthening the VRMACs and the local Forestry Department staff on the other hand. For this to happen, the VRMACs should see benefits from forest resources trickling down to them.

6.2 Recommendations

In all, the project is breaking new ground in Zambia. Activities so far appear to have been focused on refining a strategy and methodology to the unique socio-economic context of the Eastern Province. So far the project has not achieved its targets and given the remaining period, there is no practical to expect that these will be achieved. However, the program management has started implementing corrective measures to try and put back the confidence of the intended beneficiaries into the RGB especially. A lot of persuasive work needs to be done with the traditional leaders, this time broadening the target of such lobbying to capture the chief's advisers – indunas and senior headmen living around the target forest areas. In view of the new strategies that the program has started to implement that appear promising to achieve the SO1 aims, the project time should be

extended to at least three more years to allow for the unfolding of the application of the JFM models and the firming of the POTC. During this time strict observation should be made on the following:

1. The Program should be transparent and ensure more involvement of FD, MACO and the beneficiaries
2. POTC, which should be registered soonest, must work out a sustainability plan that will increasingly reduce dependence on USAID grant/subside. In view of the fact that the POTC ownership will comprise mainly rural farmers who happen to be with less or no money at the moment, the Company will for some time require aid to develop its infrastructure and business capacity of its owners. The program should assist the owners to seek additional grants, increase the number of farmers selling to it and broaden market linkages to raise own income.
3. Granters, the Program management and the POTC members/owners should put in place structures that ensure that the program management and staff do not use the farmer owners less knowledge to disadvantage them in any way. All details about the POTC should be available to its shareholders.
4. The Zambian Government through the FD should take a more active, if not proactive role in educating the chiefs on the legal status of the forests and clarify its positions in the event of failure by the chiefs to sign a JFM plan.

More recommendations specific to the program components are as follows:

6.2.1 Administration

- ❖ Staff salaries should be commensurate with qualification and experience. The current salary structure can be a good recipe for dissent among staff and high turnover of appropriately qualified staff.
- ❖ Within chances created by natural staff turnovers only personnel with agricultural or agribusiness backgrounds should be employed too work as facilitators under the agricultural component. The number of GFs with Diploma in Forestry is sufficient for the forestry component.
- ❖ The Technical Advisor should be placed to work with the Ministry and provide training and backstopping services to the project. Currently the Technical Advisor is doing the work of one who should be a substantive component staff (not on advisory basis) and it was reported that the full-time project forester reports to the Adviser.
- ❖ There is need for forest activities to have a vehicle.

6.2.2 Agriculture

- ❖ The Training of Trainers (ToT) approach would also be a more cost-effective way of achieving the project's objectives and routing the improved practices in the community. More local facilitators similar to WVIAP's lead farmers should be trained. Project staff should be involved more in training Lead and contact farmers, backstopping as well as developing the business capacity of the RGB members and monitoring exercises.

- ❖ The program should not go back to group responsibility over loans. The group responsibility encouraged farmers to side sell to avoid their surplus being used to pay off other people's loans. The program should instead concentrate on sensitising farmers on the need to pay back loans and maintain strictness on individual loans. RGBs should be trained in marketing and entrepreneurship in collaboration with WVIAP, which has higher qualified personnel in the market training component.
- ❖ If the POTC has to be sustained, the program should recruit more farmers and collaborate with other organizations such as World Vision to increase volumes of produce marketed. CLUSA Mozambique is developing a similar POTC in Nampula, which could be linked to the POTC Chipata for marketing high value cash crops like paprika. In addition, the joint venture with Farmers' Friend is a means to ensure private sector advice and long-term sustainability after CLUSA departs. It should strengthen its private sector collaboration linkages.
- ❖ Collaboration with MACO should be strengthened for sustainability purposes. At project end, POTC will remain and MACO will have to continue with facilitating RGBs
- ❖ The program should move faster in the registration of POTC
- ❖ Higher calibre staff are required in the POTC if it is to be more sustainable in the long run.

6.2.3 Forestry

- ❖ USAID should assist with policy collaboration with Forestry Department at national level. A significant cause for the current problem with JFM has to do with the unpreparedness by policy makers and senior managers to let go or share the revenue from the forest with the local communities. These too need sensitisation in favour of the new values imbedded in CBNRM principles. USAID should consider seconding a high profile advisor to MTENR.
- ❖ A high profile Forestry Officer should be seconded to the program for sustainability. It will be easier for the program activities of the forest component to be included into mainstream FD if the current planning and initial implementation is done by and with the participation of senior professional staff who can easily incorporate them into Government structures.
- ❖ JFM should be decentralized and simplified to minimise time and cost for practical implementation purposes.
- ❖ There should be proper assessment of an area intended before declared as a JFM in terms of resources, chief's cooperation and level of encroachment. At the moment there is an immediate need for an in-depth study of the squatter situation in relation to co-management of the forest resources.
- ❖ Squatters should be relocated before a JFM plan is made or finalized. Those in Chiululikire Forest should not be allowed to plant this year (2002/2003 season) if they are move out by next year. Both the chief and government should allocate alternative land for them to settle before the cultivation season begins

- ❖ Chiefs to be involved right from the start in an area required to be declared as JFM. When chiefs are sensitised on the need for sustainable use and manage of the forests they can become agents of change to their subjects.
- ❖ Collaboration between Forestry and other components within CLUSA should be strengthened. It was observed that there has been no collaboration between project implementation of forestry and agriculture activities especially during agriculture peak periods. Forestry activities suffer during this period as they tend to be left out by the same GFs who undertake the work on both components. The planning should be done in such a way that project activities, at any time, are mutually re-enforcing.
- ❖ CLUSA should streamline and come up with a proper structure of the forestry component.
- ❖ Pitsawyers and Beekeepers require support in terms of: Training and securing appropriate tools, securing markets for their sawn timber and honey, and transport for their merchandise. If these are in place, they will cut off unscrupulous businessmen from outside who benefit from the forest by exploiting local people and resources while doing nothing about forest resource management.

6.2.4 *Adult Functional Literacy & HIV/AIDS*

- ❖ If the number of adult literacy centres keeps on rising, there would be need to consider employing more staff specifically for this component.
- ❖ The project should seek closer collaboration with the Department of Community Development.

REFERENCES

USAID/CLUSA (1998), Cooperative Agreement No. 611 – A – 00 – 98 - 00002 - 00

CLUSA/NRMP Project Documents:

- Annual and Monthly Periodic Reports for the period October 1998 through December 2001
- Annual Work Plan 1 March through 31 December 1999
- Annual Work Plan 2002
- Five year Monitoring and Evaluation Plan
- Revised Producer Owned trading Company Business Plan for Years Ending 31 March 2002 - 2004

Chidumayo, E. N. and Njovu, F (1998), Ecological and Environmental screening of forest areas in the provincial forestry action programme area. PFAP publication

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Kasuta, ET; Takawira, MD; Njovu, F; Mulenga , O; and Kaumba, J (2001), Testing and Verification of the Principles of Sustainable Community Based Natural Resource Management for Forest Based CBNRM Programmes: A Case Study of the Uchi-Mukula Trust Programmes in the Northwestern Province of Zambia, A Study Commissioned by the World Conservation Union Regional Office for Southern Africa.

Mutale, G and Haamukwanza, C. (2000), Non-Timber Forest Product Research from Eastern and Western Sides of Chiulukire Local Forest, Eastern Province; Chipata CLUSA/NRM Program

ANNEX 1: TERMS OF REFERENCE

Activity Title: Concurrent Evaluation of two USAID/Zambia Activities;

- Cooperative League of the USA Natural Resources Management Program (CLUSA/NRMP) Mid Term Evaluation, and
- World Vision Integrated Agroforestry Project (WVIAP) Mid Term Evaluation

I. INTRODUCTION

With regard to the two projects identified in the title of this statement of work, USAID/Zambia would like to find out whether investments in natural resources management and agroforestry activities have had or are having a beneficial impact. If so, USAID/Zambia would like to identify the elements of successful investments that can be replicated to improve ongoing or future investments. Finally, if an investment were not achieving the intended results, USAID/Zambia would like to know how to reorient that investment so that it does achieve the intended results.

In support of Zambian economic liberalisation, USAID/Zambia has initiated and supported activities that stimulate rural economic growth since 1991. Under USAID/Zambia's Country Strategic Plan for the 1998 - 2003 period, Strategic Objective 1 (SO 1) is "increased rural incomes of selected groups."

Approximately 5 million of Zambia's 10 million people live and work in rural areas. SO 1 investments aim at increasing the incomes of rural families working together in groups. Hopefully, rural families working as groups will result in more cost effective (and less risky) technology dissemination, training, rural finance, output marketing and forest management skills service delivery. Lower service delivery costs will contribute to more sustainable, customer responsive and profitable service delivery agencies. Finally, more sustainable and profitable service delivery will result in increased rural family opportunities to improve their productivity and incomes.

SO1 activities spring from rural family problem and opportunity identification. They are intended to encourage rural family contributions to solving their social or economic problems, enhance women's contribution to rural economic growth and encourage government food security and rural finance policies that promote private initiative.

During the March – April, 2002 period, two of SO1's projects will be evaluated. CLUSA/NRMP and WVIAP are both earmarked for mid-term evaluations.

Following receipt of an unsolicited proposal from CLUSA, the Natural Resources Management Program in Eastern Province, Zambia, began in October 1998. This 5 year, \$3.8 million activity promotes involvement of communities living around gazetted forests in the management forest resources while encouraging them to undertake productive agricultural activities outside the forests. CLUSA NRMP targeted to have four community

forests under community management over five years while the communities working in groups would deliver a cumulative amount of \$10.7 million of produce to agribusiness markets.

Another unsolicited proposal, this time submitted by World Vision International resulted in the World Vision Integrated Agroforestry Project. This 5 year \$3.9 million project also began in October 1998. The project promotes the use of improved fallows to improve soil fertility and cut the use of expensive inorganic fertilizers.

II. OBJECTIVE

The objective of this solicitation is to obtain technical consultancy services from the contractor to comprehensively assess the two projects identified above. Each project evaluation shall result in a separate evaluation report. The objective of performing the evaluation of the two activities under one contract is to obtain lessons learned that may be applicable to both the projects objectives (rural incomes, food security, forest management) in order to positively influence ongoing or future activities or investments. The contractor is therefore required to provide a third report encapsulating lessons learned and describing their implications across activity objectives.

III. PURPOSE

The purpose of the evaluation is to obtain quantitative evidence of investment impact on rural incomes and forest management (CLUSA) and adoption of improved fallows. Quantitative evidence should be presented over time to illustrate any growth or reduction in investment impact during project implementation. Where quantitative evidence is not available or relevant, qualitative descriptions of impacts and processes shall be provided.

The evaluations shall include assessment impact of the project and identify ways to improve implementation and shall recommend to Mission for consideration whether to extend, expand or cut short the projects. The contractor shall package relevant findings so that systemic or national level impact from evaluation lessons learned might be achieved with specific reference to the Zambian context.

Finally, the CLUSA NRMP experiences may indicate how community capacity to manage natural resources, and the benefits accruing from natural resources management, can be increased. The contractor shall package relevant findings so that systemic or national level impact from evaluation lessons learned might be achieved with specific reference to the Zambian context.

IV. SCOPE OF ACTIVITY

The Contractor shall carry out the following tasks the CLUSA Natural Resources Management Program Mid Term Evaluation

i) Background

The five-year, \$3.8 million Cooperative League of the USA (CLUSA) Natural Resources Management Program (NRMP) began in October 1998. The project, currently working in three districts of Zambia (Chipata, Mambwe and Katete) was aimed at combining community forest management and promoting the emergence of democratically self-managed, financially viable rural businesses that improve rural family incomes. Using fully costed credit for rural groups, CLUSA brought to Zambia its rural group development experience gained worldwide including West Africa. The Cooperative Agreement with USAID indicated that in five years, communities living around selected forests in Eastern Zambia could be involved in the management of four forests of total area 87,656 hectares. In addition, the formed rural groups would in five years access credit of cumulative value \$2,388,375 to allow them produce crops of a cumulative value of \$10,671,375. In total some 7,000 rural dwellers would be involved in the CLUSA project by its final year.

ii) Evaluation Objective

The primary CLUSA/RGBP evaluation objective is to determine whether USAID investments are achieving their desired impact, why or why not. A second objective is to generate ideas on how the impact of USAID investments in CLUSA/NRMP activities can be improved. A final objectives is to generate ideas on how CLUSA/NRMP experiences can influence ongoing or future USAID and other institution investments in increasing rural incomes, improving food security, and managing natural resources.

iii) Evaluation Questions

1. What are the results identified in the cooperative agreement? Who are the beneficiaries? Have CLUSA/NRMP activities to date made progress in achieving those results? Why or why not? The Contractor shall present the findings with regard to annual results and impact quantitatively and using graphs where appropriate. Has the program made significant contributions to USAID's "increased rural incomes of selected groups" Strategic Objective in line with the SO's results framework?
2. How is the project implemented? What are the most important components of project implementation? How was the project's location identified? How much project financing is expended in Zambia (actual and percentage figures)? What percentage is expended in the Chipata Office and what percentage is expended in rural locations, outside Chipata, where CLUSA works?
3. Is the project demand driven? Do beneficiaries find it relevant to their circumstances? How does the project identify what the beneficiaries want? Is this approach effective in identifying what the beneficiaries want?
4. What are the most important services the project delivers to rural families? How were these services identified? How are they delivered? Are they delivered cost effectively? Is their delivery effective in Zambia's rural context? Could other

institutions deliver these services if CLUSA did not? Could other institutions deliver CLUSA like services if they so desired? In terms of incentives, finance, personnel resources and other variables what would other institutions need to deliver similar services? Has CLUSA worked with local institutions to foster continuation and sustainability of programs and services when the project ends?

5. Is there significant participation by women in the agricultural program and forest management activities? Is the program beneficial to women participants? Why? How can more women participate in and benefit from the program?
6. What are the social and economic characteristics and organization of project-supported group? What are their relative strengths and weaknesses with regard to business capacity, income and investment management, relations with agribusiness, knowledge and utilization of agricultural and forest technologies, and skill levels to undertake additional welfare enhancing activities? What additional skills may be required to make the groups effective and self-reliant beyond USAID assistance?
7. Is the program well organized to allow for cost effective implementation? Does it require any significant structural changes? Does the program offer opportunity for the establishment of sustainable activities beyond USAID assistance? Should it?
8. What partnerships with other public or private sector agencies has CLUSA/NRMP made that enhance project service delivery and impact? What partnerships might CLUSA/NRMP make that would improve service delivery and impact?
9. What has Credit Management Services contributed to CLUSA/NRMP project implementation? What are the strengths and weaknesses of CLUSA/NRMP's partnership with CMS for credit management?
10. Are there any significant policy constraints to program implementation? Is the program supportive of the stated Zambian government policy of forest management, agricultural liberalization and establishment of a private sector led economy? Has government policy influenced the program? How? Has the program influenced government policy? Why or why not?
11. What lessons learned during project implementation could lead to improved CLUSA/NRMP impact? What lessons learned should inform decisions on project time and finance extension or expansion?
12. What lessons learned during project implementation might influence ongoing or future USAID investments in the forest and agricultural sector?
13. What are the advantages and disadvantages, particularly to beneficiaries and USAID, of extending, expanding or cutting short the CLUSA/NRMP Cooperative Agreement?

14. Given the responses to the above questions, how can USAID/Zambia best utilize lessons learned from the implementation of this activity to inform government policy dialogue and future government, donor or private sector investments, particularly in forestry?

iv) Performance Reports and Previous Project Assessments

As required in the Cooperative Agreement, CLUSA prepares quarterly and annual performance reports that are submitted to USAID/Zambia. Prior to the start of every new activity year, the project staff submits an annual workplan. CLUSA also have a length of project monitoring plan in place.

Various external reports have been produced on CLUSA NRMP, including one by a USAID/REDSO sector analyst in 1999. The report focused on the aspect of whether or not a Producer Owned Trading Company would be an appropriate structure for farmers under the CLUSA NRMP. Also, reports and evaluations written / conducted on the sister CLUSA project that is based in Central / Southern may be relevant to CLUSA NRMP. These reports include the May – June, 1999 report entitled “Less Hunger, More Money, CLUSA: Making a Difference in Zambia.” The “Internal Assessment of the Zambia Rural Group Business Program (RGBP)” of July – August, 1999 may also be relevant.

DELIVERABLES

A. Commencement

During the first week of implementation, the consultant (s) shall meet with the SO1 team leader and his staff to answer questions, clarify tasks, obtain relevant contacts, obtain documents and establish an implementation plan.

B. Draft Report

After Twenty one (21) working days of contract implementation, the team will submit a draft summary report to USAID (5 copies of each project). In the report, the contractor shall summarize major findings and recommendations. Three working days after this submission, the contractor shall make presentation to USAID, the government of Zambia and other select partners. The presentations will briefly describe the methodology and summarize the preliminary findings, conclusions and recommendations of the evaluations. The contractor shall take note of the oral questions and comments from meeting participants and finalize the report within 3 working days.

C. Final Report

The Contractor shall submit the final report to USAID after thirty (30) working days of contract implementation. The final report shall address all comments from the review meeting above. Ten (10) hard copies of the evaluation report of each program and an electronic copy in Word 2000 must be submitted.

The final report of the project evaluation, shall be concisely written and shall include an Attractive Cover Page, Table of Contents, Executive Summary, List of Acronyms, the Main Report in compliance with the Scope of Work, a Statement of Conclusions and a Statement of Recommendations. The body of each of the reports must describe the relevant country context in which the project was developed and carried out, and provide the information on which conclusions and recommendations are based. The reports shall present quantitative evidence of project impact whenever possible using graphs and tables. Sidebars of success stories are also requested, where appropriate. The reports shall include attractive photographs of project activities either taken by evaluation team staff or obtained from USAID/Zambia. The final report shall be user friendly. Depending on the findings, the reports may provide the basis for substantial future dialogue with private and public sector investors and inform future USAID strategic intervention.

The three final evaluation reports shall also have annexes that include current status project inputs and outputs if these are not readily indicated in the body of the report. Other required annexes to the reports are: technical and management issues raised during assessment requiring elaboration, the project evaluation scope of work, a description of the methodology used in assessment, bibliography of documents reviewed and a list of agencies contacted, individuals interviewed and other relevant information.

In addition to the three final project evaluation reports, ten (10) copies of a stand-alone report synthesizing CLUSA NRMP and WVIAP lessons learned that have applicability to food security, rural income and community natural resource conservation is also required. This report shall include an appropriate introduction describing the document's contents, a main body laying out lessons learned from the two project interventions that have relevance to ongoing or future food security, rural income or natural resource conservation activities, and a concluding chapter containing recommendations on how lessons learned can be disseminated to beneficially influence future investments. Again, the report shall be prepared as indicated in paragraph C above.

C. TECHNICAL DIRECTIONS

Technical Directions during the performance of this work shall be provided by the Cognizant Technical Officer of the two projects. Further, the contractor team shall work closely with the USAID activity manager involved with the projects.

D. LOGISTIC SUPPORT

The contractor is responsible for providing in-country transportation and secretarial support while in Lusaka and Eastern Province. The consultant will also make own field trip travel arrangements. USAID/Zambia or local partners may be consulted on logistics of sourcing field transport. It must be noted that USAID/Zambia will not be able to provide any office space for the contractor.

E TEAM COMPOSITION

The evaluation team should at the least comprise of:

- i) Agronomist – with agro-forestry background or experience
- ii) Forester or Natural Resource Management specialist
- iii) Sociologist – with experience in community mobilization
- iv) Economist – with micro-enterprise experience or agribusiness background or experiences.

ANNEX 2: LIST OF KEY INFORMANTS INTERVIEWED

1. Mr. John Heermans	Program Co-ordinator
2. Ms Cecilia Polasny	Forestry Adviser
3. Mr. Evaristo Nyanoka	Agriculture Co-ordinator
4. Ms Maximina Mwale	Functional Literacy Co-ordinator
5. Mr. Botany Hang'ombe	Area Training Co-ordinator, Katete
6. Mr. Charles Mjumpi	POTC General Manager
7. Mr. Themba Sakala	Administration Manager
8. Ms Evalyn Zulu	POTC Data Entry/Accounts Clerk
9. Ms Jenala Lungu	POTC Data Entry Clerk
10. Mr. Peter Mutale	Group Leader, Mambwe
11. Mr. Martin Seshakanu	Provincial Agricultural Co-ordinator, Eastern Province
12. Mr. Chendauka	Principal Extension Officer, Forestry Department, Chipata
13. Mr. Mwanza	Extension Officer, Forestry Department, Chipata
14. Mr. Moses Kapuka	Senior Agricultural Officer, Chipata
15. Mr. Derrick Simukanze	A/District Agricultural Co-ordinator, Mambwe
16. Nicholas Chilo	Forest Extension Office, Chiulukire Forest
17. Charles Mchotsa	GF
18. Robert Mula	GF
19. Richard Kalyata	Team Leader
20. Twambo Muchimba	Area Training Coordinator, Chiparamba/Mambwe
21. AggieChama	Team Leader, Chiparamba
22. Chief Nyampande	Chief, Petauke.
23. Chief Mbang'ombe	Katete
24. Mr. L. Muzi	District Forest Officer, Petauke.
25. Headman Kazembe,	Katete
26. Mr. Sakala	Chairman and representing Chief Mbang'ombe on the POTC ISC
27. Bernad Mwanza	Chairman, Chinkasi Depot, Chiulukire Area Chairman
28. Amon Banda	Tiyeseke RGB Chairman
29. King Phiri	Chairman, Zitandizeni RGB, member Forest Committee
30. Helen Phiri	Masamba Forest Committee
31. Chanda Kaifunge	Masamba Forest Committee
32. Jack Phiri	Paprika monitor
33. Davison Zulu	Depot Manager, Pemba depot
34. Oliver Zulu	Chairman, Changano Depot
35. John Lungu	POTC ISC Secretary, Tiyeseke RGB Chairman
36. T.Sakala	Chiparamba Area Association Chairman
37. Francisci Phiri	Changano depot manager
38. Mrs Hellen Phiri	Sisinje VRMAC, Mphomwa
39. Mr. Chanda Phiri	Masamba VRMAC, Mphomwa
40. Mr. King Phiri	Masamba VRMAC, Mphomwa
41. Mr. Brusho Phiri	Squatter in Mphomwa Local Forest
42. Mr. Obby Kasaro	Farmer, Ndelemani Village, Chief Mbang'ombe, Katete.
43. Mr. Aska Daka	Farmer/Pitsawyer, Kapula Village, Chief Nyampande, Petauke.

ANNEX 3: ITINERARY FOR FIELD WORK

Wednesday, 05/06/2002:	Travel to Chipata (06 – 12/06/2002 dealing with WVIAP)
Wednesday, 12/06/2002:	Morning - Project Briefing by Project Staff Afternoon – Planning the schedule with project staff
Thursday, 13/06/2002:	Group Discussions and Household Interviews with farmers in Chiulukire Area, Katete
Friday, 14/06/2002:	Group Discussions and Household Interviews with farmers in Mukango Area, Mambwe Interviews with farmers in Headman Kazembe’s Village, Chief Mbang’ombe Late Afternoon: Interview with the DACO’s Office in Mambwe
Saturday, 15/06/2002:	Group Discussions and Household Interviews with farmers in Chiparamba Area, Chipata
Sunday, 16/06/2002:	Interviews with squatters in Chiulukire Forest and farmers outside the Forest
Monday, 17/06/2002:	Morning – Wrap up meeting with project staff Afternoon – Depart for Lusaka; Interviews with Chief Mbang’ombe for the Forester
Tuesday, 18/06/2002	Interviews with pitsawyers in Chief Nyampande’ area, Chief Nyampande, and the District Forest Officer, Petauke
Wednesday, 19/06/2002	Depart for Lusaka