

**The Zimbabwe LEAD Program**  
(Linkages for the Economic Advancement of the Disadvantaged)

**Fifth Workplan:**  
**October 2004 through September 2005**

**Prepared by:**

**Development Alternatives, Inc**  
**International Capital Corporation**

**Submitted to:**  
**USAID Zimbabwe**  
**Contract # 690-C-00-01-00125-00**



7250 Woodmont Avenue, Suite 200, Bethesda, Maryland 20814 USA  
Tel: (301) 718-8699 Fax: (301) 718-7968 Email: [info@dai.com](mailto:info@dai.com) Website: [www.dai.com](http://www.dai.com)

## Table of Contents

	<b>Page</b>
<b>1. Our Challenge and Response in FY 2005</b>	<b>3</b>
<b>2. Agricultural Recovery and AIDS Economic Mitigation</b>	<b>8</b>
• Drip Irrigated Gardens	<b>8</b>
• Drought Tolerant Crops	<b>10</b>
• Market Linkages	<b>13</b>
<b>3. Business Opportunity Centers</b>	<b>15</b>
<b>4. Wills and Asset Protection</b>	<b>19</b>
<b>5. Microfinance</b>	<b>20</b>
<b>6. Performance Targets</b>	<b>22</b>
<b>7. Monitoring, Evaluation and Reporting</b>	<b>25</b>
<b>8. Management, Organization and Staffing</b>	<b>27</b>
<b>9. Funding</b>	<b>29</b>

# 1. Our Challenge and Response in FY 2005

This document sets out the annual strategy and the priority activities for the LEAD program in FY 2005—October 1, 2004 to September 30, 2005, the fifth year of operations.<sup>1</sup> Like previous work plans, it is meant to be a general guideline for action rather than a rigid blueprint to be slavishly followed. The situation is too fluid and unpredictable in Zimbabwe to allow for any kind of exact planning. One must always be ready to adapt and respond to new contingencies as they arise.

We begin this year's work plan fully cognizant of our serious funding situation. With the "drying up" of economic growth funds for Zimbabwe over the last several years, it remains doubtful if the LEAD contract will ever be fully funded. Our estimated funding shortfall for the life of contract is between 1.2 and 1.7 million US dollars depending on next year's actual funding levels. LEAD is, therefore, facing the unavoidable reality of operating with substantially less funds this year as compared to previous years. In fact this year LEAD will have to operate with only 60% of what we spent in FY 2004. Moreover this reduction of funding comes at a time when prices for goods and services in Zimbabwe are increasing at a dramatic rate putting further strain on our already tight operating budget. Given these financial constraints, it is clear we must drastically lower our monthly operating expenses in FY 2005.

Nevertheless, despite these funding realities, we must still continue to achieve high levels of performance in FY 2005 as we have done in the past. We are obliged under the terms of our contract to achieve all the results established in the Performance Measurement Plan (PMP). But we are also committed as development professionals to surpass those targets even though we have fewer resources to invest. Zimbabwe is facing what appears to be a prolonged humanitarian crisis. We must respond to the pressing needs both effectively and efficiently using the few resources we have to best advantage.

**Our major challenge in 2005 therefore is to do more with less. We must reduce our expenditure levels while at the same time maintain and even increase our efficiency in delivering results.**

The LEAD program in 2005 will remain focused on two core themes: 1) assisting the food insecure and AIDS affected households to grow more and better quality food as well as earn added income, and 2) expanding the outreach of our business opportunity centers to underserved areas. This year, however, in response to the financial challenge above, we will have to approach things differently. Our program in FY 2005 will require major changes in staffing, organization, and even technical approach, especially in our agricultural related activities.

## Staffing

---

<sup>1</sup> The LEAD Program (Linkages for the Economic Advancement of the Disadvantaged) is a five-year USAID funded project established to expand economic opportunities for disadvantaged groups in Zimbabwe and mitigate the adverse economic impact of the HIV/AIDS pandemic. LEAD is USAID funded project managed by Development Alternatives Incorporated (DAI).

In FY 2005 LEAD will operate with fewer staff. As a cost cutting measure, LEAD had to downsize in the last quarter of FY 2004. Nine staff were let go, including all the long term American expatriates except for the Chief of Party. But even this may not be enough to bring down our monthly “burn-rate” to required levels. As a further cost reduction measure, the current plan is to replace the expatriate Chief of Party with a Zimbabwean Chief of Party in March 2005. This is discussed further in the management, organization and staffing section below.

### Organization

Accompanying this reduction in staff, we have reorganized and reassigned job responsibilities. In FY 2005 we are organizing our agricultural related work by province with each officer being assigned responsibility for a portfolio of sub-projects within his or her region. In each province, LEAD officers will provide technical assistance and management oversight to existing activities as well as start-up new initiatives in all three agricultural practice areas: Drip Irrigated Gardens, Drought Tolerant Crops and Market Linkages. Each officer will also be held accountable for achieving annual targets in his or her region.

This new mode of organizing will not only significantly reduce implementation expenses (lower travel and per diem costs), but will also empower officers to achieve more with less and create incentives for finding synergy between multiple program elements under their management oversight. We anticipate that this new structure will also introduce an aspect of healthy competition among the provincial officers to deliver the best program at LEAD relative to what others are doing.

### Technical Approach

This year we don't have enough resources to expand our agricultural activities by making large investments in new hardware and seed. Our approach must concentrate on maximizing the impact of what we already have in place. Fortunately, all of our agricultural programs have some measure of built-in sustainability. For example, repayment of seed loans last year will provide adequate seed for expanding this year's planting of small grains and cow peas. Micro-drip kits installed last year will continue to be used this year to grow vegetables and, in the hands of farmers, become an even more productive tool as knowledge is gained. Most of the companies linked with farmers in outgrowing schemes will continue to provide markets for those who lived up to their agreements in 2004. We already have in place the foundation of an excellent agro-recovery program in FY 2005.

This year we will build upon this solid foundation and work to improve the overall productivity and impact of our previous investments. Our goal is to increase yields by at least 15% across our entire agricultural portfolio. We will accomplish this by intensifying our technical assistance to household gardeners using low cost drip irrigation as well as to caretakers of larger institutional gardens that we established at hospitals and orphanages with Catholic Relief Services in 2004. We will invest our substantial technical resources embodied in our LEAD staff to further build the knowledge base of our implementing partners, willing ARES field officers and our large network of contact farmers. Our strategy is to increase productivity through human capital formation at the grass roots level. The result of this

investment in human capital will be greater food security and more income for participating households.

Not every farmer will require the same level of intensive training and support. Some have already mastered the techniques disseminated in FY 2004. Others need more technical assistance and training. In collaboration with our NGO partners, we will target about 70% of the existing gardeners this year and 17 large institutional gardens. Those who need and want help will be given the highest priority. We will also give priority to training healthy members of families visibly affected by AIDS and/or caring for orphans and vulnerable children.

Funding constraints, of course, will adversely affect the level of financial support we will be able to give to our NGO partners. This year we can't subsidize their core operational costs as we have done in the past. As a consequence, some partners, like SAFIRE, will have to downsize their operations in some areas. As a consequence our market linkage program will reduce in size this year. Nevertheless, despite reduced funding levels, most of our partners have pledged their commitment to the above technical approach and will continue to collaborate with LEAD in FY 2005.

Outside the agricultural area, we will work through two NGO partners to expand the number of business opportunity centers (BOCs) from 6 to 15. This is the only facet of this year's program where funding is no longer a constraint. Our plan is to develop these centers into dynamic hubs for local economic development providing training, communications, information and a range of other demand-based services in underserved areas. We will accomplish this by investing in new equipment as well as providing key technical guidance to implementing partners that will allow them to operate each BOC on financially viable basis. We expect all 15 centers to be self-sufficient points of excellence by the end of the year. In the area of microfinance we will continue to honor previous commitments but start no new activities except when financed on a commercial basis, as exemplified by the drip kit and market linkage loan products now being worked out with several microfinance institutions.

In FY 2005, LEAD will also build conscious synergy among program elements to increase our impact. Clusters of household gardens or larger institutional gardens will be assisted to expand into new markets with higher value produce.

Microfinance will also be linked with our agriculture program both in terms of input credit and loans to purchase micro drip kits. Strategic possibilities with several microfinance institutions will be explored in relation to our business opportunity centers. Further synergies will be exploited between the growing number of business centers and our agricultural marketing program such as publishing prices for commodities in town and urban markets.

Besides, human capital formation and creating more synergy, an important part of this year's technical approach is the leveraging non-USAID resources in support of our LEAD program objectives and the broader development and humanitarian goals of USAID's Special Objective. Leveraging will allow LEAD to multiply USAID's impact using other people's money. Leveraging non-USAID resources will be carried out in several ways.

First, LEAD will work with partners who receive non-USAID funding in our areas of mutual interest, for example nutrition gardens. In such cases, LEAD will continue to provide technical assistance and training to a given project while partners (having some resources of their own) will assume the responsibility for any procurement and meeting field recurrent

operational costs. This is a continuation of what we have been doing in FY 2004 in relation to the household nutrition gardens.

The second way is by leveraging private sector funds in support of our economic mitigation objectives. This model can be seen in LEAD's relationship with Cargill and SAFIRE in cotton growing and black-eyed peas production as noted in last year's work plan. We hope to carry on this program with Cargill in FY 2005.

The third way we intend to leverage non-USAID funds is to work in close collaboration with the LEAD Trust, an independent non-governmental development organization established by several Zimbabweans in their private capacity to carry on the work of the LEAD program. Full time staff at LEAD, if they are not key personnel on the contract, will be permitted to work for the LEAD Trust up to 20 percent of their time but still remain as full time employees of the LEAD program. In this way, the LEAD Trust will be able to raise substantial amounts of additional non-USAID funding that can be programmed towards our common objectives as well as save costs for the LEAD program.

Great care will be taken to create a "firewall" between LEAD and LEAD Trust activities to ensure rigorous compliance with all US government regulations. The LEAD Trust also informs our previous discussions of sustainability or how the human capital formed under the LEAD program will continue to be invested in the development of Zimbabwe.

## Projected Outreach

Despite the serious financial challenge in FY 2005, we still expect to provide services to more than 100,000 households. This compares very well to FY 2004 levels of around 92,400 households. While there is a slight reduction in terms of our agricultural program, especially in market linkages, the increases in the BOC outreach more than makes up for the difference. FY 2005 promises to be a productive year despite 40% fewer resources to invest.

**Table A: Overview of LEAD Program in FY 2005**

Component	Households Served 2004	Expected Households 2005		Main Benefits
		Existing Gardens supported		
Agro-Recovery - Drip-irrigated Gardens	23,355	Existing Gardens supported	16,348	Food security, better nutrition and income
		New Kits-EGAT	1,860	
		Special Projects	350	
Agro-Recovery -DTC	21,753		20,790	Food security with income
Agro-Recovery - Market Linkages	14,516		8,272	Income with some food security
Business Opportunity Centers	19,740*		40,000	Access to information and business services
Microfinance	9,500		8,950	Access to finance for doing business and/or growing food
Will Writing Project	3,558		4,380	Protection of assets and children for AIDS affected
<b>Total</b>	<b>92,422</b>		<b>100,950</b>	<b>Improved lives and livelihoods</b>

\* These figures may rise slightly by the end of September 2004, when the year ends.

### Key Assumptions:

- 70% of existing household gardens will be supported in FY 2005. This figure does not include the 17 large institutional gardens
- Drought tolerant crops specify new farmers only. Figures are based on seed recovered in 2004 and projected new seed loans
- BOCs: Eleven centers operating by December 2004 and four additional sites open by February 2005
- The passage of the NGO bill or the local political environment leading up to the elections in March 2005 will not adversely affect field operations

## **2. Agricultural Recovery and AIDS Economic Mitigation**

As a major response to the prolonged humanitarian crisis in Zimbabwe, LEAD will continue to concentrate its investment on increasing food security for tens of thousands of households many of them caring for orphans and vulnerable children.<sup>2</sup> Our agricultural program consists of three major components: 1) drip irrigated gardens, 2) drought tolerant crops, and 3) market linkages. All three components help families improve their calorie and nutritional intake as well as earn extra income to buy food, medicine and/or keep children in school.

### **A. Drip Irrigated Gardens**

#### Standard Household Gardens

As of September 2004, 23,355 drip kits have been distributed to HIV/AIDS affected and food insecure households. The standard drip kit garden is a 100 square meter plot irrigated by a micro-drip kit which is managed by members of an individual family. Members of these households have been trained on how to use and care for these kits as well as a range of gardening practices that if followed will result in highly productive gardens. Based on past experience, 60% of the vegetables grown in these gardens will be consumed and 40% sold—contributing to both food security and income generation.

This year, LEAD will continue to provide technical support to at least 70% of these standard drip nutrition gardens. Because of reduced funding for both LEAD and its partners, we will not be able to provide full services to every household this year. We will support more than 16,300 with regular training and support (see training methodology below). Our goal is to increase the average production by means of technical inputs from 650 kilograms of vegetables to 750 kilograms for the 100 square meter plots.

Priority for training and support will be given to those who are not using the kit appropriately or lack knowledge about good gardening practices, as well as Special Focus Area households—those who are visibly affected by AIDS or are caring for orphans and vulnerable children. Healthy family members will be trained in better nutrition garden practices so they can better support the children and those who are too sick to work.

#### Institutional Gardens

In collaboration with Catholic Relief Services, LEAD installed 17 large nutrition gardens in FY 2004 averaging about 900 square meters for ZACH hospitals in the two provinces of Masvingo and Midlands. These gardens use the same drip irrigation technology but the system is scaled up for the larger plot size. The gardens produce food for the hospital patients, the surrounding communities, and hospital staff as well as generate income for the hospitals to buy other needed goods and services.

In FY 2005, we will continue to provide the caretakers of these 17 gardens with specialized training and support. Our goal is to increase production from 900 kilograms of vegetables to 1,200 kilograms per every 100 square meters of growing space in these institutional gardens. The gardens range in size from 400 square meters to 4000 square meters. Effort will also be

---

<sup>2</sup> Field research has confirmed that in our rural agricultural interventions that 3 out of 4 households are either visibly affected by AIDS or are caring for orphans and vulnerable children.

made to broker market linkages for these hospital gardens to improve the level of income that can be earned by these larger gardens.

### EGAT program

Late in FY 2004, LEAD received USAID EGAT funding to implement a household nutrition garden program in the city of Bulawayo. The project targets 1860 food insecure urban households living in informal settlements. The program features three sizes of drip irrigated gardens depending on the space available to the household. The smallest space will feature a retrofitted 55 gallon drum as a container for vegetable and herb production. The converted drum offers 1.6 square meters of equivalent gardening space and is ideal for households with no spare land for planting. The other two sizes are a 30 square meter garden and the standard 100 square meter garden, each with their appropriate drip irrigation system. Since these gardeners have never used drip, we will provide them with a comprehensive training package.

### Micro-loan product for Drip Kits

LEAD is now in the final stages of negotiation with Pundutso, an established micro finance institution, to roll out a new micro finance loan product for a 500 square meter drip kit garden. The initial pilot will be for 350 kits. These are commercial deals targeted to farmers clustered around adequate sources of water. LEAD will provide training and support to Pundutso extension officers (hired for this product) who will work directly with the borrowers to ensure that the kits are being used according to best practices and that enough cash is being generated to make loan repayments on time. This pilot will roll out in Mashonaland East.

### Yield Targets

The yield targets for all sizes of gardens are given below in Table B. We will monitor and report on this during the year. Based on previous field data, we can expect about 60% of the produce to be consumed on the 100 square meter gardens and 40% to be sold. For larger gardens the amount of vegetables sold should increase substantially and for the smaller kits most, if not all will be consumed.

**Table B: Garden Yield Targets**

<b>Program</b>	<b>Garden size</b>	<b>2004 Average Yields</b>	<b>2005 Target Yields</b>	<b>Number of Households Served : 2005</b>
Standard HNGs	100m <sup>2</sup>	650kg	750kg	16,348
Hospital Gardens	400 m <sup>2</sup> - 4000 m <sup>2</sup>	900kg/100 m <sup>2</sup>	1,200 kg/100 m <sup>2</sup>	15 Hospitals (17 gardens)
EGAT	100m <sup>2</sup>	N/A	650kg	900
EGAT	30m <sup>2</sup>	N/A	200kg	900
EGAT	Drum (1.6m <sup>2</sup> )	N/A	10kg	60
Pundutso	500 m <sup>2</sup>	N/A	3,000 kg	350

## Outreach Targets by Province

**Table C: Gardens Supported by Size and Province**

Province	LEAD Officer	Existing 100 sq meter	Large Gardens (400 to 4000 sq meters)	New 100 sq meter	New 30 sq meter	New drums	Total
Mashonaland	Lifa Methie	3,411	350	0	0	0	3,761
Manicaland	Doreen Chimwara	3,493	0	0	0	0	3,493
Masvingo & Midlands	Dereck Zisengwe	2,925	17	0	0	0	2,942
Matebeleland South	Shack Ali Baba	2,603	0	300	300	20	3,223
Matebeleland North	Canisius Mpala	3,916	0	600	600	40	5,156
<b>Totals</b>		<b>16, 348</b>	<b>367</b>	<b>900</b>	<b>900</b>	<b>60</b>	<b>18,575</b>

### **B. Drought Tolerant Crops**

The Drought Tolerant Crops (DTC) program for FY 2005 is a continuation of what we started in FY 2003 and continued in FY 2004. Due to funding constraints, however, LEAD is unable to expand the program with additional seed and farm implements. This year's DTC program is a direct result of the seed loans recovered in FY 2004. Based on last year's growing season, our partners have recovered 103 metric tons of sorghum (*macia*) seed, 4 metric tons of pearl millet and 42 metric tons of black-eyed peas. This will be sufficient to provide 34,717 new seed loans to 20,790 households for the 2005 growing season.

LEAD will work with 5 NGOs (RUDO, AZTREC, VECO, COMMUTECH and ORAP) that have done well in the past and can maintain field staff to work with the farmers without direct LEAD subsidy. In all cases, seed will be loaned to the farmers with the agreement that he or she will give back the NGO partner double the amount after harvest. In this way, the program will be able to expand in 2006 with its own seeds for inputs. Table D below gives a summary of the amount of seed loans, hectares to be planted and expected production figures.

**Table D: Seed Loans and Production for 2005**

DT CROP	Seed Recovered (MT)**	Seed Planting (Kg/ha)	Hectares to be cropped	Target Yields/ha (MT)	TOTAL (MT)
Macia	103	7	14,714	0.8	11,771
SV4	2	7	285	0.8.	228

Pearl Millet	4	5	800	0.8	<b>640</b>
FMVI	2	4	500	0.7	<b>350</b>
BEP	42	30	2,100*	0.5	<b>1,050</b>
IT18	9	30	450*	0.5	<b>225</b>
Totals	162	n/a	18,849	n/a	<b>14,264</b>

N.B. Yields based on low input farming that is the norm in all the areas.

\* A factor of 1.5 used to cater for those who will achieve two or three crops per season.

\*\* Our partners are still collecting seed repayments and the total will not be complete until the end of September.

It is anticipated that the Drought Tolerant Crops program in FY 2005 will directly produce 14,264 metric tons of food. Assuming that households consume 8,558 metric tons as food and the remaining 5,706 metric tons are sold, the program will generate about US \$214/metric ton of grain and US\$446/metric ton of cow pea, for the communal households (Exchange Rate Z\$5,600 to US \$1).

These figures only count those farmers who will receive seed loans this year and does not include the more than 80,000 households who have received seed loans and technical assistance from the LEAD DTC program over the last several years. Most of the farmers who have received assistance in previous years will continue to grow small grains and cow peas distributed by the LEAD program. Our figures refer only to those who are receiving new seed loans. The outreach of new seed loans per province is given in Table E below.

**Table E: Outreach by Province**

<b>Province</b>	<b>LEAD Officer</b>	<b>Seed Loans Provided</b>	<b>Households Receiving Loans and Training</b>
Mashonaland	Lifa Methie	8,800	4,400
Masvingo & Midlands	Dereck Zisengwe	15,912	9,662
Matebeleland South	Shack Ali Baba	2,800	1,328
Matebeleland North	Canisius Mpala	7,205	5,400
<b>Totals</b>		<b>34,717</b>	<b>20,790*</b>

\* Some households receive two seed loans (different varieties) while others receive only one.

Our goal in the DTC program is to increase yields per hectare between 15 and 60 percent by means of technical training inputs. The same training methodology will be used as in the drip irrigation gardens and is described more fully in this section below. We are targeting those

farmers who have little experience growing DTC. The technical training will consist of the following topics:

- Land preparation and timeliness of operations
- Date of planting- has major impact on crop performance. Every week that passes after the ideal date has passed results in significant yield reduction.
- Timing of the weeding- weeding before weeds have developed extensive root systems improves yields by 20% to 25%.
- Pest Management- particularly for BEP to combat aphids.
- Soil and water management Options
- Soil fertility
- Contact farmer roles
- Nutrition awareness and processing
- Harvesting and post handling
- Marketing and role of Commodity associations
- Other issues as they arise

The projected increases in yields over last year are given below in Table F.

**Table F: Target Yields by Crop for 2005**

DTC	Approximate yields in 2004 in kg per hectare	Average Target Yields for 2005 in kg per hectare
Macia	700	800
Pearl Millet	700	800
Black-eyed peas	400	500
Finger Millet	1,000	1000
IT-18 cow pea	500	600
SV4	1000	1,200

### C. Market Linkages

In FY 2005, LEAD will continue its strategy of partnering with NGOs who work with micro-producers and selected private sector companies to implement the market linkage deals. We will continue to ensure, to the extent possible, that food security is catered for in every linkage deal, so that in the event of severe crop or market failure the rural household at least has enough to eat, and in all other circumstances the farmer is comfortable selling his or her surplus of edible crops.

Opportunities abound for excellent linkage projects that provide good income to rural households. In fact, with the current decline of the large commercial farming sector, exporters and buyers, many for the first time, are now seeking contract-farming arrangements with smallholders. If LEAD resources were not a constraint, we could have proposed new activities that would require additional US\$1,000,000, reaching an additional 50,000 households. Unless additional LEAD funding is secured, however, new linkage deals will not be initiated in FY 2005 beyond what is mentioned in Table G.

**Table G: Market linkages FY 2005**

Products	Primary Partner	Main Buyer	Province	Expected Household
Honey & Herbs	Zim Ahead		Manicaland	2,500
Small holder commodity associations Michigan Beans, Pineapples, peas, yams, sweet potatoes, paprika.	SAFIRE		Manicaland	2,500
Dairy (milk)	National Dairy Association		Manicaland	120
Eco-tourism	Gairezi Development Trust	Nyanga Downs Fly Fishing Club and other fishing clubs	Manicaland	52
Smallholder Horticulture production (butternuts, cucumbers, sweet potatoes, cabbage)	Interfresh	Interfresh	Mashonaland	100
Cotton and Black-eyed Peas	SAFIRE and Cargill	Cargill	Mashonaland	3,000
Total				8,272

While we will not increase the number of households in our market linkage program, this year our objective is to increase productivity per unit area, quality and improve profit margins. The LEAD program together with the respective NGO partners shall facilitate refresher technical and business competency trainings. Partnerships with the private sectors shall be strengthened, through enticing the private sector to financially contribute towards some of the activities. Diversification in both cropping patterns and business relationships will be encouraged to limit risk. Table H provides some target yields for various crops in relation to 2004 productivity levels.

**Table H: Target Yields for Selected Crops**

<b>Product</b>	<b>Average Yields in 2004</b>	<b>Target Yields in 2005</b>
Paprika	550 kg/ha	700kg/ha
Tomatoes	20 MT/ha	25 MT/ha
Unshelled Peas	1 MT/ha	1.5 MT/ha
Michigan Beans	1 MT/ha	1.2 MT/ha
Honey	10 litres/hive/quarter	15 liters/hive per quarter
Herbs	10kg/quarter	50kg/quarter
Milk	7 liters/cow/day	15 liters/day/cow

#### **D. Technical Assistance and Training Methodology**

This year, in delivering technical support to the large number of households in our agricultural program, we will use the same contact farmer system that we employed in FY 2004. Given the downsizing of a number of NGO partners, we can no longer rely as much as in the past on NGO field officers to carry out the appointed work with the contact farmers. Instead LEAD officers will now have the increased responsibility for providing training directly to NGO field staff and contact farmers. Once trained, contact farmers will be motivated to carry out periodic visits to at least 10 nearby family gardeners and provide one-to-one support in what they have learned in the training. Where possible, we will also continue to increase the level of field support by incorporating willing and motivated AREX officers into training and extension system.

Training modules will include the following components: General Agronomic Training; Block planting and Plant spacing; Natural Pest Management; Kit Maintenance; Nutrition; Food preservation; Soil fertility and water management; Quality control; Pricing and price negotiations; Marketing Principles; Basic record keeping and Budgeting.

LEAD field staff will deliver approximately 12,160 person days of training<sup>3</sup> for NGO field staff and contact farmers during FY 2005 with an expected 74,232 site visits to gardens by contact farmers, all in support of the households growing vegetables using micro-drip irrigation.

---

<sup>3</sup> A person day of training is defined as one person attending a course or receiving technical advice for 6 hours.

### **3. Business Opportunity Centers**

Several months ago we had already given up any hope of receiving more funding for the BOCs. We began implementing a phased close-down plan as bandwidth subscriptions expired for specific centers. The last satellite connection was severed in August. But unexpectedly funding was finally approved and we are now standing ready to implement the next phase of the BOC program. Rather than planning for close-down, BOC expansion has now become a major pillar of the LEAD program in FY 2005.

In the FY 2005, LEAD will work with two NGO partners namely One-Up Business Training Trust (One-Up) and Development Trust of Insiza (DTI) to reopen existing centers and establish an extended network of BOCs. We plan to not only reopen the original six centers but expand the number of sites to 15. Earlier a decision was taken to move two BOC sites that had little chance of becoming financially sustainable (Binga and Murombedzi). We will reopen these centers in Nkulumane Bulawayo and Chinhoyi. The planned locations for the 15 BOCs is given below in Table I and sorted by implementing partner.

One-Up has applied for a grant from HIVOS to help subsidize some initial operation costs, while the LEAD funding will cover implementation, management, monitoring and reporting on the program. DTI will raise sufficient private capital to launch their six centers. All 15 centers are expected to be financially self-sufficient by the end of FY 2005.

**Table I: Locations of 15 planned BOCs**

<i>One-Up</i>	<i>DTI</i>
1. Chitungwiza	1. Filabusi
2. Beitbridge	2. Gwanda
3. Gokwe	3. Zvishavane
4. Bindura	4. Bulawayo – Makhokhoba
5. Chiredzi	5. Gweru – Mkoba or Senga
6. Mutare	6. Gutu
7. Bulawayo – Nkulumane	
8. Hwange or Tsholotsho	
9. Chinhoyi or Karoi	

The roll-out plan for the 15 centers is given below in Table J.

**Table J: BOC Roll out Plan**

<b>BOC Location</b>	<b>Launch Date</b>	<b>Type of Connection</b>
<i>One-Up</i>		
Chitungwiza	Currently operating	Leased cable connection
Bindura		Dial-up telephone line
Beitbridge	01 November 2004.	Bandwidth supply reconnected
Gokwe		
Bulawayo-Nkulumane	01 December 2004	Leased cable connection
Mutare		
Harare	15 December 2004	Leased cable connection
Chiredzi	15 January 2005	Satellite connection
Chinhoyi or Karoi	15 January 2005	Satellite connection
<i>DTI</i>		
Bulawayo-Makhokhoba	01 November 2004	Leased cable connection
Gweru	01 December 2004	Leased cable connection
Harare-Sunningdale	15 December 2004	Satellite connection
Gwanda	31 December 2004	Satellite connection
Zvishavane	15 January 2005	Satellite connection
Filabusi	15 January 2005	Satellite connection

The BOC program aims to create and widen business opportunities, improve business management practices and widen the dissemination of HIV/AIDS information to the disadvantaged and economically active poor people in Zimbabwe. The program is expected to boost the income levels, create employment opportunities and provide information that helps reduce the spread of HIV/AIDS. We expect the centers to become a “magnet” for youth, to both attract and stimulate them to explore the world of information and learn the art of business as a way of opening up new economic opportunities.

### Services provided

Each BOC will provide a core set of services to the youth and other would-be entrepreneurs. These include: business training; computer training; communications services (phone, fax, email) photocopying, typing, scanning, referrals to other services, as well as internet access. Integrated into the business-oriented agenda will be information on HIV/AIDS dealing with prevention, testing, hints for positive living and various therapies.

By extending the reach of each satellite hook-up, by means of what is called creating “Points of Presence”, each BOC with a satellite connection will be able to sell excess bandwidth to users in their immediate area. In this way, BOCs will be able to cater for the needs of bigger businesses and organizations in their locality, for example, supermarkets, banks and learning institutions. Income generated from these additional services will contribute towards the overall viability of each BOC.

The BOCs will also be integrated to the extent possible with other LEAD interventions, especially micro finance and the agro-recovery program. Sources of finance for small businesses will be identified and loan officers invited to come and conduct regular workshops at the BOCs. This will complement the training services that are being provided directly to our implementing organizations. The possibility of using BOCs as remittance agents for people sending and receiving money, will also be explored, and implemented if possible. Synergy with the agro-recovery program will entail dissemination of information on commodities required by commercial buyers, marketing of commodities that the farmers would like to sell, periodic technical bulletins and farming-as-business training for the farmers participating in the agro-recovery program.

Each NGO Partner is expected to invest 5% of its surplus earnings (revenue minus costs x 5%) in AIDS mitigation activities in the local community. The centers will report on their HIV and AIDS programs on a quarterly basis. LEAD will closely monitor these investments to ensure that earnings are being ploughed back in the operations of the business or into HIV/AIDS mitigation activities. The investments will also be monitored in terms of beneficiaries, type of activity and immediate impact.

The BOCs will develop a website promoting BOC services including links to HIV and AIDS-related sites. In addition, dissemination of HIV and AIDS information and material, asset protection through the Legal Services Program and HIV and AIDS related referrals will be available through the BOCs.

Training interventions will be delivered in two main areas namely business management courses and computer courses. Business training modules on offer will cover all aspects of starting and running a business from the development of a business idea, preparing business plans, basics in marketing, costing, stock-control, financial planning and record-keeping

among others. Business training modules are delivered in a period ranging from 2 days to 5 days.

The computer training modules cover an introductory course in computers, use of the internet and e-mail, Microsoft Word and Excel. The courses are delivered in a range of between 10 hours to 25 hours depending on the course.

Communication Services and Internet hours: The software installed at each workstation will allow accurate collection of critical data on use time in minutes, and the type of service used (internet or e-mail). The phone shops also use the same system to record calling time and location for billing purposes. These records will facilitate monitoring and reporting on internet use and communication hours sold at each BOC. The range and quantity of services to be provided are given below in Tables K and L.

**Table K : Type of Services and Targets for the BOC Program**

<b>Partner</b>	<b>Training services - Business and Computer</b>	<b>No. of people trained</b>	<b>Person days Training</b>	<b>No. of Training courses</b>	<b>Internet hours</b>
One-Up	4,320	2160	12,960	200	130,000
DTI	2,880	1,440	8,640	100	70,000
<b>TOTAL</b>	<b>7,200</b>	<b>3,600</b>	<b>21,600</b>	<b>300</b>	<b>200,000</b>

Training: 20 people/month/site x 12 months x 2 courses x # of BOC sites

**Table L: Type of Services and Targets for the BOC Program**

<b>Partner</b>	<b>Communication Services : Phone, Fax (fee for service transactions)</b>	<b>No. of HIV/AIDS services acquired</b>	<b>Other services: photocopying, typing, scanning etc</b>	<b>No. of People served in BOCs</b>
One-Up	47,000	40,000	34,000	68,000
DTI	28,000	28,000	23,000	52,000

<b>TOTAL</b>	<b>75,000</b>	<b>68,000</b>	<b>57,000</b>	<b>120,000</b>
--------------	---------------	---------------	---------------	----------------

HIV and AIDS services –refers to printed HIV/AIDS materials, condoms, and Health awareness seminars and counted under SpFA services.

### BOC Outreach

Based on the assumption that on average, 3 members of one household would most likely get services from a BOC, it is therefore anticipated that 40,000 households will be reached by the clients using the network of BOCs. This is derived from the target of 120,000 individual people served divided by 3.

A major assumption underlying this outreach target is the currently debated NGO legislation now before the Zimbabwean Parliament will not adversely affect the operations of the partner NGOs in this program. Also, we realize that the Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ), has the power to issue and withdraw VSAT operating licenses to any of our IT technical partners in the program. Without a license, our bandwidth suppliers would not be able to operate. If such licenses were to be withdrawn for any reason, this would greatly affect the implementation of the BOC program. Ten of the fifteen centers would have to relocate to areas where there is available dial up service or leased cable service from Tel One.

## **4. Wills and Asset Protection**

Over the last two years, The LEAD Program has successfully piloted the Legal Services Program, which has resulted in 7,622 wills being written for AIDS affected households. These wills protect assets valued on average of \$3.6 million per household and provide some economic security for more than 25,000 vulnerable children.

This year, our initial plan was to spin off this project to a collaborating partner—a partner that could raise significant non-USAID resources to expand this innovative program to a national scale. While this is still a LEAD goal, our nearly signed and sealed agreement with our partner (which we had been negotiating with for the last 6 months) collapsed at the last moment just as the workplan was being finalized. Unfortunately we do not have sufficient resources to expand the program to the scale we had hoped with LEAD funds alone. So we will continue to operate at pretty much the same level and with the same partners that we did in FY 2004. The partners are listed by province in Table M below. The goal is to provide **6,000 wills** in 2005.

Besides the increase in the number of wills over last year’s achievements, a second deliverable will be a thorough analysis and evaluation of the impact of this program on the problem of “asset grabbing” after the death of a family member, the impact on the lives of vulnerable children, the conflict and harmonization with traditional practices as well as the impact on the attitudes of women and their empowerment. The study will be carried out in the first quarter of the FY 2005.

### **Table M: Action Aid Partners in the 2005 Wills Program**

<b>Partner NGO</b>	<b>Province</b>
Family AIDS Caring Trust (FACT) Mutare	Manicaland
Networking Support for HIV Trust	Manicaland & Mashonaland East
Seke Home Based Care (SHBC)	Mashonaland Central
Adventist Development and Relief Agency (ADRA)	Mashonaland West and Matebeleland North and South
Midlands AIDS Service Organization (MASO)	Midlands

## 5. Microfinance

In the FY2005, LEAD's microfinance program will not grow. Only those activities will be continued where there are outstanding grants and contractual obligations. No new programs on capacity building will be implemented. We will, however, continue to work closely with partners, such as Zambuko Trust, assist them where needed, and monitor progress of our previous investments.

Existing programs that will be carried forward are the a) Zambuko loan fund, b) the Takura Nyakasikana village bank under the Credit Union Revitalization Program, who have taken over the Loan Guarantee Fund previously managed by Africare, c) the SAFIRE loan guarantee fund with Royal Bank and d) SHAZ, the research on the impact of economic self-sufficiency on behavioral change, being implemented in partnership with the University of Zimbabwe-University of California San Francisco (UZ-UCSF).

The SHAZ project is an exploratory action research project designed to understand the relationships between economic opportunity and risky behavior related to HIV/AIDS. The working hypothesis suggests that increased economic opportunities for adolescent girls will result in both behavior change and a corresponding biological result—not becoming HIV positive. Economic opportunity is advanced through microfinance, business training and mentoring. This project is gaining renewed attention this year because the pilot phase of the program is nearing completion. In the first quarter of FY 2005, LEAD will conduct an evaluation of the economic aspects of the program and help in the design or ramp-up of Phase 2.

The only new initiative will be to attract Micro King and possibly Agri Bank to get involved in our market linkage and contract farming work (strictly on a commercial basis) and try to integrate microfinance institutions with our HNG and BOC programs where it makes sense. Already, as noted above, we have a drip kit loan product with Pundutso which will be rolled out in FY 2005 on a commercial basis. Table N below gives a brief synopsis of our planned actions in FY 2005 regarding each of these remaining microfinance activities.

**Table N: LEAD Microfinance FY 2005**

<b>Partner</b>	<b>Number of Loans</b>	<b>Household Outreach</b>	<b>Actions in FY 2005</b>
----------------	------------------------	---------------------------	---------------------------

Zambuko Trust	13,000	6,500	Zambuko was awarded a loan fund of US\$100,000 in 2003, which the LEAD Program will continue to monitor and ensure best utilization of this revolving money by the disadvantaged communities.  Track the outreach and performance of the loan fund; provide technical assistance as needed in terms of rural branches. Planned technical assistance includes helping Zambuko refine their portfolio performance indicators.
Credit Union-Takura Nyaka-sikana	2,000	2,000	Assist the credit union in managing credit risk and inflation through refining their loan and savings products.  Track performance of the loan guarantee fund, assist in loan portfolio diversification as a risk reduction strategy.
SAFIRE and Royal Bank Loan Guarantee	200 loans <sup>4</sup>	200 farmers	The LEAD program set up a loan guarantee fund (Z\$100m) with Royal Bank. The bank has been placed under curatorship by the Reserve Bank. The frozen funds are expected to be available for lending during the 2005 winter season.  Facilitate the training of the farmers under the market linkage program in order for them to produce and meet the requirements of the buyers.
UZ-UCSF	250	250 Adolescent girls	Assure quality standards of the business training being provided by ONE-UP under the BOC program.  Provide technical back up services to the adolescent girls on business and financial management. Assist in sourcing additional finance from Zambuko to the girls who would have managed to come up with innovative and viable business plans.
Totals	15,450	8950	Eliot Takaindisa, the LEAD banking expert will manage these actions and provide technical assistance where indicated.

As mentioned above, several new initiatives will be brokered in the area of microfinance, but strictly on a commercial basis. These are given below in Table O.

**Table O: New Initiative 2005 - Input Credit Schemes**

Partner	Targets	Actions in FY 2005
Micro King	500 loans	Identification of viable irrigation schemes in which the farmers would have been contracted by a reputable company to produce particular crops.  Facilitate the training of the farmers in order for them to produce and meet the requirements of loan repayments and the market.

<sup>4</sup> We have assumed that the bank will be re-opened in January 2005 after the expiry of its period of curatorship. SAFIRE is currently receiving statements of its investment. There is about Z\$100m and working on an average loan size of Z\$500,000, the loan guarantee fund will benefit 200 farmers.

Agri-bank	1,000 loans	Same as above
Pundutso	350 loans	Discussed under the Drip Irrigated Garden section above.
Totals	1850 loans	If realized this would add another 1850 households to our outreach in FY 2005.

## 6. Performance Targets

The Performance Measurement Plan sets out 8 indicators to track quarterly with the case study impact evaluations being carried out in the course of the year. The indicators are given in Table P.

**Table P: Performance Measurement Indicators**

<b>Intermediate Result</b>	<b>Indicator</b>
IR 1: Increase Access to Financial Services	Number of micro-loans or other financial products acquired
	Average Repayment rate for micro-loans
IR 2: Improve Micro-Business Capacity	Number of business and technical training services acquired by micro-entrepreneurs
	Number of communication services acquired through BOCs
IR 3: Increase Rural Incomes and Food Security	Number of market access and/ or food security services acquired by micro-producers
	Number of household nutrition garden kits acquired by micro-producers
SpFA: Mitigate the adverse economic impact of HIV/AIDS	Number of economic services acquired by HIV/AIDS affected
	Number of legal services acquired by HIV/AIDS affected

**Table Q: Targets for October 2004 to September 2005**

<b>Agri-Recovery</b>	<b>IR 1: Results</b>	<b>IR 2: Results</b>	<b>IR 3: Results</b>	<b>SpFA: Results</b>	<b>Households Receiving Services</b>
Matebeleland South	2,800	11,378	6,308	15,569	4,551
Matebeleland North	7,205	26,600	14,415	36,662	10,556
Mashonaland	13,150	28,152	16,663	44,054	11,261
Manicaland	2,050	21,663	13,837	28,537	8,665
Midlands / Masvingo	15,912	31,510	15,755	48,015	12,604

<b>TOTAL</b>	<b>41,117</b>	<b>119,303</b>	<b>66,978</b> <b>(Includes</b> <b>1,840 new</b> <b>kits</b>	<b>172,837</b>	<b>47,637 (includes 17</b> <b>Hospital Gdns)</b>
<b>BOCs</b>	-	7,200 +132,000	-	68,000	40,000
<b>LSP</b>	-	-	-	6,000	4,380
<b>Micro Finance</b>	15,250	-	-	11,650	8,950

#### SUMMARY:

- **Total number of services acquired by all households = 404,196**
- **Proportion of services acquired by SpFA households = 258,487**  
(240,837+ 6,000 +11,650)
- **Total number of households participating in LEAD activities = 100,950**
- **Proportion of SpFA households participating in LEAD activities = 61,373** (LSP - 4,380 + BOCs - 14,000 + .76x 56,570)

LSP 100% SpFA; BOCs 35 % SpFA; Others 76 % SpFA – *The 2003 field surveys revealed that on average, 76 % of the households reached were visibly HIV/AIDS affected and had OVCs present.*

**Table R: Comparison of PMP targets and FY 2005 Workplan Targets**

<b>Results</b>	<b>2005 Targets in PMP</b>  Oct 2004 to Sept 2005	<b>2005 Targets in Work Plan</b>  Oct 2004 to Sept 2005	<b>Comments on Variance</b>
Ind. 1.1: Number of micro-loans or other financial products acquired	62,000	56,367	The scale of classic microfinance has been greatly reduced since the mid-term evaluation. This figure includes seed loans as well which brings the total close to the PMP target
Ind. 1.2: Average repayment rate for micro-loans	Above 95%	Above 95%	N/A
Ind. 2.1: Number of business and technical training services acquired by micro-entrepreneurs	24,000	126,503	When PMP was developed, the expanded BOC program had not yet been envisaged.
Ind. 2.2: Number of communication services acquired through BOCs	40,000	132,000	Same as above
Ind. 3.1: Number of market access and /or food security services acquired by micro-	41,000	65,138	The drought tolerant crops program serving large numbers of households is the major factor in exceeding of this original target.

producers			
Ind. 3.2: Number of household nutrition garden kits acquired by micro-producers	Consolidation of Phase II and commercialization phase	Consolidation of Phase II 16,348 kits and 1,840 new kits	
Ind. SpFA 1.1 Number of economic services acquired by HIV/AIDS affected	72,000	258,487	Empirical evidence has confirmed that non-targeted programs still reach 76% SpFA households, so our entire program contributes to HIV/AIDS mitigation
Ind. SpFA 1.2 Number of legal services acquired by HIV/AIDS affected	4,000	6,000	The move from a voucher program to service delivery has contributed to exceeding the original target.
SpO Outreach Indicator: Number of households participating in economic interventions (Annual figures)	78,000	100,950	This rise reflects the expansion of our BOC program beyond what was anticipated
SpO subset- SpFA Outreach Indicator: Number of visibly AIDS affected households and households with OVCs, participating in economic interventions	59,280	61,373	Field studies have revealed that 3 out of 4 households participating in LEAD programs have been found to be either visibly affected by AIDS or caring for orphans or vulnerable children. This is much higher than originally anticipated when the PMP was written.

## 7. Monitoring, Evaluation and Reporting

The data collection and reporting plan for 2004/2005 will focus more on the impact that has been realized from the activities of the various programs. As such data collection shall be concentrated on qualitative surveys in the form of case studies and desk reviews of reports submitted by LEAD partners.

### Project Monitoring

*Quarterly tracking of service indicators and outreach* – LEAD implementing partners will submit on a quarterly basis, statistics on each of the six indicators and cumulative figures of client outreach under partnership with LEAD. This information will be captured on TAMIS database and shared with USAID and DAI on a quarterly basis.

*Field-monitoring visits* – LEAD's Monitoring and Evaluation Unit (M&E) will carry out case studies through field surveys and in the process will monitor progress of activities on the

ground. A desk review of partner reports shall be undertaken to obtain monitoring information that will complement data from field reports.

*Combined technical and administrative field monitoring* – LEAD regional technical champions will also carry out monitoring activities on their own in addition to the field visits undertaken by the M&E team. They shall submit reports that will be consolidated and merged with the other reports to produce comprehensive quarterly project monitoring reports.

*On-going formulation of monitoring tools* – The M & E unit will continue closely liaising with technical teams in the design and modification of monitoring tools for the respective LEAD programs. Management tools and processes for administrative monitoring of the programs will also continue to be strengthened.

## **Impact Evaluations**

As mentioned earlier, impact evaluations shall be the main focus of the M & E Unit in 2004/2005. These help us to measure whether a given intervention achieved its goal or not—that of expanding and creating access to economic opportunities for disadvantaged groups. What difference did a given LEAD intervention make on the lives and livelihoods of the people LEAD is trying to assist—historically disadvantaged groups. Evaluations also help us understand the many unintended consequences radiating outward from program actions; some helpful others not.

The following evaluation activities will be carried out:

- Smart indicators for targets and milestones to show accomplishment of activities for each of the programs
- Impact assessment case studies for Drought Tolerant Crops program
- Continued impact assessment for Household Nutrition Garden program
- Business Opportunity Center baseline database and impact case studies
- Summative case studies for Legal Services Voucher Program
- Market surveys and evaluative case study of Market Linkage projects
- Case study review of clients accessing micro credit
- Desk review of partner and LEAD staff field reports
- Cost benefit analysis of LEAD programs

*Areas of focus* - The key issues that will be investigated in impact assessment will include, household income, asset protection and acquisition, food consumption, ability to access social services such as education and health care, retention rates in a linkage arrangement, access to micro finance, products on offer by service providers, willingness to provide services on a business-like basis, client outreach, ability to respond to Special Focus Area (HIV and AIDS affected and infected) households and cost effectiveness of LEAD activities.

*Implementation* – The exact modalities of how the case studies and evaluation activities shall be conducted will differ from program to program, based on the number of cycles the program has already undergone and the immediate objectives of the program. However, the general implementation approach will consist of drawing up work plans, schedules of activities and agreeing on the methodology and instruments together with the LEAD program champions and NGO partners. The whole approach shall be participatory in nature to allow

involvement of all stakeholders to capacity build their skills to facilitate sustainability. This shall be aimed at setting up a concrete exit strategy in M & E activities.

## **Reports**

Quarterly reports will be submitted to USAID within 15 days of the end of the quarter. Every effort will be made to report in a timely manner.

The annual report, which includes impact evaluation information, will be submitted to USAID in mid - October to coincide with the development of the next year's workplan.

## **Promotion of LEAD Program**

To increase and sustain efforts in communicating LEAD's successes and lessons learned, LEAD will undertake the following steps:

- LEAD Magazine – Work on the LEAD historical magazine that commenced in September 2004, shall continue in the coming year (FY 2005) and will be an on-going activity until the program ends in 2006. The magazine shall focus on the activities of the LEAD program since its inception in 2001 up to 2006 and will profile the staff (current and those who have left) on the program. Pictorials and graphics will be featured to illustrate the good work that has been accomplished in Zimbabwe. The material shall be less of technical write-ups and more of an autobiographical piece.
- Publications – These will include monthly newsletters like *LEADing Matters*, case study reports and compilation of success stories. The articles will be shared with USAID and its various component teams as well as LEAD-Implementing partner organizations. The articles will also be hosted in other USAID-vetted publications and DAI magazines within and outside Zimbabwe.
- Slideshows to various audiences – LEAD will actively seek and use opportunities to present LEAD activities, with the aim of informing and collaborating as well as creating leveraging opportunities.
- GIS Mapping of LEAD activities – In 2005, mapping of LEAD activities will focus on BOCs only. Financial constraints prohibit periodic updating of the already successfully completed maps for Commercial Linkages, Drought Tolerant Crops and the Household Nutrition Garden interventions throughout Zimbabwe.

## **8. Management, Organization and Staffing**

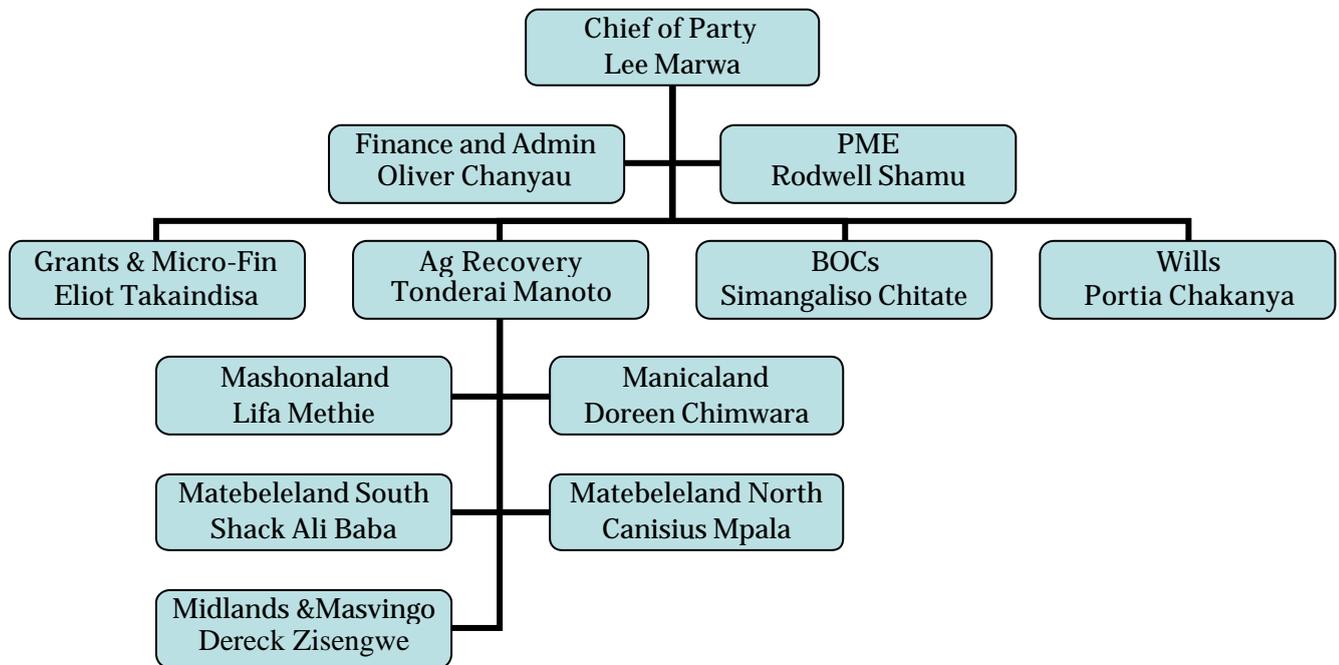
The LEAD program will operate with a different structure in FY 2005. As a cost cutting measure, LEAD must operate in FY 2005 with fewer staff. Nine staff have already been let go, including all the long term American expatriates except for the Chief of Party. As a necessary further cost reduction measure, the Chief of Party, Paul Bundick will likely be replaced by Lee Marwa, the current Deputy Chief of Party at the end of the second quarter of

FY 2005 (March). The proven capacity for Mr Marwa to serve as Chief of Party has already been amply demonstrated.

Further changes are likely. Glenrose Poyah, our experienced manager of the Performance Monitoring and Evaluation unit and HIV/AIDS advisor is planning to move to the USA in December or early January. This will require further realignment of staff responsibilities in the second quarter of the year. Rodwell Shamu our Evaluation Specialist will likely take over this key management role.

Accompanying these staff changes, we have reorganized and reassigned job responsibilities. In FY 2005 we are organizing our agricultural related work by province with each officer being assigned responsibility for a portfolio of sub-projects within his or her region. Each officer will also be held accountable for achieving annual targets in his or her region.

The organization chart that will be in place by the end of March 2005 is as follows. Only the unit managers are shown.



Each provincial officer will be in charge of all agro-recovery activities in their region: Nutrition gardens, DTC and market linkages. Tonderai Manoto will provide leadership for the overall sector.

The critical role of managing the high profile BOCs will be the responsibility of Simangaliso Chitate who took over the leadership of the program last year. Portia Chakanya will continue with her oversight of the legal services or wills program. Eliot Takaindisa will play the dual role of Grants and Contracts Manager and Microfinance Specialist. Oliver Chanyau will continue as Manager of Finance and Administration

Because of the downsizing measures LEAD has taken, no STTA is anticipated from the home office at this time except for a few days of our backstop project associate, currently Viviana Green.

Due to our financial constraints, the Chief of Party will devote considerable time to leveraging other resources to advance the goals of the LEAD program. This will be done by means of collaboration with other organizations, by spinning off elements of our program to organizations with greater chance to expand the successful elements or through commercial business deals between willing partners. OFDA funds will also be requested to expand our DTC program this year to advance food security objectives.

As mentioned in section 1, another way we intend to leverage non-USAID funds is to work in close collaboration with the LEAD Trust, an independent non-governmental development organization established by several Zimbabweans in their private capacity to carry on the work of the LEAD program. Full time staff at LEAD may be permitted to work for the LEAD Trust up to 20 percent of their time but still remain as full time employees of the LEAD program. In this way, the LEAD Trust will be able to raise substantial amounts of non-USAID funding that can be programmed towards our common objectives. A “firewall” will be created between LEAD and LEAD Trust activities to ensure rigorous compliance with all US government regulations.

For three years, the issue of sustainability has been a subject of discussion at the LEAD program and within USAID. The LEAD Trust can be thought of as the beginnings of our sustainability strategy. While the set up of the LEAD Trust is not being subsidized by the LEAD program, the former does offer the latter a vehicle for its programmatic sustainability –that is how the human capital formed under the LEAD program will continue to be invested in the development of Zimbabwe. Once the project ends, many of the former LEAD employees may choose to develop the LEAD Trust into a viable Zimbabwean NGO dedicated to the goals and objectives of the former LEAD program with the skills to continue the good work we have started.

## 9. Funding

Contract Obligated amount	9,117,348
Less cumulative expenditure to FY 2004	8,940,463
<b>Funds carried forward to FY 2005</b>	<b>176,885</b>
EGAT funding	150,000
BOC funding	900,000
HIV funding	500,000
Additional Funding	29,034
<b>Total funds for FY 2005</b>	<b>1,755,919</b>

**The Zimbabwe LEAD Program**  
**(Linkages for the Economic Advancement of the Disadvantaged)**

**Fifth Workplan:**  
**October 2004 through September 2005**  
**Addendum**

**Prepared by:**

**Development Alternatives, Inc**  
**International Capital Corporation**

**Submitted to:**  
**USAID Zimbabwe**  
**Contract # 690-C-00-01-00125-00**



**Development *Alternatives*, Inc.**

7250 Woodmont Avenue, Suite 200, Bethesda, Maryland 20814 USA  
Tel: (301) 718-8699 Fax: (301) 718-7968 Email: [info@dai.com](mailto:info@dai.com) Website: [www.dai.com](http://www.dai.com)

## **Table of Contents**

	<b>Page</b>
<b>1. Overview of Changes</b>	<b>3</b>
<b>2. Amended Outreach and Performance Targets</b>	<b>4</b>
<b>3. Staffing</b>	<b>14</b>

## 1. Overview of Changes

In September 2004, when we developed our initial FY 2005 workplan, we anticipated that LEAD would have enough funding to operate until September 2005 and implement the approved FY 2005 work plan. At that time, we downsized a number of staff and instituted other cost cutting measures to bring our budget in line with the shortfall in USAID incremental funding. However, due to rapidly rising costs in Zimbabwe and the unexpected FSN salary scale adjustment in January 2005, (which LEAD must contractually follow) LEAD now finds itself in a financial crisis once again. Since funding levels are unlikely to increase beyond the anticipated \$500,000 for FY 2006 (a shortfall of \$1.2 million for the life of contract) we are faced with necessity of reducing our staffing levels to an absolute minimum and try to continue functioning until the end of the contract period to March 2006.

In addition to LEAD's own funding problems, many of our implementing partners are also suffering from serious financial constraints. Our initial 2005 work plan was based on the premise that our implementing partners would be able to continue working with LEAD to provide services to households even if LEAD was unable to provide core funding for their operations as we have done in the past. Most of our partners had agreed to such an arrangement because they value LEAD's technical capabilities. But the reality turned out to be quite different. Many of our NGO partners who had previously agreed to collaborate also lost core funding from other donors. Many had to downsize themselves. Once the quarter started, most found they could no longer afford to work with LEAD unless they received additional financial inputs for their operations. Few could honor previous commitments because of this widespread resource scarcity.

In response to this financial crisis, we implemented a downsizing plan to reduce costs in February 2005. Eight long term LEAD employees will leave the project on February 28<sup>th</sup>, 2005. Contracts ending on June 30<sup>th</sup>, for another seven staff will not be renewed. This will also mean closing the Bulawayo and Masvingo offices at that time. The Chief of Party will leave in May or June passing the leadership of LEAD to Lee Marwa, the current Deputy COP. After June 30<sup>th</sup>, we will remain with a minimum staff of 15 (including drivers and support staff) to implement the remaining parts of the workplan for FY 2005. The cost savings generated from this action will allow us to operate until early October 2005 when we anticipate receiving an additional \$500,000 for FY 2006. The additional incremental funding will permit us to operate until the LEAD contract ends in March 2006.

Consistent with the reduction of staffing, we will also concentrate on fewer activities than initially planned for in our initial work plan. We have decided to end our work in microfinance, market linkages and legal services before the end of March 2005. The grant agreements have come to an end for these activities and do not have additional funds to extend them in any meaningful way. In the third and fourth quarters of the year we will focus entirely on three program areas: 1) BOCs working with two NGO partners, 2) HNGs with 16 NGO partners (including EGAT program in Bulawayo) plus our 18 institutional gardens and 3) Drought Tolerant Crops with four NGO partners. Staff reduction and cost saving measures will still allow us to program about \$70,000 in new grants and contracts for HNGs in the remaining months of FY 2005. An additional \$148,000 is also available to support BOC expansion through the purchase of new equipment and pay connection fees for new centers. The program in FY 2006 will focus on expanding our Drought Tolerant Crops program with the same four partners with the additional incremental funding.

The reduction of staff and consolidation of our program, however, will also necessitate a reduction of targets as put forth in the initial work plan. These are provided in the next section. The revised staffing plan is provided in section 3.

## 2. Amended Outreach and Performance Targets

The stark reality of escalating costs, fewer staff and under funded implementing partners requires us to modify our projected targets. The changes in the outreach figures are given in Table 1 and 2 below.

**Table 1**  
**Outreach Initial Workplan compared to Revised Workplan**

Project Component	2005 Target HHs Served—Initial Plan	2005 Target HHs Served-Revised Plan	Comment
Drip Irrigated Gardens	18,558	15,804 supported with technical assistance	This new figure is based on 16 NGO partners and outstanding institutions gardens.
Drought Tolerant Crops	20,790	21,720 receive seed loans, but only 2,597 (12%) receive technical training.	We did not count the new farmers getting seed loans but only those who are projected to receive some kind of formal training from LEAD and its partners.
Market Linkages	8,272	2,600	This figure is 25% of the annual target because we are closing all grants in market linkages by the end of January 2005.
BOCs	40,000	30,000	Government licensing delays and speed of implementation by our NGO partners have lowered expectations
Microfinance	8,950	2,238	The microfinance grants closed at the end of the first quarter. Target is now 25% of annual project total.
Wills	4,380	2,190	Wills program to close end of second quarter—50% of annual target
<b>Total</b>	<b>100,950</b>	<b>55,429 excluding seed loans</b>	<b>55% of initial target if seed loans are not counted and 74% if seed loans are included.</b>

**Table 2**  
**Amended Outreach Targets FY 2005 Compared to 2004**

Component	Households Served 2004	Expected Households 2005		Comment
Agro-Recovery-Drip-irrigated Gardens	15,945 (23,355 hhlds since program inception)	Existing household Gardens supported	4,738	With the exception of the LEAD Trust collaboration, the HNG Program will be implemented primarily with 16 NGO partners, excluding the hospital gardens.
		LEAD Trust Collaboration	4,300	
		New Kits-EGAT	1,860	
		Special Projects	742	
		18 Hospital gardens	4,164*	
		<b>TOTAL</b>	<b>15,804</b>	

Agro-Recovery – DTC	30,575	Technical training services	2,597	In 2005, LEAD will not fund the program but provide training to 12% of 21,720 seed recipients. In 2006 financial assistance to 4 NGO partners will be given.
		Seed Loans	21,720	
Agro-Recovery – Market Linkages	22,140		2,600	ML Program involving Interfresh, Zim Ahead and Gairezi coming to an end in the first quarter of 2005. From thereon, ML program closed due to lack of funds.
Business Opportunity Centers	17,226  (19,740 hhlds since program inception)		30,000**	<b>Due to logistical delays of identification of premises; market surveys for each BOC site; hiring of staff; and technical connections for internet and email, four of the twelve sites would have been launched within the first four months of the BOC Program.</b>
Microfinance	28,080		2,238	Target based on partnership with Zambuko, which comes to an end in first quarter of 2005. From thereon, MF program closed.
Will Writing Project	3,558		2,190	Contracts with current 5 NGO partners end in March 2005. These will not be renewed due to lack of LEAD and alternative funding.
<b>Total</b>	<b>117,524</b>	<b>55,429 households if seed loans are not counted</b>		

\* Households benefiting from the 18 hospital gardens are calculated on the following assumptions:

- Number of orphans in an orphanage divided by 2, on the basis that on average 2 siblings would be coming from a household. This therefore means that from the 85 individual orphans, 42 households benefit from the hospital garden.
- On the basis of hospital bed-capacity, all the 18 hospitals would conservatively serve 2,061 individual patients per month, which means 24,732 inpatients per year. (This annual figure assumes that a patient is hospitalized for at most a month and it does not consider those patients who come in for shorter stays). An average household size is 6 and dividing this figure into 24,732 gives 4,122 households.

\*\* Household calculations based on the assumption that on average, 3 members of one household would most likely get services from a BOC. Therefore it is anticipated that 30,000 households will be reached through 90,000 individual clients using the network of BOCs. This is derived from number clients served divided by 3.

## A. Drip Irrigated Gardens

Table 3 gives changes in our estimates of HNG garden yields. The following changes are highlighted.

- 350 Pundutso household gardens have been dropped from the workplan because we do not have an active agreement in place and our technical assistance program is frankly not being followed.

- 742 households have been added from partners Help Age, PACE and COSV.

**Table 3: Garden Yield Targets**

<b>Program</b>	<b>Garden size</b>	<b>2004 Average Yields</b>	<b>2005 Target Yields</b>	<b>Number of Households Served: 2005</b>
Standard HNGs	100m <sup>2</sup>	650kg	750kg	9,038
Hospital Gardens	400 m <sup>2</sup> - 4000 m <sup>2</sup>	900kg/100 m <sup>2</sup>	1,200 kg/100 m <sup>2</sup>	4,164
EGAT	100m <sup>2</sup>	N/A	650kg	900
EGAT	30m <sup>2</sup>	N/A	200kg	900
EGAT	Drum (1.6m <sup>2</sup> )	N/A	10kg	60
Help Age, PACE, COSV	100 m <sup>2</sup>	N/A	650 kg	742
<b>TOTAL</b>				<b>15,804</b>

Table 4 below amends the outreach targets by Province and Partner. We have not included the institutional gardens in this table. We plan to have grants and agreements with all the stated partners.

**Table 4: Gardens Supported By Partner, Size and Province**

Province	NGO Partner	Existing 100 sq meter	New 100 sq meter	New 30 sq meter	New drums	Total
Manicaland	Christian Care	412				
Manicaland	Zimbabwe Ahead	412				
Masvingo	Aztrech	412				
Mashonaland	COSV-Italian Solidarity in the World		500			
Masvingo	RUDO	618				
Mashonaland and Midlands	PACE		42			
Harare	Veco	412				
Mashonaland and Matebeleland	Commutech	412				
Harare	Help Age		200			
<b>Total</b>		<b>2,678</b>	<b>742</b>	<b>0</b>	<b>0</b>	<b>3,420</b>
Mat South	DTI	618				
Mat South	Hlekweni	618				
Mat North	Lubancho	412				
Mat North	KMTC	412				
Bulawayo	Help Age		300	300		
Bulawayo	Zimbabwe Project Trust		300	300		
Bulawayo	ADRA		300	300		
<b>Total</b>		<b>2,060</b>	<b>900</b>	<b>900</b>	<b>60</b>	<b>3,920</b>
	<b><i>Collaboration with LEAD TRUST</i></b>					
	GOAL funded kits		3,000			
	LEAD Program funded kits		150			
	IOM funded kits		500			
	CAFOD funded kits		650			
<b>Total</b>			<b>4,300</b>			<b>4,300</b>
<b>Grand Totals</b>		<b>4,738</b>	<b>5,942</b>	<b>900</b>	<b>60</b>	<b>11,640 + Hospital Gardens</b>

## **B. Drought Tolerant Crops**

The Drought Tolerant Crops (DTC) program for FY 2005 is a continuation of what we started in FY 2003 and continued in FY 2004. Due to funding constraints, however, LEAD is unable to expand the program with additional seed and farm implements. This year's DTC program is a direct result of the seed loans recovered in FY 2004. Based on last year's growing season, our partners have recovered 103 metric tons of sorghum (*macia*) seed, 4 metric tons of pearl millet and 42 metric tons of black-eyed peas. This will be sufficient to provide at least 21,720 households with seed loans for the 2005 growing season.

In the Drought Tolerant Crops (DTC) program for FY 2005 LEAD will work without direct subsidy, with five NGOs (RUDO, AZTREC, VECO, ORAP and COMMUTECH).

**Table 5: Outreach by Province**

Province	LEAD NGO Partner	Households Receiving Seed Loans	Households Receiving Technical services	Type of technical service
Masvingo	Aztrech	2,500	100	Low cost plant protection, water harvesting, post harvest techniques
Masvingo	Rudo	10,820	102	
Mashonaland	VeCo	4000	750	Effective seed marketing, water harvesting,
Mashonaland and Matebeleland	Commutech	400 600	50 300	Establishment of village based granaries, Low cost plant protection, water harvesting,
Matebeleland	Orap	3,400	1,295	Establishment of village based granaries, Low cost plant protection, water harvesting,
<b>TOTAL</b>		<b>21,720</b>	<b>2,597</b>	

\* Some households receive two seed loans (different varieties) while others receive only one.

Of these NGOs (RUDO, AZTREC, VECO and COMMUTECH), four are also partners in the HNG program and they will receive a LEAD subsidy to carry on with the DTC program in 2006 should funds be available.

In all cases, seed will be loaned to the farmers with the agreement that he or she will give back the NGO partner double the amount after harvest. In this way, the program will be able to expand in 2006 with its own seeds for inputs. However it should be noted that various factors pertaining in 2005, which were absent in previous seasons, would have a bearing on the 2006 season.

Seed recovery in the past has ranged between 60 % and 71 %, but at the end of the 2005 season 50 % seed recovery may well take place. This is anticipated due to the fact that the NGO partners will be doing the seed recovery at their own expense without any LEAD funds and therefore their efficiency in this process may be compromised; since there will be no injection of new seed, but a second redistribution of the recycled seed, yields are most likely to be lower compared to the previous seasons.

Table 6 below gives a summary of the amount of seed recovered in 2004, hectares to be planted and expected production figures by end of 2005 season.

**Table 6: Seed Loans and Production For 2005**

<b>DT CROP</b>	<b>Seed Recovered in 2004 (MT)</b>	<b>Seed Planting (Kg/ha)</b>	<b>Hectares to be cropped</b>	<b>Target Yields/ha (MT)</b>	<b>TOTAL (MT)</b>
Macia	93**	7	13,285	0.8	<b>10,628</b>
SV4	2	7	285	0.8.	<b>228</b>
Pearl Millet	3**	5	600	0.8	<b>480</b>
FMVI	2	4	500	0.7	<b>350</b>
BEP	41**	30	2,100*	0.5	<b>683</b>
IT18	9	30	450*	0.5	<b>225</b>
<b>Totals</b>	<b>141</b>	<b>n/a</b>	<b>17,220</b>	<b>n/a</b>	<b>12,594</b>

N.B. Yields based on low input farming that is the norm in all the areas.

\* A factor of 1.5 used to cater for those who will achieve two or three crops per season.

\*\* Seed recovered from ORAP has been excluded since ORAP will no longer be an implementing partner in 2006

### **C. Market Linkages**

We have decided to close out all our market linkage activities when the last agreement closed in January 2005. The outreach targets have been reduced to 25% of the original figure. The target yields for selected crops remain unchanged.

### **D. Business Opportunity Centers**

In relation to the BOCs we have changed three aspects of the program based on a more realistic assessment of our NGO partner capabilities. We have:

- Reduced the projected number of centers from 15 to 12
- Modified slightly the locations of the centers and the roll out plans.
- Made adjustments in the type and volume of services sold.

**Table 7: Revised Locations of 12 Planned BOCs**

#### *One-Up*

1. Chitungwiza
2. Beitbridge

#### *DTI*

1. Filabusi
2. Gwanda

3. Gokwe

3. Zvishavane

4. Bindura

4. Bulawayo – Fort Street

5. Mutare

5. Gweru – Mkoba or Senga

6. Bulawayo – Nkulumane

6. Plumtree

**Table 8: BOC Roll Out Plan**

<b>BOC Location</b>	<b>Launch Date</b>	<b>Type of Connection</b>
<b><i>One-Up</i></b>		
Chitungwiza	Currently operating	Leased cable connection
Bindura	Currently operating	Satellite re-connected 31/12/04
Beitbridge	31 December 2004	Bandwidth supply reconnected
Gokwe	10 January 2005	Bandwidth supply reconnected
Bulawayo-Nkulumane	01 March 2005	Radio Link
Mutare	01 March 2005	Satellite connection
<b><i>DTI</i></b>		
Bulawayo-Fort Street	31 March 2005	Leased cable connection
Gweru	31 March 2005	Leased cable connection
Harare-Monitoring site	Operating	Satellite connection
Gwanda	28 February 2005	Leased cable connection
Zvishavane	31 March 2005	Satellite connection
Plumtree	31 March 2005	Leased cable connection
Filabusi	28 February 2005	Offers none-Satellite related services eg computer training; phone shop; photocopying

**Table 9 : Type of Services and Targets for the BOC Program**

<b>Partner</b>	<b>Training services - Business and Computer</b>	<b>No. of people trained</b>	<b>Person days Training</b>	<b>No. of Training courses</b>	<b>Internet hours</b>
One-Up	2,160	1,080	6,480	100	65,000
DTI	1,440	720	4,320	50	35,000
<b>TOTAL</b>	<b>3,600</b>	<b>1,800</b>	<b>10,800</b>	<b>150</b>	<b>100,000</b>

Training: 20 people/month/site x 8 months x 2 courses x # of BOC sites

**Table 10: Type of Services and Targets for the BOC Program**

<b>Partner</b>	<b>Communication Services : Phone, Fax (fee for service transactions)</b>	<b>No. of HIV/AIDS services acquired</b>	<b>Other services: photocopying, typing, scanning etc</b>	<b>No. of People served in BOCs</b>
One-Up	23,500	20,000	17,000	50,400
DTI	14,000	14,000	11,500	39,600
<b>TOTAL</b>	<b>37,500</b>	<b>34,000</b>	<b>28,500</b>	<b>90,000</b>

### **E. Wills**

This component will be closed in March 2005. The targets have been reduced by 50% to reflect the 6 months of operations.

### **F. Microfinance**

This component was closed December 2004. The targets have been reduced to 25% of the former total reflecting the 3 months of operations.

### **G. PMP Targets**

Table 11 below gives the changes in PMP targets for various intermediate result areas. Table 12 gives a comparison between our revised workplan targets and the approved PMP targets.

**Table 11: PMP Targets FY 2005**

<b>Programs</b>	<b>IR 1: Results</b>	<b>IR 2: Results</b>	<b>IR 3: Results</b>	<b>SpFA: Results</b>	<b>Households Receiving Services</b>
<b>HNG</b>		35,853	27,138	47,873	11,640 + 4,164 hhlds benefiting from 18 hospital gardens
<b>DTC</b>	33,228 seed loans for 21,720 hhlds	5,286	25,304	48,502	2,597 (tech training)
<b>BOCs</b>	-	3,600 +66,000	-	34,000	30,000
<b>LSP</b>	-	-	-	3,000	2,190
<b>Market Linkage</b>		2,000	3,458	4,148	2,600
<b>Micro Finance</b>	4,476	-	-	3,402	2,238
<b>TOTAL</b>	<b>37,704</b>	<b>112,739</b>	<b>55,900</b>	<b>140,925</b>	<b>55,429</b>

**SUMMARY:**

- **Total number of services acquired by all households = 206,343**
- **Proportion of services acquired by SpFA households = 140,925**
- **Total number of households participating in LEAD activities = 55,429**
- **Proportion of SpFA households participating in LEAD activities = 30,352 (LSP 2,190 + BOCs- 10,500 + .76x 23,239)**

LSP 100% SpFA; BOCs 35 % SpFA; Others 76 % SpFA – *The 2003 field surveys revealed that on average, 76 % of the households reached were visibly HIV/AIDS affected and had OVCs present.*

**Table 12: Comparison of PMP targets and Revised FY 2005 Workplan Targets**

<b>Results</b>	<b>Targets in PMP FY 2005</b>	<b>Further Revised Targets in Work Plan FY 2005</b>
Ind. 1.1: Number of micro-loans or other financial products acquired	62,000	37,704
Ind. 1.2: Average repayment rate for micro-loans	Above 95%	Above 95%
Ind. 2.1: Number of business and technical training services acquired by micro-entrepreneurs	24,000	46,739
Ind. 2.2: Number of communication services acquired through BOCs	40,000	66,000
Ind. 3.1: Number of market access and /or food security services acquired by micro-producers	41,000	44,242
Ind. 3.2: Number of household nutrition garden kits acquired by micro-producers	Consolidation of Phase II and commercialization phase	11,640 household kits + 18 institutional gardens kits
Ind. SpFA 1.1 Number of economic services acquired by HIV/AIDS affected	72,000	140,925
Ind. SpFA 1.2 Number of legal services acquired by HIV/AIDS affected	4,000	3,000
SpO Outreach Indicator: Number of households participating in economic interventions (Annual figures)	78,000	55,429
SpO subset- SpFA Outreach Indicator: Number of visibly AIDS affected households and households with OVCs, participating in economic interventions	59,280	30,352

### **3. Staffing**

The LEAD program will operate with a different structure in FY 2005 than we anticipated in our original workplan submission. As mentioned in section 1, there will be two downsizings

of staff: one in February and the other in June. After June the following structure will be in effect through to March 2006.

Chief of Party	Lee Marwa
DCOP	
Admin and Financial Manager	Oliver Chanyau
Monitoring and Evaluation Manager HIV/AIDS Specialist	Glenrose Poyah
Grants Manager BOC Manager	Eliot Takaindisa
HNGs and DTC Manager Mashonaland Manicaland Masvingo	Lifa Methie
HNGs and DTC Manager Matebeleland North Matebeleland South Midlands	Canisius Mpala

Glenrose Poyah will be supported by Rodwell Shamu, the Evaluation Specialist.

Oliver Chanyau in Administration and Finance will be supported by Vielly Bafana (Administrative Assistant), Susan Mazvabo (Accounts Clerk) and Tichonoo Tembo (Office Attendant). We will also retain three or four drivers and our gardener.

**The Zimbabwe LEAD Program**  
(Linkages for the Economic Advancement of the Disadvantaged)

**Fifth Workplan:  
October 2004 through September 2005  
Second and Final Addendum**

**Prepared by:**

**Development Alternatives, Inc  
International Capital Corporation**

**Submitted to:  
USAID Zimbabwe  
Contract # 690-C-00-01-00125-00**



**Development *Alternatives*, Inc.**

7250 Woodmont Avenue, Suite 200, Bethesda, Maryland 20814 USA  
Tel: (301) 718-8699 Fax: (301) 718-7968 Email: [info@dai.com](mailto:info@dai.com) Website: [www.dai.com](http://www.dai.com)

## **Table of Contents**

	<b>Page</b>
<b>1. Early Close Down</b>	<b>3</b>
<b>2. Amended Outreach and Performance Targets</b>	<b>3</b>
<b>3. Amended Staffing Plan</b>	<b>11</b>

## 1. Early Close Down

In February 2005, when we developed our first addendum to the workplan we assumed LEAD had sufficient funds to operate through September 2005 when additional funding was expected. However, due to rapidly escalating costs in Zimbabwe and distorted exchange rate differentials, LEAD does not have enough funds to operate beyond June 30, 2005. We must, therefore close the project down by the end of June.

This early closure necessitates a further adjustment to the workplan targets based on eight months of operation instead of full twelve months. This document amends the earlier submitted February 2005 addendum to the workplan based on this early close down and follows the same format. It should be ready in conjunction with the first Addendum of the Fifth workplan.

## 2. Amended Outreach and Performance Targets

The following two tables amend Table 1 and 2 in the first workplan addendum. Note that there have been no changes for the Drought Tolerant Crops, Market Linkages, Microfinance and Wills programs. The only changes are in the HNG and BOC programs.

**Revised Table 1**  
**Original Workplan and Addendum 1 compared to Proposed Addendum 2**

<b>Project Component</b>	<b>2005 Target HHs Served— Initial Plan</b>	<b>2005 Target HHs Served— Revised Plan— 1<sup>st</sup> Addendum</b>	<b>2005 Target HHs Served— Revised Plan— 2<sup>nd</sup> Addendum</b>
Drip Irrigated Gardens	18,558	15,804 supported with technical assistance	13,206 supported with technical assistance
Drought Tolerant Crops	20,790	21,720 receive seed loans, but only 2,597 (12%) receive technical training.	21,720 receive seed loans.
Market Linkages	8,272	2,600	2,600
BOCs	40,000	30,000	13,825
Microfinance	8,950	2,238	2,238
Wills	4,380	2,190	2,190
<b>Total</b>	<b>100,950</b>	<b>55,429 excluding seed loans</b> 55% of initial target if seed loans are not counted and 74% if seed loans are included.	<b>34,059 excluding seed loans</b> 34% of initial target if seed loans are not counted and 55% if seed loans are included.

**Revised Table 2**  
**Outreach Targets FY 2005 – Second Addendum**

Component	Expected Households 2005		Comment
Agro-Recovery- Drip-irrigated Gardens	Existing household Gardens supported	2,500	With the exception of the LEAD Trust collaboration, the HNG Program will be implemented primarily with 16 NGO partners, excluding the hospital gardens. Lack of financial resources makes it non-cost effective to work with geographically isolated Chikore Hospital-hence 17 hospital gdns
	LEAD Trust Collaboration	4,300	
	New Kits-EGAT	1,860	
	Special Projects	652	
	17 Hospital gardens	3,894*	
	<b>TOTAL</b>	<b>13,206</b>	
Agro-Recovery – DTC		21,720	LEAD is no longer able to provide technical training services to 2,597 households due to lack of funding. As far as direct LEAD funding in 2005, program is therefore closed. However, 21,720 families still expected to receive seed loans from last season of 2004
Agro-Recovery – Market Linkages		2,600	ML Program involving Interfresh, Zim Ahead and Gairezi coming to an end in the first quarter of 2005. From thereon, ML program closed due to lack of funds.
Business Opportunity Centers		13,825**	Further to the logistical delays of setting up BOCs, the four months reduction in LEAD technical operations, due to financial constraints means that only 10 sites will be established by May 2005 and number of households reached, significantly reduced.
Microfinance		2,238	Target based on partnership with Zambuko, which comes to an end in first quarter of 2005. From thereon, MF program closed.
Will Writing Project		2,190	Contracts with current 5 NGO partners end in March 2005. These will not be renewed due to lack of LEAD and alternative funding.
<b>Total</b>			
	<b>34,059 households if seed loans are not counted</b>		

\* Households benefiting from the 17 hospital gardens are calculated on the following assumptions:

- a) Number of orphans in an orphanage divided by 2, on the basis that on average 2 siblings would be coming from a household. This therefore means that from the 85 individual orphans, 42 households benefit from the hospital garden.
- b) On the basis of hospital bed-capacity, all the 17 hospitals would conservatively serve 1,947 individual patients per month, which means 23,364 inpatients per year. (This annual figure assumes that a patient is hospitalized for at most a month and it does not consider those patients who come in for shorter stays). An average household size is 6 and dividing this figure into 23,364 gives 3,894 households.

\*\* Household calculations based on the assumption that on average, 3 members of one household would most likely get services from a BOC. Therefore it is anticipated that 30,000 households will be reached through 90,000 individual clients using the network of BOCs. This is derived from number clients served divided by 3.

## A. Drip Irrigated Gardens

Table 3 below amends our garden yield targets in the first addendum submitted in February.

**Revised Table 3: Garden Yield Targets Second Addendum**

Program	Garden size	2004 Average Yields	2005 Target Yields	Number of Households Served: 2005
Standard HNGs	100m <sup>2</sup>	650kg	750kg	6,800
Hospital Gardens	400 m <sup>2</sup> - 4000 m <sup>2</sup>	900kg/100 m <sup>2</sup>	1,200 kg/100 m <sup>2</sup>	3,894
EGAT	100m <sup>2</sup>	N/A	650kg	900
EGAT	30m <sup>2</sup>	N/A	200kg	900
EGAT	Drum (1.6m <sup>2</sup> )	N/A	10kg	60
Help Age, PACE, COSV, ADRA, Networking	100 m <sup>2</sup>	N/A	650 kg	652
<b>TOTAL</b>				<b>13,206</b>

The following changes are highlighted:

- The standard HNG targets have been reduced by 25% reflecting the 8 months of operation rather than a full 12 months
- Hospital gardens have been reduced by 6% reflecting the dropping of Chikore Hospital because its geographic isolation. Supporting this garden is not cost-effective given LEAD financial constraints.
- EGAT targets remain the same
- The number of kits supported for Help Age, PACE, et al, has been reduced by 16%

Table 4 below amends the outreach targets by Province and Partner. We have not included the institutional gardens in this table. We plan to have grants and agreements with all the stated partners.

**Revised Table 4: Gardens Supported By Partner, Size and Province**

Province	NGO Partner	Existing 100 sq meter	New 100 sq meter	New 30 sq meter	New drums	Total
Manicaland	Zimbabwe Ahead	300				
Manicaland	Legal Services Program		24			
Masvingo	Aztrech	250				
Mashonaland	COSV-Italian Solidarity in the World		500			
Masvingo	RUDO	250				

Province	NGO Partner	Existing 100 sq meter	New 100 sq meter	New 30 sq meter	New drums	Total
Mashonaland and Midlands	PACE		28			
Harare	Veco	200				
Mashonaland and Matebeleland	Commutech	200				
Harare	Help Age		100			
<b>Total</b>		<b>1,200</b>	<b>652</b>	<b>0</b>	<b>0</b>	<b>1,852</b>
Mat South	DTI	300				
Mat South	Hlekweni	400				
Mat North	Lubancho	300				
Mat North	KMTC	300				
Bulawayo	Help Age		300	300		
Bulawayo	Zimbabwe Project Trust		300	300		
Bulawayo	ADRA		300	300		
<b>Total</b>		<b>1,300</b>	<b>900</b>	<b>900</b>	<b>60</b>	<b>3,160</b>
	<b><i>Collaboration with LEAD TRUST</i></b>					
	GOAL funded kits		3,000			
	LEAD Program funded kits		150			
	IOM funded kits		500			
	CAFOD funded kits		650			
<b>Total</b>			<b>4,300</b>			<b>4,300</b>
<b>Grand Totals</b>		<b>2,500</b>	<b>5,852</b>	<b>900</b>	<b>60</b>	<b>9,312+ Hospital Gardens</b>

## **B. Drought Tolerant Crops**

No changes from Addendum One

## **C. Market Linkages**

No changes from Addendum One

## D. Business Opportunity Centers

In relation to the BOCs we have changed three aspects of the program based on a more realistic assessment of our NGO partner capabilities and reduced program implementation time available to LEAD. We have:

- Reduced the projected number of centers from 12 to 10. We have committed to doing ten in the original proposal to USAID
- Modified slightly the locations of the centers and the roll out plans.
- Made adjustments in the type and volume of services sold, on the basis of:
  - 5 sites launched earlier than March will be operational for about 7 months by May 31<sup>st</sup>
  - The 5 sites to be launched in March will effectively be operational for only 2 months, while under LEAD management till May 31st

**Revised Table 7: Revised Locations of 10 Planned BOCs**

### *One-Up*

1. Chitungwiza
2. Beitbridge
3. Gokwe
4. Bindura
5. Mutare
6. Bulawayo – Nkulumane
7. Highfields

### *DTI*

1. Gwanda
2. Zvishavane
3. Plumtree

**Revised Table 8: BOC Roll Out Plan**

<b>BOC Location</b>	<b>Launch Date</b>	<b>Type of Connection</b>
<i>One-Up</i>		
Chitungwiza	Currently operating	Leased cable connection
Bindura	Currently operating	Satellite re-connected 31/12/04
Beitbridge	31 December 2004	Bandwidth supply reconnected
Gokwe	10 January 2005	Bandwidth supply reconnected
Bulawayo-Nkulumane	01 March 2005	Radio Link
Mutare	01 March 2005	Satellite connection

Highfield	31 March 2005	Radio Link
<b>DTI</b>		
Harare-Monitoring site	Operating	Satellite connection
Gwanda	28 February 2005	Leased cable connection
Zvishavane	31 March 2005	Satellite connection
Plumtree	31 March 2005	Leased cable connection

**Revised Table 9: Type of Services and Targets for the BOC Program**

Partner	Training services - Business and Computer	No. of people trained	Person days Training	No. of Training courses	Internet hours
One-Up	1,360	680	4,590	74	46,036
DTI	280	140	630	14	5,103
<b>TOTAL</b>	<b>1,640</b>	<b>820</b>	<b>5,220</b>	<b>88</b>	<b>51,139</b>

Training-

- 20 people/month/site x 7 months x 2 courses x # of BOC sites
- 20 people/month/site x 2 months x 2 courses x # of BOC sites

**Revised Table 10: Type of Services and Targets for the BOC Program**

Partner	Communication Services: Phone, Fax (fee for service transactions)	No. of HIV/AIDS services acquired	Other services: photocopying, typing, scanning etc	No. of People served in BOCs
One-Up	16,660	14,178	12,036	35,700
DTI	2,044	7,000	1,680	5,775
<b>TOTAL</b>	<b>18,704</b>	<b>21,178</b>	<b>13,716</b>	<b>41,475</b>

## **E. Wills**

No changes from Addendum One

## **F. Microfinance**

No changes from Addendum One

## G. PMP Targets

Table 11 below gives the changes from Addendum One in PMP targets for various intermediate result areas. Table 12 gives a comparison between these revisions and the approved PMP targets.

**Revised Table 11: PMP Targets FY 2005**

Programs	IR 1: Results	IR 2: Results	IR 3: Results	SpFA: Results	Households Receiving Services
HNG		19,970	15,113	26,663	9,312 + 3,894 hhlds benefiting from 17 hospital gardens
DTC	33,228 seed loans for 21,720 hhlds	-	21,720	33,014	No technical training services or market access services provided by LEAD
BOCs	-	1,640 +32,420	-	21,178	13,825
LSP	-	-	-	3,000	2,190
Market Linkage		2,000	3,458	4,148	2,600
Micro Finance	4,476	-	-	3,402	2,238
<b>TOTAL</b>	<b>37,704</b>	<b>56,030</b>	<b>40,291</b>	<b>91,405</b>	<b>34,059</b>

### SUMMARY:

- Total number of services acquired by all households = 134,025
- Proportion of services acquired by SpFA households = 91,405
- Total number of households participating in LEAD activities = 34,059
- Proportion of SpFA households participating in LEAD activities = 20,741 (LSP 2,190 + BOCs- 4,838 + .76x 18,044)

LSP 100% SpFA; BOCs 35 % SpFA; Others 76 % SpFA – *The 2003 field surveys revealed that on average, 76 % of the households reached were visibly HIV/AIDS affected and had OVCs present.*

**Revised Table 12: Comparison of PMP targets and Revised FY 2005 Workplan Targets**

<b>Results</b>	<b>Targets in PMP FY 2005</b>	<b>Further Revised Targets in Work Plan— Addendum 2 FY 2005</b>
Ind. 1.1: Number of micro-loans or other financial products acquired	62,000	37,704
Ind. 1.2: Average repayment rate for micro-loans	Above 95%	Above 95%
Ind. 2.1: Number of business and technical training services acquired by micro-entrepreneurs	24,000	23,610
Ind. 2.2: Number of communication services acquired through BOCs	40,000	32,420
Ind. 3.1: Number of market access and /or food security services acquired by micro-producers	41,000	30,962
Ind. 3.2: Number of household nutrition garden kits acquired by micro-producers	Consolidation of Phase II and commercialization phase	9,312 household kits + 17 institutional gardens kits
Ind. SpFA 1.1 Number of economic services acquired by HIV/AIDS affected	72,000	91,405
Ind. SpFA 1.2 Number of legal services acquired by HIV/AIDS affected	4,000	3,000
SpO Outreach Indicator: Number of households participating in economic interventions (Annual figures)	78,000	34,059
SpO subset- SpFA Outreach Indicator: Number of visibly AIDS affected households and households with OVCs, participating in economic interventions	59,280	20,741

### 3. Staffing

Due to the early close down, the Chief of Party will not leave in April as earlier anticipated but stay until the end of the project in June 2005. The following staff and responsibilities will be in place for the remainder of the contract.

Chief of Party	Paul Bundick
DCOP	Lee Marwa
Admin and Financial Manager	Oliver Chanyau
Monitoring and Evaluation Manager HIV/AIDS Specialist	Glenrose Poyah
Grants Manager BOC Manager	Eliot Takaindisa
HNG Mashonaland Champion	Lifa Methie
HNG Manicaland Champion	Doreen Chimwara
HNG Masvingo Champion	Derrick Zisengwe
HNGs Matebeleland North Champion	Canisius Mpala
HNG Matebeleland South Champion	Shack Alibaba

Glenrose Poyah will be supported by Rodwell Shamu, the Evaluation Specialist and Regina Gariwe (Administrative Assistant).

Oliver Chanyau in Administration and Finance will be supported by Vielly Bafana (Administrative Assistant), Susan Mazvabo (Accounts Clerk) and Tichaona Tembo (Office Attendant). We will also retain three or four drivers and our gardener. The Bulawayo Office administrative staff will also remain till June 2005 close down.

In terms of HNG responsibilities the following will be the division of labor.

#### Doreen Chimwara

- Zim Ahead
- ADRA and Networking - recipients of drip kits under the Legal Services Program
- Help Age Harare urban program
- Hospital Gardens - Driefontein orphanage, sanitarium, hospital, sisters and sisters (5); Holy Cross, St Theresa, Serima(3)

Lifa Methie

- COSV
- PACE
- VeCo
- Commutech
- Hospital Garden - St Michaels (1)

Derrick Zisengwe

- Aztrech
- RUDO
- Hospital Gardens - Slyveria, Mukairo, Musiso, Mutero, Mnene, Masase, Matibi, Chikombedzi (8)

Canisius Mpala

- Lubancho
- KMTC
- EGAT

Shack Ali Baba

- DTI
- Hlekweni
- EGAT