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Land, Water & Livelihoods Restoration through Holistic Management: 2010-2013

Final Report

May 20, 2014

I. Beneficiaries

Beneficiaries	2010-2013 Target	2010-13 Total Actual Accumulative
NGO's Trained		
# of NGOs participating in CFTP or Master trainings	35*	33**
# of Countries represented	19**	15**
# Leaders attending 2 day Holistic Management Field Seminar for Leaders	180	158
# of NGOs represented	76**	71**
NGO Field Officers trained (CFTP)	117	67
Communities Trained by NGOs		
NGO's Community Population	50,000***	48,338***
# of New Communities Benefitting	40***	68***
#Core group members/Livestock owners trained	10 650	3,585
Master Trainers Trained	10	9
Field/Project Consultants	8	5 Field Consultants 2 Project Consultants
Hwange Communal Lands Communities		
HCL Population of Communities	21,600	19,222
# of New Communities Benefitting	18**	20**
# of new communities benefitting after separating Gurambira & Sizinda communities	-	22**
Village Based Facilitators trained	70**	77**
Active Core group members	900**	545**
ACHM CFTP Graduates	-	13
TOTAL BENEFICIARIES	32,565	23,061

* Revised down to 35 in 2013 after realizing original target was unrealistic and that a separate Master Trainer Training Program was not needed as there were adequate numbers

available in the Region to meet demand, particularly after update training provided to existing trainer network in 2012.

***Not included in total*

****Not included in total because not mentioned in original proposal. Included here for illustrative purposes.*

Program Objective: *To establish an evidence-based, best-practice oriented, and peer-reviewed training program in Holistic Land & Livestock Management (HLLM) for organizations in Southern Africa that is centered on ACHM's training and research facility (Dimbangombe Ranch) and that incorporates the neighboring communities as living examples of land & water restoration under HLLM and as field training/research sites.*

Total beneficiaries target unmet due largely to unanticipated time lag between marketing the Community Facilitator Training Program (CFTP) and NGOs' ability to raise funds for training and program implementation in time. Two CFTP's originally planned for 2013 were reduced to one and that had to be postponed to Q2 2014. Thus, far fewer livestock owners and core groups were trained.

II Assessments and Surveillance Data Used

Milestone tracking against timeline was conducted; and monthly indicators – both quantitative and qualitative – measuring results against intervention, were tracked; pre and post measurements of attitudinal changes were taken; participatory community assessments of progress, restraints, learning completed; and knowledge retention testing done 60 days post training. Details are included in the Monitoring & Evaluation matrix (Appendix A). Independent Evaluator, Colin Nott, completed his own assessment of the program over the 4-year period and his report is attached as Appendix B.

III Successes, Constraints & Adjustments

A. Successes

ACHM developed a facilitator training program in Holistic Land & Livestock Management (HLLM) for NGOs. The curriculum was based on recognized adult-learning principles and methods and a community mobilization strategy adapted to the special challenges associated with using livestock to restore degraded land in the social and environmental context of Southern Africa. ACHM's testing ground for that curriculum was in 20 communities within the Hwange Communal Lands (HCL) neighboring us.

Between 2010-2013, 33 NGOs from 15 countries sent 67 staff through ACHM's facilitator training program. These staff in turn provided training in 40 pilot communities (48,000 beneficiaries), including 3,585 livestock owners.

In 2012 a network of peers – 9 Holistic Management educators/Master Trainers working in Southern, East, and West Africa, received training in the curriculum so they

could adapt it for use in their own countries. In return, they provided an in-depth evaluation of the curriculum & materials, making recommendations we have since incorporated. And in 2013, an external evaluator (Training Resources Group, USA) made a positive appraisal of the effectiveness of ACHM's mobilization strategy and the quality of its implementation. Those communities implementing the fully developed mobilization strategy began to combine animals into a herd under planned grazing six months earlier than those who had piloted the strategy. Recommendations for enhancement of the strategy and its implementation were adopted.

Also in 2012 ACHM began to charge fees for introductory seminars and the 4-week facilitator-training program they promoted. Many participants, especially those with high travel costs, received partial scholarships. In late 2010 ACHM began to provide follow-up support to NGO facilitators to build their confidence and reinforce knowledge and skills.

The 2010-2013 program enabled us to show that communities in the HCL could be mobilized to herd their animals together to restore their land and that when they did:

- the percentage of bare ground on monitored sites would decrease from as much as 80-100 percent to as low as 20 percent;
- forage production would increase on areas under planned grazing by a factor of four, as compared to controls; and,
- maize yields on fields impacted and fertilised by the community herd would increase 2- to 5-fold over yields on untreated fields.

The HCL communities enabled us to identify critical implementation success factors, chief of which initially appeared to be provision of bulk water storage where it was lacking because communities that had it were more likely to combine and herd animals together – a key implementation milestone. Yet, near the end of the program one of three communities herding their animals to plan year round did not have bulk water storage; and of three communities where bulk water storage was provided, only one continues to herd to plan year round, one does so in the growing season only, and one that was herding to plan year round stopped when stipends for herders were withdrawn. We now believe herding incentives may be even more critical to success than availability of bulk water storage. The most obvious incentive would be to increase the value of, and thus income from, livestock. Once livestock provide a significant source of income, we anticipate the role of herders will be revalued and their role in producing that income will be rewarded. In fact, ability to pay for water development and/or bulk storage should also increase.

Ten of the HCL communities completed a participatory evaluation of their action plans. The successes and struggles identified by the communities themselves validated those identified through the data collection and qualitative reporting by the HCL Field Officers. (For details see Appendix C).

In 2013, ACHM became a model for extending efforts in land restoration through properly managed livestock worldwide, as the first of what our partner, the Savory

Institute, refers to as Savory Institute-affiliated hubs. These hubs are locally led, owned, and managed. They provide training locally through accredited facilitators and follow-up support more affordably than “non-local” organizations can do. And each hub will be gathering data that feeds into a worldwide database that will become invaluable to researchers and to the growing hub network. In Southern Africa organizations that received training at ACHM have linked with others and applied to also become hubs – South Africa/Eastern Cape, which launched in first quarter 2014, and Namibia and Swaziland, which are still qualifying and if successful will launch in 2015. At the same time, there has been an increased interest among academic institutions (including Stellenbosch University & Peri Peri U in South Africa) wanting to study the greater learning site of ACHM (Dimbangombe Ranch and neighbouring communities), and how livestock under holistic planned grazing can be used to restore land and to increase community resilience to both droughts and floods.

ACHM was named a finalist for the Humanitarian Water and Food Award, based on the success of this program. The award will be presented in London in June 2014. And ACHM was named one of 14 semi-finalists in the UNCCD’s Land for Life Award, to be presented in Washington, DC, also in June 2014.

B. Constraints

OFDA funded four regional organizations to receive training and follow up support from ACHM over the 2010-203 period. These organizations – Africare-Zambia, Land O’Lakes-Zambia and Zimbabwe; and Catholic Relief Services-Madagascar – had mixed results, due in large part to our coming in at the tail end of their projects and/or to HLLM being a “range management” add-on to already ambitious programs. As a result communities in all but one instance (Africare-ZM) were only just learning how to implement the HLLM practices and had little to show on the ground. In one case where HLLM was not an add on but a program focus, the results were better – two community-based organizations (CBOs) in Chimanimani, Zimbabwe (partially funded by OFDA). In this case: animals were being herded together according to plan and improvements noted in female empowerment, community conflict, and livestock condition (see case study in Appendix D).

In 2013 ACHM began to develop more intentional partnerships with NGOs to ensure their leaders were aware of the need for followup support and to keep HLLM the primary effort of any project proposed. A marketing strategy was initiated to drive more participants into the program, and while successful in doing so, ACHM did not account for the time lag in moving interested NGOs into funded partners – approximately 18 months. Until Zimbabwe’s national elections were held in July and the outcome/aftermath known, many NGOs and their funders were also hesitant to commit to training or funding of training.

C. Adjustments Made to Achieve Objective

Numerous adjustments were made within the training program, which originally was

planned to include curricula and training programs for communities, community facilitators, the trainers of community facilitators and Master Trainers who would train those trainers. In 2013 the latter was dropped as we found the need for them could be adequately met among the educators trained in East and Southern Africa by the Savory Institute in earlier years once we familiarized them with the HLLM curriculum. Other adjustments included:

- The hiring of a Director of Training & Consulting to oversee training programs and partnership development (completed in 2012)
- The development of workshops on individual topics covered in the Community Facilitator Training Program (CFTP) to give potential participants and partners more options for training
- The development of free half-day HLLM overview seminars as a primary outreach tool, and instead of “marketing nodes” in capital cities, manned by a volunteer.
- The introduction of stipends for herders in HCL communities and the later withdrawal of those stipends following a six-month trial that was to demonstrate the difference herding would make to land condition if continued through the dry season. The practice was discontinued in June 2013 to see if communities would find a way to remunerate herders.
- The materials for movable kraals (pvc sheeting used in the game capture industry) proved so successful on testing in two communities that funds were allocated to the purchase of three more, with a local organization providing a 50% match on one of them.
- Original proposal included a livestock marketing program that had to be dropped as overly ambitious; and a goats-as-currency banking program, held over from earlier years, that proved to be a distraction to our more urgent priority of creating and launching the HLLM training program.

IV Overall Performance

Program Goal - To enhance water and food security and restore degraded watersheds in Southern Africa

A. Was the Goal Achieved?

Yes. We produced evidence of increased water and food security and of land/watershed restoration.

- Crop yields on fields impacted by livestock herds averaged 4 tons per ha, compared to portions not impacted, which averaged 1.4 tons per ha
- Livestock production increased as a result of herding together because cows had more contact with the bulls. One community reported an increase in calving rate from 45% to 71% since 2011.
- Forage production on areas where the grazing was planned and animals herded (even for only a part of each day) was four times higher, on average, than on areas nearby where animals were still allowed to wander.

- Bare ground decreased in every community (and on Dimbanombe) where grazing was planned and animals herded, even though none of the four years have been above-average rainfall years.
- Although there was too little time to measure evidence of increased food security and land restoration in communities outside the Hwange District, initial reports from NGOs trained by ACHM (in Zambia, South Africa, and elsewhere in Zimbabwe) lead us to expect the Hwange results will be duplicated. Zimbabwe's Ministry of Women Affairs, Gender and Community Development received funding from UNDP to cover cost of ACHM to train community leaders and Ministry staff in HLLM and the impressive results from their projects are shown in a video produced in late 2013: https://www.youtube.com/watch?v=WAN_pD7c6h8&feature=youtu.be

B. Recommendations

It is critical that organizations have a good understanding of the time and effort required for effective community mobilization as well as the challenges they are likely to face in implementing an HLLM program. The understanding needs to start with organizational leaders, which is the reason we developed introductory seminars for leaders, (including program designers/developers) a program manual (in 2013), and partnership contracts identifying the need for pre-training planning visits with organizational leaders. All three efforts will be strengthened to ensure that organizations understand that:

- Good HLLM mobilization allows communities to acquire capacity for: organizing their effort; basic ecological literacy; creating and monitoring an implementation plan; specific HLLM technical skills; and leading a participatory evaluation.
- A successful and self-sustaining HLLM program is likely to require 3 -5 years of training and support.
- Field officers may not be able to cover as much territory or serve as many communities/beneficiaries as customary, at least initially (in the first 6-12 months).
- Continuity of field officers is important - especially in the first six months.
- There are specific guidelines for selecting field officers to be trained by ACHM and it is important they are followed.
- There are specific guidelines for selecting communities to be trained by the NGO and it is important they are followed.
- If year-round bulk water (surface or stored) is unavailable to animals in a large herd that must drink quickly, it needs to be provided or animals will most likely only be able to graze/herd to plan during the growing/rainy season (forage production will still increase as a result of far fewer plants being overgrazed, but land recovery will be slower overall).
- If livestock production is not an income-generating enterprise it is unlikely livestock owners will be willing or able to invest in their care (e.g. payments to professional herders, purchase of veterinary supplies).
- NGO anticipates and has plans for addressing issues with communities regarding bulk watering, herder support and training, and securing materials for predator-proof movable kraals.

- Field officers will require followup support post training to build their confidence and reinforce their newly acquired skills and it is critical that this be budgeted for prior to implementing a program.
- Pre-training planning meetings with ACHM held well before organizations design their programs will avoid common faults in program design and help resolve organizational issues before they negatively affect program implementation.

In 2013 ACHM engaged a gender and development specialist to assist staff in developing exercises to help facilitate greater understanding of behaviors that lead to improved relations between men, women, youth and the elderly. The resulting exercises and awareness training elements were then successfully tested in the Hwange Communal Lands and will now be integrated into the HLLM curriculum and materials, which in the past have been limited to suggestions for ensuring that both men and women have opportunities to practice new behaviors during meetings, trainings and community activities. The new exercises cover each phase of mobilization, bringing up for discussion issues related to uneven workloads, access to, and decision-making control over, resources among men, women, youth and elderly – all of which impact the likelihood of successful implementation and sustainability. Some of the common issues addressed in practice include women having lack of authority to make decisions about livestock, cattle in particular, when husbands are absent; the elderly or disabled wanting to participate in the community herd (or to have their cropfields impacted), but unable to share in the workload.

The additions to the curricula will thus be:

- Inclusion in all six mobilization phases of exercises on distribution of workloads, access to and control over resources among men, women, youth, elderly and disabled.
- Mobilizing communities for commercial livestock production (in support of a pilot livestock marketing initiative ACHM initiated in 2014).
- Additional training materials that can be used by Community Learning Sites to support farmer-to-farmer training.
- Additional booklets for use by community core groups on such topics as: Community Mobilization; Leadership, Organization, Facilitation Skills, Conflict Resolution, Hosting an Exchange Visit, Managing Community Funds, Decision Making). These will be adapted from content included in facilitator manuals. (The need for these materials was highlighted in program evaluation by independent evaluator, following his interviews with community members.)

An evaluation commissioned by OFDA of this program's pilot phase found that before HLLM can be successfully introduced at scale in the Region, changes related to land-use planning need to be made at policy level. While that may be true, we still believe there is much that can be done at community level to facilitate sound policymaking at national level. For instance, in much of Southern Africa's communal lands local chiefs or headmen allocate land for homesteads, cropfields and grazing – often without benefit of a longer-

term land use plan. This has been disastrous in the erratic rainfall areas where cropping is marginal as more and more land is allocated to crop fields that produce less and less, and grazing areas are rapidly diminishing. Crop residues are harvested for fodder or grazed off and/or burnt, leaving enormous swaths of land bare for much of the year. This creates a hostile environment for the soil life critical to keeping soil alive and productive, ideal conditions for flooding with nothing preventing runoff, once the rains come, and drought – as most of the rain that does soak in evaporates right back out of the soil if crops aren't mulched.

We believe it would be a valuable test to see whether creation of a viable livestock market chain that results in livestock becoming a regular income earner will discourage communities from cropping more and more marginal land. HLLM offers an inducement to working smaller fields through kraaling animals on them at night and doubling maize yields at minimum, which would make the transition to a largely livestock-based economy easier. That said, revenue from selling one steer to a local abattoir is sufficient to purchase enough maize to feed a family of 6 for one year. The real test would be if in creating land plans – which we do with communities when planning their grazing – the percentage of grazing area gradually increases relative to cropping area.

V Overall Cost Effectiveness

This was not something measured specifically but it was a key consideration. The training program started with a 100% subsidy of participant tuition and accommodation – as we were still training our staff facilitators, and developing curriculum and materials. By 2012 the subsidy was reduced to 50% and by 2013 we were able to offer the program without any form of subsidy though, because participant funding was late, program was postponed to early 2014. Going forward, costs of this program will be reduced considerably due to ACHM's no longer being reliant on external facilitators from South Africa and Namibia to lead these programs.

The pilot communities in the Hwange Communal Lands initially required one field officer allocated to one community. By 2012 that was reduced to 1 field officer per two communities, following further development of our community mobilization process and additional staff training. By 2013 we cut mobilization time down to 6 months (from one year) in newest communities, which further decreased costs, though we never did get to assess how much further we could decrease costs by mobilizing with materials and process revisions resulting from the program peer review completed in late 2012.

VI Accomplishments

Expected results versus actual accomplishments are summarized in Appendix A. Highlights include:

A. OFDA Indicators

1. **Number of people who will benefit from proposed hydro meteorological activities.** Target was 32,565; actual beneficiaries was 23,061 people (71% of the target), largely due to delay of 2013 training program and thus implementation of new programs by NGOs.

2. **Number of hydro-meteorological policies/procedures modified as a result of the activities to increase preparedness for hydro-meteorological events:**

- One community, Sianyanga, introduced payment of fines to enforce herding by-laws, e.g., a fee of R5 was being charged to anyone who sent a child to herd and USD\$1 if herding without a trained herder present.
- 12 communities moved from letting their livestock wander around in the dry season to proactive herding (grazing their livestock to some of the grazing planning principles) which is a transitional stage to herding according to plan all year round.
- 3 communities came up with draft community constitutions with governing rules for their grazing program.
- 10 communities managed to raise funds to manage program related expenses by way of monthly contributions as well as from other fundraising activities. (Two communities that had water points rehabilitated in 2010 successfully managed their water points with water point committees and water funds in place).
- Increased adoption of agro-ecology procedures (intercropping, composting, mulch, minimum tillage).
- Burning of stover in crop fields has noticeably reduced in HCL communities and communities are able to come together to fight off any veld fire incidences.

3. **Number and percent of people trained in hydro-meteorological-related activities retaining knowledge two months after training.**

Two months following completion of 3 ecological literacy modules, trainees take a knowledge retention test. The results are used to evaluate training effectiveness and whether one or more modules needs to be repeated. 80% is considered a passing score.

a) NGOs

Organisation	Number of people tested	% Score On Knowledge Retention Test
Africare, Zambia	5	83
Leopard Ecology, Botswana	3	91
TSURO, Zimbabwe	3	94
CELUCT, Zimbabwe	2	78

Land O' Lakes, Zambia	7	94
ACHM	20	93

b) Hwange Communal Lands

The table below shows the average percentages scored by core group members in HCL communities. 75% is considered a passing score for communities.

Community	Number of people tested	% Score On Knowledge Retention Test
Sizinda-Senteli	6	91
Sianyanga	11	92
Ndajila/Masikili	6	98
Chezya	5	77
Dobolo	5	75
Mwemba	4	78
Makala	7	75
Dopota (Chig/Chib)	9	71
Sizinda-Ntabayengwe	6	100

B. Other Indicators:

1. Number of Community Facilitators enrolled in ACHM's training program [CFTP] and number and percentage completing the program.

Year	Number enrolled	Number completing the CFTP	% Completing the program
2010	27	23	85
2011	30	30	100
2012	27	27	100
Totals	84	80	95

Please note: This data includes participants from ACHM as well as other NGOs.

2. Number of two-year (minimum) "joint programs" in which ACHM is providing training and followup support. Target was 3. Actual was 2, both of which were delayed until 2014 when funding came onstream.
3. Number of communities assisted by Community Facilitators trained by ACHM that have combined animals into management herds under planned grazing and number of hectares involved:
19 communities trained by 7 different NGOs that were trained by ACHM combined animals into management herds under planned grazing as shown in the table below:

Organisation	Number of communities with herd(s)	Size of communities working with NGO (ha)
Africare-Zambia	1	5 934
Land O' Lakes-Zambia	5	52 000
Land O' Lakes-Zimbabwe	2	634
CELUCT- Zimbabwe	1	112 000 (6 villages = 1 community)
Nyae Nyae-Namibia	6	50 000
CRS-Madagascar	4	7 000
African Wildlife Foundation-Burkina Faso & Niger	4	2008
Total	23	229 576

4. Number of participants attending introductory seminars for NGO leaders and number of organizations represented: Target was 180; actual was 158 participants representing 71 organisations (76 targeted) in 10 Seminars:



5. Number of participants attending special (2-, 3- and 5-day) workshops in 2013, and number of organizations represented.
Target: 30 participants (10 organizations); actual: 70 (5 organizations):
- 2-day Improving Crop field Soils workshop: 9 participants from 3 organizations
 - 3-day Grazing Planning workshop: 1 person
 - 1 day seminar on Holistic Grazing Planning: 60 participants from 1 organization and many individual farmers
6. Number of participants participating in ranch tours conducted on Dimbangombe (excluding training program participants); and average total per month.

Target: 1500; actual: 959 between 2010-2013.

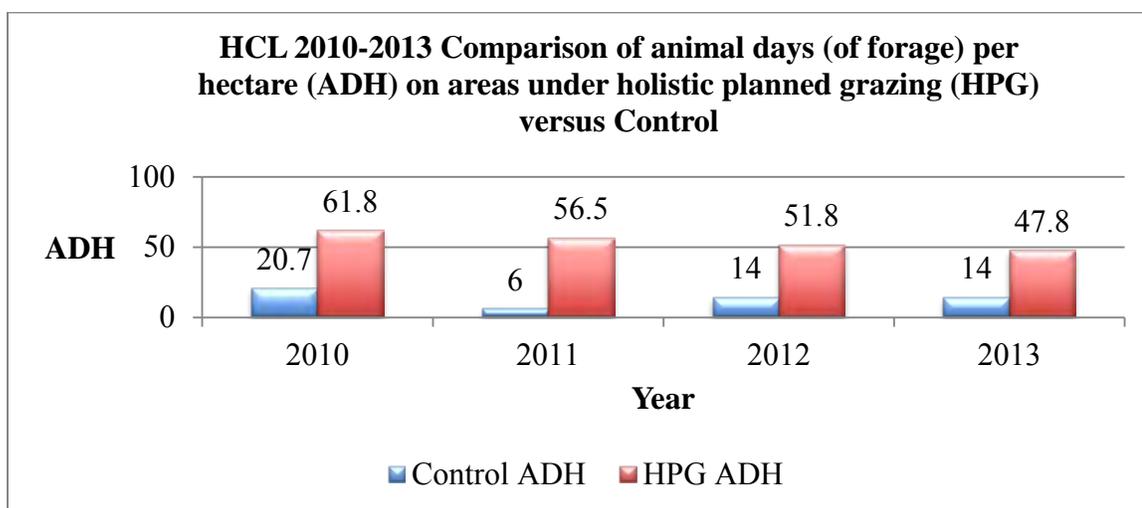
7. Number and percent of trained communities in the HCL that have combined animals into a management herd under planned grazing, and number of hectares involved:

By end of 2013, 15 of 16 (94%) communities had managed to combine animals into a land management herd under planned grazing in the dry season. Total hectares: 72,087. The 4 new communities were still in the early phases of mobilization.

8. Percentage (%) bare ground in communities. Bare ground has decreased on average each year on community transects:

Years	2010	2011	2012	2013
Average bare ground %	70.7	59.6	48.1	43.9

8. Forage production in areas under planned grazing vs control areas. On average, forage assessment results showed up to 4 times more forage on land under holistic planned grazing compared to control areas as shown below:



9. Number of cropfields treated with animal impact and increase in yields vs control fields.

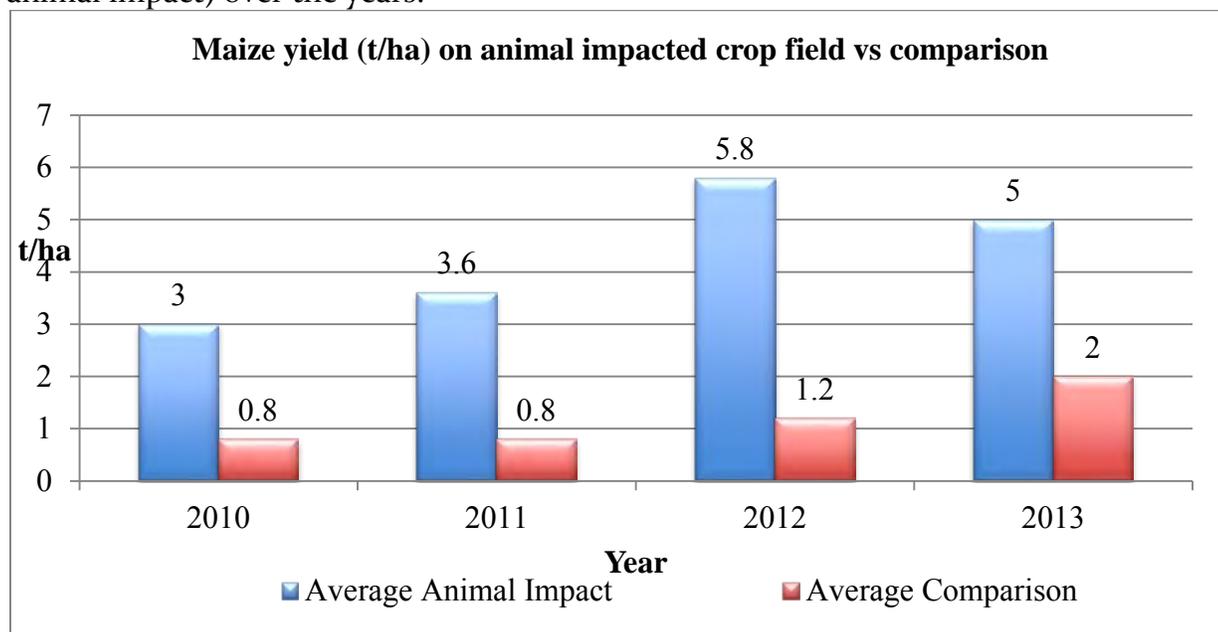
- a) Number of crop fields treated with animal impact

Before the HLLM program was introduced in HCL most people were ferrying manure from the kraals to the crop fields. By December 31 2013, an accumulative total of 199 crop fields (as shown in the table below) had been animal impacted and the number of new farmers adopting this practice increased each year, most notably in the seven HCL communities provided mobile bomas.

Year	Number of newly impacted crop fields

2010	20
2011	37
2012	48
2013	94
Total	199

- b) Yields from crop fields treated with animal impact vs control crop fields. Below is a table that shows the crop field yield results from crop fields treated with animal impact and control/comparison (any other treatment other than animal impact) over the years:



10. Number of HCL communities using participatory evaluation. 10 HCL communities completed participatory evaluations where common lessons learnt and way forward was also discussed. See Appendix C for a detailed summary.
11. Total numbers cattle and percent increase in Dimbangombe herd. Target was to increase cattle numbers by 50% in 2013. A loan of \$80,000 was secured from a private investor, but we were unable to source adequate females by year's end.

	2010	2011	2012	2013	2012-13% Increase
Dimbangombe owned cattle	255	250	296	328	11

C. Impact Indicators

ACHM tracked these indicators under three headings; economic/livelihood; ecological and social. A full report on results is included in Appendix C, which presents the conclusions drawn from a summary matrix of the indicators as mentioned by each community. The

narrative then pulls from the actual data collected by ACHM's M&E team to confirm the reported successes/struggles by the communities.

D. Program Performance Indicators

These are summarized in the matrix included as Appendix A.

VII Unmet Goals/Targets

Training Program: We did not reach our targets for numbers coming through the Community Facilitator Training Programme (CFTP) in 2013 due to the 18-month time lag we didn't account for in moving interested NGOs into funded partners. Zimbabwean NGOs were also reluctant to commit to funds for training prior to knowing the outcome/aftermath of the July elections. For both these reasons, the 2013 program had to be postponed to May 2014, which will include two fully funded partners who have created HLLM-focused programs with at least 2 years of followup support from ACHM built in. Our experience over the next two years will help confirm whether or not the challenge identified above under "Constraints" – the need for HLLM to be the primary focus of a program so that other priorities don't lead to a late start or misallocation of resources – is as critical to successful implementation as we suspect it is.

Hwange Communal Lands: What we could not determine in the timeframe of the grant was at what point communities would be capable of sustaining their efforts with little or no support from ACHM, how quickly they could reach that point, and to what extent communities could assist in training their neighbours through field schools and farmer-to-farmer exchange visits – something we see as necessary for scaling this program and improving its cost-benefit ratio. We are increasingly of the opinion that sustainability is going to be linked to livelihood incentives, particularly access to livestock markets and the capital to purchase livestock. But we did not have adequate time to prove it. This will be a major thrust of our community implementation efforts going forward. Our hope is to show that communities will be able to subsidize their training, support and infrastructure development through commercializing their livestock production, rather than remain dependent on donor funds.

Documentation & Research: Neither of the two research projects planned to launch in 2013 were funded, though interest among the scientists at Idaho State University's GIS laboratory and the Southwest Research Institute, remains high, and they continue to pursue various funding avenues. We had to abandon the development of an animal-powered borehole pump after a report from an independent reviewer concluded that continued investment was unlikely to lead to success. In future we hope to look at solar/wind power combo pumping for communities. We were unable to test the gooseneck oxcart, which had been built in 2011 but was awaiting transport from South Africa until animal-powered pump was ready. It was finally delivered end of February 2014 and is only now undergoing testing.

ACHM MONITORING & EVALUATION PLAN & ACHIEVEMENTS MATRIX 2010 - 2013

Category Summary	Indicator	Operational Definition	Program Target or Assumption	Data Collection Tool/Method	Data Collection Frequency	Data Source	Achievements 2010 - 2013
Accomplishments vs. Expected Results: Program Indicators							
OFDA Beneficiaries: HCL	HCL Communities who will benefit by participating in Programme	Communities that will benefit from improvements in land & water through HLLM practices	4 new communities in 2013 20 total HCL communities	Enter community as active when accepted into the Programme	Upon occurrence	Field Officer	20 communities entered by end of 2013. 16 active communities and 4 new communities still to form core groups.
	Total # of beneficiaries in HCL Active Communities	All of the population in a community that will benefit from land & water restoration programme	Accumulative total beneficiaries: 2010-12 - 13,528 (actual) 2013 - 8072 Target 2013 Total accumulative - 21,600	Survey Village Heads for number of families and family size to calculate # people in each community	Baseline reports updated annually in March	Records of households from Village Heads	19 222 beneficiaries 2010-13 actual from the 20 communities.
	HCL Capacitated Beneficiaries	Village-based Facilitators and Core Group members trained in 3 ecological modules minimum	2010-12 - 443 (Actual) 2013 - 150 (Target) 2010-13 - 593 Note: 77 of total are VBF's	Attendance records from HCL communities	Upon occurrence	Local data collectors & Field Officers	545 active core group members from the 16 active communities by end of 2013.
	ACHM CFTP/TOT Graduates	# of ACHM staff trained in CFTP	2010-12 - 13 2013 - 0 2010-2013 - 13	Training program graduate records	Upon occurrence	Training & Consulting section (T&C)	The 2013 CFTP was moved to Q1 2014.
OFDA Beneficiaries:	Total # of beneficiaries in	Total number of people benefiting from land &	2010-12 - 48338 (Actual)	Field officers to collect estimated	Baseline for all new	NGO Annual	48 338 total beneficiaries in other active NGOs by end of 2013.

ACHM MONITORING & EVALUATION PLAN & ACHIEVEMENTS MATRIX 2010 - 2013

NGO's Communities	active NGO communities	water restoration programme	2013 – 1,662 (Target) 2010-13 – 50,000	population in active communities	communities collected upon initiation	report	
	# of new communities benefitting	The entire community will benefit from land & water restoration.	2013 – 40	NGO programme to report active communities	Annually	NGO Annual Report	68 communities working with other NGOs by end of 2013.
	NGO capacitated beneficiaries: Core Group members & livestock owners trained	Community members participating in the Core Group or Livestock owners trained in 3 ecological modules minimum trained by NGO CE's and MT's	2010-12 – 1607 (Actual) 2013 – 9,043 (Target) 2010-13 – 10,650	NGO's to provide # Core Group and livestock owners trained from attendance records	Annually to ACHM	NGO Annual report	3 585 core group/livestock owners trained in the 3 ecological modules by other NGOs
OFDA Beneficiaries: NGO's Trained	# of NGO's attending CFTP/Master trainings	NGO's sending participants for the complete training programme or Master Trainer training	2010-2013 – 35 (Revised down)	Training section attendance & enrollment records	Upon occurrence	T&C	33 NGOs sent staff to the CFTP as well as the 2012 Master Trainer colloquium.
	# NGO Leaders attending seminar	Total # of leaders who attend the Leadership seminar	2010-12 – 105 (Actual) 2013 – 75 (Target) 2010-2013 -180	As above	As above	T&C	158 participants attended the leadership seminar from 2010-2013. (53 participants attended in 2013).
	# of NGO's represented at Leader seminar	Total NGO's represented	2010-12 – 56 (Actual) 2013 – 20 (Target) 2010-2013 -76	As above	As above	T&C	71 NGOs participated in the 2 - Day Holistic Management Leader Seminar, including 15 in 2013.
TOTAL BENEFICIARIES	Total # of persons benefitting	Accumulative total of persons in communities trained: community members (HCL & NGO) and total NGO staff attending or completing training	2010-12 – 15,329 (Actual) 2013 – 17,234 (Target) 2010-2013 -32,565	Reports from HCL & T&C	Monthly with Quarterly report to USAID	HCL & T&C Directors	23 061 beneficiaries trained by end of 2013.

Accomplishments vs. Expected Results: Action Plan Steps							Achievements 2010 - 2013
Action Step 1: Training Programs		Enhance & diversify HLLM training programs & the options for follow-up support and launch the Master Trainer Training Program					
<i>Outcome Indicators:</i>	ACHM increases pool of Southern African HLLM trainers and consultants capable of facilitating HLLM training & implementation programs in communities	# of persons completing respective training program	Persons Trained: Community Facilitators - 2010-2012 - 67 (Actual) 2013: 50 (Target) 2010-2013 - 117 Master Trainers - 10 Field Consultants - 5 Project Consultants - 3	Training reports from Master Trainers	Upon occurrence	Master Trainers	67 community facilitators trained in the CFTP, 9 Master trainers and 7 field/project consultants.
	# of Southern African Countries with trained persons	Country in which HLLM programme being implemented by NGO	2010-12 - 15 (Actual) 2013 - 4 (Target) 2010-2013 -19	As above	As above	As above	25 African countries were represented at NGO Leader seminar (7 in 2010, 6 in 2011, 6 in 2012 and 6 in 2013) and 15 African countries were represented at the CFTPs from 2010-2013 (including Somalia and Burkina Faso)
<i>Key Activities Plan 2013 Progress Indicators:</i>	2-day seminars for NGO leaders offered	# participants attending NGO leader seminars	4 NGO Leader Introductory seminars (April, July, Aug & Oct)	Training registration and attendance records	Upon occurrence	Trainer	10 leader seminars were held from 2010 through to 2013 with 158 participants representing 71 organisations. Of these, 3 seminars were held in 2013 with 53

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							participants representing 15 organisations.
	2. Community Facilitators Training Programme	# of CFTPs offered and attendance	2 CFTPs (50 participants) – revised mid-year to 1 CFTP with 15 participants	As above	As above	As above	80 participants completed the CFTP training from 2010 to 2012. The 2013 CFTP was moved to Q1 2014.
	3 & 4. Contracts with NGO partners for training & follow-up with full funding	NGO's will contract with ACHM for training and follow-up paid for by the NGO	4 new NGO contracts (1 for follow up only and 3 new train/follow contracts)	Business contract records of ACHM Finance Dept	Upon occurrence	Finance dept.	No new contracts in 2013; but 2 in Q1 2014.
	5. Offering of special workshops	Workshops on specific or more detailed aspects of HLLM or CAC will be designed and offered.	10 participants at Crop fields workshop 10 participants at herding academy 10 participants at grazing planning workshop	Attendance records from Trainers	Upon occurrence	Trainer	A total of 70 people participated in the special workshops (2-day Improving Crop field Soils - 9 participants, a 3-day Grazing Planning workshop - 1 person and upon request, a 1 day seminar on Holistic Grazing Plan - 60 participants)
	6. Revision and final production of Curriculum and Training materials	Materials will be revised based on the peer review and evaluation done in 2012	Completion of materials in Q1 2013	Full set of all documents in Training dept.	Upon completion	Director of T&C with Program Director	Revisions to training materials following 2012 peer review and HCL team were completed. Programme Manual completed in Q1. The Ndebele translations of materials finalized in Q3. In Q4 2013, the workshop curricula were revised.
	7. Monitor training programme (CFTP) effectiveness in terms of results achieved on the ground through effective	Processes will be improved for collecting information from those organizations completing training to measure implementation of the Programme and results achieved.	Clarification of the persons, tools to be used, and process for following up with NGO's that have sent persons for training Comparison of key	Consultants on-site visits using tools for collecting and reporting data and information Refinement of annual data	Annually	T&C consultants or trainers M&E assistant	The NGO annual activity reports were revised in 2012 and 2013 (following launch in 2011) and sent to all NGOs participating in the CFTP. 10 NGOs responded from 2011-2013, including 8 providing 2 years of data (AWF-Burkina Faso, Celuct-Zim, Tsuro-Zim, Nyae nyae-Namibia, Environmental Rural Solutions-South Africa, Olive Leaf

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	implementation by organizations trained.		results with those achieved in HCL communities	collection process from NGO's			Foundations-South Africa, LOL-Zim and CRS-Madagascar) and 2 NGOs providing one year only (Africare-Zambia and LOL, Zambia).
	Non-USAID income generated from Training & Consulting activities	Training and mentoring services will result in fee paying individuals or organizations	2013 Target: \$214000 non-USAID income 15 potential funders list 30 potential fee paying list from past seminars 50 potential fee paying organizations or individuals 6 partnerships or projects developed; 50% funded	T&C reports	Monthly reporting	T&C internal records with input from Outreach and Marketing	T&C activities brought in a total of \$86,159 (\$34,493 from training plus 51,666 contract with Land O'Lakes). <ul style="list-style-type: none"> • 30 potential funders identified and listed • 40 organizations included on the fee paying list from past seminars • A list of 200 potential fee paying individuals was developed and the flyers of different courses offered by ACHM were sent to them • At end of 2013 partnerships with 7 organizations were under development - SNV (FARIP project), Oxfam Canada (EU), Community Technology Development Organisation/CTDO (The Charitable Foundation), * CARE International (EU), Olive Leaf Foundation-SA (govt, corporate and philanthropic funding), Ministry of Women Affairs, Gender and Community Development (Africa Union), Institute of Water and Sanitation Development/IWSD (USAID). • 3 of 7 funding proposals were successful (identified by *), though funds were delayed until early 2014.

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OFDA Standard Indicators for Meteorological Risk Reduction Subsector - Training	NGO Community Facilitators (Field Officers) trained	# of Field Officers sent by NGO's for training as Community Facilitators	2010-12 – 67 (Actual) 2013 – 50 (Target) 2010-2013 -117	As above	As above	As above	67 Field officers sent by other NGOs were trained from 2010-2012. 2013 CFTP was moved to Q1 2014 when NGO funding became available.
	Master Trainers trained	# of people completing training as Master Trainers	2010-12 – 9 (Actual) 2013 – 1 2010-2013 - 10	As above	As above	As above	9 in the 2010-12 period and none in 2013, as programme was eliminated due to low demand for Master Trainers
	Field/Project Consultants trained	# of people trained as Field or Project Consultants	2010-12 – 0 2013 – 8 2010-2013 - 8	As above	As above	As above	5 field consultants and 2 project consultants trained or in training
	Number and % of Community Facilitators Successfully completing the program	# of trainees completing the Community Facilitators training program	2010: 27 (85%) (Actual) 2011: 13 (100%) (Actual) 2012: 27 (100%) (Actual) 2013: 50 (100%) (Target)	Attendance Registers	Annually	Training Manager to submit training reports after each session on persons completing the program	2010: 23 (85%) 2011: 30 (100%) 2012: 27 (100%) 2013: moved to Q1 2014.
OFDA Standard Indicators for Meteorological Risk Reduction Subsector – Knowledge Retention	Knowledge Retention of NGO trainees	Testing of NGO trainees and of Core Group members trained by them 2-3 months after receiving the 3 eco-literacy modules.	85% score by those in programme to train others; 75% score by community members	Master Trainers will use Training Evaluation Questionnaire	2 -3 months after training	Master Trainers with the NGO submitted to T&C consultant	Staff from different organisations scored as follows: Africare (83%), Leopard Ecology (91%), Tsuro (94%), Celuct Zimbabwe (78%), Land O' Lakes, Zambia (94%), ACHM (93%). No results were recorded from other NGO communities.

OFDA Standard Indicators for Meteorological Risk Reduction Subsector - Policies	Hydro-meteorological policies or procedures implemented by NGO communities:	After training in HLLM practices, communities that implement key components and/or make decisions to encourage and support such implementation.	Policies impacting Landscape level change: - Herding together year round - Hectares impacted - # of crop fields impacted	NGO to complete Annual Survey Consultant to complete Site Visit report	Annually	T&C collected	- 7 organisations (Celuct-Zimbabwe, Land o Lakes-Zimbabwe, Tsuro,-Zimbabwe, Nyae Nyae,-Namibia, CRS-Madagascar, African Wildlife Foundation-Burkina Faso & Niger, and LOL-Zambia) had land management herds in place managed differently in the 2010-2013 reporting period. - The 19 communities with land management herds have a total land area of 229,576 ha -187 crop fields were impacted by other NGO communities.
	Success/Failure Case Studies among NGO communities	Selected NGO communities will demonstrate success or failure in order to gain insights into and lessons for the training & implementation of the HLLM programme by NGO trainees.	At least 2 case studies of NGO communities	Consultants will conduct in-depth analysis summarized in Case Study	Annually	T&C consultants	Africare-Zambia, CELUCT-Zimbabwe, Nyae Nyae-Namibia and African Wildlife Foundation-Burkina Faso & Niger produced one case study each addressing successes and challenges.
Action Step 2: Hwange Communal Lands		Document the economic, environmental, social incentives that lead to HLLM adoption, the community attributes of success or failure and actions taken to overcome constraints					
<i>Outcome Indicators:</i>	Four communities will join 16 original	An active community is defined as one that has a Core Group that meets	New active communities – 4 Continuing existing	Monthly HCL reports	Monthly	Director HCL as received	16 active communities and 4 new communities yet to form core groups

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	communities as pilots of HLLM in practice	regularly and is implementing or taking steps to implement HLLM practices.	communities – 16 Active communities at year end – 20			from HCL FO's	
	Beneficiaries of HLLM practices in the HCL communities will increase by 8,072	Total estimated population in the 16 active communities	2010-2012 – 13528 2013 added – 8072 2010-2013 – 21,600				2010-2012: 13,528 beneficiaries 2013: 5,694
<i>Key Activities Plan 2013 Progress Indicators:</i>	1.Process and evaluation procedures for best (and failed/struggling) practice assessments	The process involves analysis of monthly data to selected indicators and procedure for on-site interviews and observations to validate the indicators for successful versus struggling/failed community implementation efforts and results.	Documentation of a standardized process for identifying successful and struggling communities.	Analysis and correlation of variables associated with success/failure documented in 2 Success and 2 Struggling/Failed Case Studies. Finalized rating scales and key indicators to be incorporated into the Training and Consulting programme	Annually	M&E team led by Director of M&E with External consultant Validation by external evaluation consultants	A cycle of success and cycle of failure was drafted where a community's success or failure can be predicted way in advance and measures put in place to rectify. 2 case studies created: one of failing community (Dibutibu) and one of success (Sianyanga).
	2. Adoption of HLLM practices with increased # of communities implementing year round grazing with LMH and other HLLM adoption	Evidence of implementation of HLLM practices in particular water point development, herder training & support, Land Mgmt Herd with appropriate seasonal grazing plans, and year	Trending of adoption of practices: - Wet & dry season grazing plan and active herding (PRIORITY) -Completion of all HLLM modules	Meeting attendance records Monthly HCL reports	Monthly Trended quarterly Analyzed annually for last 3 years	Field Officer and data collectors	-All 16 active communities participate in the wet season grazing planning. 3 communities were herding year round by close of 2013 and 12 communities were practicing proactive herding (taking animals out to graze and leaving them there) whereas 1 community (Dibutibu) did not have a land management herd in place in the dry season attributing it to

	practices.	round herding.	<ul style="list-style-type: none"> -Land mgmt herd -High participation of LO's in Grazing Comm and/or herding -overnight kraaling -High % of cattle in LMH -Herder assistance by community - Hours stock out daily increases - Monthly Grazing mtg. 			<p>inadequate water supply and no herder incentives in the dry season. 83% of the HCL communities in 2010 left their livestock (mainly cattle) to wander around in the dry season whereas in 2013, only 6% did the same</p> <ul style="list-style-type: none"> -16 communities completed the HLLM modules with 10 communities having completed a participatory evaluation. -20 livestock owners (LOs) were participating in the 2010 dry season (Q3) whereas in 2013 the figure rose to 273. 130 LOs were participating in the 2011 wet season (Q1) and rose to 205 in the 2013 wet season. -4% of the total cattle were in herds in the 2010 dry season (Q3) as opposed to the 42% in the 2013 dry season. -6% of cattle were in the herds in 2010 wet season (Q1) as opposed to 32% in 2013's wet season. -Upon herder stipend withdrawal, herders continued to participate in 15 communities although inconsistently. 3 communities herded through the dry season whereas the rest had herders sending the herds to an agreed area as per plan, and then rounded them up at the end of the day. -Number of hour's livestock was out grazing increased over the years, especially in the 7 communities who were using boma sheeting, - Grazing committee meetings were irregular and tended to occur when field officers visited the grazing area to assess condition of the paddock currently being
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							grazed and the readiness of the next one.
	3. Adoption of practices to improve animal health and evidence of improvement	Adoption of practices as evidenced by formal or informal training of LO's and herders. # of communities securing boma kraal material to protect animals at night will increase Tracking of animal condition indicators and birth/death/losses of animals in LMH compared to sample of wandering livestock.	-More herders will be trained both formally and informally in the field -More LO's will complete animal health training -# communities with boma material -Animal condition score, birthing, survival, death losses will improve with LMH's and with boma sheeting overnight kraal compared to communities with neither	Training records of Herd Management module and attendees by herder, Core Group and/or LO's HCL Monthly reports Quarterly rating of animal condition per community by animal specialist	Use of animal condition score in Programme Manuals Data collectors tally of deaths, births, survival and losses	Data collectors Field Officers Animal specialist	-193 herders were trained by end of 2013 as opposed to 22 in 2010. 76 herders were also trained informally. 1 community had junior and senior herders and was also assisting new communities with practical herding sessions. -More LOs owners were trained with the assistance of vet department coupled with the hiring of ACHM personnel with practical knowledge on animal health issues. - 7 communities were using boma sheeting as overnight kraaling material by end of 2013 as opposed to none in 2010. An additional boma was also provided to 1 community by Hwange Lion Research, who also paid for half the cost on one of the original seven, including both in their study on effective prevention of lion predation.
	4. Number of crop fields treated with animal impact and increase in yields vs. control fields	a. Crop fields in each community that are treated will be counted	# of crop fields treated & increase in crop production	Quarterly reports will collect # and status of control and impacted fields by community	Quarterly	Data Collectors and Field Officers	-20 newly impacted crop fields in 2010, 37 impacted in 2011, 48 impacted in 2012 and 94 impacted in 2013 giving an accumulation of 199. On average animal impacted crop fields give a yield of 4t/ha and control a yield of 1.2t/ha (2010-3t/ha vs 0.8t/ha, 2011-3.6t/ha vs 0.8t/ha, 2012-5.8t/ha vs 1.2t/ha and 2013-5t/ha vs 2t/ha).
		b. Type of crop field impacting will result in different yield outcomes. Different types include: farmer using own cattle,	The most effective crop field impacting will be with the LMH using overnight kraaling.	As above	Quarterly	As above	Using the land management herd was a faster way of impacting and would also get larger areas covered too.

		using neighbors cattle, using LMH, doing overnight kraal	The number of livestock used per hectare will be a variable in yield.				
		c. The yield of impacted crop fields will be measured and compared with control fields in the same community and soil conditions.	The yield in crop fields that are impacted will be significantly higher than control fields for up to three years after impacting.	Field Officers will select farmers to do impacting and control; FO will train them on cropfield preparation, impacting and will assist with measurement of crop yields during harvest. Methodology in Programme Manual.	Annually by June	Data collectors and Field Officers	On average animal impacted crop fields give a yield of 4t/ha and control a yield of 1.2t/ha (2010-3t/ha vs 0.8t/ha, 2011-3.6t/ha vs 0.8t/ha, 2012-5.8t/ha vs 1.2t/ha and 2013-5t/ha vs 2t/ha).
	5. Baseline Database completed as basis for measuring progress in each community	Baseline data collected in participating communities for identified indicators and baseline watershed/biological monitoring at end of the first dry season	Baseline data will be documented per the plan	Baseline data collected per established methodologies	March & April 2013 and/or 3 months after inception of new community ; annual biological baseline in Oct.	Program Officers and Research Manager	-A baseline report was done for the 16 active communities.
	6. Community Infrastructure	Assistance is defined from one of three	When assistance is provided for water	Monthly HCL reports	Monthly	HCL FO as	-All the communities assisted with water points and or boma sheeting has shown

	Assistance for waterpoint, kraal material and service of herders	<p>sources:</p> <ul style="list-style-type: none"> - From ACHM - From external source brought in by community - From community itself <p>Assistance is defined as monetary, provision of materials or guidance in securing assistance from an outside agency, e.g. training in grant writing.</p>	<p>points, herders and/or kraal material, the community is more likely to be successful in implementing a LMH.</p> <p>When assistance by ACHM is withdrawn, the community will continue the LMH and develop ways to continue the support needed for water, herders or securing kraal material.</p>			reported to Director of HCL	<p>commitment to maintaining LMHs in place through the face of challenges.</p> <p>-By close of 2013, 5 communities had water funds in place and 5 had project management funds that cater for all HLLM related program expenses raised mainly by monthly contributions as well as buying and selling, thus a total of 10 communities (63%) managed to raise funds to the HLLM related programme.</p>
	7. Indicators of activities to participate in training, direct implementation through Community Action Plan and evaluation of the CAC practices through evaluation of each CAP.	<p>Monitoring of participation and effectiveness of training in HLLM & CAC and effectiveness of the implementation of HLLM practices to create sustainable change in the HCL communities.</p> <p>Tracking of detailed information on the Community Action Plan (CAP) as primary indication of effectiveness of training</p>	<p>Documentation, trending and correlation with success/failure of these indicators:</p> <ul style="list-style-type: none"> - Completion & participation by key subgroups in CAC training - Tracking of Core Grp meeting frequency, participation #'s and participants - Completion of 	HCL Monthly and Quarterly Reflective tool using data from local data collectors and data collected by Field Officers	Monthly	Field Officers reported through Director of HCL	<p>-A case study of a successful community and a struggling community was done in April 2013.</p> <p>-545 active core group members were trained in HCL. The core group members showed the ability to meet and plan in the absence of ACHM especially in older communities.</p> <p>-CAC milestones were completed in the 16 active communities as documented in the report by Lisa Howard who assisted with the CAC evaluation.</p> <p>-Some communities would review their CAP annually to strengthen lagging points in the coming year.</p> <p>-10 communities did evaluate together phase with successes, challenges, lessons</p>

			<p>CAC milestones in timely manner</p> <ul style="list-style-type: none"> - Tracking and analysis of CAP and community use of it to guide activities - Evaluation of CAP with community documentation 				<p>learnt shared and way forward shared and documented as part of the evaluate together report. 3 communities were scaling up with 1 community having done a new CAP (in absence of the area field officer) and the rest are to go through the cycle again by end of year 2013.</p>
	7a.Capacity Building & Participation	Community participants consistently participate in the training and implementation with high representation of key constituents: leaders, Livestock owners, females and key farmers.	<p>All meetings completed; Core Gp or Grazing Comm meets monthly in Act phase; consistent and high participating by key participant groups; knowledge acquisition of 75% of those tested</p>	Meeting and class attendance reports	Weekly	Data collector under direction of FO who is responsible for quality and accuracy	<p>-The active older communities do meet even in the absence of ACM personnel to plan or forge way forward to any challenges being met.</p> <p>-Core groups were in place as well as grazing committees or equivalence that looked at grazing issues in all the communities with land management herds.</p> <p>-8 HCL communities active took the knowledge retention test 2 months after training and scored an average of 82%. 1 community scored below average and the aspects that were not scored well were revised with core group.</p>
	7b.Adoption of CAC community mobilization process	Community members of Core Group complete the CAC milestones and able to develop appropriate problem and solution trees with Community Action Plan priorities directed at	<p>Completion of CAC milestones, problem/solution tree appropriateness, CAP priority selections; establishes Core</p>	As above	Monthly	FO	<p>-Done for the 16 active communities that had active core group members which was communities, core groups were established and all that had land management herds in place had grazing committees or equivalent to discuss issues of grazing.</p>

		implementation of a Land Mgmt Herd and cropping impact practices.	Grp, Grazing Comm				
	7c.Participatory Evaluation process implementation	Community implements the recommended monitoring and participatory evaluation process as taught in the CAC process	Establishes Monitoring Comm; participates in collection of baseline data for community; looks at data reports from community data collector at least monthly, has data record book, meets to do annual evaluation; adjusts plan based on outcomes looked at in evaluation	Documentation of the indicators and onsite visits by M&E team to test reported results to local data book and observations.	Monthly with semi-annual on-site M&E visits	Data collectors and FO M&E team validation	-Monitoring committees or equivalent were set up and in some communities the data collectors were training other community members to allow for continual data collection even in their absence. - All communities have core group files with information from their maps, problem trees, solution trees and CAP, grazing plans as well as land monitoring results for referral purposes. (ACHM also has a copy)
		# communities using participatory evaluation of those active communities having completed all the training and implementation of LMH for one-year	# & % of communities trained who are using participatory evaluation # of communities changing their Action Priorities based on results of participatory evaluation	Community mobilization process will teach and provide tools for communities to evaluate their improvement through a participatory evaluation plan	Annually	Community mobilization tracking record	10 communities (approx 63% of active communities) have been trained in the evaluate together phase. -1 community did a new CAP after evaluate together in the absence of the field officer and yet to finalize and see the changes that are there to the old CAP.
	8. Improved documentation of biological changes in each	Process will be effective in providing clean, accurate data on biological changes on	Biological changes to be measured will include: -Ground cover and	Data collection methods per documented procedures	Annually	Field Officers supported by	- Comparing 2012 and 2013 results, on average, the communities that were herding all year round as per holistic grazing plan (HGP) showed a decrease (as compared to

	community	time every time.	related indicators -Forage assessment -Cropfield yields -Animal condition -Watershed recovery			M&E and Ranch specialists	the previous year) in bare ground with 1 community (Sianyanga) maintaining 0% bare ground on its transect site. 70% of the communities that were sending their livestock to graze in one area showed a decrease in bare ground. 1 community (Makala) that had been herding all year round but started sending their livestock to graze in groups due to bulk watering challenges showed an increase in bare ground. 1 community (Dibutibu) leaving their livestock to wander most of the time showed an increase in bare ground. - On average, forage assessment results showed up to 4 times more forage in the land under holistic planned grazing as compared to control areas. - On average animal impacted crop fields give a yield of 4t/ha and control a yield of 1.2t/ha. -Condition of the livestock in the LMHs was stable throughout the year unlike with those that were allowed to wander whose condition would fluctuate depending on season (anecdotal).
OFDA Standard Indicators for Meteorological Risk Reduction Subsector for HCL Communities: Training	# people trained in hydro meteorological related activities	For 2013, the number of Core Group members trained in the 3 eco-literacy modules in the new communities and new members trained in the existing communities will increase.	Training of Community members in HCL areas: 16 active communities 2013 Target: 150 Core Group members trained in new and existing communities	Monthly HCL reports	Monthly	Director HCL as received from HCL FO's	-545 core group members were trained in the 2010-13 period and none by end of year 2013 in the 4 new communities.

OFDA Standard Indicators for Meteorological Risk Reduction Subsector for HCL Communities: Knowledge Retention	# and % of trainees retaining information two months after training	Testing of knowledge after completion by Core group of core curriculum in HCL area (3 eco-literacy modules) and after Modules 1-5 using embedded questions in modules	Trainees 85% of correct answers on Evaluation Questions from three ecological literacy modules Trainees 75% correct answers on Eco literacy Modules (3)	Master Trainers or Field Officers retest using Training Evaluation Questionnaire	Two months after Core group members in HCL completes the 3 Eco literacy Modules	Master Trainers or Field Officers	-8 HCL communities took the knowledge retention test 2 months after training and scored an average of 82%.
OFDA Standard Indicators for Meteorological Risk Reduction Subsector for HCL Communities: Policies Changed	Number of policies or procedures changed as result of the programme	Decision to implement recommendations to heal the land. An example is formation of a community herd.	Communities will benefit from the training in CAC process and HLLM practices as demonstrated by policies or procedures put in place to support practices to heal the land. Examples are penalties for not participating, policies about sacrificial corridors and grazing areas, support of herders and/or waterpoint, etc.	Qualitative reports to ACHM from the community as collected in Monthly HCL Report and external evaluation	Monthly; tallied at end of 2013	Field Officers through HCL Director	-3 communities drafted community constitutions that had rules and regulations incorporated amongst them fines to enforce that all livestock are in the designated area, payment of fines if a herder on duty sends someone untrained. -Increased adoption of agro-ecology procedures (agro-forestry, intercropping, composting, mulch, minimum tillage). - Herders welfare ongoing discussions were being discussed and some communities contributed towards herders' food whilst out herding.
	Number of hectares in communities that are active in the Programme	The total hectares in the communities participating in the programme assuming the entire community land	Each year of a community using a LMH will result in improved land condition in the	GPS mapping of entire community and planned grazing area if the latter	Baseline collection of hectares	Data Manager Program Officers Ranch	72, 087 hectares in the 16 old communities.

		area will eventually benefit.	entire community.	is possible		Manager	
	Number and % of trained communities in HCL that have community herd using grazing plan in whole or partially	How many communities are putting their livestock into a community herd? How many herds are following the grazing plan? How many herds are doing night kraaling?	All communities will have a community herd. The number of communities doing year round herding with night kraaling will increase each year	Herder reports of community herd following grazing plan. Herding register	Monthly and tallied at the end of month	Reports from Herding committee Herding register from herders	-3 communities were herding all year and 12 sending to an agreed area as per plan or in the absence of a plan. 7 communities (7 herds) were using boma sheeting as mobile overnight kraals.
Action Step 3: Documentation & Research		Provide evidence of water cycle/watershed improvement through HLLM practices and of effectiveness of appropriate technology tested on Dimbangombe					
<i>Outcome Indicators:</i>	Evidence of land restoration through livestock gathered by ACHM staff on Dimbangombe and in communities corroborated by independent efforts of SAARC	Using the methodologies refined through previous work, data will be collected on water cycle and watershed improvement in both the Dimbangombe learning site and HCL communities. South Africa Ag Research Council will independently evaluate the same using their methodologies.	Land (watershed) and water cycle improvements will be evident in areas under properly managed livestock herds even when controlled for external variables such as rainfall and disaster.	Methodology in Programme Manual Independent methods by SAARC	Annually	Ranch and HCL directors M&E Manager	1. Methodology is in the Programme Manual. - 2. Summary of Dimbangombe monitoring: -Daily rainfall was collected reliably from 2 ranch sites before 2013; 4 additional sites were identified and had rain gauges installed in 2012. -River flow was monitored on 1 site along Dimbangombe river with dates recorded for initiation and cessation of water flow, and photos taken periodically. From 2011 to 2012 the Dimbangombe was running deeper into the dry season as opposed to previous years. -Generally Dimbangombe % bare ground

						<p>decreased (in the absence of fire) over the years.</p> <p>2. Summary of HCL monitoring</p> <ul style="list-style-type: none"> -12 communities were collecting rainfall data after every rainfall event and community members were taught on how to read and record the rainfall figures. -River flow was collected annually and dates on when did they start or stop flowing were recorded. -Forage assessment data was collected annually at the peak of the wet season and % bare ground recorded annually at the peak of the dry season. -The results are as noted above. <p>SAARC showed land improvement on Dimbangombe but not yet in Sizinda as they stated that generally (Dimbangombe) is in a healthier state when looking at the important grazing parameters grass species composition, grass cover (distance and tuft) and grass standing crop and that there is little evidence that the 2 HCL communities (Monde and Sizinda) has reached a state where a self-sustaining vegetation cover has been established.</p> <ul style="list-style-type: none"> -Comparing 2012 and 2013 results, on average, the communities that were herding all year round as per holistic grazing plan (HGP) showed a decrease (as compared to the previous year) in bare ground with 1 community (Sianyanga) maintaining 0% bare ground on its transect site. 70% of the communities that were sending their livestock to graze in one area showed a
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							decrease in bare ground. 1 community (Makala) that had been herding all year round but started sending their livestock to graze in groups due to bulk watering challenges showed an increase in bare ground. 1 community (Dibutibu) leaving their livestock to wander most of the time showed an increase in bare ground. - On average, forage assessment results showed up to 4 times more forage in the land under holistic planned grazing as compared to control areas.
	Evidence gathered by colleagues elsewhere in Africa gathered and collated to provide a comparison and to increase data sets	Other HLLM trained colleagues will provide evidence of land and water cycle improvements controlling for variables relevant in their areas.	Improvements will be evident in all parts of Southern Africa where HLLM is practiced.	Standardized procedure in Programme Manual	Annually	M&E Manager collecting from other colleagues	Colleagues in Kenya provided some data showing positive changes on the land as well as no change, but strong evidence for positive behavior change (see #4 under Key Activities below for details).
	Documentation of the effectiveness of appropriate technology for HLLM implementation tested on Dimbangombe and in communities provided by independently evaluated reports.	Completion of testing of the four new technologies: - Animal powered pump - Boma sheeting - Elephant barrier - Goose neck oxcart	Testing procedures will be completed with evidence of effectiveness of the technologies to meet their design requirements.	Each technology has a defined process for testing	Evaluated annually	Designers	<ul style="list-style-type: none"> • Animal-powered pump did not move forward after independent evaluator's assessment of design modifications in mid-2013. • Gooseneck oxcart delivered in February 2014 and currently under test for ease of use in moving kraal material on sandy and rocky soils. • Mobile boma: Durability was monitored as were several modifications (strengthening of bottom webbing, strap and additional eyelets, repairs to tears, and flashing lights mounted

							<p>along top edge of the sheeting) and effectiveness in deterring predators deterring predators and keeping livestock in.</p> <ul style="list-style-type: none"> Elephant barrier: Elephant challenges were noted on each wall (double fin builder with sand in the middle, single fin builder and the 9 inch masonry wall, rocks in a pile and tapering rock wall). The tapering rock wall was the only wall that wasn't challenged by the elephants and generally, the walls, in combination with the guards and a bell, have been fairly effective in keeping elephants out.
<i>Key Activities Plan 2013 Progress Indicators:</i>	1. Increase of cattle numbers on Dimbangombe	Increased number of cattle by 50% on the Ranch with funds from low-interest loans, grants, meat sales and other revenue sources.	Documentation of cattle numbers and condition Documentation of funds related to cattle on the ranch	Monthly livestock ranch reports Ancillary reports on reasons for changes	Monthly	Ranch data analyst	<p>11% increase in Dimbangombe cattle numbers. The learning site section got the money to purchase additional cattle but could not find the product they needed locally thus making the process longer.</p> <p>On average the body condition score on livestock was 3.5 in the wet season and went down to an average of 2.8 in the dry season (above average).</p>
	2. Development of local partners for livestock market	Establish working relationship with local partners to develop a livestock market value chain for HCL	# of partnerships developed Evidence of improved livestock market value-chain Evidence of funds or loans with AECF, Solidaridad, & Scandinavian investors	Upon occurrence with monthly report of progress toward the goal	Monthly report	Ranch data analyst	<p>Received 1 low-interest loan in 2013 of \$80,000 from an Australian investor – but not AECF or Solidaridad due to their not seeing Zim as a place to invest.</p> <p>Established relationship with nearest abattoir (Bulawayo) who offered best price per kg, provided a scale, and will advance funds for finishing rations to community producers. In Q1 2014 ACHM leased a local</p>

							butchery to add value to animals slaughtered locally.
	3. Documentation of Land Restoration	Evidence of land and other ecological improvements will be collected at Dimbangombe and NGO's	Good biological monitoring on the Ranch and associated Forestry land augmented by monitoring reports submitted by ARC. Case Studies from NGO's trained by ACHM where HLLM is being implemented with LMH's	Using methods standardized by ACHM and ARC	Annually	T&C Director Ranch Director	-ACHM used own standardized methods of data collection at the peak of the wet and dry seasons. SAARC is working on validating the claims on water cycle and watershed improvement in both the Dimbangombe learning site and HCL as a result of implementing HLLM. The results from SAARC show that there is land improvement on Dimbangombe but not yet in neighbouring communities attributed maybe to when did they start implementing and full buy in. Same methods shared with other NGOs some have collected baseline data and African Wildlife Foundations did biological monitoring on animal impacted crop fields twice in consecutive years with results showing that after the 2 years all the biological indicators are better in the test plots subjected to animal impact than in the control plots.
	4. Expand ACHM's database of biological monitoring results	Direct collection of biological monitoring evidence for colleagues in Southern Africa practicing HLLM	Expand database to include: - Grevy's Zebra Trust, Kenya - Northern Rangelands Trust, Kenya - Integrated Resource Dept and Nature	Standardized HLLM bio monitoring procedure	Annually	T&C director M&E manager	Colleagues in Kenya provided the following: <ul style="list-style-type: none"> Westgate Conservancy, NRT: Night kraaling in mobile bomas led to increased plant density on treated areas and improved livestock condition scores Mpala Research Station monitored Westgate and found in general no improvement, citing drought as possible cause (but also using different

			Conservation, Namibia - External consultants monitoring HLLM type projects [SI database]				criteria: plant litter does not count as soil cover, cryptogamic communities do). • 4 Group Ranches monitored by Laikipia Wildlife Forum in No Kenya show marked behavior changes and community cohesion, since starting in 2010, but land results not yet verified. Colleagues in Namibia still – after 7 years - have not had data analyzed and are not ready to share it.
	5. Effectiveness of technology tested on Dimbangombe						
	<i>Animal-powered Pump Evaluation</i>	Evaluation of durability, pumping capacity & practicality of prototype animal powered pump	Pump that can pump 20,000 litres of water for 12 hours	Testing to design criteria	Upon installation	Program me Technical Advisor	Not Tested. Project was abandoned in Q3 - 2013.
	<i>Predator-Deterrent Kraals</i>	Evaluation of durability of the Boma sheeting	Panels that are predator proof, durable and portable	Installation and testing at the Ranch and in communities	Monthly data report with evaluation at end of year	HCL Director and Learning Site Director	The South African boma sheeting seems more durable as opposed to the Zimbabwean sheeting. With the modifications made to the boma sheeting it is estimated to last a bit longer (South African ≤ 10 years, Zimbabwean ≤ 5 years.
	<i>Elephant Deterrent Crop Fields Walls Evaluation</i>	Elephant barrier that keeps elephants out of cropfield and protects people from elephants	Installation and testing at the Ranch, then in community A 5 th wall to be constructed at the Ranch	Ongoing assessment	Monthly data report with evaluation at end of year	HCL Director and Learning Site Director	We now know that the tapered wall has been most effective at keeping elephants out; and all have stopped elephants from charging, as noted above on page 20.
	<i>Goose Neck Oxcart</i>	Evaluation of effectiveness and durability of goose neck oxcart	Testing at the Ranch, then in communities	Data collected to design criteria	Upon arrival	Learning Site Director	Delivered in February 2014 and undergoing testing now.

	<i>Land & Watershed Monitoring</i>						
	<i>a. Groundwater Monitoring</i>	Measured increase in the level of water in borehole at Ranch & in HCL communities	Measured increases annually from a baseline	Trending of dates when weak boreholes stop and start flowing	Monthly	Program Officers, Ranch manager & Research Manager	This indicator was abandoned as too impractical to measure.
	<i>b. Rainfall Monitoring</i>	Annual rainfall measured at Ranch and in HCL communities	Monthly record for annual total from Ranch and HCL communities	Standard rainwater gauges at four stations at Ranch & one in each participating HCL community	Daily record	Program Officers, Ranch manager & Research Manager	-Daily rainfall was collected reliably from 2 ACHM's ranch sites before 2013; 4 additional sites were identified and had rain gauges installed in 2012. -12 communities were collecting rainfall data after every rainfall event and community members were taught on how to read and record the rainfall figures.
	<i>c. Watershed (soil surface) Monitoring</i>	Soil surface monitoring on sites with alluvial soil and shallow basalt or granite soil	Measurable improvements in soil cover when compared to control sites on alluvial soils and shall basalt or granite soils.	ACHM biological monitoring tool validated by South Africa's Agriculture Research Council	Annually in Oct.	Program Officers, Ranch manager & Research Manager	-Yes SAARC took a look at the tools we use to collect biological monitoring data. -No control for HCL communities.
	Total number of (cattle, goats, sheep) and% increase in	More hooves on Dimbangombe	Increase in breeding cattle herd by investing the profits from steer	Daily/ Monthly herding registers	Monthly	Senior herder's reports and	- No increase in breeding females as non-producing females were culled at year end and no replacements could be sourced for purchase. Total numbers (cattle, sheep,

	Dimbangombe herd		sales into young breeding females			registers	goats) increased fro 329 to 351. Note: Additional cattle and goats (approximately 200) owned by communities continue to provide additional hooves on Dimbangombe.
	<i>Cropfield yield</i>	Difference in crop fields treated with animal impact vs. untreated fields in HCL	Significant differences between control and treated fields maize yield	Yield will be determined by selecting 3 cobs (representing largest, smallest and medium sizes) shelling them and then measuring volume of kernels.	Annually	Program Officers	On average, animal impacted crop fields give a yield of 4t/ha and control a yield of 1.2t/ha.
Action Step 4: Outreach		Increase awareness among NGO's, donors, policy influencers and policy makers of HLLM practice and benefits					
<i>Outcome Indicators:</i>	Full enrollment in ACHM training programs	# of attendees at all programs as % of total expected	2013 Target: 100% enrollment in all seminars, workshops and training programs	Attendance records	Upon occurrence reported quarterly	Trainers	-There was a 63% enrollment in all the seminars, workshops and training programs held (Half day overviews, 2, 3 & 5 day workshops, Leader Seminar and CFTP)
	Increased # of long term, adequately funded partnerships with NGOs and relevant government entities	Number of funded partnerships in 2013 and trended over three years	Increased number of partnerships from previous years	Contracts tallied	Upon occurrence reported quarterly	Business office	-From 2010 we had partnerships with 7 organisations (Africare- Zambia, LOL-Zambia, CRS-Madagascar, LOL-Zim, Leopard Ecology-Botswana, Tsuro and Celuct, Zim). Some that were under development in 2013 are going to be signed in Q1 of 2014 (CARE-ZW; Olive Leaf Foundation and interest from Ministry of women affairs, gender and community development and several other NGOs

ACHM MONITORING & EVALUATION PLAN & ACHIEVEMENTS MATRIX 2010 - 2013

<p><i>Key Activities Plan 2013 Progress Indicators:</i></p>	<p>1. Marketing Outreach: 6 half-day HLLM overviews held in Harare and Bulawayo</p>	<p>Number of persons attending the ½-day overviews s will be tracked Type and number of organization and country represented will be tracked.</p>	<p>Number of people participating in ½ day overviews, 2013 target: 200</p>	<p>ACHM Training registration and attendance records</p>	<p>Upon occurrence</p>	<p>Trainer</p>	<p>- ACHM presented 5 overviews (4 in Harare and 2 in Bulawayoo) with a total of 100 participants from approximately 61 organizations (NGOs, donors).</p>
	<p>2.Participation in local & regional conferences and other relevant events to interact with targeted organizations</p>	<p>Collection of data on when an ACHM staff attends a conference, event or meeting</p>	<p># of meetings or conferences Name of conference and list of targeted organizations Type of participation at the meeting or conference by ACHM staff</p>	<p>Meeting report form to be developed and completed</p>	<p>Monthly reports compiled for quarterly reporting</p>	<p>T&C Director Marketing and Outreach staff</p>	<p>-ACHM participated in 12 meetings/conferences in 2013 -10 HLLM program presentations were made at: Namibian Rangeland Forum on Drought Preparedness, GreenPop workshop in Zambia, at a conference of South African Geographers at the University of Free State in Bloemfontein, Livelihoods Symposium and Donor Conference for the National Association of Non-Governmental Organisation (NANGO) in Byo, Zim and NANGO's Year End General Annual Meeting in Kariba, Zim; UNDP-GEF workshop and an FAO-led monthly meetings in Harare, SADC forum meeting in Harare Southern African Regional Climate Outlook. ACHM also had stands where presentations were made to participants at the Hwange District Agricultural Show-Zim, Zimbabwe International Trade Fair, and United Nations World Tourism Organisation conference.</p>
	<p>3.Establish an outreach “node” in Harare</p>	<p>Evaluate feasibility for establishing outreach “Node” or other outreach</p>	<p>Decision on doing this initiative or not</p>	<p>Report of decision and rationale to</p>	<p>Upon occurrence with</p>	<p>T&C Director</p>	<p>Decided against the node as we didn't have a champion, nor time to cultivate one in Harare. Instead we partnered with other</p>

		activities in Harare		support it	quarterly report of planned and attended conferences		organizations in running ½-day overviews in Harare. These achieved the same purpose: introduced us to NGOs and donors in the capital, and resulted in paying participants.
	4.Dimbangome tours attendance	Increased number of tours and people on them with increased number of tours attended by persons attending regional or international conferences held in Victoria Falls	Documentation of people and organization represented on Ranch tours 2013 TARGET: 500 participants per year # of regional and international conferences where invitation to tour made and # of people attending	Report of person making invitation and organizing tours from visiting organizations Monthly reports of tours and attendance	Upon occurrence with quarterly report	T&C Director	- Approximately 1,400 people participated in 112 learning site tours from 2010 to 2013, 360 people participated in 25 learning site tours in 2013. - Unsuccessful in adding learning site tours on the programs of international conferences due to lack of access to booking agents.
	5.Standard information packet	Production of information packet for use in outreach activities	Production target date set and achieved # of packets distributed and report on who they are distributed to	Tracking report to be developed Evaluation and feedback on packet	Upon achievement and distribution	Outreach staff	- 5 packets were produced (The Africa Centre for Holistic Management information brochure, Organizational profile,, Hwange communal Lands HLLM success stories and Information flyers for all short courses, the flyer for the 4 week Community Facilitators Training Programme and the schedule of events for the rest of the year). These were distributed to half day overview participants, trade show walk-ins, leaders' seminar participants, visitors to ACHM, government ministries, conferences and other events attended mainly by NGO staff, farmers researchers, scientists, agriculturalists,

							governments, policy makers and students. - Feedback on the packets was provided through evaluation forms distributed at end of each seminar. Generally participants found the information simple, effective and clear.
	6.Power-point presentation	Production of power-point presentation for Overviews	Production target date set and achieved Tracking of use and evaluation of effectiveness	Tracking report to be developed (use Overview Evaluations)	Upon achievement and distribution	Outreach staff	- Completed. Participants generally were impressed by the power point (good pictures were used, had detailed information, was interactive, simple and understandable and interesting. They also requested copies be made and shared with participants for referral purposes.
	7.ACHM website	Website updated bi-monthly	Bi-monthly updating and reported Annual strategy plan for use and content of website to achieve goals	Report on what was updated Annual website development plan produced	Quarterly	Outreach staff	- Website updates made throughout the year. Due to the platform on which website was built, changes provided difficult and costly, and future outreach communications and presence will move to Facebook and other social media, which load much faster than websites where bandwidth is an issue.
	8.Quarterly newsletter	Quarterly newsletter will be produced to mailing developed from targeted groups	Quarterly newsletter and media plan for content for 2013 # of persons/organizations on the targeted mailing list will increase Process will be in place for capturing contacts	Submission of quarterly report to Archived binder Media plan for 2013 Process for compiling contacts and capturing them submitted Report on names	Monthly updates Quarterly report on plans, process and # of contacts	Outreach staff	-Two newsletters [Alumni] were produced and distributed electronically to NGOs, people who attended the community facilitators training course and governmental institutions. -The process for capturing contacts was put in place with all registration forms from previous activities captured and a database produced of all known organisations. Also

				in database receiving newsletter			joined the Food Matters network and Kubatana network which provide platforms for sharing information and advertising oncoming trainings.
Programme Level Monitoring & Evaluation Plan	M&E plan was developed in accordance with OFDA procedures with additional criteria to support evidence-based, best practice programme learning process.						
	<i>Community Action Cycle Training Evaluation</i>	Evaluation of content and methodology with recommended changes to be made	Curriculum standardized based on evaluations	Evaluation curriculum protocols and procedures	Annually	ZIA, TRG & Dir. Of Training and Consultant	CAC content and methodology evaluated by 9 master trainers from East and Southern Africa in 2012, and by external evaluator (Training Resources Group) in 2013 and curriculum and materials revised accordingly.
	<i>Training Programs Evaluation</i>	Evaluation of skills of the Master Trainers in training Field Officers/Community Facilitators and their evaluation of curriculum and materials based on participant feedback during training and reviews by fellow Master Trainers from the region	Curriculum improved and standardized based on evaluations	Evaluation curriculum protocols and procedures	Annually	ZIA, TRG & Dir. Of Training and Consulting	All Master Trainers evaluated by fellow trainers following each CFTP training session; HLLM technical modules, plus facilitation and mobilization techniques evaluated following each training session and by 9 Master Trainers & recommended changes to curriculum and materials noted for annual revisions.

ACHM MONITORING & EVALUATION PLAN & ACHIEVEMENTS MATRIX 2010 - 2013

	<i>Performance Management Plan (PMP)</i>	A PMP will delineate actions to be taken to implement the Grant and progress recorded and monitored by ACHM Programme Team	Achievement of plan with documentation of achieved actions or explanation of delays	Report on status and next steps of action items in the PMP	Monthly	Research Manager, ZIA, Dir. Training & Research	PMP was created, followed and revised as needed. Monthly reports were submitted routinely, with review by external M&E consultant. These reports informed quarterly reports submitted to OFDA.
	<i>Performance Indicator Tracking Tool (PITT)</i>	A Performance Indicator Tracking Tool for key indicators of the Grant tracked over four-years and analyzed annually for changes and correlation of key variables	Quantifiable evidence of impact and effectiveness of programme	Data input monthly with quarterly and annual trending	Monthly with quarterly and annual reports	M&E Specialist, ZIA, Dir. Training & Consulting	Updated monthly, and used to inform quarterly and annual reports.
	<i>Training Program Tracking</i>	Documentation of the trainings completed for CFTP (TOT) programs and demographics of attendees including follow-up of programme implementation	Quantify beneficiaries and organizations receiving training and follow-up with HLLM practices	Monthly tally of training attendance records and annual reports from NGO's receiving training	Monthly with annual report from NGO's	Dir. Training & Consulting	Completed, and used to inform quarterly and annual reports.
	<i>Data Quality Assessment</i>	Annual M&E quality audit to verify and validate the measured values of actual performance	Valid and reliable data being collected	Spot-checking for validity, reliability, timeliness, adequacy and practicality of data collected for the Project	Annually	M&E specialist and Data & Research Manager	Completed, and used to revise and clarify the M&E Plan.
	<i>Quarterly USAID</i>	Summary of progress of	Achievements of	Quarterly	Quarterly	M&E	Completed.

	<i>Progress Reports</i>	activities for all 4 Action Steps and trending of data on impact and results	plan and progress on key programme and grant indicators summarized in M&E Quarterly Report and draft Quarterly USAID report	summary of PITT data and reports from all Managers & Directors		team Managers and Directors	
	<i>Evaluation Plan</i>	Project evaluation based on established baselines, progress measurements and evaluation of results	Project implemented on time with progress to baselines and documented results	Evaluation in the field and of the reports as analyzed with external consultants and Project team in Program Learning sessions	Annually	M&E specialist and external evaluators	Annual review and planning sessions held each year of the grant and included independent evaluator who submitted reports following each annual evaluation, which were forwarded to OFDA.
	<i>Annual & Final Evaluation</i>	All baseline data, indicator and progress reports will be collected and documented	All required data will be available for analysis for evaluations	Data documented in monthly reports: TPT, PITT & PMP	Monthly reports with quarterly and annual evaluation and analysis for report to OFDA	Field Officers & HCL Director M&E Manager, ZIA, TRG & Dir. of Training & Consulting	Completed

Land, Water & Livelihoods Restoration through Holistic Management
Agreement # DFD-G-00-10-00084-00

Final
Four Year Independent Evaluation Report
(2010 through 2013)



Produced By Colin Nott
November 2013

1. Background

In 2010 the Africa Centre for Holistic Management was awarded funding from USAID for a three year term. The 3 year term was extended by one year. This evaluation is the final evaluation of this four year project period.

The 2007/08, 2008/09 and the 2009/10 were relatively good rainfall seasons and the last three rainfall seasons (2010/11, 2011/12 and 2012/2013) have been average for rangeland grass production but distribution resulted in very low crop yields this season.

With the adoption of the ZAR and USD in 2009 as currency most commodities are now available locally. This has improved the operational environment for ACHM and local manufacturing has improved with Boma sheeting and other materials now available locally. The import of many supplies and technology is however still required from outside of Zimbabwe. The adoption of USD has resulted in expensive operational environment for the farming enterprise of the Ranch and difficulties have been experienced in competing with beef imports from Botswana.

There are now real signs of economic recovery in the rural areas due to several good cropping years and the tourism industry has recovered well. This years crop yields were very low and a famine is predicted in Matabeleland and elsewhere as a result. Bartering of goods and services remain important strategies for the rural poor. Seeds for planting and other agricultural inputs are more readily available, but shortages still occur in the rural areas. The implementation environment has improved considerably, and the anticipated elections in 2012 were postponed to 2013. These elections were conducted quickly and a resounding majority was obtained by Zanu-PF. Major restrictions on project activities were not experienced this year and the situation has become more conducive for development activities to resume.

The investor environment in Zimbabwe is questionable with the state being cash strapped and investors concerned whether funds can be retrieved. Any withdrawal of greater than 20 000 USD now requires 24 hours notice.

Livestock and cropping continue to be the most important livelihood activities for most residents of the HCL for staple food, wealth, draught power, milk, manure and protein that can be sold for cash, consumed or bartered. Animal health and production remains precarious due to degraded rangelands in the HCL. Improved rangelands and improved livestock health is occurring through locally trained animals health workers. Theft of livestock in the months where the Zambezi River is low (October, November, December) remains high and support from government is required to address this. Most farmers still have low numbers of livestock and are attempting to build herds.

The Hwange Communal lands are highly settled and residents crop and keep livestock as their main livelihood activity. The sprawling settlement pattern in the HCL without a local level land use depicting grazing and cropping areas, as well as residents' focus on

croplands makes mobilization of livestock owners for combined herding according a grazing plan a complex process.

There is no specific community based legislative framework that enables or promotes improved rangeland management.

The overall economic situation in the Hwange District continues to improve and some improvements in food security can be seen (expanded gardens and increased livestock numbers). More jobs from the tourism and other industries continue to improve and the vibrancy in Vic Falls has returned. Malaria and HIV/AIDS remain the two leading causes of death in the northern villages. Concerted efforts are being made by the health department to spray for mosquitos. The district's healthcare system although poor is improving. Many households are still headed by women (often grandmothers) or orphaned teenagers and the vulnerability of children remains a real issue and the number of woman or orphan headed households continues to increase.

The development agenda of this project is by nature medium term and addresses the root cause of man made droughts in the project sites. The success of this intervention in the HCL requires change at many levels to enable startup and further levels to enable sustainability. At the local level the conversion of new knowledge related to rangeland management is being adopted at an individual and collective level. Application needs however to be brought to scale and the adoption of animal treated cropfields is on the increase and the soils and grasses of the target sites are on a road to recovery. It also requires that other support agencies (AGRITEX, Police, Vet services, etc.) realize the importance of the initiative, buy into it and change their extension messages. Lastly, a conducive policy environment is required to enable the expansion of these practices over a greater area of the country (and the Region).

The efforts in the HCL need to continue to be focused and with improved facilitation skills this project has the ability to greatly reduce the need for sustained food relief. The development agenda will however require funding for several funding cycles to enable the practice to take root and expand within the HCL and into the Region as a whole. In the absence of this sustainable development agenda (that combines increased food production from crops and rangelands), sustained food relief to this area will be required. This is a medium term goal and sustained support and the formation of partnerships will be required to achieve this.

Summary

The improved operational environment has allowed exposure trips to be conducted within the HCL, to Namibia and Botswana and training and facilitation skills of staff have been greatly enhanced. The impact in the HCL is tangible with improvements seen in community mobilization, community ownership, practice and adoption of methodologies. In the meetings attended in the HCL there was a sense of excitement related to the project initiatives as well as a deep desire to succeed. Although the expected number of beneficiaries and of anticipated target communities for this period was not achieved by year four, due to some communities not adopting the approach, the overall 4 year target

may be achieved if the four new communities are mobilized before year end. The additional four communities have been identified and mobilization is taking place.

Training materials in HLLM were reviewed by a group of Kenyan, South African, American and Namibian Holistic Management Educators and practitioners through a rigorous week long process in 2012. In-depth comments were obtained and have been synthesized by the Training Materials Co-ordinator. These comments have been consolidated and changes made to the materials. In general consensus was reached that the materials developed to date are sound from a theoretical perspective and document the state of this field in a very comprehensive manner. However all groups including the HCL facilitators felt that the design was too dense and constraining for use in the field and that facilitators needed to be more flexible and be able to select from the material and develop their own approaches that are appropriate to their social and environmental settings. The materials have been revised based on comments received and the staff are now happy with the materials. The overall guidance of the Community Action Cycle was noted to be very useful and is still utilized with creativity and the ability to respond to opportunities. See CAC evaluation report – Appendix 1. *[Included in ACHM's 2013 Annual Report as Appendix 2]*

Improved knowledge, exposure and experience of the HCL facilitators has shown that a facilitation process is required that enables target communities to grasp the concepts and the importance of them. Most importantly improved facilitation skills, being based within the community and developing trust with farmers has been critical in achieving the success over the last four years. Facilitators have continued to incorporate local knowledge and local situations into the training and facilitation process, thereby obtaining greater buy in.

Impacts in the communal lands over the last four years are reported to include, and were confirmed by field observation: decreased bare ground, improved water cycle, a four fold increase in forage production on areas under planned grazing versus areas where animals are still left to wander, and at least a doubling of crop yields through HLLM interventions. In some catchments rivers are flowing for longer and this requires further investigation to determine whether this is due to improved HLLM management. Other reported and observed benefits from the HLLM practices are improved animal condition, improved calving rates, reduced losses due to theft, predation and disease. Social benefits include reduced conflicts due to less livestock entering crop fields, better communication between village members and a sense of community returning.

The current conducive operating environment was taken advantage of in 2013 for animal treated crop fields with increased adoption in this sector. The number of treated crop fields is now in excess of 150.

Testing and trialing new technologies has progressed with boma sheeting being used for mobile kraals to good effect both on the ranch as well as in the community. The locally purchased material is not proving to be as robust as is required and may need replacement. Various types of cropfield walls were developed and were tested in the last

growing season. Good crop yields were obtained and the walls proved effective against elephant raiding. The animal powered water pump is still under test and the scotch cart design is complete and will be brought to site when the pump is complete to save costs. The animal driven water pump that has been developed will require 4 oxen operating in shifts that could deliver enough water for 500 animals per day, drawing water from a depth of 100m. The trial of the animal drawn pump was not conducted on Dimbangombe as it is in need of re-design to function effectively. This initiative will be completed next year.

In 2012, the Training & Consulting unit had trained a further 11 NGOs in Holistic Land and Livestock Management (HLLM) bringing the cumulative number of NGOs trained to 28 in 15 countries. In 2013 a further 81 participants from 49 organisations attended overviews and 43 participants from 9 organisations attended 2 introductory seminars for NGO leaders.

The Community Facilitator Training Programme, Herding Academy and Grazing Planning Workshop will be held in Q4 or next year.

Follow up visits have been conducted but limited funds have hampered on-the-ground follow-up support to this activity. This unit has struggled to meet their targets. The four phase approach has been developed where the NGO sends leaders to a 2-day seminar, ACHM then screens them (ideally through a pre-visit to the organization by ACHM staff) for preparedness to implement. This is followed by an intensive training program, follow up visits and ongoing support through a newsletter (first issue published in September 2013) and in future, online networking. A number of NGOs have been trained and follow up visits have been conducted but the intensity and regularity of visits is not adequate. Adoption beyond Zimbabwe is increasing but funding and high level support within target organisations is problematic. Immediate adoption remains low but there are prospects for this to increase next year. A number of organisations are showing interest in the concept but many are experiencing funding or management complications.

The Dimbangombe Ranch as a demonstration site continues to progress well. The increased litter and improved water cycle is clearly visible to the visitor. The ranch has changed from a farm dominated by bare ground to a situation where it is almost completely covered. This change has occurred over the last decade (personal observations). The most dramatic changes have however occurred in the last four years where fire has been successfully excluded and animal impact through herding has been applied more effectively. The grazing planning has been refined and animal performance has improved this last season. Preliminary results from the ARC Monitoring Report, 2010-2012, March13 (Appendix 2 *[submitted to USAID separately by SA ARC in Q1 2013 – project # RFUC 013]*), provides convincing preliminary scientific evidence that restoration of land is being achieved through the management systems proposed and that this should continue to be applied to the communal setting. The ranch intends becoming economically viable to increase its effectiveness as a learning site. In order to achieve this a number of steers will be purchased for fattening and sale. The proceeds will purchase further breeding stock and this would be beneficial, as the ranch is currently

understocked, and it would make the enterprise more viable. There have however been repeated warnings of tick borne diseases that may put this fattening and selling scheme at risk. These risks will need to be evaluated before proceeding.

A greater focus on producing results was undertaken and a document outlining progress to date since 2010 has been completed. This document reflects on progress over several key factors. This document is included in Appendix 3. In addition research conducted on the ranch shows very positive results as compared to the communal land setting.

2. The end of project evaluation will address the following:

Consultant will serve as an Independent Evaluator during the fourth year of the above-referenced program. Consultant will provide an evaluation of the programme as a whole based on the following:

Written Documentation. A review of:

- Quarterly reports submitted to USAID by programme staff;
- Training programme (Community Facilitator Training Programme, Herding Academy, Grazing Planning Workshop) and follow up coaching/consulting client evaluations submitted following each training/consulting session;
- Independent evaluation of ACHM's (and NGO's trained by ACHM's) implementation of the Community Action Cycle
- Revised training materials (following 2012 peer review)
- All data collected and summarised in spreadsheet format (baseline and year-to-date), and the analysis of that data by programme staff and Monitoring & Evaluation Specialist (contractor);

On-Site Interviews & Workshop Participation:

- Selected in-the-field interviews of community members
- Interviews with programme staff and contractors
- Participation in the Annual Programme Evaluation & Planning Workshop

3. Overall findings of the evaluation:

The overall implementation environment in the Hwange District has improved since 2010, with further improvements during 2013. The implementation environment is still however challenging. Communities have a more positive outlook and are more open to planning into the future. Produce remains expensive and selected items still need to be procured from outside of Zimbabwe. The elections concluded in 2013 did not significantly affect project implementation during this last year although significant impacts were experienced in previous election periods. The number of other donors in the

region has steadily increased over the period and many have ‘handouts’ or incentives that make sustainable development more challenging.

General Findings of the Evaluation:

Operational Environment

The project has faced many external challenges related to the functioning of an NGO in Zimbabwe. These have been extremely well handled under what have been very trying times. The operational conditions have however improved over time and the environment is becoming increasingly more conducive to interventions of this nature. The internal challenges of the organisation itself have become more challenging as the project has progressed. The project has experienced rapid growth, followed by downscaling and a shift towards self-financing project units. Managing this change and the staff uncertainty associated with it, whilst operating and running a large, highly innovative and process oriented project has challenged management. These internal governance issues need attention and should include a clarifying of roles and responsibilities, a review of the effectiveness of the current management structure and the possible identification of a dedicated person to oversee and co-ordinate the intervention. This will keep tighter control of the timing of outputs and activities. The lack of clarity regarding leadership of the intervention results in reduced staff morale and a loss of energy related to delivery to bring about change. This will enable unit Directors to grasp their roles fully and improve delivery. This situation was complicated by the repeated replacement of the HCL Director over the last year. To address this issue it may be useful to add an action Step that deals with the effective running of the organization and implementation of the grant.

The job is far from done in the HCL and it is the opinion of the evaluator that significant donor funds will still be required to achieve a vision of the HCL where wide-scale adoption of sound land management in crop fields as well as rangelands has resulted in increased wealth and flowing rivers. The vision is clear but there are a number of steps that have as yet not been put in place to achieve this. These issues are process oriented and will take time to achieve, but they are achievable and will be a sound investment over time. The communal lands have been underinvested in for various reasons in the past - this poverty cycle needs to be broken and this will take significant investment of time and money. Some additional factors include: a conducive policy framework for improved land management, the adoption and implementation of enforceable local level land use plans and grazing plans, adequate infrastructure development (mainly water), market development and other services.

Additional work on local level governance issues, such as the roles and responsibilities of the core group or ‘Grazing Committees’ as well as policy issues will become more important as time moves on. Natural resource based initiatives particularly in the communal setting are by nature process oriented and medium term. Product oriented programs accompanied by ‘secure funding’ are required to achieve the goals as set out in

this project. Short term donor cycles are not adequate to deal with the critical issues this project attempts to address and donors with this approach need to be sought.

Progress to date:

A document outlining progress to date since 2010 has been completed. This document reflects on progress over several key factors. This document is included in Appendix 3. The Annual report for 2013 is also attached and progress related to planned targets is presented in this report (Appendix 4)

Action Step 1. Training Programs: Enhance and diversify HLLM training programs and the options for follow-up support.

Key Activities Progress:

1. **Half-day Overviews** – *Anticipated 200 participants:* ACHM presented 4 overviews (all in Zimbabwe) with a total of 81 participants from approximately 49 organisations (NGOs, donors). One overview is planned for Q4 in Harare to market training in 2014.
2. **2-, 3- & 5 Day Workshops** – *Anticipated 30 participants.*
 - A 2-day Improving Cropfield Soils workshop will be held in 4th quarter
 - A 3-day Grazing Planning workshop will be held in 4th quarter
 - A 5-day herding academy was postponed until 2014
3. **Contracts for Follow up with Partnering NGOs** – *Anticipated 4 new contracts.* 0 new contracts secured, but three 90% likely to be secured in Q1 2014.
4. **Seminars for Leaders** – *Anticipated 4 seminars and 60 participants.* 2 seminars held with 43 participants from 9 organisations (and a third seminar in October with 10 participants from 7 organisations)
5. **Community Facilitator's Training Programme (CFTP)** – *Anticipated 15 participants.* 0 participants. Programme postponed to March 2014.
6. **Field Consultants** – *Anticipated 3 new consultants trained.* Three ACHM staff in training; not yet confident to go solo in providing follow up support.

The planning for this unit was too ambitious. It has proved difficult to align interested organisations with donor funds that have a HLLM focus as well as funds to enable the services offered by ACHM to be paid for. Several interested organisations are seeking funding often with the support of ACHM but this takes time to realize. In addition, the courses and follow up support are relatively expensive and as a result 50% scholarships have been offered and initial overviews are now offered free. Additional reasons for lack of uptake include commitment from organisations' leadership.

This action step is highly complex from a procurement perspective as it requires alignment of donor funds as well as focused activities with resources for training and

support by the ACHM. The ACHM also needs to deliver a high quality product in this setting and building a reputation will take time. The staff within this unit require support to enable this unit to procure and keep work.

The ACHM is registering as a Savory Hub as a strategy for expansion and sustainability. The roles of each organisation will need to be kept clear.

Action Step 2. Hwange Communal Lands: Document the incentives (economic, environmental, social) that lead to HLLM adoption, the community attributes that correlate with successful adoption of HLLM & planned grazing, the commonalities among communities that fail to adopt HLLM, and what can be done to overcome such constraints.

Fifteen communities with a further four in the process have been mobilized in the Hwange Communal Lands. Fifteen communities have herds, 12 have grazing plans and 12 are doing pro-active herding and three communities are herding their livestock all year round. One area stopped herding this year but may be remobilized next year.

The interest in animal treated crop fields has grown significantly, from 20 in 2010 to 166 in 2013. The boma sheeting purchased in Zimbabwe appears to be of a poorer quality and may not last as long as those obtained from South Africa. There is however significant local innovation happening with an increased level of self adoption taking place with the use of local materials.

Staff efficiency of support has increased from 10 staff in 2012 supporting 10 communities (1:1). In 2013 7 staff are supporting 15 communities (1:2) and later in year if the last 4 communities are mobilized then the ratio will be (1:2.5). This reflects a change from 20,000 USD per community reduced to 10,000 USD per community supported.

The ecological literacy of farmers and staff has improved considerably and farmers and committees were notably more articulate and confident in discussing the issues related to HLLM activities they are undertaking.

Training/facilitation

The cascade training method that was initially implemented was replaced with a combination of training and a facilitation process aided by a Community Action Cycle Framework. This framework is supported by a training and facilitation manual as well as field guides. Flexibility in the field and utilizing materials as a resource rather than a step by step process has proven to be effective and acceptable to Field Officers (FOs) and community representatives in the HCL. This has allowed the creativity, local and cultural knowledge of community facilitators to come to the fore. As a result staff experience has built up and the ACHM now has several experienced field facilitators who now have the ability to trial and innovate. Field Officers have since applied this approach resulting in

further steps forward in community adoption, ownership and commitment to the restoration of land.

Community Action Cycle

The ACHM staff are more comfortable with the use of the training materials and Community Action Cycle. They are bringing creativity to the process and adapt the use of the training materials to suit the particular circumstances they face. Implementation is however guided by the CAC. This process provides a very useful and effective guide for both facilitators and core group leaders to establish and operationalize action at the local level by the farmers in a way that is suitable to them. There are however elements missing from the CAC that relate to the governance of the newly formed CBO and these need to be developed in future.

Critical Success Factors, Mobilization, and Incentives for Adoption:

In Q2 six critical success factors were identified, with assistance from an external consultant, following interviews and analysis of successful versus struggling communities. When the following are in place a community is highly likely to succeed; if one or more is lacking, successful implementation will be slowed, or may not occur:

- a) Bulk water for the land management herd (LMH)
- b) Livestock owner participation
- c) Timely livestock disease treatment/prevention
- d) Competent core group
- e) Active formal & informal community leader support
- f) Overnight kraal capacity with boma sheeting

Acquisition of all but two of the critical success factors – the first and the last – is directly tied to mobilization. *Bulk water provision* is essential year-round for large herds that must water each day. Otherwise animals need to be watered by hand, and because of the time that takes, they lose valuable grazing time and drop in condition. *Overnight kraal capacity with boma sheeting* – is not essential to implementing planned grazing, but it encourages reluctant livestock owners to bring their animals to the LMH for the protection it affords, and because more cropfields can be impacted (by the herd) more effectively. The boma sheeting material is costly (\$2,000) and its durability not yet proven (ACHM continues to monitor this). At some point, however, replacement of the boma sheeting will become necessary and mobilization is key in building the capacity of communities to do so. Cost sharing of boma sheeting – in one case 30 USD from 330 has been recovered, with no communities repaying the boma sheeting entirely. Boma sheeting lasts about 2 years in the harsh sun and wind and in this time 24 fields can be treated (25m x 25m, 0.0625ha). With seven days being spent at each kraal site it takes 112 days to treat 1 ha. Boma sheeting costs USD 2200 and if 15ha are treated in 2 years its costs 150 USD per ha, but the effects last 3 years so USD 50 per ha.

The link between critical success factors, mobilization and incentives for adoption is made obvious in three instances, where OFDA funds were used to provide partial or full support. Animal treated Crop fields are a very successful entry point, uptake is good and this has been used as a real trust builder. The boma sheeting is really required where predators are a problem and if these can be effectively deterred using LED lights at night

then cheaper options for kraaling can be investigated. The Critical success factors identified need to be expanded to include the local level governance issues as well as a conducive policy environment.



Sustainability

The ACHM faces a critical decision as to whether to continue supporting ‘mature’ communities that are successfully doing planned grazing or withdrawing support from them. It is premature to withdraw fully from sites at this point in time and a phased approach is recommended. A second phase of improved decision-making, improved governance of active communities, stopping grass poaching, getting local bye laws in place and fully functional, changing policy, building partnerships that result in a groundswell movement is required. This adoption can assist with influencing conducive policies. This is a medium term and process oriented commitment and requires a new set of facilitation skills, but from a sustainability perspective it is vital that these new institutions are not left entirely alone at this point in time. This ongoing investment to create a Zimbabwean groundswell movement of improved governance and resource management will be well worth the investment over the medium to long term – even though some critics would question the level of inputs at this point in time.

In addition it is important that the Line Ministries, AGRITEX and the Traditional authority support these initiatives actively and that they are leaders in the follow up support programs. Without their active support sustained success will be difficult to achieve. It is important that training, engagement and involvement of the 36 Hwange District agricultural extension officers is done to ensure that HLLM takes root and that ongoing support is provided. (District Agritex and veterinary officers are invited to all community training events and are actively working with programme staff in all 15 communities).

The identification of ‘advanced’ communities that host ‘newly engaged’ communities where issues of mutual concern can be discussed and resolved is a highly effective way of increasing adoption. The visits need to be well structured and there must be follow-up and support or the chances of success are minimal. Whether these communities need payment for this hosting remains an issue to be considered. If visits become frequent then this can become a drain on resources but the learning will be mutual and payment may not always be possible.

Community visits (October 2013)

Sizinda

Two communities were visited and discussions with communities had. Land management was discussed as well as challenges related to implementation. In addition, unintended effects were observed in this community where a vegetable garden was established with initial animal treatment from livestock. The garden has proved very successful with produce paying for school fees and other essential costs. The garden has vegetables and maize and 45 active members (5 of whom are men). The demand is such that expansion is possible and a joining fee for new gardeners is now charged. A good local market for vegetables has been established.



The grazing committee here consists of 7 people, the Chairperson is a woman. The committee and local monitoring personnel were well versed in the programme and could explain all the concepts adequately. A newly appointed herder was however not so sure and clearly needed orientation. One farmer lost 16 cows in 2011 to disease but since herding started he had experienced no losses at all. The river in Sizinda was still flowing and ground cover of the river banks has impressive as compared to the adjoining village where no herding is being conducted. This cannot be attributed to the project at this stage but it is noteworthy and should be investigated further (see photos below).



River catchment with planned grazing and herding



River flowing in October in communal lands



Chisuma

This community noted that after applying planned grazing, some changes were evident: ground cover improved, animal condition improved and fewer losses occurred due to health issues (as a result of training and drugs provided by the veterinary department. The Chairperson noted that building the water infrastructure allowed planned grazing to be done. The village head was very thankful for the animal impacted crop field approach and was very happy with the yields obtained. Several woman indicated that planned grazing kept the community together, subsidized poor and women-headed households and reduced community conflicts. Livestock are taken to good grazing and now have good water. As a result livestock are in good condition and there is no disease this year. She also noted that there was grass this year near the Zambezi because of animal impact last year. This year very good grass cover near homesteads was noted at a time when cows are pregnant and calves will be born. This is the start of increased production.

The meeting noted that when they started, the people were not understanding the concept. This year everyone has pulled together and we are seeing a difference. Workshops and exchange visits to Siyanyanga and Makala and Dimbangombe were very effective in achieving this and the farmer-to-farmer learning process was noted as being very effective. They also noted that they want to grow more grass in future and that they will continue. Disease identification is easier, more calves are born because of more contact with other's bulls, and community conflicts have been reduced as there are less livestock roaming into planted fields.

A very supportive Agritex staff member attended the meeting and gave valuable insights. She indicated that the program has helped government with obtaining animal numbers as well as identifying health issues, communities are getting organised and we all see the difference. Combined herding brings herders together, meaning less herders are required and they are better organised. She was very supportive of the initiative and felt that AGRITEX would take up the project in a positive manner and that all AGRITEX staff could play an important role in future.

Others noted that herding livestock opened up the bush allowing more grass to grow, and that following the grazing plan was important and that they have stopped beating their cattle and are using low stress livestock handling techniques. They also look after the livestock needs - when to rest, when to water, how to control movement and that this all results in animals and the grazing being in better condition. They did however note that herders do not have protective clothing and that they would look into this.

Action Step 3. Documentation & Research: Provide evidence of water cycle/watershed improvement through properly managed livestock, and documentation of the effectiveness of appropriate technology for HLLM implementation tested on Dimbangombe.

- a) ***Evidence of land restoration gathered by ACHM and corroborated independently:***
- Monitoring of transects on Dimbangombe by ACHM staff to be completed in Q4
 - Monitoring of transects on Dimbangombe and in two communities by SA Ag Research Council to be completed in Q4. Report on monitoring from 2012 showed that since baseline in 2010, range condition has improved on Dimbangombe but not in the 2 communal areas. Since one of these areas is a community we are working in, we will attempt to confirm if those transects are in the area under planned grazing.
- b) ***Expanding Data Base*** –Data from practitioners in Kenya, Namibia, and West Africa will be collated and reported in Q4.
- c) ***Testing Appropriate Technology for HLLM Implementation***
- *Predator-Deterrent Kraals:* in the beginning of 2013, 2 calves were lost to predator attacks, but since solar-powered flashing lights were installed in Q2 there have been no further incidents.
 - *Goose Neck Oxcart:* To be delivered on site in Q4 for testing.
 - *Animal-powered borehole pump:* Developer has concluded that a redesign and re-manufacture of key parts is required. Developer's plan was sent to an external consultant for review so that we can decide (in Q4) whether we continue with the project, and its mounting costs, or close it down.
 - *Elephant-Deterrent Crop-field Walls:* No breaches of the walls by elephants, though some stones displaced, during the 2012-2013 season. The maize grown in the field yielded an equivalent of 3.6 tons/ha.

In addition the M and E team has produced a document that outlines progress since 2010. This document is in Appendix 3. Google maps have started being used which enables better planning at the local level. There is some data that should be collected in future particularly to quantify the positive impacts of the initiative. Some data is difficult to collect and includes animal production (including calving), reduced losses, reduced theft and other impacts which are currently not being reported rigorously.

There is also more potential for success stories to be written up that demonstrates the more qualitative successes from an individual or group perspective.

Action Step 4. Outreach: Increase awareness among NGOs, donors, policy influencers and policy makers, of the ability of properly managed livestock to restore degraded landscapes.

Anticipated Outcome: Full enrolment in ACHM training programs, increased number of long term, adequately-funded partnerships with NGOs and relevant government entities seeking HLLM training and implementation support.

Key Activities Progress:

1. ***Increase Awareness in Southern Africa Region.***
 - a. In addition to the half-day overview presentations mentioned in Action Step 1, brief presentations on HLLM were made at an FAO workshop in Harare, at an NGO workshop in Zambia, and at a herding conference in Namibia.
 - b. The Institute of Water and Sanitation Development hosted, and assisted in marketing, a joint workshop in August at their Harare training centre.
 - c. Stellenbosch University's Dean of Agricultural Sciences visited Dimbangombe to learn more about HLLM, and sent two of his colleagues in October to discuss closer collaboration.
 - d. ACHM hosted a Master's Degree student (Peri Peri University/Stellenbosch) for two months, which enabled him to conduct field research on HLLM in communities. In September he made a presentation on that research at a conference of South African Geographers at the University of Free State in Bloemfontein.
2. ***Exposure Visits on Learning Site:*** 238 people had participated in 20 learning site tours by end of Q3. They included visitors from Swaziland, South Africa, Botswana, UK, USA, Pakistan, and Kenya.

Dimbangombe Ranch

Ground cover on the ranch has increased incrementally over time and this offers an excellent exchange visit opportunity. This is the main factor that the ranch has to offer, it highlights the use of animal impact through herding and planned grazing and the impact this can have on production and the water cycle. Concerns have been raised in the past by visitors in terms of animal condition, production and profitability of the ranch. This is being addressed by the purchase of 200 steers in November 2013 through funds obtained from a trust. The new ranch manager intends buying 200 steers to fatten up (100kg each) this season and sell later to buy heifers and cows to build the Dimbangombe herd. The new manager is experienced in building marketing networks and building confidence in the communal setting to increase marketing. Several people have warned that bringing in new steers at this time of year could result in losses of up to 30%. The steers will be supplemented to ensure good weight gains and the use of free choice minerals may be considered for the whole herd if serious deficiencies are identified. The overarching goal of livestock production is to maintain a breeding herd that requires minimal inputs. This will over the long term result in higher profits per hectare than breeding animals that will require supplementation.

It is important that the new management builds on the successes gained to date in terms of planned grazing, fire prevention and control to be sure that this decade of investment in soil cover is not lost. This may mean that fire guards may need to be improved in years to come to secure the gains to date.

5. Recommendations

It is clear that the technical methods developed over the four year period related to animal treated crop fields and improved rangeland management do work. The ranch and crop field yields are testimony to this. There are challenges being experienced in the application of improved grazing methods in the HCL; however significant changes are evident with regard to people's knowledge and attitudes, and behavioral change is occurring at a community level in some instances. The conversion from individual understanding at a broad scale to shift to community concerted action is a process that takes time and ongoing support. Impacts are however already being seen in some instances where improvements in livestock condition, calving percentages and ground cover are being experienced. Reduced livestock losses to disease, theft and predators are noted, which translates into improved wealth over time. The job is far from done in the HCL and beyond and ongoing support will be required for the foreseeable future.

5.1 Main Recommendations:

The main issues that were identified as needing careful attention going forward are dealt with below:

5.1.1) Organisational development and leadership

The external operational environment in Zimbabwe is improving year on year resulting in a more conducive operational environment for development programs to function. This means however that the organization needs to keep pace with this and improve its operational modalities and leadership and internal governance structures to realize the benefits that the more conducive operational environment provides. To achieve this it is suggested that a separate governance action step be created that ensures this remains a focus throughout the project life. This would enable processes and procedures to be put in place to manage the major changes that the ACHM is going through as well as further changes that are planned for the future. This could include a review of the management leadership structure, possibly the appointment of an operational manager and a review of roles and responsibilities. The organization will need to keep pace with the developments taking place in the HCL and will need to continuously develop their staff to be able to offer effective and appropriate support to these target areas.

5.1.2) Secure longer term funding whilst developing a business like approach

The job is far from done in the HCL. Secure donor funding and try to select donor sources that are more stable and that are committed through performance clauses for longer periods. The turmoil created by constant change is not healthy for an organisation and results in insecure staff. This is easier said than done and is partly covered by the strategy to develop a more business oriented approach to the ACHM. Realistically however both will be required for the foreseeable future.

5.1.3) Expansion of the critical success factors

The critical success factors for adoption of HLLM outlined in the project documents need to be expanded to the success factors that will allow the achievement of a vision of the HCL. These may include enforceable local level plans, enforceable grazing plans, effectively run and recognized grazing committees, enabling policy environment, adequate infrastructure and markets as well as strong public private partnerships. Most importantly the development of farmers that take good decisions and have the ability to test options and decide which actions to take based on the vision they have for their area. This will require the ACHM to stay focused in this area for some time to come.

5.1.4) Utilise exchange visits for effective learning and expansion of the concepts

Dimbangombe Ranch as well as suitable community sites require strengthening to ensure effective experiential learning and sharing. The ranch has established itself as a model for management from a rangeland perspective (with impressive soil cover and improved productivity. Animal performance and profitability have been shortcomings of the ranch and need to be addressed whilst building on resource base successes to date. Plans are underway to address this and need to be executed carefully. Having well run community planned grazing and animal treated sites are also crucial and the plans to develop these sites are very important. The inclusion of governance training at these sites should be considered.

5.1.5) Engaging key partners for sustainability

Key Partners have been engaged to date. It is however felt that in moving forward the formalisation of roles of institutions such as the Traditional Authority and AGRITEX will enhance the long term success and sustainability of the initiative. The development of a groundswell movement from the farmers and key support agencies will help facilitate changes to policy and legislation. This also enables the ACHM to focus on starting new areas and pioneering new concepts whilst maintenance work is passed onto other agencies that have sustainable funding sources. This is a long term view with regard to Zimbabwe but these initiatives are inherently of that nature.

5.1.5) Provision of support to other agencies

The support to other organisations within Zimbabwe and beyond is a vital but difficult operation to set up and run. This requires high quality trainers providing value for money products for clients. The current unit needs to be more engaged with its own work in the HCL whilst providing this support externally. This unit requires strengthening in order to compete at an international level and the continued use of external consultants who continue to understudy members of this team will continue to be required. The development of joint proposals with potential clients needs to be pursued to enable ACHM to provide internal direction as a partner rather than advice from an external agency. A review of the current prices and feedback on the experience from the current client base needs to be obtained in an independent manner.

5.1.6) Documenting successes

This aspect has made great advances in the last year and is a vital part of documenting the experience of this initiative. Greater collaboration with other outside agencies to provide independent scientifically reviewed research is required and is being pursued. The data collected in the HCL needs to be added to as some key animal performance and production measures are not being consistently measured. These include livestock losses to predators and sickness as well as calving and weaning rates. Herd structure changes would also be important to track and these together with community records would allow an assessment of production and profit per hectare over time.

The writing up of more success stories is required to document the anecdotal and qualitative successes of the program at the individual and collective level.

5.1.7) Shift focus to facilitation and training skills

The training material developed to date is being used with flexibility. This is essential as is the continued shift away from training to an approach that enables a process to be facilitated as it unfolds in a given community.

It will be important that the courses offered become accredited through NUST (the National University of Science and Technology). This process was begun in 2013 but has not been completed.

Appendices:

Appendix 1: CAC Evaluation report (*submitted to USAID directly by ACHM in its 2013 Annual Report, Appendix 2*)

Appendix 2: ARC Monitoring report (*submitted to USAID directly by SA ARC in March 2013*)

Appendix 3: Data analysis 2010 to 2013 (*see page 19 below*)

Appendix 4: Annual report 2013 (*submitted to USAID directly in October 2013*)

Appendix 3

EVALUATION REPORT SUMMARY 2010-2013

1. Beneficiaries (*this only requires August figures to be added since we have baseline*)

BENEFICIARIES

Beneficiaries are those individuals who will benefit from the Holistic Land and Livestock Management (HLLM) programme. The assumption is that when HLLM is implemented in an area that all residents benefit and the entire geographic area will be restored. The other levels of beneficiaries are those individuals who received training that builds their capacity to practice HLLM. Table 1 below shows the number of people who will benefit from proposed hydro meteorological activities.

Beneficiaries	2010 Actual	2011 Actual	2012 Actual	2010-12 Total Accumulative Actual	2010 -13 Total Accumulative Actual + 2013 Target	2013 Target	2013 YTD Actual	2010-13 Total Actual Accumulative
Hwange Communal Lands Communities								
HCL Population of Communities	5,557	5,619	2,352	13,528	21,600	8072	-	13,528
# of New Communities Benefitting	6	7	2	15	18	3	-	15
# of new communities benefitting after separating Gurambira & Sizinda communities	6	10	2	18	21	3	-	18
<i>HCL Capacitated Beneficiaries:</i>								
Village Based Facilitators trained*	56	21	-	77*	-	-	-	77*
Active Core group members*	n/a	344	377	443*	593	150	-	545*
ACHM TOCFP/TOT Graduates	5	3	5	13	13	0	-	13
NGO's Communities								
NGO's Community Population				48,338	TBD	TBD	-	48,338
# of New Communities Benefitting				40	TBD	TBD	-	40
<i>NGO Capacitated Beneficiaries:</i>								
#Core group members/Livestock owners trained	596	420	591	1607	11,213	9606	-	1607**
NGO's Capacitated								
# of NGOs attending TOCFP/Master trainings	6	11	16	33	68	35	-	33
# of Countries represented	4	6	5	15	19	4	-	15
# Leaders attending 2 day Holistic Management Field	20	21	64	105	185	80	43	148

Seminar for Leaders								
# of NGOs represented	17	19	20	56	76	20	8	64
NGO Field Officers trained (TOCFP/TOT)	18	27	22	67	117	50	-	67
Master Trainers Trained	-	-	9	9 (*)	19	10	-	9
Field/Project Consultants	-	-	-	-	8	8	-	-
TOTAL BENEFICIARIES				15,329	33,155	17,826	43	15,372

Note: *Included in HCL beneficiaries' total

- (*) This number excludes the facilitator who would make the 10th person.
- The number of active communities was reviewed to 16 beginning of 2013 after breaking Gurambira into 3 communities and Sizinda into 2 communities because of geographic location and separate grazing areas.
- There is an increase of 18 core group members from the month of June 2013 to August 2013.
- 43 participants representing 9 organisations came for the 2 day Holistic Management Field Seminar for Leaders from January to August 2013. One organisation attended in 2012 that's why the number of organisation is reported as 8.
- ** There was a cutting and pasting error on the number of core group members/livestock owners trained by other NGOs, instead of copying 2010-2012 accumulative total, the 2010-2013 total figure was pasted on the Total Actual Accumulative thus inflating the Total Beneficiaries figure.

2. Assessments & Surveillance Data Used

ACHM monitoring and Evaluation Plan Matrix 2013 for grant was achieved for all sections of the ACHM. Accomplishments versus expected Results from Program Indicators, program target, data collection tool/method, frequency of collection, data source and the person responsible were put together in the Monitoring and Evaluation Plan for 2013. Details are included in the Monitoring & Evaluation Plan of 2013.

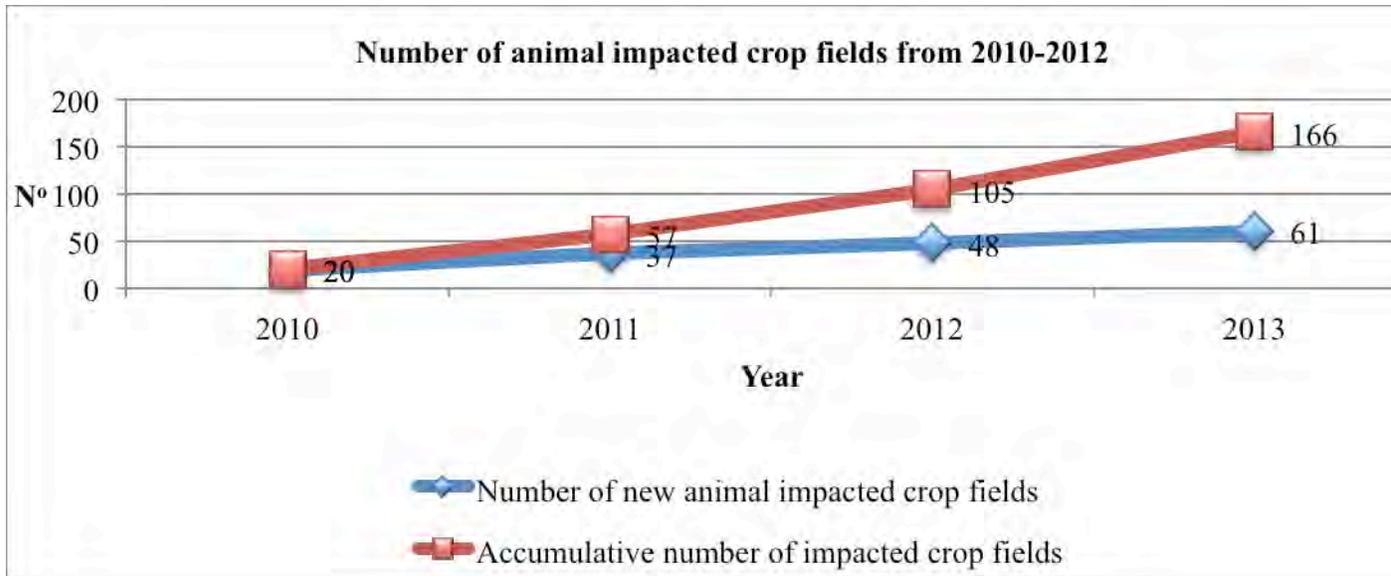
3.0 Success, Constraints & Adjustments re the program objective (*the objective changed slightly and the outcomes were modified each year*)

Despite a daunting economic and political environment in Zimbabwe from 2010-2013, the HLLM Programme made some very significant progress.

3.1 Successes

3.1.1 Adoption of Animal Impact in Crop Fields from 2010-2013

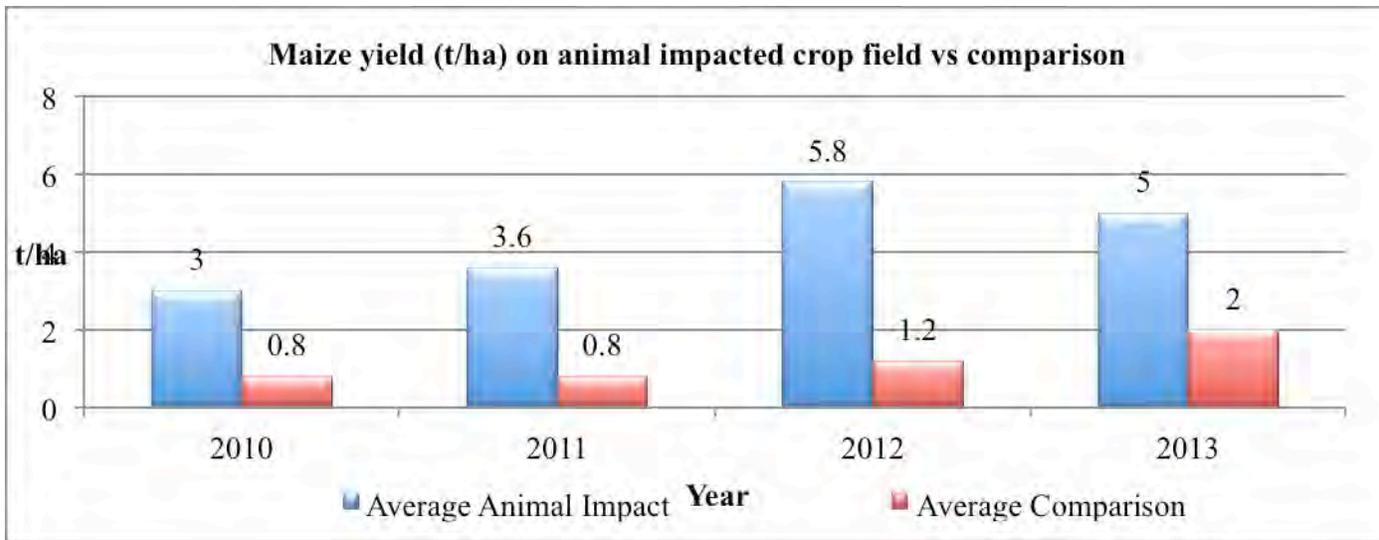
14 communities received training on the principles and practices for animal impacting the crop field to improve crop production. An accumulative total of 166 crop fields have been animal impacted since 2010 and the number of new farmers adopting this practice is increasing over the years. Farmers who impact an area do not need to go back to impact it for at least three years so the effects are cumulative. Some communities are not taking up this practice mainly because of predator presence and the use of tree branches as kraaling material which is time consuming, destructive and unsustainable. The chart below shows a high adoption rate in animal impacted crop fields from 2010 – August 2013.



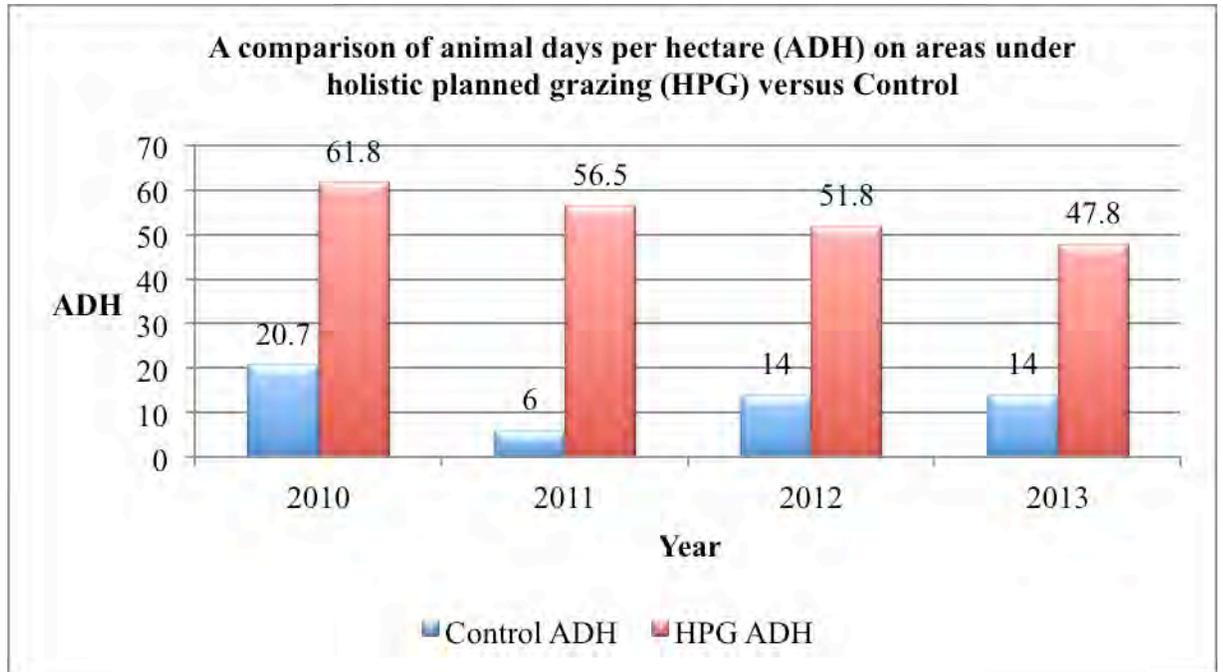
Animal impacting on crop fields has also acted as a unifying force within the communities. In communities with a land management herd, the herd is being used on each other's crop fields and in the process impacting crop fields for those farmers without livestock. In the past, farmers had to use their own small number of livestock. Also in communities that have the boma sheeting, night time animal impacting (through overnight kraaling) occurs almost immediately after conducting the Crop Field Improvement Training as animals are protected at night.

3.1.2 Yields harvested from animal Impacted crop fields results versus control

Sampling of the yield from the impacted crop fields compared to control fields with no impact was achieved. The potential yield on animal impacted crop fields is three to five times higher than on comparison fields. The yields remain unchanged even in the case of a poor wet season. Initially, a couple of farmers tried it and then when the results were so dramatic and portrayed through open field days, others started doing it the next year. The results below shows the crop field yields compared to the control.



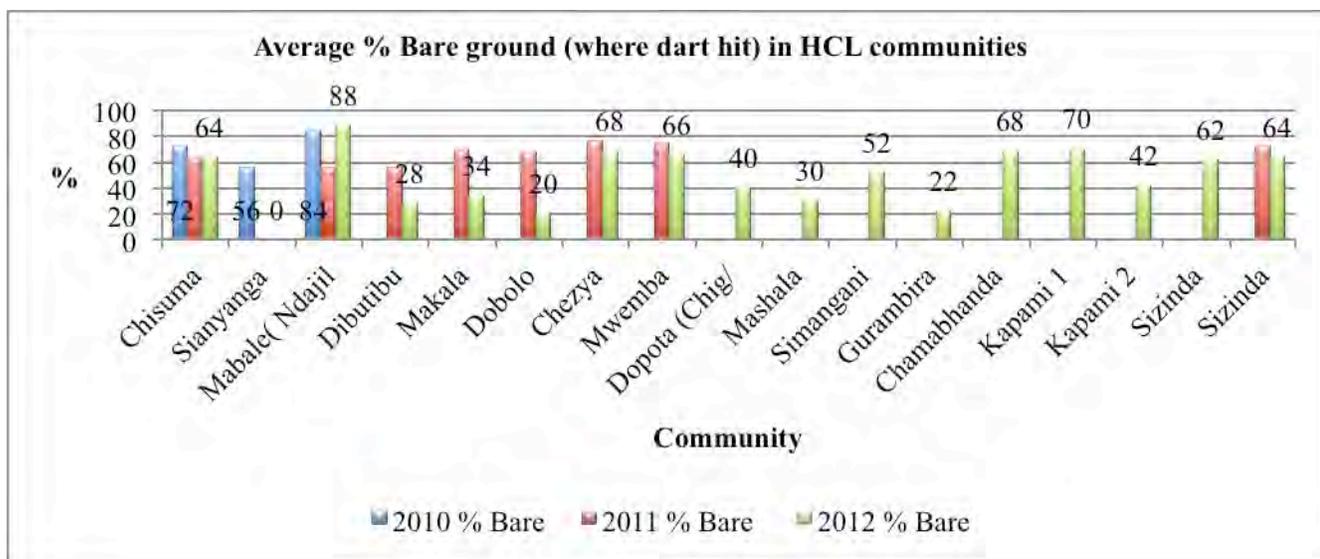
3.1.3 Forage Assessment Results from 2010-2013



Forage assessment results showed up to 4 times more forage in the land under holistic planned grazing as compared to control areas. Other variables influencing results include drought and number of livestock in the management herd. In areas where night kraaling is done, the results are greater and better. The effects are cumulative so the more years under grazing, the more ADH can be expected.

3.1.4 Percentage (%) bare ground in communities

Each community generally starts with two transects – one on alluvial soils and one on shallower stony soils – though some have dropped down to one transect, usually because homesteads have been built over them (something we are addressing with Village Heads, who allocate plots). ACHM staff and community members sample the transects – 25 random points identified by random dart toss within the transect area. Recorders note what the dart point hit (bare soil, plant, rock, litter, etc) and also record various conditions within a 15cm radius sample plot centred on the dart point of impact. The 2012 HCL biological monitoring results are shown below:



Sianyanga has maintained 0% bare ground during period under review and this can be attributed to the fact that this community has managed to herd throughout the year although the participating numbers are low. Chisuma community showed no change (64 %) bare ground, whereas the rest (Dibutibu, Makala, Dobolo, Chezya, Mwemba and Sizinda-Ntabayengwe) of the communities, except Ndajila/Masikili showed a general decrease in bare ground with Dobolo showing the highest decrease of 71% from 68% in 2011 to 20% in 2012. Makala, Chezya and Dobolo did herd all year round though with watering challenges in Makala whereas Mwemba and Sizinda-Ntabayengwe were sending their livestock to graze in one area following the plan. Ndajila/Masikili community’s bare ground increased by 57%. The increase in bare ground can be attributed to the fact that this community herd in the wet season only. In addition, this reading was taken from only one transect site, but now we got 2 sites in place).

3.1.5 Dry Season Grazing Practice Adoption

Implementing grazing to a plan during the dry season is the most difficult mobilization activity.

The community’s progress was rated based on what type of grazing practice the community is practicing in the dry season (Q3 2010, 2011, 2012 and 2013). The communities fall in groups shown in the table below:

Grazing Practice	Total Communities Q3 2010	Total Communities Q3 2011	Total Communities Q3 2012	Total Communities Q3 2013
Status Quo: no herding, wandering animals	5	1	0	1
Defensive or Reactive Herding				

Proactive herding eg (herding livestock according to some of the grazing planning principles).	0	5	6	12
Community herd with grazing plan & assistance; all year	1	3	4	3
Community herd with grazing plan no outside assistance: all year	0	0	0	0

Please note:

- *In Q3 2010 there were 6 communities in the Act together phase*
- *Q3 2011 9 communities in the act together phase excluding Monde*
- *Q3 2012 there were 10 communities*
- *Q3 2013 there is 16 communities that have done the Act together phase including Dibutibu which is struggling.*
- *2 new communities (Simangani and Mashala) were categorized as practicing proactive herding for they have land management herds although they are yet to produce their dry season plans.*

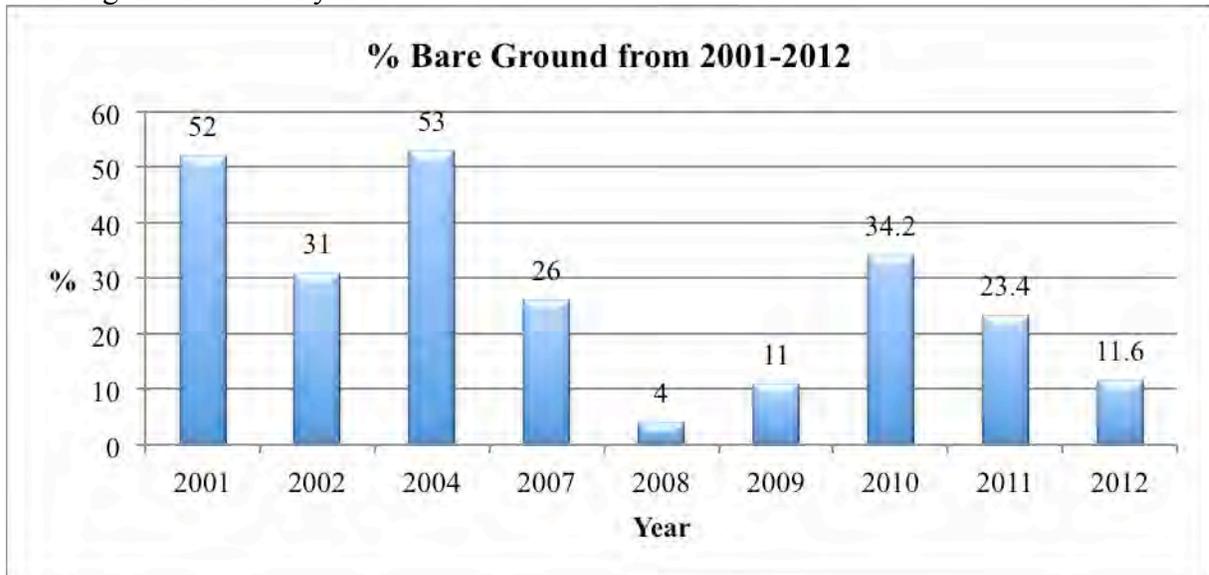
Sianyanga community was the only community practicing holistic planned grazing in 2010 for 3 hours a day as a pilot project consisting of 20 households. The table above shows that over the years there was a shift in how communities are handling their livestock mainly cattle in the dry season attributed to a paradigm shift as a result of the ongoing ACHM facilitations. In the 2013 dry season, 3 communities namely Sianyanga, Chezya and Dobofo have continued to show commitment to herding using herders following the grazing plan from the wet season through the dry season.

10 communities namely Sizinda (Ntabayengwe), Sizinda (Sentali), Chisuma, Ndajila/Masikili, Dopota (Chiguswi/Chibombo), Mwemba, Makala, Chamabanda, Kapami 1 & 2, Gurambira Central have managed to keep on sending their livestock to graze in one area as a big herd following the plan though in the absence of herders. Simangani and Mashala are also sending their livestock to graze in one area though they do not have a plan. However, Dibutibu has slide back citing bulk watering challenges amongst other issues. 83% of the HCL communities in 2010 left their livestock (mainly cattle) to wander around whereas in 2013, only 6% did the same. Makala dropped herding all year round in June 2013 leaving communities who are herding to plan all year round to 3. This happened just after the withdrawal of herder's stipends in June 2013.

3.1.6 Ecological/Biological Monitoring on Dimbangombe Learning Site

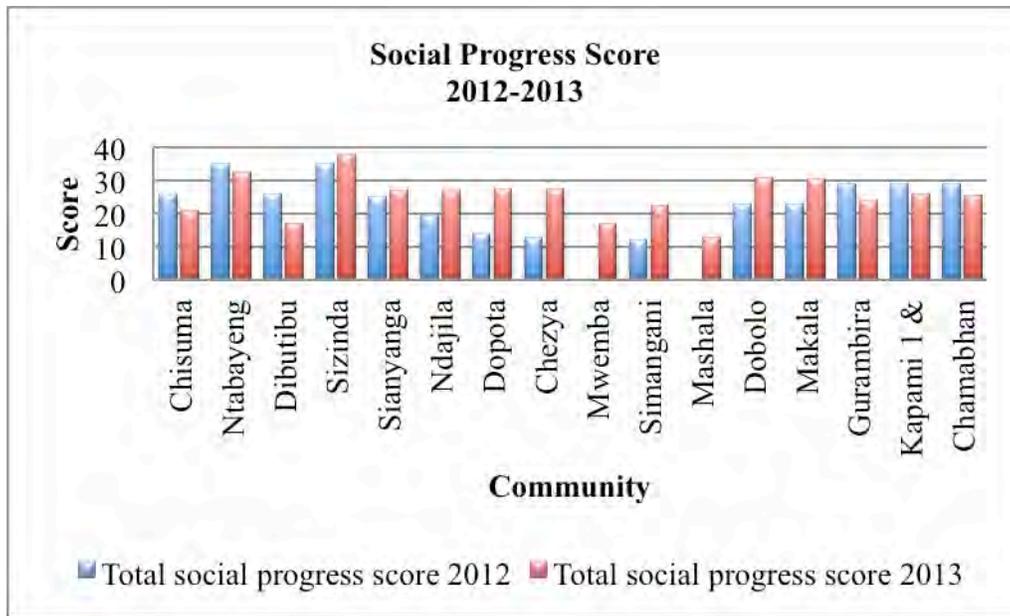
It is interesting to note that in 2010 where rainfall received (from October 2009 to September 2010) equated to 28 inches (700mm-above average in this region) there was an increase in bare ground and when 23 inches (594mm) was received between October

2010 and September 2011, bare ground decreased to 23.4%, approximately 11% from 34.4% noted in 2010. Past studies show that the decrease in bare ground is more to do with land managerial practices as opposed to the amount of rainfall received. However, the increase in bare ground in 2010 was attributed to a fire that swept through 3 transects sites thus negatively affecting the average results. The graph below shows the changes in % bare ground over the years:



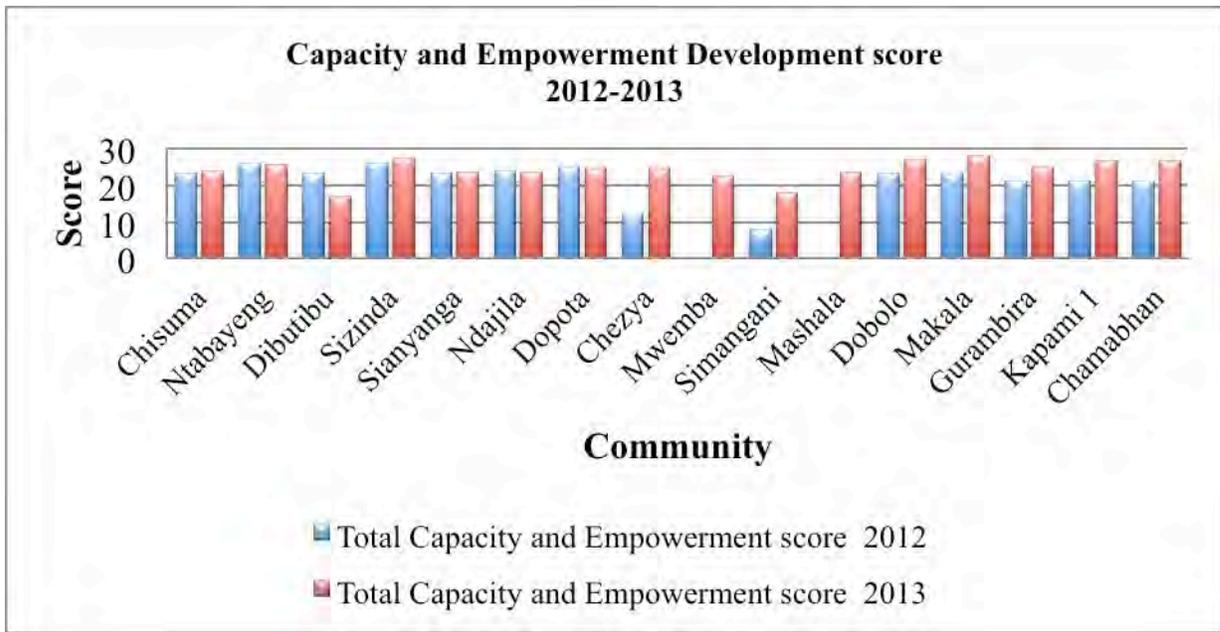
3.1.7 Social Progress Indicators

Social Progress is the evidence of the community's ability to form and maintain committees to manage HLLM practices and the community's ability to make decisions and take action to support or secure resources for implementation. A scale of 9 factors was developed and each Field Officer ranks the community using a 5-point Likert scale to get a total Social Progress score. The maximum score would be 45. In each of the communities that are shown on the graph committees have been established to manage HLLM activities. Comparing 2012 and 2013 generally committees have made a forward movement in the ability to organize themselves, identify areas that need attention and come up with a plan to act. Chezya showed the greatest change in the ability to make decisions and take action. Leadership support has been the greatest contributor to the ability of the community to be able to run their own affairs. Sianyanga showed the least movement as this is now a mature community that set by laws last year and so this year has to monitor the policy enforcement efforts. Dibutibu and Chisuma continued to slack in maintaining their committees. Community interest in the program has continued to decline in the two areas since ACHM got involved with them. There is evidence of lack of understanding of the long term impacts of the program by these communities



3.1.8 Capacity and Empowerment Development

Capacity & Empowerment Development involves tracking indicators of change related to skills that involve understanding the ecological principles, setting appropriate action steps, planning, monitoring and evaluation. The indicator also assesses evidence of involving both genders and all age groups as well as taking on other leadership positions in the community. Empowerment comes from organizational skills, changing attitudes about herding and commitment to land restoration. This program has instilled a lot planning techniques in the communities that ACHM works with. The typical planning methodology is the holistic planed grazing technique. The knowledge on Holistic Management has grown across all the communities that ACHM works with as most of the communities can now explain what they are doing and the underlying rational of doing what they are doing to visitors or external people. Communities show a high level of commitment to restore their degraded landscapes as most of the communities are herding their cattle despite the challenges that they encounter along the way. Communities are now having program funds that they use to run their projects. A community member contributes to this fund and is managed by the community. Chezya, Dobolo and Makala members have been very active in raising funds through buying and selling food stuffs to maintain this fund.



3.2 TRAINING & CONSULTING SECTION

The purpose of the Training and Consulting Section is to empower ACHM staff, practitioners, institutions, governments, communities and other stakeholders in Southern Africa with relevant and practical knowledge of Holistic Land and Livestock Management (HLLM) through innovative training. In addition T&C provides coaching to persons from ACHM and NGOs that have been trained in the programme. The feedback from these practitioners is then used to improve the curriculum and training program.

The Training Section is responsible for the development of the curriculum and delivery of the training on HLLM practices within the context of Community Action Cycle, a methodology for community mobilization. The section is also responsible for evaluation of the effectiveness of the programme material, trainers and outcomes.

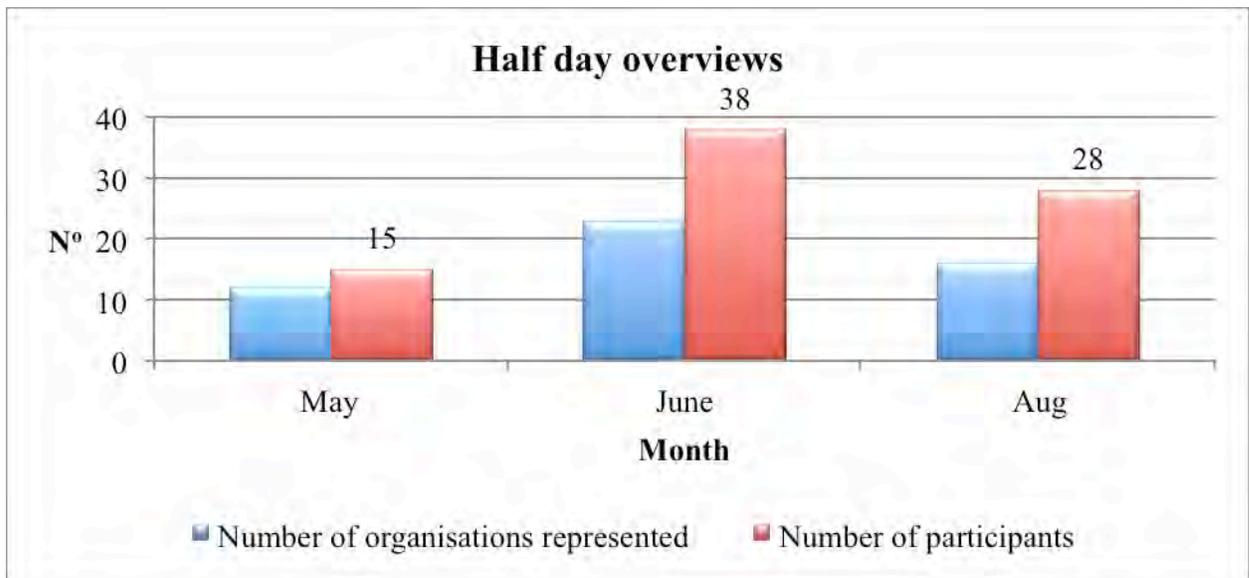
3.2.1 Curriculum Development

In 2012 and 2013, the training materials were revised and tested in trainings at HCL communities. Field manuals were summarized to make them smaller and user friendly in the field. The CAC process module were integrated with the HLLM practice training modules. Based on requests from the communities, a module was developed as a guide to securing funds for community organizations. In addition to the training materials, community level guides were completed and now being translated into local languages.

3.2.2 Half day Overviews

Half day overviews are held to orient people about ACHM, its products and services to increase Holistic Management awareness in Southern Africa. Four (4) overviews were planned for the year 2013 but ACHM managed to do 3 with a total of 81 participants. One Overview which was supposed to take in Victoria Falls was postponed due to the

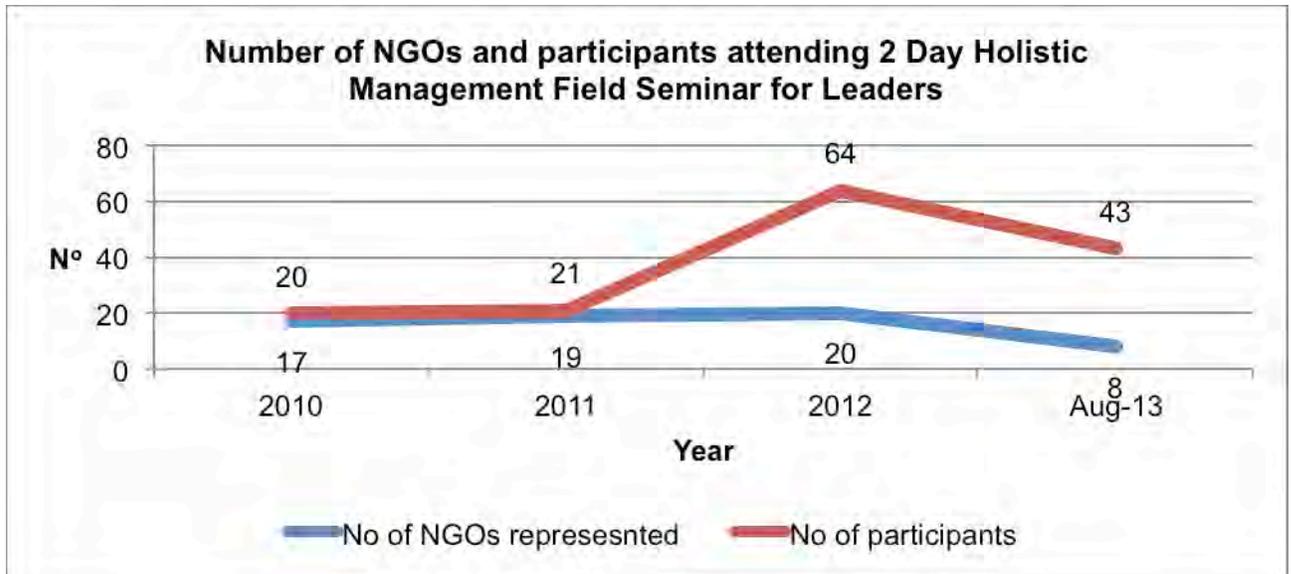
timing that coincided with the United Nations World Tourism Organisation conference that seized the attention of the targeted organisations in Victoria Falls. The chart below shows the number of participants at each overview.



3.2.3 2 Day Holistic Management Field Seminar for Leaders

2 Day Holistic Management Field Seminar for Leaders is designed to orient leaders of NGOs participating, or considering participation, in ACHM's Training of Community Facilitators Programme to ideas, principles and methods we use to implement the land restoration programme in communities.

The results below for the 2 Day Holistic Management Field Seminar for Leaders were collected from 2010 to August 2013. The registration form which participants complete during the seminar is used to collect the information. The information on the registration form is also used for future contacts when scouting for potential partnerships.



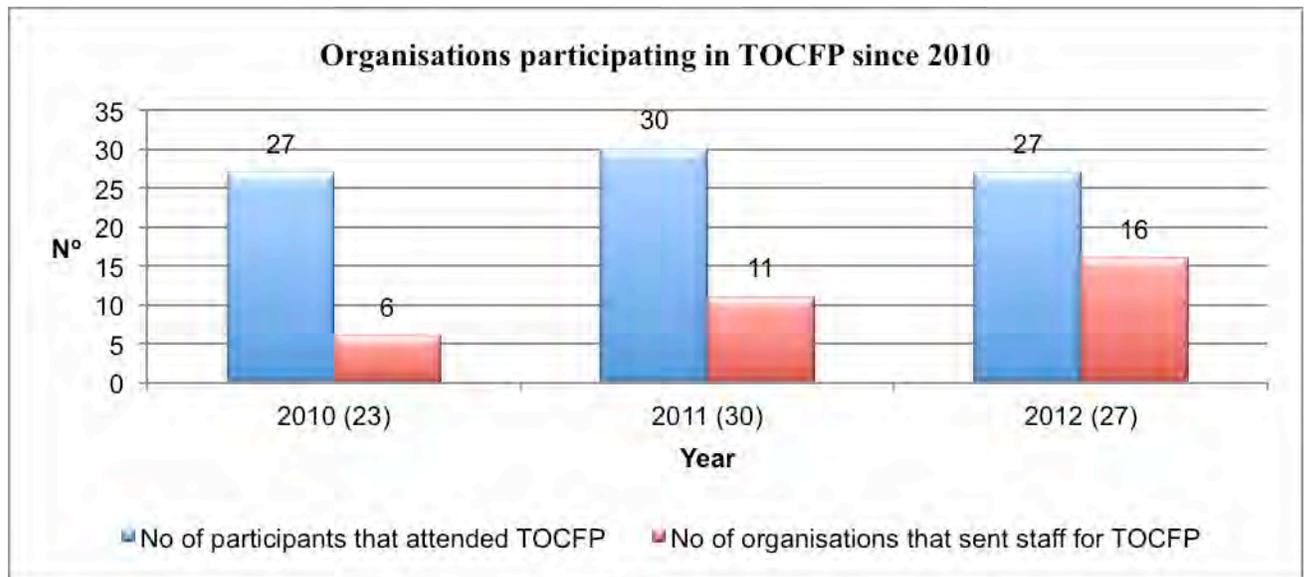
The trend shows an increase in the number of participants in the Two Day Holistic Management Field Seminar for Leaders previously known as NGO Leaders Seminar from 2010 to 2012. In 2010, a total of 2 NGO Leader Seminars were held with a total of 20 participants representing 17 NGOs from South Africa, Zimbabwe, Kenya, Zambia, Madagascar, Botswana and Lesotho. In 2011, 6 countries (Zimbabwe, Mozambique, USA, South Africa, Botswana and Burkina Faso) were represented in the NGO Leader Seminar Workshops. The number of participants increased in 2012 as three NGO Leaders Seminars were held with 64 participants representing 20 NGOs from Somalia, South Africa, Zambia and Zimbabwe. Following attending the NGOs Leaders Seminar, a total of 21 NGOs managed to send their participants for the ToCFP since 2010. Eight (8) Two Day Holistic Management Field Seminar for Leaders were planned for in the year 2013, to date 2 Seminars with 43 participants representing 9 organisation (one organisation was represented at one of the 2012 seminars making a total of 8 new organisations) from Zimbabwe and Nigeria. However low registration numbers led to the reviewing of the training schedule to match what was happening on the ground. Leader seminars were cut back from 8 to 4. Marketing efforts were reinforced to ensure that registration targets were met although there was generally low response from organisations attributed to the fact that their 2013 budgets were set and this made the organisation realise that marketing efforts generally takes a while to yield results.

3.2.4 Training of Community Facilitator Programme (ToCFP)

The Training of Community Facilitator Programme in Holistic Land and Livestock Management is the course where leaders from NGOs and other institutions send participants if they want to implement the programme in communities. The training familiarizes participants with the Ecological Literacy Modules and HLLM practices as well as the Community Action Cycle which ACHM is using to mobilize the communities in Hwange Communal Lands.

The 2013 Training of Community Facilitator Programme (ToCFP) The number of NGOs sending participants for ToCFP increased (from 6 in 2010 to 16 in 2012). In 2012 the

Training and Consulting section had planned for one ToCFP targeting 15 participants but ended up with more participants i.e. 16 participants representing 7 NGOs from South Africa, Zimbabwe, Burkina Faso, Kenya and Somalia. An unplanned group was trained and this was attended by 11 participants representing 4 NGOs from Zimbabwe. The data below compares the trend of the trained participants:



Please note: This data includes participants from ACHM & other NGOs. The number of participants completing all trainings is noted in the years (in brackets).

7 organisations (LOL Zambia, LOL Zimbabwe, Africare Zambia, Nyae Nyae Conservation Namibia, CRS Madagascar, Tsuru and Celuct, Zimbabwe) out of all the organisations that have sent people for the ToCFP have implemented HLLM practices to varying extents during the reporting period.

3.2.5 Evaluation of Training Materials and Curriculum

The curriculum and training materials were evaluated by the Holistic Management educators from throughout Africa and the HCL programme team between August and October 2012 and recommendations factored in for improvement.

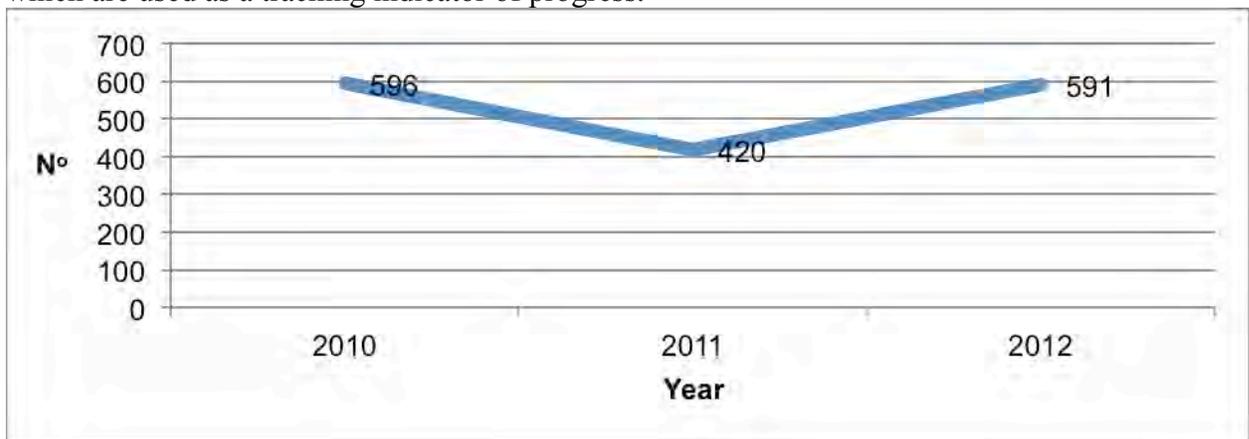
3.2.6 NGO Follow-up Visits and non USAID income

Follow up visits to NGOs who are implementing HLLM are done for coaching and assessment of progress on the ground. Follow up visits were made to Africare Zambia, Nyae nyae Foundation Namibia, CRS Madagascar, LOL Zambia, LOL Zimbabwe, TSURO & CELUCT Zimbabwe which all did animal impacting on crop fields and 86% of these practiced holistic planned grazing to varying degrees. In the year 2013 LOL Zimbabwe is the only organisation that has shown interests in signing up follow up contracts with ACHM.

A total income of \$59 989.35 (28% of the planned income including expenses as of end of August 2013) of the has been realized by the T & C section mainly from 3 follow up visits to LOL Zimbabwe in Manicaland and Matebeleland South and a 2 Day Holistic Management Field Seminar for Leaders.

3.2.7 Core Group/ Livestock Owners Trained by NGOs

NGO staff trained by ACHM will also train community members i.e. (core group/ livestock owners). The core group comprises of active participants who will be interested in the programme. The information is mainly collected from the NGOs Annual reports which are used as a tracking indicator of progress.

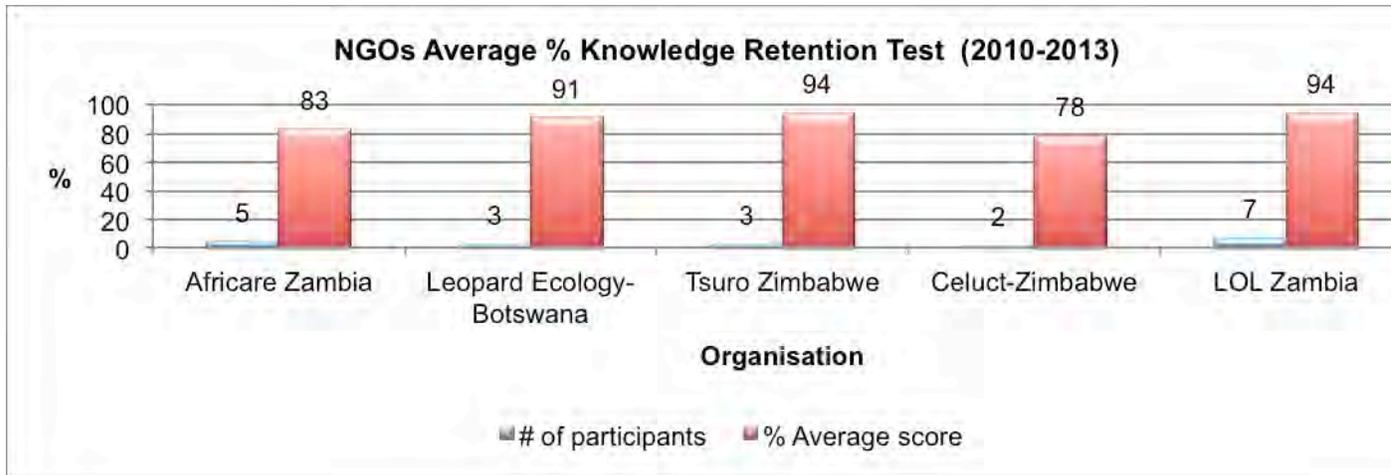


Please note: 2013 results not included for the annual activity reports from other NGOs are not yet submitted. Information will be reported in Q4 2013

- In 2010, 596 core group members surpassing the target of 500 by 19.2%.
- In 2011, 420 missing target of 500 by 16%
- In 2012, 591 were trained, surpassing the target of 300 by 97%.
- Cum total of 1607 LOs trained surpassing the target of 1300 by 23.6%.

3.2.8 Knowledge Retention Test Results

After completing the ecological literacy sessions/training, a knowledge retention test is administered to the trainees two months later as a way of evaluating their retention of information presented during the training sessions. These results are used as an evaluation tool of the training and as a way of assessing whether some topics need to be revisited with the group. Results shown in the graph are from 5 NGOs from 2010-2013



LOL Zambia and TSURO Zimbabwe have the highest marks in the knowledge retention test after having attended training in 2010 and 2011 respectively. CELUCT and Africare Zambia scored an average of 83% and 78% respectively.

3.2.9 Rating of Critical Success Factors

One of the major contributory factors to better success by ACHM in Hwange Communal Lands was the use of critical success factor for HLLM mobilisation. These are factors which facilitate the adoption of HLLM by participating communities. The factors include bulk watering points for livestock, Livestock Owner Participation, Animal care and handling, Herders trained and paid, Livestock health and condition and Overnight Kraaling

4.0 Constraints:

- Indecision on timing of elections made planning for 2013 difficult, political campaigning meetings disturbed ACHM meetings in HCL and the POSA act in Zimbabwe which stipulates that every community meeting must be applied for and approved by the law enforcement agent and that they should be present in every meeting. In most cases they needed transport to and from their base thus having a negative effect on planning and budget.
- Human-wildlife conflicts made the adoption of HLLM practices slow (can threaten both herders and livestock disturbed herding and crop field impaction in some communities).
- Handout programs reduced the attendances at ACHM meetings.
- Proposal submitted by von Theunninen Institute in Germany to monitor HLLM in practice in Zimbabwe, Botswana and Namibia was not successful.
- Availability of water for large herds of livestock although most affected communities would devise ways to continue with planned grazing at the same time not compromising on the condition of their livestock.

5.0 Overall Performance in relation to the program goal (which has not been modified)

Program Goal: To enhance water and food security and restore degraded watersheds in Southern Africa

5.1 Bulk watering infrastructure

To ease and facilitate the smooth adoption of HLLM program in the communities there is need to equip or upgrade water infrastructure for bulk watering in those communities where the infrastructure is incomplete for one reason or another so that large livestock herds can be watered rapidly at once.

5.2 Kraaling material acquisition

When farmers want to do overnight kraaling (in areas where the bomas were not supplied) they are faced with a challenge of kraaling material. Farmers usually use branches and twigs of trees but this at the same time can contribute to deforestation. ACHM has offered 5 Boma sheets to communities to test their effectiveness in the communities. For those communities who don't have the Boma sheeting and are doing individual kraaling it is time consuming and labor intensive to move the kraal after every seven days.

5.3 Food security

We also enhanced food security through the animal-impact-treated cropfields which produced potential yield on animal impacted crop fields of between 3-5 times higher than on comparison fields. An accumulative total of 166 crop fields have been animal impacted since 2010 and the number of new farmers adopting this practice is increasing over the years

6.0 Overall cost effectiveness (this might need to be deferred until annual or final report)

Despite the economic and political challenges that we faced we were able to stay within budget most of the time during the review period due to the fact that the budget was in US dollar and medium of exchange currently is the United States Dollars and other multi-currencies which are by and large stable compared to the Zimbabwean Dollar. Dollarisation of the currency removed a lot of distortions and managed to stabilise the market in terms of goods supply, demand and commodity prices.

7.0 Accomplishments relative to the program objective and expected outcomes

7.1 Program Objective:

To establish an evidenced-based, best-practice oriented, and peer-reviewed training program in Holistic Land & Livestock Management (HLLM) for organizations in Southern Africa that is centred on ACHM's training and research facility (Dimbangombe Ranch) and that incorporates the neighbouring communities as living examples of land & water restoration under HLLM and as field training/research sites.

7.2 OFDA Beneficiary Indicators:

Number of people who will benefit from hydro meteorological activities and be capacitated through training. The assumption is that when HLLM is implemented in an area all residents benefit and the entire geographic area will be restored.

8.0 Unmet Goals/Targets

- Cancellation of the Advanced Training in Holistic Management (Master Training) and other planned courses due to lag in marketing, timing and low registration numbers.
- Delivery of gooseneck oxcart and animal powered pump due to modifications being done to the pump for the oxcart was completed and awaits the pump so as to transport these together to cut on costs
- 28 % (\$ 59 989.35) of the planned income of \$214 000.00 attained so far as at end of August 2013.
- Hwange Communal Lands is in the process of entering the four new communities to expand and improve on the awareness of the HLLM programme
- 50% increase in livestock numbers in 2013 was not met.



Appendix C

HCL Community Participatory Evaluation Summary

INTRODUCTION

The last phase of the Community Action Cycle/Holistic Land & Livestock Management (CAC/HLLM) process is for the community's Core Group to conduct a participatory evaluation of their work during the last year. The ability of the Group to do this exercise is one final indicator of sustainability. From the evaluation, the Group then revises the plan for the upcoming year. For the Grant purposes, the successes and struggles identified by the communities themselves validates those identified through the data collection and qualitative reporting by the Hwange Communal Lands (HCL) Field Officers. The report below presents a summary of conclusions drawn from a summary matrix of the indicators as mentioned by each community. The narrative then pulls from the actual data collected by the Monitoring & Evaluation (M&E) team to confirm the reported successes/struggles by the communities. From these results, conclusions can be drawn about the expected results that a community might experience through implementation of the CAC mobilization strategy and HLLM practices.

Community Participatory Evaluation Results

A total of 10 HCL communities completed their Community *Participatory* Evaluation in the last year of the Grant. Each community organized a process and series of meetings lead by their Core Group per the guidelines they had received in the CAC training. The ACHM staff members were merely observers of the process. The written results were turned in by the group to the Field Officer and became the basis for this summary matrix.

The communities are sorted in the matrix by the first year of training in the project. Sianyanga which started in 2006 with the original curriculum was used moving right to Sizinda and Ndajila/Masikili who started in 2008 and Chisuma in 2010. The remaining eight started in 2011 using a newer revised curriculum.

The results show that the communities have seen results that parallel what was predicted in the areas of land and water restoration (ecological/biological), social functioning within the community and livelihood enhancements secondary to land and water restoration. In summary the general observations are:

- All 10 communities showed the capacity to conduct their own participatory evaluation demonstrating one of the key skills required for sustainability.
- After training, all but one community were able to organize a community Land Management Herd (LMH), albeit with varying degrees of adaptation due mainly to availability of bulk water especially in dry season and ability to support and/or pay herders.
- In the more successful communities, infrastructure or water development funds were established, and the livestock owners (LO's) found a way to support herders or to herd themselves. Water and herders are confirmed as two key critical success factors.

- As predicted, communities using HLLM practices with a LMH see land, forage and water flow improvements even when they are not able to do planned grazing year round. The data support the communities perception of these improvements.
- Those who do year round herding to a plan show more results more quickly, usually with observable improvements within two years or two full annual cycles.
- Communities without bulk water sources show less land improvements associated with abbreviated or less-than-year-round herding of the LMH to a grazing plan.
- Receiving boma sheeting for overnight kraals does not predict success in crop yield as communities who use other materials for kraaling also show improvements. Using livestock to impact cropfields is one of the first utilized and accepted practices, presumably because improved food production is so valuable to families.
- However, receiving the boma sheeting for a community kraal appears to enhance the development of the group as they meet on their own more often at the kraal.
- Communities successful in implementation are associated with a higher percentage of Livestock Owners (LO's) participating in the LMH and Core Group.
- The successful communities are more likely to report forage availability and land improvements as well as improved livestock health and reproduction. It could be posited that the LO's, seeing these improvements to their assets, are thus motivated to sustain and improve the HLLM practices as well as bring in others for greater impact. As a "tipping point" is reached and the increase of LO's participating accelerates the land, water and livestock successes appear to become sustainability factors themselves.
- Whereas formal leadership support may be helpful, it does not seem to correlate to success. LO's and a functional Core Group are more likely associated with success.
- The new curriculum that incorporates community mobilization (CAC) training appears to be more successful in enlisting LO's and Core Group participation and leadership than under the original curriculum which consisted of training of local village based trainers to "spread the word." Knowledge of HLLM does not appear to be motivation in and of itself; leadership skills developed among key local stakeholders is the key.
- Successful communities are more likely to take ownership of the project while those few who are unsuccessful shift blame or expectantly wait for ACHM to "do something" for them: bring water, more training, pay herders, etc.
- Successful communities meet on their own to manage the project, have increasing participation in Core Group or LMH, and have put governance documents in place such as constitutions or policies which they enforce related to good land management practices.
- Interestingly, all communities completing the training report less conflict in the community or more ability to deal with it.
- Some successful communities report "Happy Families" presumptively because of the other improvements.

In summary, communities are able to organize themselves to implement this fairly complex programme except when they remain trapped in "donor dependency." The ability to find solutions to major obstacles to full implementation with or without donor assistance is possible. The HLLM training appears to be compelling enough in communities that have key stakeholder leadership to find solutions or "work-arounds" where necessary. Once land improvement is seen by the community, participation increases and formal structures/policies are put in place to ensure sustainability. Because the successful ones are distinguished by a sense of "ownership", one can assume that they will find a way forward with or without donor support. The

communities would appear to value the consequences they see and experience with their land & water, which offer increased potential for livelihood enhancement and community and family well-being. The actual matrix of results by community is attached.

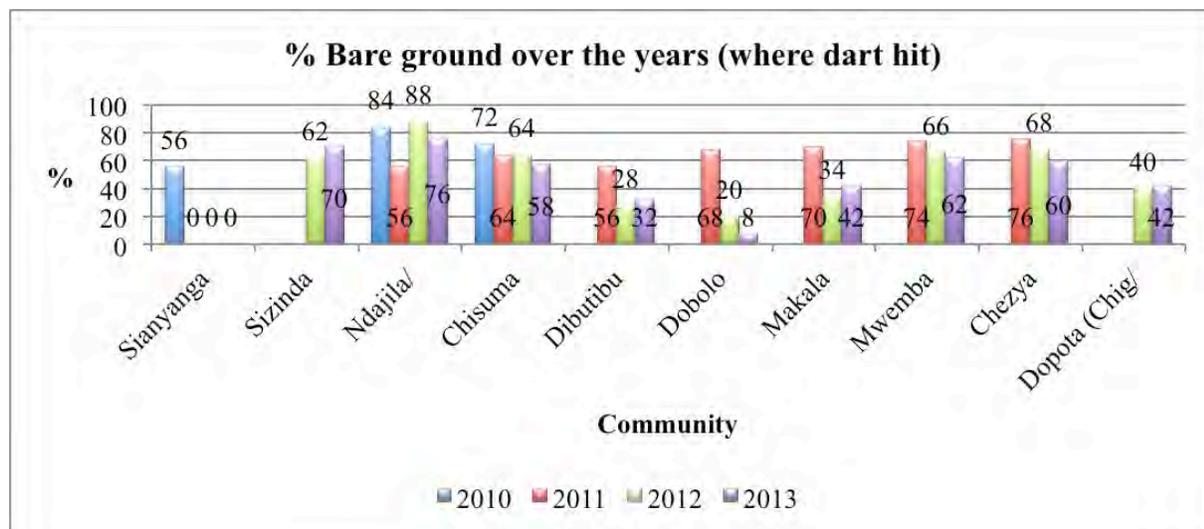
Corroborating Evidence from Data to Support Community Reported Results

The Monitoring and Evaluation (M&E) team looked for data confirmations for the major results reported by the communities in their participatory evaluations. In addition to the quantitative measures, the qualitative monthly reports from the Field Officers were reviewed for confirmation or explanations of successes listed by the communities. The measured results, where available, would appear to confirm the communities' perceptions.

BIOLOGICAL/ ECOLOGICAL

Less bare ground

The measurement of bare ground on transects year after year shows the improvements in growth of grasses and especially litter cover. Comparing 2010 and 2013 results, on average, the communities that were herding all year round per holistic grazing plan (HGP) showed a decrease in bare ground or increase in natural cover (Sianyanga, Dobolo and Chezya). The community that started in 2006, Sianyanga, had achieved full bare ground coverage on its one transect (a second one was lost to development) and continues to maintain that improvement. Even those communities that were not herding to the grazing plan throughout the day but only for a few showed a decrease in bare ground. This shows that even modified use of HLLM practices brings results although not as quickly or completely. For example, Chisuma and Mwemba recorded below 10% decrease in bare ground. Good land management practices have been cited as the major contributory factor in bare ground reduction. Diagram below illustrates:



Note: Sianyanga has only one transect, and 0% bare ground is not representative of the bulk of the grazing area. Most other communities have at least 2 transects, which is still not adequate to be truly representative of the whole grazing area.

More forage

On average, there was 10 times more forage on the land under holistic planned grazing as compared to control areas in 2013. In Sianyanga, Sizinda-Sentali and Ndajila/Masikili the amount of forage available in the planned grazed areas of these communities could feed one cow for an average of 100 days. The forage available in the planned grazed areas of Chisuma, Dopota (Chiguswi/Chibombo), Chezya, and Mwemba could feed one cow for an average of 35 days. Dibutibu, Dobolo and Makala's forage could feed one cow for approximately 15 days. Results are correlated to effective execution of HLLM practices and have direct impact on livelihoods with the improved ability to support livestock resulting in improved health and production. The effects are cumulative so the more years under planned grazing, the more cow-days of forage produced, assuming average rainfall years. .

Rivers flowing more & River bank recovery

Those communities that have been most successful in implementing HLLM not only show land improvement but also improved river flow. Sizinda, Sianyanga, Mwemba and Chezya communities report (validated by ACHM Field Officers) that their rivers are flowing more and their river banks are recovering from erosion.

Less poaching and burning

Makala, Chezya and Sianyanga have reported a reduction in the poaching and burning of grass in their communities. This is due to the enforcement of constitutions in their communities.

Fewer bad insects (in one community)

A biting ant-like insect that plagued the bare ground areas in Sianyanga for years, harming people and livestock, are now so few they have ceased to be a problem.

Fewer snares

Snare sweeps were done in Chezya, Mwemba, Sianyanga and Dopota (Chiguswi/Chibombo) prior to moving into the next grazing area. This led to fewer snares injuring livestock.

SOCIAL INDICATORS

Herding with the Land Management Herd (LMH)

Over the years there has been a change in how communities are handling their livestock, mainly cattle, in the dry season attributed to a paradigm shift as a result of the ongoing ACHM facilitations. In 2010 Sianyanga community was the only community practicing holistic planned grazing. In the 2013 dry season, 3 out the 10 communities namely Sianyanga, Chezya and Dobolo continued to show commitment to herding using herders following the grazing plan from the wet season through the dry season.

6 of the 10 communities (Sizinda, Ndajila/Masikili, Chisuma, Makala, Mwemba and Dopota (Chiguswi/Chibombo) managed to keep sending their livestock to graze in one area as a big herd following the plan, though in the absence of herders. Makala, which lacked bulk water, broke its herd into 3 and sent animals to graze in different areas with the other 2 herds not following a plan, so that animals could be watered by hand. When herder stipends were discontinued in June 2013 Makala stopped herding year-round. Dibutibu stopped herding due to bulk watering challenges and lack of herders among other issues.

More livestock owners participating

30% of these 10 communities had at least 50% livestock owners participating in the LMH by end of Q4 2013 as opposed to none in Q4 2010. At the end of Q4 2010, an average of 20 livestock owners (4%) in 4 communities were participating in the land management herd as opposed to an average of 166 (22%) in 10 communities at the end of Q4 2013.

More cattle in herd

Sianyanga, Chisuma and Sizinda show an increase of cattle in the herd in the last year. This increase is mainly attributed to the improved condition of livestock and availability of more forage. A secondary consequence of having the LMH is that diseases are identified earlier by the herders and vet assistance is also provided earlier and more often.

Have management / community fund

4 communities have management funds in place and the funds are used to cover project related expenses; 2 communities have water funds in place, and the remaining communities contribute when there is need for funds, e.g. a borehole breakdown. These funds are in the form of cash and small livestock such as goats and chickens.

Have constitution and able to enforce policies

The ability to control and safeguard resources has improved in communities implementing HLLM through the use of community constitutions which guide them on how to manage their resources in the absence of external mediators. Chezya, Makala and Sianyanga communities managed to draw up their own constitution which have been authorised by their respective Chiefs.

Community Participatory Evaluation

Ten of 16 communities did the evaluate together phase (6 communities were not far enough along in implementing their plans to evaluate them). During the exercise most communities showed good levels of maturity and they highlighted the need to reach out to those who do not understand the program and to enlist livestock owners to contribute towards a herder's fund. Those who had combined animals into a Land Management Herd planned how they will continue monitoring activities and revise action plans.

Knowledge of HLLM

At least 2 months following completion of the ecological literacy sessions/training, a test was administered to the HCL trainees to evaluate retention of information presented in those sessions. The results were used to improve the training programme and reinforce key points again with the group. Whereas the average was 82% retention, trainees from three communities, Sianyanga, Sizinda and Ndajila/Masikili, recorded above 90%.

Water point projects completed

ACHM constructed three water tanks, (Sizinda, Chisuma and Mwemba) and secured power for pumping for two communities (Sizinda and Mwemba). Four communities (Sizinda, Chisuma, Mwemba and Dobo) had water troughs constructed to aid bulk watering. Two boreholes were drilled (Dopota and Makala) and are yet to be equipped.

Have trained herders and are still participating

Prior to putting the livestock together, herders were trained in HLLM herding, grazing planning and low stress handling. A total of 193 herders were formally trained of which 24% were still participating as of December 2013. The drop in the number of participating trained herders is being largely attributed to the cut off of herder stipends. However, 62% of the herders that were still participating by December 2013 were trained informally within the community showing that those committed to these practices will be helpful to spreading them.

Herder supported (\$)

ACHM stopped providing herder stipends in June 2013. In some communities livestock owners have since assumed herder duties. Sianyanga and Dobolo have an average of 29% livestock owners that are participating in herding. Chezya, Mwemba, Makala, Ndajila/Masikili and Sizinda have an average of 4 livestock owners participating in herding.

Apart from that, communities generally have seen the importance of sharing costs to motivate the herders but it is done mainly in the wet season in most communities. In Makala farmers made it a point that all the milk from the cattle in the LMH was only consumed by the herders on duty to keep them motivated and each family contributed a cup of mealie-meal per month towards supporting and assisting herders.

Use of Boma Sheeting Kraals for Land Management Herd (LMH)

7 communities are using boma sheeting kraals for the LMH and have made commitments to pay for it on an instalment plan. These communities are Sizinda, Sianyanga, Dobolo, Makala, Chezya, Ndajila/Masikili and Mwemba. An accumulative total of 199 crop fields have been animal impacted since 2010.

Female involvement in the HLLM programme

In Chezya, Chisuma and Dopota (Chiguswi/Chibombo) women are in strategic positions in the core group and as the committee is selected by voting, it shows that men are also confident that these women can take up and run the positions smoothly.

Community “owns” the project not ACHM

A major thrust of the revised training program implemented in 2010 was to emphasize the fact that this programme has to be led and implemented by the community. Previously, the communities viewed it as an ACHM-led project. The results of the Participatory Evaluation provide evidence that communities successfully implementing HLLM do “own” the programme: the existence of management funds used to cover project related expenses and creative approaches to address herder support; the drafting of community constitutions; meetings instigated by core groups rather than field officers.

In analysing the descriptions of their challenges, successful communities did not blame ACHM for not providing resources but struggling communities did. Likewise, plans going forward tended to identify actions the community would take rather than expectations of support from the outside.

Meet on our own

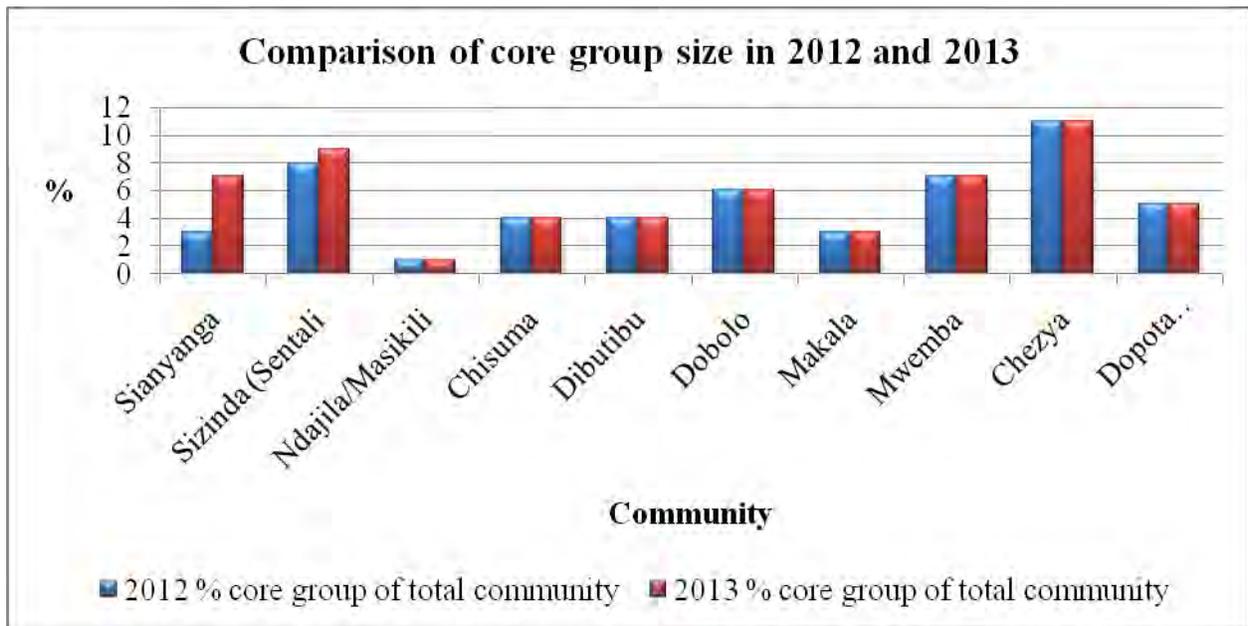
Communities report the independence in meeting as a success. Interestingly, those that have mobile bomas tend to meet on a more regular basis to discuss its maintenance and ways of shifting it from one place to another.

Less conflict in communities

Generally communities are now reporting that they are more proactive and can come up with solutions to their problems. The Field Officers confirm this skill. Decreased numbers of conflicts have been reported in communities implementing HLLM. An example is decreased incidences of livestock invading other people’s crop fields. Boundary conflicts and misunderstandings were resolved when Dibutibu and Sizinda agreed that their livestock would graze their common boundary area at the same time.

Core group participation steady/growing

The chart shows that the core group sizes remained more or less the same in most of the communities. Sizinda and Sianyanga showed an increase in core group size attributed to the continued mobilisation within the community as well as their level of “HLLM maturity.”



Leadership support high (+50%)

Leadership support is important for the success of the HLLM program in HCL. As an organization ACHM is privileged to have the Chiefs in Hwange Communal Lands (HCL) sitting on its Board of Trustees. Village heads are the people on the ground in communities and as such their participation is essential. 90% of these communities had village head participation of at least 50%, with 1 community (Dibutibu) having a village head participation of 33%.

Want more training

Ten of the communities implementing the programme, have set a target of having more training to both improve their skills but also extend the knowledge into the community to get more participation. The types of trainings requested include: Core Group training on leadership/communication skills, HLLM programme practices, herder training, gender awareness and exchanges with other communities. These requests are indicators of interest in sustaining and enhancing the programme.

Built something together

5 communities built spray races, thus reducing distances their livestock had to travel for dipping. These communities are Sizinda, Sianyanga, Chezya, Makala and Mwemba. One community’s

spray race services 3 different communities so there is an enhanced opportunity to encourage their neighbors to learn about HLLM.

LIVELIHOOD POTENTIAL

More \$ from community produce

67% of the nutritional gardens that were set up as a result of provision of water points to 3 older communities (Sizinda, Sianyanga and Ndajila/Masikili) continue to be managed successfully. Sizinda garden members who are also part of the Core Group have shown good organizational and marketing skills as they have a contract for selling vegetables to a reputable supermarket chain. Other garden members have capitalized on local trading or selling within their communities and report more storage of food to cover the dry season as well as more variety of foods consumed.

Better crop yields

Sampling of the yield from animal impacted crop fields compared to control fields was done annually. The potential yield on animal impacted crop fields was three to five times higher than on comparison fields. Sizinda, Sianyanga, Ndajila/Masikili, Mwemba and Dobolo crop yields averaged 5 t/ha in animal impacted fields and 2t/ha in control crop fields

Fewer animal deaths and healthier livestock

The increase of forage as documented earlier is the biggest contributory factor to improved livestock condition as well as more available water where that has been provided. Also, as a result of communities coming together to plan their grazing and herding they have been able to identify other challenges that were leading to livestock deaths and developed solutions to rectify the problems. Condition of cattle also improved due to improved animal handling, rapid disease detection and treatment plus preventive measures such as dipping/spraying for ticks.

More production

Generally livestock production increased as a result of herding together because cows have more contact with the bulls. Those LO's without bulls benefit from those that are in the LMH. An example from 1 HCL community, Chezya, which has been herding year-round since 2011 has shown an increase in calving rate from 45% to 71%.

CONCLUSION

The community participatory evaluations as independent assessments of successes, struggles and plans going forward reinforced the results that can be expected from implementation of HLLM practices in the Hwange Communal Lands. Without prompting, the communities identified successes in terms of key biological/ecological indicators, social functioning and livelihood potentials. The conclusion can be made that the CAC portion of the training is successful in giving villagers the capacity to lead and manage a complex programme. The HLLM portion of the training is successful in providing the knowledge and skills necessary to implement the programme. And that once implemented, even if abbreviated, that results will be evident as predicted.

Community Participatory Evaluation Results Matrix

Communities:	Sianyanga	Sizinda-Sentale	Ndajila/Masikili	Chisuma	Dibutibu	Dobolo	Makala	Mwemba	Chezya	Dopota (Chig/Chib)
Year initiated:	2006	2008	2008	2010	2010	2011	2011	2011	2011	2011
Total Successes	34	28	21	20	4	24	22	20	31	17
SUCCESS INDICATORS										
Biological/ecological:										
Less bare ground	√		√	√		√		√	√	
More forage	√	√	√	√		√	√	√	√	√
Better crop yields	√	√	√	√	√	√	√	√	√	√
Rivers flowing more	√	√						√	√	
Riverbank recovery	√	√						√	√	
More perennial grass	√	√				√		√	√	
Fewer bad insects	√									
Fewer snares	√							√	√	√
Social/familial:										
Herding with LMH	√	√	√	√		√	√	√	√	√

Communities:	Sianyanga	Sizinda-Sentale	Ndajila/Masikili	Chisuma	Dibutibu	Dobolo	Makala	Mwemba	Chezya	Dopota (Chig/Chib)
More LO's participating	√	√		√		√	√	√	√	
More cattle in herd	√	√							√	
Have project management fund or water fund	√	√	√					√	√	√
Have constitution	√						√		√	
Community evaluation	√	√	√	√	√	√	√	√	√	√
Knowledge of HLLM	√	√	√	√	√	√	√	√	√	√
Waterpoint project done	√	√	√	√				√		
Have trained herders	√	√	√	√	√	√	√	√	√	
Participation of trained Herders	√	√				√	√	√		
Herders supported or paid or LO's herd	√	√	√			√	√	√	√	
Use boma for LMH	√	√	√			√	√	√	√	
Females/involvement in the HLLM program				√					√	√

Communities:	Sianyanga	Sizinda-Sentale	Ndajila/Masikili	Chisuma	Dibutibu	Dobolo	Makala	Mwemba	Chezya	Dopota (Chig/Chib)
“Own” project not ACHM	√	√	√	√		√	√	√	√	√
Meet on their own	√	√	√					√	√	√
Less conflict in community	√	√	√	√		√	√	√	√	√
Core group steady/growing	√	√	√	√		√	√	√	√	√
Leadership support high (50+)	√	√	√	√		√	√	√	√	√
High/growing participation	√	√	√	√		√	√	√	√	√
Able to enforce policies	√					√	√		√	
Less poaching & burning	√		√	√		√	√	√	√	√
Want more training			√	√	√			√	√	
Built something together	√		√	√		√	√	√	√	√

Communities:	Sianyanga	Sizinda-Sentale	Ndajila/Masikili	Chisuma	Dibutibu	Dobolo	Makala	Mwemba	Chezya	Dopota (Chig/Chib)
Livelihood Potentials										
More crops for \$ garden	√	√								
Fewer animal deaths	√		√	√		√	√	√	√	√
Healthier animals	√			√		√	√	√	√	
More reproduction	√		√	√		√	√	√	√	√

Holistic Land, Livestock & Livelihood Development empowers Women



A Story of the Women Of Chisuko Grazing Scheme

In Jantia & Chikukwa Chimanimani Zimbabwe

“We used to fight about cattle!” Rhoda Marowa laughs as she talks about the situation in the community before they joined the Chisuko Grazing Scheme. “I had to let the animals out of the kraal every morning and walk them up that steep mountain for two hours before reaching the grazing areas. Then in the evening I would fetch them again to kraal them at our home. I used to spend about 5 hours of every day like that.” Rhoda tells how she sometimes had to look for her animals for three days after they had gone astray. She could not be with the animals all the time as she had many other things to do: Fetching water and firewood, cooking, growing food for the family.



Mrs. Marowa first had three cows, now after one year as a member of Chisuko she owns four. She is a widow and the animals are very important to her and her children. The proteins from milk and meat are good for their diet. They collect manure for their garden and the animals represent a store of wealth to them.

“I am happy, because we have come together as stockholders to herd our animals together. We contribute to pay for the herders. They are with the herd all the time. Now we know that our animals are safe. Their condition has improved and they do not get lost or injured anymore.”

Rhoda Marowa also talks about the improved soil fertility in her field. The herd has been kraaled in a shifting kraal and through the animal impact the soil has been loosened, broken up and fertilized by urine and dung. “My field was exhausted, but now it can produce a good crop again. I am not so young anymore, and the Chisuko project has come just at the right time for me. It is a great relief.”

Power for Collective Responsibility

Women have taken a lead to ensure the proper collection and accounting of members' contributions.

From left to right: MrsKaima, MrsMatirekwe (Chisuko Treasurer), Mrs. Samanga (Agritex) and Mrs. Kembo (TSURO Trust)



The Chisuko Grazing Scheme was initiated by the TSURO Trust in cooperation with the Chikukwa Ecological Land Use Trust in 2012. Five community members completed a 4-week training programme in Holistic Land & Livestock Management and planned grazing at the Africa Centre for Holistic Management near Victoria Falls, in 2011. These five community facilitators were supported by Africa Centre staff through 2012 as they began to implement what they learned.

Up to 58 members have combined their animals into a common herd of up to 223 head of cattle. In some months those numbers declined as farmers took their animals for ploughing and other purposes. Stockowners pay a monthly contribution of US\$ 1 per animal and an additional US\$ 4 per household. Now and then contributions do not come in at the right time, but on the whole the group has managed to reward four herders over a period of 18 months now. To Rhoda Marowa, it is definitely worth contributing US\$ 8 per month. She is now free to work productively everyday without having to worry about her animals.



Mrs. Matirekwe is one of the pioneers of Chisuko and has been the Treasurer since July 2012. She is a widow and had no one to take care of her animals. They used to loiter around the business center, eating plastic bags, parts of old blankets and fertilizer bags. One of her animals died from such material as revealed by a post mortem analysis done by the Veterinary Officer. Now she has three head of cattle and she knows that they are managed in a healthy way.

Mrs. Matirekwe invested a lot of voluntary work into making Chisuko a reality. Members of the grazing scheme used to come to her home at any time to pay their contributions or to enquire about their balance. In the beginning people were allowed to pay in the form of maize, which she had to store at her home. Together with the Secretary, Mr. Sedha, she had to distribute the maize to the herders. She was involved in herder payments and in producing financial reports once a month. Due to eye problems she has recently resigned from this responsibility.

Esther Matirekwe:

“Before the Chisuko project started, my animals once destroyed Mr. Matoro’s maize crop and we had a big quarrel. I actually developed high blood pressure from that. Many of us had to go to the Chief’s court and pay fines to compensate for damaged crops. The Chisuko project has brought about peace and tranquility amongst neighbours.”





**The Chisuko Committee
elected in November 2013:**

Women hold three out of
seven positions:

Vice Chair, Vice Secretary
and Vice Treasurer

Livestock has been men's business in Zimbabwe for many reasons that are deeply rooted in traditional culture and economic history. In today's social reality in Zimbabwe's rural areas, however, livestock becomes more and more relevant to women's livelihoods. According to a 2011 TSURO survey of Chimanimani District, 34 % of households are female headed. Within the complex scenario of climate change and other challenges to crop production, livestock rearing assumes an increasing role in terms of food security and livelihood development. According to the ZimVAC 2013 Rural Livelihoods Assessment, 'communities identified livestock projects (15,1%) as the key programme activity that they would be willing to engage in to address food and nutrition insecurity challenges'. The women of Chisuko demonstrate clearly that they have a strong role to play in this sector of rural agriculture.



**Increasing
Women's Power
in Gender Relations**





**Women of all Age Groups
participate in the
Chisuko Grazing Scheme**



Elizabeth Sunguro (above) is a young woman who owns five head of cattle together with her husband. They sold one in order to raise school fees for their children. Like other animals, theirs used to wonder about in the community, eating clothes and toxic materials and destroying other people's field and garden crops. Their neighbours suffered and they themselves also had to pay fines for this. One of their 14 year old boys had to give up schooling because he had to herd the animals. When the Chisuko project got started, he had a chance of reentering school at secondary level. Elisabeth and her husband now have much more time to do gardening and other work and they envisage a bright future as a result of Chisuko.

YES, WE CAN HANDLE CATTLE !



Miss Nezandoni is a single lady and she is the only female herder in Chisuko. She had joined the project right from the start because she had lost 5 animals to stock thieves in 2011 when they were on free range in the Sunguroni mountains. “Now my animals are safe. They are in good condition because we always move them to fresh grazing areas and leave enough time for the other areas to recover. They are calving very well. I look after them and many other animals personally and I am even paid some money for that job by the other members.”

How does it feel as the only woman herding the animals with three other men?

“We get on very well. We are good friends, some of them are my relatives, and we share ideas about many things when we are up there herding. No, I do not have any problems with them at all.”

Junior Nezandoni:

“I know everything about cattle. I learnt it from my father, at the age of fourteen.” Her animals have increased from 16 to 19 during her membership in Chisuko. Would she say she was a wealthy woman? “Yes, maybe I could say so. I like herding animals, in any weather.”



Mrs. C. Shumba (Left):

“The planned grazing in Chisuko has increased the water flow in our streams in Kwaedza.”



Mrs. Shumba is a widow who owned five head of cattle in 2011. But cattle rustlers stole four of them although she tried to move her animals to a distant area. “ First I let them range freely on Makukuura mountain. That is where two were stolen. Then I moved them to Muowa and another two were stolen. I was so frustrated that I sold the last one to at least pay some school fees for my daughter.”

Mrs. Shumba wants to start afresh and invest in some cattle under the Chisuko project. She can see a lot of positive effect of the controlled grazing in the banana plantations in her village, which are no longer destroyed. There are less conflicts about stray animals. “People now understand why it is good to put all the animals together. Generally they are all positive about it and think that the animals can live longer.”



The women of Chisuko were interviewed on 11 November 2013.

The TSURO Trust & Chikukwa Ecological Land Use Community Trust