

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

- 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.

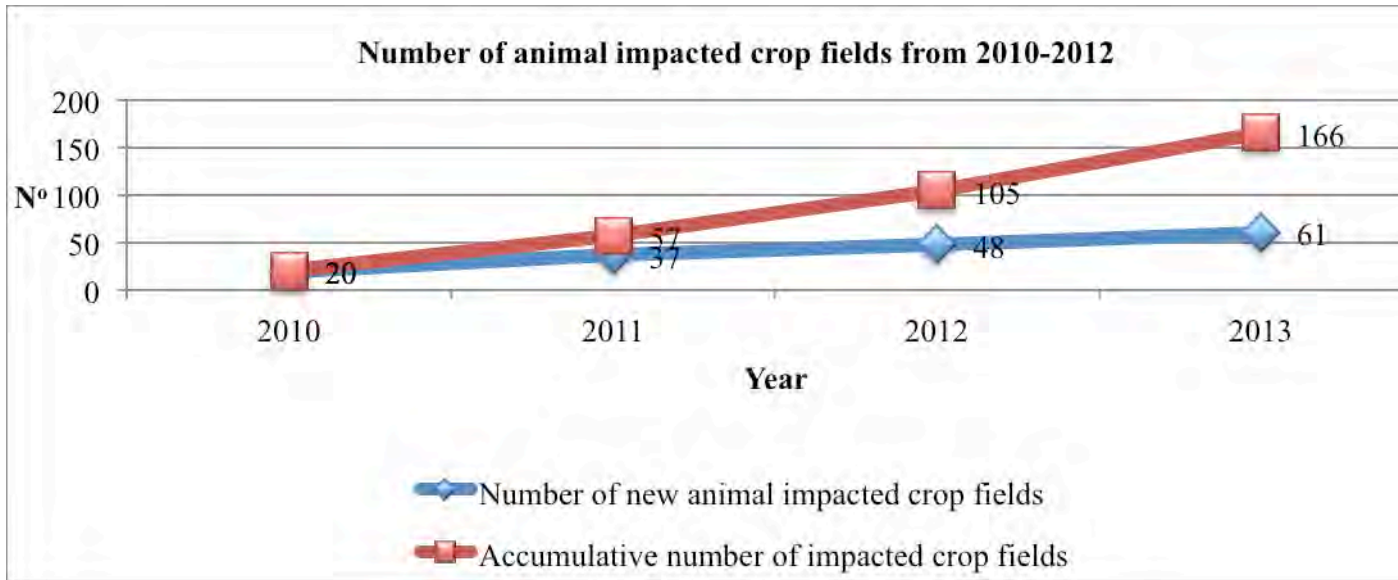
3.0 Success, Constraints & Adjustments re the program objective (*the objective changed slightly and the outcomes were modified each year*)

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

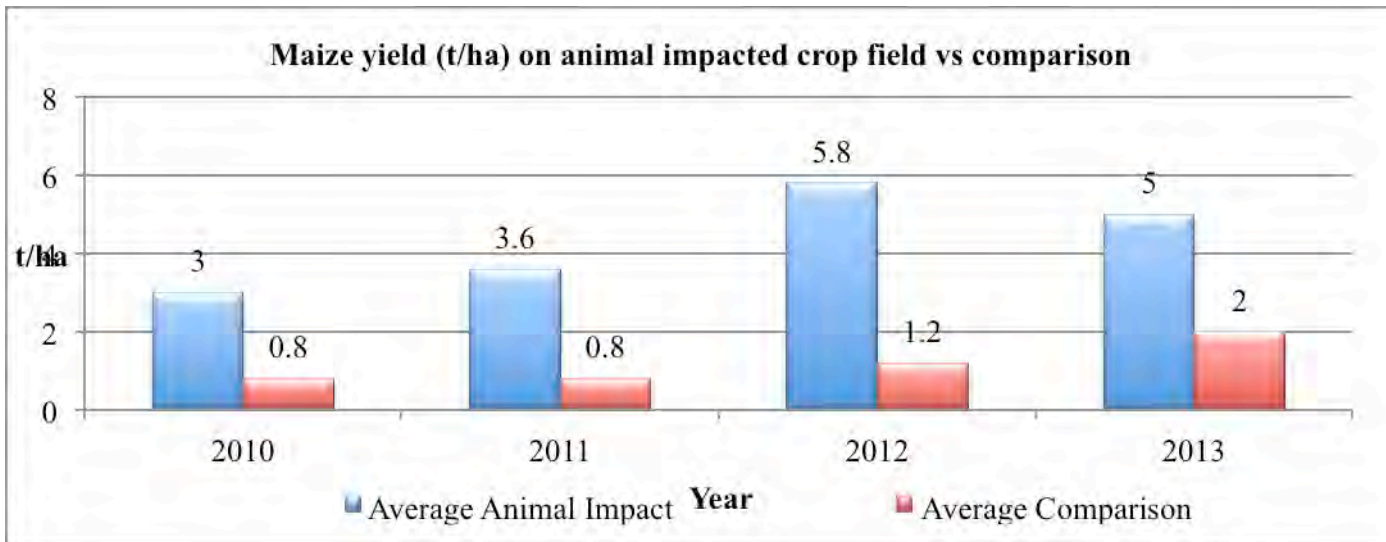
14 communities received training on the principles and practices for animal impacting the crop field to improve crop production. An accumulative total of 166 crop fields have been animal impacted since 2010 and the number of new farmers adopting this practice is increasing over the years. Farmers who 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.



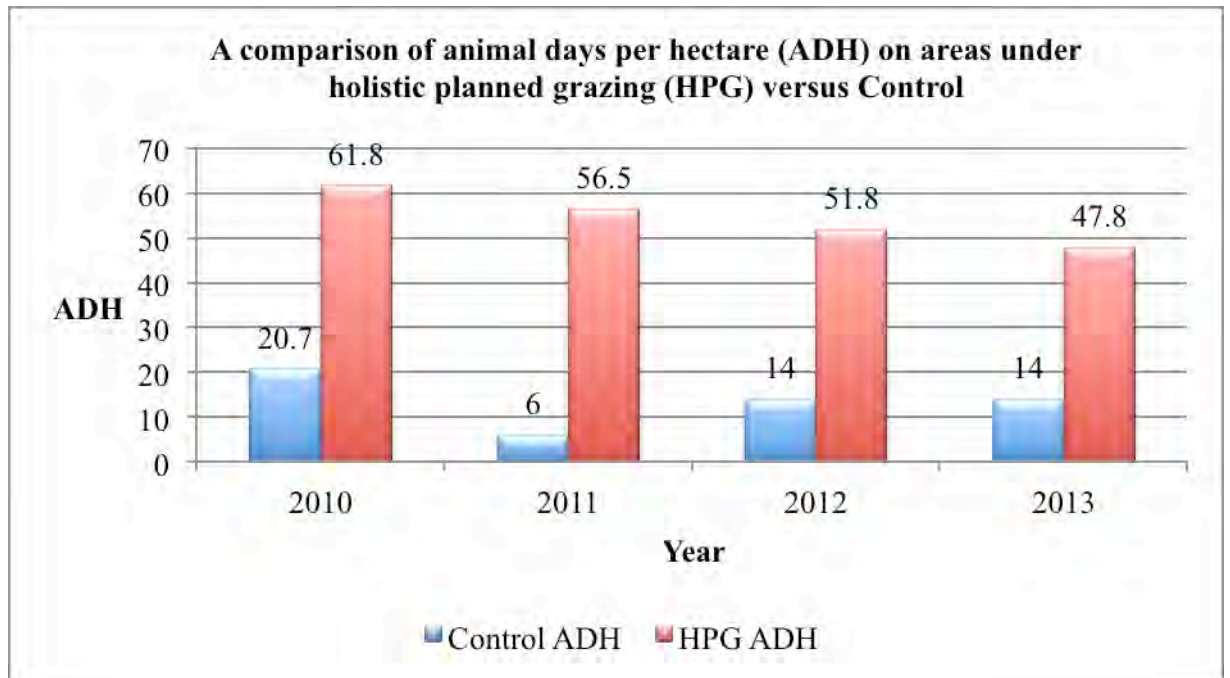
Animal impacting on crop fields has also acted as a unifying force within the communities. In communities with a land management herd, the herd is being used on each other's crop fields and in the process impacting crop fields for those farmers without livestock. In the past, farmers had to use their 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.



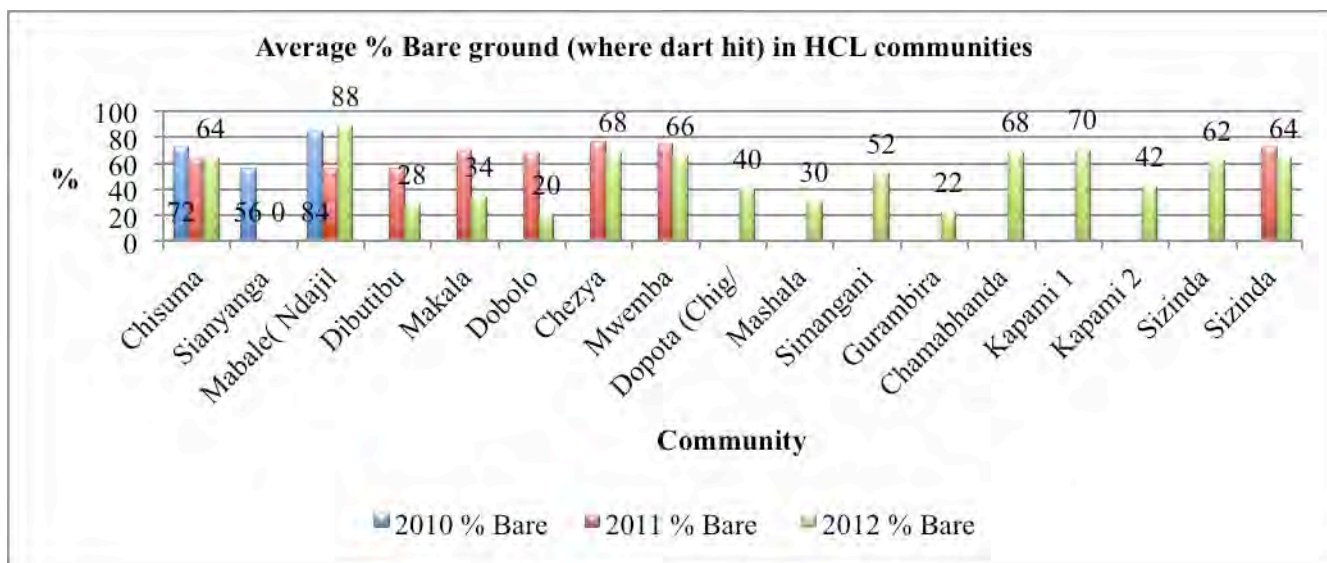
3.1.3 Forage Assessment Results from 2010-2013



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.*

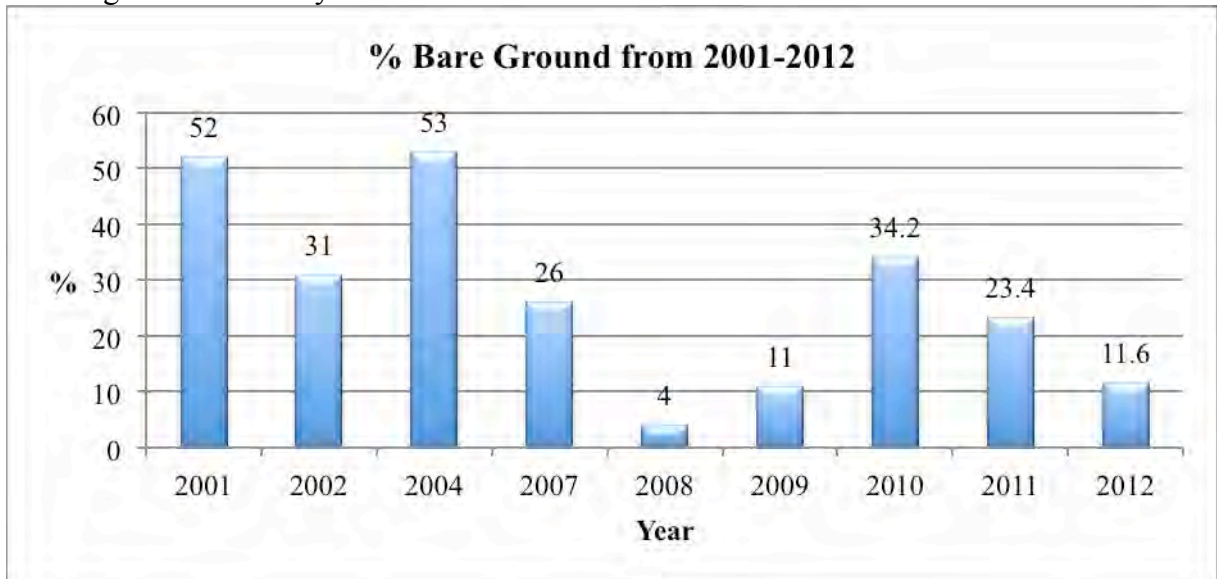
Sianyanga community was the only community practicing holistic planned grazing in 2010 for 3 hours a day as a pilot project consisting of 20 households. The table above shows that over the years there was a shift in how communities are handling their livestock mainly cattle in the dry season attributed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

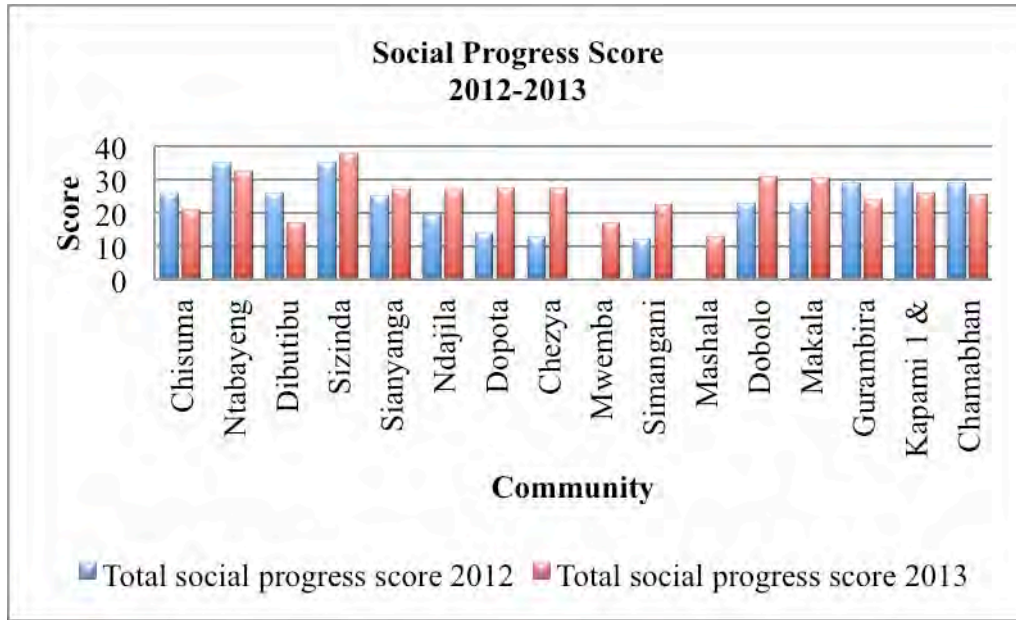
It is interesting to note that in 2010 where rainfall received (from October 2009 to September 2010) equated to 28 inches (700mm-above average in this region) there was an increase in bare ground and when 23 inches (594mm) was received between October

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:



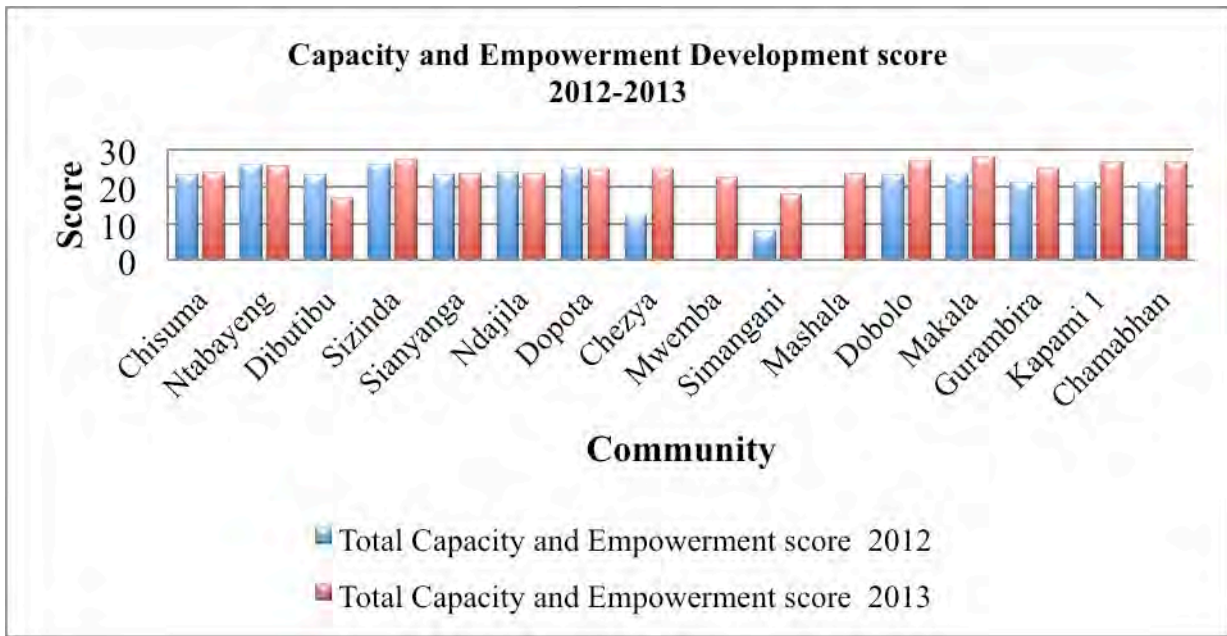
3.1.7 Social Progress Indicators

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.

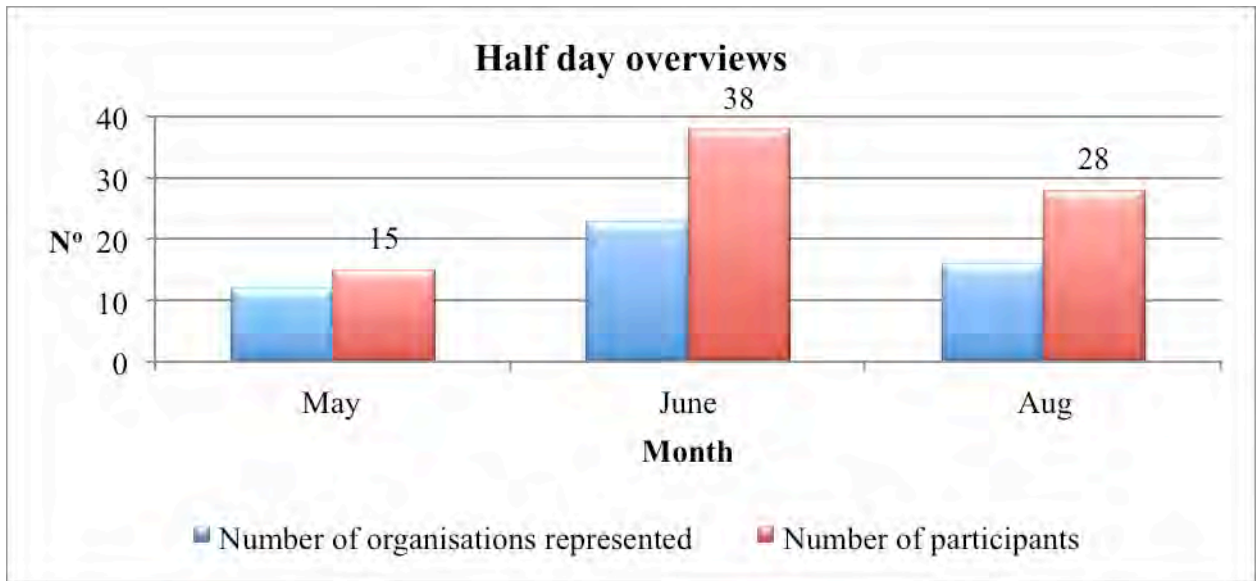
3.2.1 Curriculum Development

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

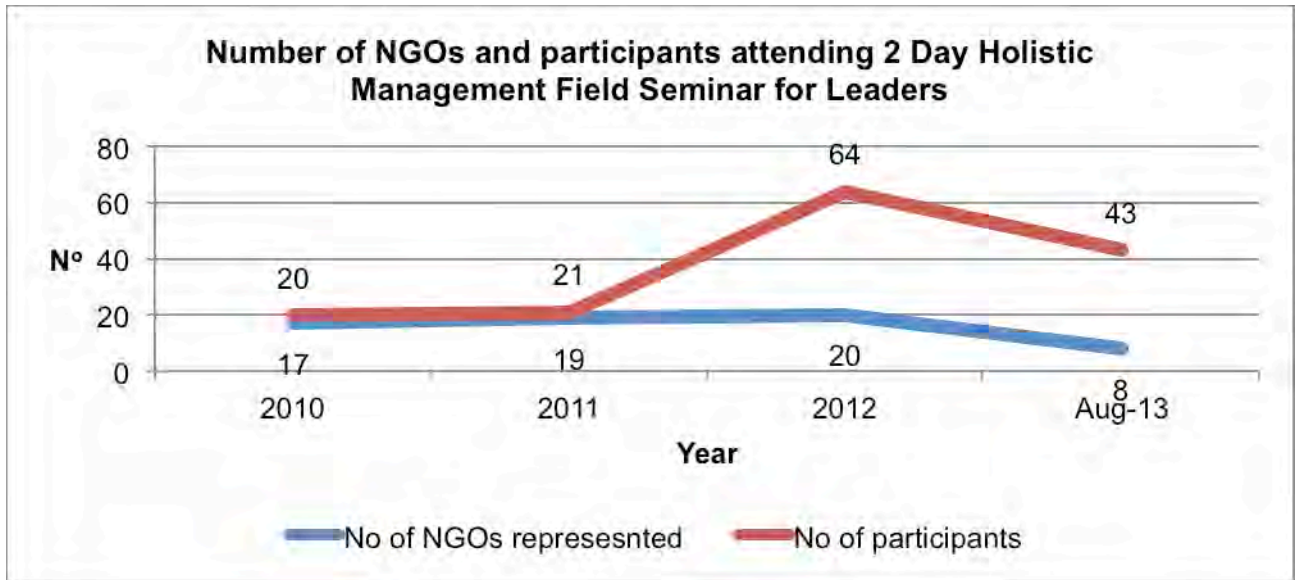
timing that coincided with the United Nations World Tourism Organisation conference that seized the attention of the targeted organisations in Victoria Falls. The chart below shows the number of participants at each overview.



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.



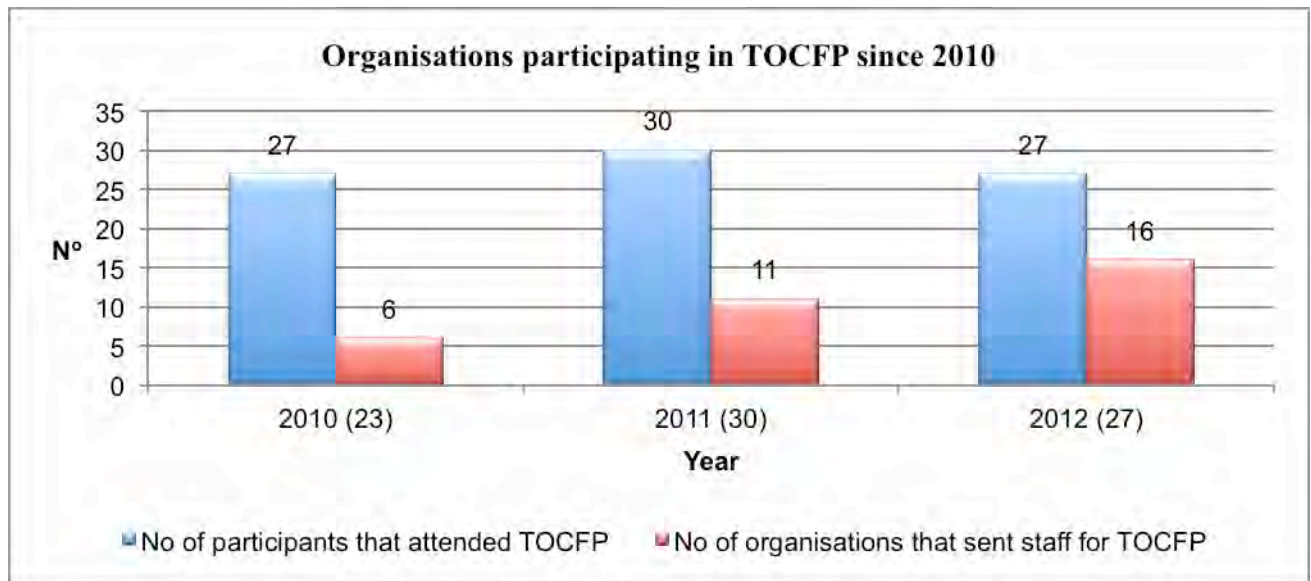
The trend shows an increase in the number of participants in the Two Day Holistic Management Field Seminar for Leaders previously known as NGO Leaders Seminar from 2010 to 2012. In 2010, a total of 2 NGO Leader Seminars were held with a total of 20 participants representing 17 NGOs from South Africa, 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.

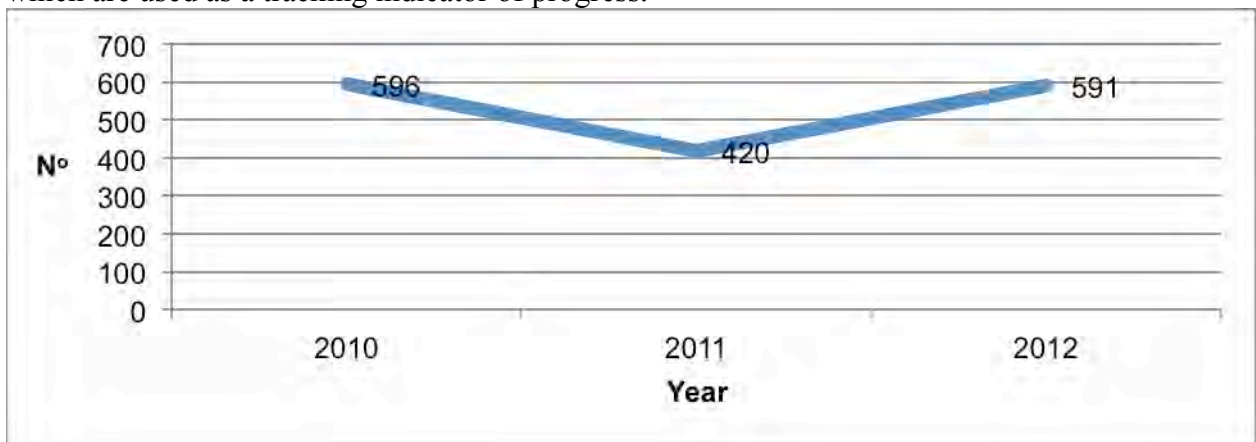
3.2.6 NGO Follow-up Visits and non USAID income

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.

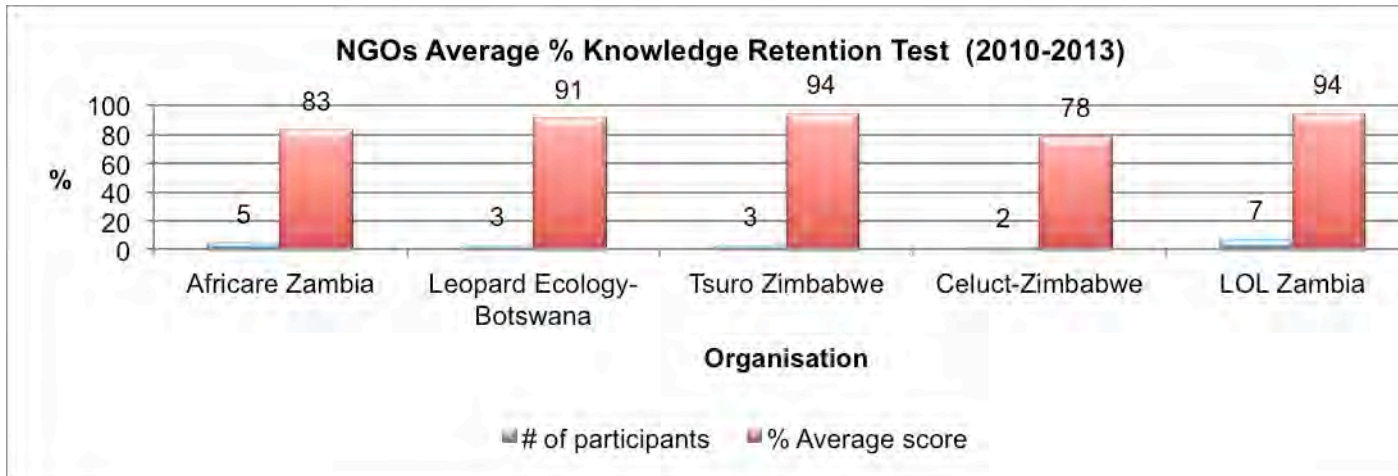


Please note: 2013 results not included for the annual activity reports from other NGOs are not yet submitted. Information will be reported in Q4 2013

- 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.