These guideline booklets are based on field experience and original research reports which are available from the WWF - Southern African Regional Programme Office (SARPO) in Harare. WWF wishes to acknowledge the important contribution made by the Rural District Councils (RDCs) and their constituent communities in the development of the series. The methods presented in the manual have been tested by the Support to CAMPFIRE Project with different communities in several districts.

In addition, WWF wishes to acknowledge the valuable ideas contributed by Thandie Chikomo, Champion Chinhoyi, Brian Child and Hasan Moinuddin.

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Editing, illustration, design and production: Action

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A locally made poster highlighting the importance of CAMPFIRE projects in Masoka Ward, Guruve RDC.
What is the objective of this manual?
Under the Communal Areas Management Programme for Indigenous Resources (CAMPFIRE), rural communities participate in, and benefit from, the management of their wildlife and other natural resources. The money from wildlife is used by wards for CAMPFIRE administration, the implementation of projects and sometimes the payment of household dividends. It is through the projects, that most people derive a benefit from CAMPFIRE and their wildlife.

The purpose of this manual is to improve the project planning and project implementation skills of people involved in CAMPFIRE and other natural resource management programmes. The manual breaks project planning and implementation into a series of simple stages and steps. The methods are easy to use and can save project implementors from making costly planning mistakes at the district and sub-district levels.

What methods are used by the manual?
The manual proposes using a simple project planning matrix and participatory approaches to improve project planning and implementation.

- The project planning matrix: This is a simple framework which stresses the major activities of the project (what), their timing (when), their cost (how much) and who is responsible for their implementation (who). The matrix can be changed to suit the exact needs of the planners.

  The project planning matrix is a flexible tool and must be used to meet the needs of the planners. The manual shows how the project planning matrix can be used at each of the following stages of the common project cycle. These are:
  - Stage One: Project identification,
  - Stage Two: Project planning and review,
  - Stage Three: Project implementation and monitoring,
  - Stage Four: Project evaluation.

- Participation in project planning: The manual stresses the importance of the participation of the project’s key stakeholders during planning. The project plan and its implementation will be improved if the planning process initially involves as many of the key stakeholders as possible.
The project matrix is used at every stage of the Project Cycle.
This will ensure that everybody involved;
• understands the project,
• contributes to the development of the project plan,
• feels part of a team.

Participation in project planning is improved by;
• inviting people to contribute ideas,
• using visual planning methods.

How were these methods developed?
The project planning matrix and the visualisation methods are loosely based on the “Logical Framework Approach” (LFA) used by Governments and Non-governmental Organisations (NGOs) for planning development work. The methods proposed in the manual were designed and tested by producer communities and Rural District Councils during the first phase of the WWF Support to CAMPFIRE Project.

How can greater participation in project planning be achieved?
It is important to allow key stakeholders to participate in, and contribute to, project planning. Visualising the planning improves participation by different stakeholders. There are many ways of visualising the project planning process such as the following:

• Cards and pin-boards - These are the best way of visualising the project planning process. Short statements are written on cards which are pinned to a board. This method is extremely flexible - the cards can be re-written, their position changed and they lend themselves to the project matrix approach. Cards of different colours can be used to improve communication between the participants. The disadvantage of cards and pin boards is that they are expensive. Pin boards can be borrowed from GTZ in Harare, for a small fee.
• **Flip charts and easel** - These are a good way of visualising project planning. Their disadvantage is that they are not as flexible as cards and pinboards.

• **Chalk and blackboard** - Schools are a common meeting place in many communities. Most classrooms in these schools have blackboards and a supply of coloured chalk. The planning methods described in the manual can be used on a blackboard but will have to be copied onto paper as a permanent record.

• **Paper and floor** - If none of the above materials are available, a participatory project planning process can still be achieved by using pieces of A4 paper laid out on the floor.

**Who are the key stakeholders in a project?**
The key stakeholders of any project will depend on where the project is, who the project is being implemented by and who the intended beneficiaries are.
For natural resource management and CAMPFIRE related projects, the key stakeholders will normally include:

- rural district council executive officers,
- local government officials for departments such as health, education, natural resources and agriculture,
- traditional and political leaders,
- special interest groups from within the community,
- locally based NGOs and other aid organisations.

Who should use this manual?
Anybody who is involved in planning simple projects in either rural or urban areas should find this manual useful.

Under CAMPFIRE the manual can be used by:

- district level planners such as executive officers and policy makers (councillors),
- sub-district level planners such as ward wildlife committees.

This manual assumes that most district and sub-district projects are being funded with money earned from wildlife. The manual does not specifically assist with the preparation of project plans for donors, although Appendix 3 gives some ideas of what should be included in a proposal to a donor. Most donors would be very supportive of proposals which include a project planning matrix.
Outline of Project Planning and Implementation

CHAPTER 1

BACKGROUND TO PROJECT PLANNING

What is a project?
Why is it important to plan a project?
What affects the success of a project?
What kind of projects are being implemented under CAMPFIRE?

CHAPTER 2

STAGE ONE: IDENTIFYING A PROJECT

Step 1 - Identifying problems
Step 2 - Choosing one problem
Step 3 - The causes of the problem
Step 4 - Solving the causes
Step 5 - Choosing one option

CHAPTER 3

STAGE TWO: PROJECT PLANNING

Step 1 - Agreeing on an objective
Step 2 - Defining activities
Step 3 - Timing of activities
Step 4 - Allocating responsibility
Step 5 - Costing activities
Step 6 - Other comments
Step 7 - Recording the matrix
CHAPTER 4

STAGE THREE: PROJECT IMPLEMENTATION AND MONITORING

- Project Implementation
- Using the matrix during project implementation
- Using the matrix to monitor project implementation
- The common problems of project implementation

CHAPTER 5

STAGE FOUR: PROJECT EVALUATION

- What is project evaluation?
- The importance of project evaluation
- Step 1 - Evaluating the Objective
- Step 2 - Evaluating project implementation
- Step 3 - Evaluating the social impact
- Step 4 - Evaluating the environmental impact
How should this manual be used?
The manual should be used as a guide to project planning and implementation. Where possible, ideas are presented as stages of the project cycle and then as steps within each stage. A sample project dealing with human-wildlife conflict in Chilazi RDC is used as an example throughout the manual.

How is this manual organised?
This manual has five chapters as follows:

- Chapter One examines some of the background issues to project planning and why it is so important to plan projects properly.
- Chapter Two discusses ways in which wildlife producer communities and their committees can identify appropriate projects.
- Chapter Three describes how to develop a simple project planning matrix.
- Chapter Four discusses how the project planning matrix can be used during project implementation and monitoring.
- Chapter Five describes why project evaluation is important and how it can be carried out.

The manual has four appendices. Appendix 1 is a glossary of key words and terms. Appendix 2 describes the principles and steps involved in a simple cost:benefit analysis. Appendix 3 describes what a simple project proposal to a donor should contain. Appendix 4 gives some ideas of who might fund small projects.
Although this manual uses a simple four stage project planning cycle, the implementation and management of a project is an ongoing commitment. Even when implementation has been completed, projects still need to be managed, the infrastructure maintained and important records kept.

What is a project?
A project is a set of related activities which, when completed, will achieve a defined objective. This objective should be achieved;

- within a given time period,
- within a given budget.

There is no limit to the size of a project. Generally however, bigger projects are more difficult to plan and implement than smaller projects. If a big project can be broken down into several smaller sub-projects, this will make planning and implementation easier.

Why is it important to plan a project?
There are two reasons why it is important to plan projects properly:

- Financial and human resources are always limited. No community, group or even individuals have all the resources that they require. They must plan to make the best use of the available resources (financial, human and natural resources) that they have.
- Poor planning has been shown to be the most important reason why projects fail to meet their given objectives, exceed their given budget and/or are not completed on time.

What are the other factors which effect the success of a project?
The success of a project will be affected by internal and external factors:

- Internal factors, such as the number and skills of people needed to make a project work properly, can be controlled by the project.
- External factors, such as the economic conditions (market, price) or the ecological conditions (climate, drought), cannot be controlled by the project.
Project planners will try and reduce the number of external factors that can negatively affect the project. A robust project is one where the project overcomes important changes in the external factors. All project planners should aim to develop robust projects which are capable of withstanding major changes in their external factors.

**What kind of projects are being implemented under CAMPFIRE?**
A wide range of projects have been planned and implemented under CAMPFIRE. Most of the projects can be classified as follows:

<table>
<thead>
<tr>
<th>Type of project</th>
<th>Description and objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income generating projects</td>
<td>The objective of the project is to make a profit.</td>
</tr>
<tr>
<td></td>
<td><strong>Example:</strong> Sanyati Bridge Lodges in Hurungwe District</td>
</tr>
<tr>
<td>Social infra-structure projects</td>
<td>The objective of the project is to assist a certain group within the community.</td>
</tr>
<tr>
<td></td>
<td><strong>Example:</strong> Kanyurira Clinic, Guruve District</td>
</tr>
<tr>
<td>Natural resource management projects</td>
<td>The objective of the project is to improve natural resource management</td>
</tr>
<tr>
<td></td>
<td><strong>Example:</strong> Repairs to Maitengwe Dam in Bulilamangwe District</td>
</tr>
</tbody>
</table>
What is the relationship between projects and natural resource management?
Under CAMPFIRE, RDCs earn revenue by leasing the rights over wildlife to commercial safari operators. Between 1989 and 1999, the fourteen major wildlife producing districts devolved approximately Z$119 million or US$8 million to wards and villages. This money has been used to;

- pay for the administration costs of CAMPFIRE (meetings, allowances, transport) in the producer wards,
- pay for natural resource management activities such as game guards, fence monitors and problem animal reporters,
- to pay household dividends in some wards such as Kanyurira, Guruve RDC and Mahenye, Chipinge RDC,
- pay for the implement of projects at district, ward and village level. It is through these projects that most people in CAMPFIRE Districts experience the benefit from their wildlife.

Summary
By planning their projects communities, will make better use of their CAMPFIRE revenue. This will strengthen the link between people in the community and the wildlife resource.
The first stage in the project cycle is Project Identification. There are many ways in which a project might be identified, for example:

- a project might be one person’s good idea,
- it might be the result of an analytical (problem analysis) approach as described below.

**What is problem analysis?**
Problem analysis aims to identify the major problems and their causes. When the problem analysis is being carried out, it is very important that people agree on the current situation, i.e. they should not imagine or anticipate future problems.

**Why is problem analysis important in project planning?**
In most rural areas of Zimbabwe, people have many problems. Problem analysis is especially important because:

- it makes people think about what their most important problems are. This helps to prioritise projects when there are only limited resources available,
- it ensures that if the right cause of the problem is identified, then the right solution can be found.

**How is problem analysis carried out?**
There are five steps in a problem analysis, as follows:

**Step one - Identifying problems:** It is important to get as wide a range of opinions as possible. Different people and different groups of people have very different ideas of what their problems are. In a meeting or workshop, participants should write their most serious problem on a card or piece of paper. Each person should only write one problem.

**Example:** A problem identification from a project planning workshop in Chilazi Ward produced 20 problems. Many of these problems were similar, for example, the school roof is leaking and the school is old, are very similar statements of the same problem.
Step two - Prioritising one problem: The second step is to find and agree on the most important problem. If the problems are written on cards or pieces of paper sort the cards into classes of similar problems. The class with the highest number of cards often indicates the most important problem. However, this is not always so and it is important to discuss, debate and finally agree as a group, on one problem.

Example: In Chilazi Ward there were five classes of problems. These were, the school, human-wildlife conflict, transport, health and agriculture. The most common problem identified by the participants was human-wildlife conflict.

Step three - Finding the causes of the problem: Before a specific project can be identified, the causes of the problem must be analysed. These are the factors which directly lead to the problem. Another way of identifying causes is to ask the question “why do we have this problem?”

Example: In Chilazi, there were five causes of the human-wildlife conflict as follows:
Step four - Solving the cause of the problem:
Participants must suggest direct methods of solving the causes of the problem. These solutions to the causes of the problem are the basis for identifying new projects for implementation.
Example: In Chilazi Ward, the participants identified solutions to four of the five causes of the problem. These were to construct an electric fence, to limit the expansion of agriculture through land use planning, to increase the quotas and to employ problem animal hunters.

Step five - The options analysis:
If the steps given above have been followed, there will always be more than one solution which can be turned into a project. The aim of the options analysis is to discuss each of the options in a common framework. This will help prioritise the options and identify one viable project to be implemented. The options analysis asks some simple questions about the proposed projects. The types of questions that need to be asked are:

- How much will the project cost? (This is also known as the capital cost of the project)
- How much will the project cost to run? (This is known as the recurrent costs of the project)
- How difficult will the project be to implement and manage?
- How likely is it that the project will solve the problem?

The answers to the questions are used to rank the options which have been analysed. The ranking is simply the selection, in order, of the option which is most likely to solve the problem that was identified.
Example: The option analysis for Chilazi Ward looked at three options. These were; limiting agriculture, constructing an electric fence and employing problem animal hunters to protect the crops. The options analysis used four questions, these were:

- What was the capital cost of the project?
- What were the recurrent costs of the project?
- How difficult was the project going to be to implement?
- That was the likelihood or chances that the project option would solve the problem?

The participants agreed that the best option of the three was the construction of the electric fence i.e. it was ranked 1.

What other factors should be considered in the analysis of options?
Other factors which might be considered in the options analysis are:

- Who will benefit from the project? It is important to identify which groups of people will benefit from the project. As a matter of principle, projects should try and benefit all the groups within the community.
- Who will lose as a result of the project? There are very few projects where there are only winners. It is important to consider who might be negatively affected by the project. If necessary, the project might have to be re-designed to reduce the negative impact of the project.
- What is the impact on the environment? Some projects, especially infra-structure projects, might have a negative impact on the environment. These need to be identified and ways of reducing the impact might have to be considered.
- What is the cost:benefit ratio? Instead of just looking at the cost of the project, a cost:benefit analysis compares the costs to the likely benefits of the project. This is a more rigorous way of examining the options. A simple outline of a cost:benefit analysis is given in Appendix 2.

Summary
If project identification is not properly done, this can result in the wrong project being implemented. As a result, the project;

- will not solve the problem that people expected it to,
- will not be viable and sustainable.
This chapter shows how to use the project planning matrix to plan the chosen project. The project planning matrix makes it clear:

- what the objective and the major activities of the project are,
- when each activity will be completed by,
- how much each activity will cost,
- who is responsible for the activity.

Who should be involved in project planning?
The most important people to be present at this stage are those who are going to implement the project. They must be able to agree that:

- the activities are feasible,
- when the activities are completed they will meet the project’s objective,
- the activities can be completed within the given time and budget.

What resources are needed for project planning?
Like problem analysis, project planning is improved if it is done in a participatory way. This means that the planning stage should be visualised so that everyone involved can participate. Visualisation can be achieved with:

- pin-boards and cards,
- flip chart and easel,
- blackboard and chalk,
- pieces of paper, laid on the ground.

If there are only a few people involved, then it can be done on paper with the participants seated around a table.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clear the agreed fence line of all trees and shrubs</td>
<td>start before end of May and finish by end of July 2001</td>
<td>contract labourers: Supervisor S. Mutake (WWMC)</td>
<td>5 persons per day $30 per person per day 200 m per person per day labour: 25 days x 5 x 30 = $3,750 supervisor: 25 days x 40 = $1,000</td>
<td>1. workers to bring their own tools</td>
</tr>
</tbody>
</table>

The objective of the project is to construct an electric fence around the cultivated areas by the start of the next rains to stop crop destruction by elephant and buffalo.
What is the project matrix?
The project planning matrix is a framework, which on completion, clearly shows:

- the objective of the project (as a heading)
- what each activity consists of (column 1),
- by when each activity should be completed (column 2),
- who is responsible for the activity (column 3)
- the cost of each activity (column 4),
- any other resources that are needed (column 5).

The matrix can be developed and read either in rows or columns. The matrix is the main feature of the project plan.

What are the steps involved in developing the project planning matrix?
There are seven major steps in project matrix. These are:

Step one - Agreeing on the objective: The objective of the project should be clearly stated at the beginning of the plan. Ideally, it should also include a date by when the project will be completed. The objective of the project should come from the problem analysis.

Example: The objective of the fence in Chilazi Ward is to “stop crop destruction by elephant and buffalo”
**Step two - Defining the major activities:** The second step is to decide on and list the major activities that need to be completed for the project to succeed. Each activity must be:

- clearly defined so that everybody knows exactly what needs to happen,
- manageable either as single activity or several related tasks.

The activities should be listed in the order that they must be undertaken. Defining the activities and then listing them in the right order might take more than one attempt. This *iterative* process is an important part of project planning.

**Example:** The construction of the electric fence in Chilazi Ward has been broken down into eight activities (see project matrix page 27).

**Step three - The timing of each activity:** The third step is to decide when each activity will start, how long it will take to complete and most importantly, by when it will be finished. There are two ways of doing this. The first way is to use actual dates, which is better as it establishes real deadlines and target dates. The second way, is to allocate a number of days but no fixed dates. This option should only be used when there is no definite starting date for the project.

**Example:** The first activity on the Chilazi Fence Project, is to clear the agreed fence line. This should start before the end of May and finish before the end of July.

**Step four - The responsibility for each activity:** The fourth step is to identify who is responsible for the activity. Where possible, a single person should be given the responsibility for the activity. If a company is being contracted, the name of that company should be used on the matrix under the column “who”.

**Example:** In the Chilazi Fence Project, S. Mutake a member of the Ward Wildlife Committee (WWMC), has agreed to be responsible for clearing the fence line.
Step five - The cost of each activity: The fifth step is to estimate the cost of each activity. For each activity list;

- what materials will be required and what they will cost,
- what time (labour / supervision / meetings / travel and subsistence) will be required and what it will cost,
- what transport is required and what it will cost.

For each activity, there should be a sub-total of costs. The total cost of the project can then be calculated by adding up the costs of all the activities. At first, the planning matrix will only have rough estimates of costs. As the plan is revised and improved, the costs can be made more accurate.

Example: The cost of clearing the fence line will be:

- labour = $3,750
- supervisor = $1,000
- total = $4,750

It is normal practice to include a factor for price increases. This is known as the contingency and is usually calculated as a percentage. The percentage used to calculate the contingency will depend on;

- the length of the project,
- the rate of inflation.

If the project is going to take six months from start to finish and the annual rate of inflation 50%, then it would be appropriate to use a figure of between 20% and 25% to calculate the contingency.

Example: The sub-total of the Chilazi Fence Project has been estimated at Z$1,311,730. Using a contingency of 25% (0.25 x Z$1,311,730) the actual contingency has been calculated as Z$262,346. The total project now costs ZW$1,574,076.

- sub-total = Z$1,311,730
- contingency = Z$262,346
- total project = ZW$1,574,076

Contingency percentage = annual rate of inflation x length of project (months)
**Step six - Other comments and notes:** The final column of the matrix can be used for making comments about the activity or noting the need for additional resources.

**Example:** The WWMC has decided that the workers clearing the fence must bring their own tools.

**Step seven - Recording the project planning matrix:** If the project planning matrix has been visualised, then it must be recorded. This step can be given to the secretary of the WWMC who should copy the project planning matrix exactly as it has been produced by the participants. How the matrix is used will depend on whether it is:

- a locally funded and implemented project. The matrix forms the instructions for the implementation of the project. If possible make copies for all the committee members and the important stakeholders such as the RDC.
- a jointly funded and implemented project. The matrix forms the instructions for the implementation of the project. If possible make copies for all the committee members and the partner organisation such as the RDC.
- a proposed and unfunded project. The matrix should be added to the other information that is needed by the donor (see Appendix 3).

**Example:** The Chilazi Fence was to be funded out of the Ward’s dividend. The project planning matrix was used as the minutes of the meeting and copied for each member of the WWMC and the RDC. Copies were made to give to the successful contractor and WWF as the NGO responsible for training fence minders.

**Reviewing and revising the completed project plan:**
A project plan is never really finished, it should be constantly revised, improved and updated. After the first draft of the project planning matrix has been completed, it should be reviewed and revised if necessary. Reviewing the project plan means asking if:

- the main activities have been recorded?
- the project can be completed in the time given?
- the project can be completed within the given budget?
- when completed, will it fulfill its objective?

The review can also be used to ask:

- who will manage the project?
- what impact will the project have on the community, who will gain and who will loose?
- what is the likely impact on the environment?

If the project is found to be weak in any one of the factors highlighted above or there is new information, then it should be changed.
Summary
This chapter has outlined the steps to develop the project planning matrix. The matrix contains the instructions to the project implementors and is crucial to the successful implementation of the project. It is worth spending time on this stage and, if necessary, coming back to adapt and improve it as more information becomes available.

Donors generally insist that project proposals contain a planning matrix.
## The Completed Project Matrix for the Chilazi Fence Project

The objective of the project is to construct an electric fence around the cultivated areas by the start of the next rains to stop crop destruction by elephant and buffalo.

<table>
<thead>
<tr>
<th>Activities (What)</th>
<th>When</th>
<th>Who</th>
<th>Cost</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clear the agreed fence line of all trees and shrubs</td>
<td>Start before end of May and finish by end of July 2001</td>
<td>Contract labourers Supervisor S. Murate (WWMC)</td>
<td>5 persons per day $30 per person per day 200 m per person per day Labour: 25 days x 5 x 30 = $3,750 supervisor: 25 days x 40 = $1,000 Total = $4,750</td>
<td>Workers to bring their own tools</td>
</tr>
<tr>
<td>2. WWMC to hold community meeting to plan aesthetic for fence</td>
<td>Saturday 19th May</td>
<td>WWMC Chairman and secretary</td>
<td>Sitting allowance: $50 x 10 = $500 Total = $500</td>
<td>Secretary to write a description of the fence with assistance from RDC (EO CAMPFIRE)</td>
</tr>
<tr>
<td>3. WWMC to get 3 quotes from electric fencing companies</td>
<td>Before end of June</td>
<td>WWMC Secretary (G. Zviny%c2%b3na)</td>
<td>Chilazi - Harare x 2 = $1,000 Food and accommodation = $750 Total: $1,750</td>
<td>WWMC to get 3 quotes from electric fencing companies</td>
</tr>
<tr>
<td>4. WWMC to meet and award contract to one company</td>
<td>Before end of July</td>
<td>WWMC Secretary (G. Zviny%c2%b3na)</td>
<td>Sitting allowance: $50 x 10 = $500 Chilazi - Harare x 2 = $1,000 Food and accommodation = $750 Total: $2,250</td>
<td>WWMC to meet and award contract to one company</td>
</tr>
<tr>
<td>5. WWMC to meet to interview and select fence minders</td>
<td>Before end of July</td>
<td>WWMC Secretary (G. Zviny%c2%b3na)</td>
<td>Sitting allowance: $50 x 10 = $500</td>
<td>WWMC to meet to interview and select fence minders</td>
</tr>
<tr>
<td>6. Fencing company to construct fence</td>
<td>To be completed before the end of November</td>
<td>Fencing Company</td>
<td>Estimated cost: Z$1.3 million Fence minders salary</td>
<td>Fencing company to construct fence</td>
</tr>
<tr>
<td>7. WWF to hold training course for fence minders and WWMC</td>
<td>To be held before end of November</td>
<td>WWMC Secretary (G. Zviny%c2%b3na) and WWF</td>
<td>Venue: $1,000 Fence minders 3 x 40 x 4 = $480 Sitting allowance: $50 x 10 x 3 = $1,500 Total: $1,980</td>
<td>WWF to hold training course for fence minders and WWMC</td>
</tr>
<tr>
<td>8. WWMC to implement budget and work plan for fence maintenance</td>
<td>When fence starts working</td>
<td>WWMC Secretary (G. Zviny%c2%b3na)</td>
<td></td>
<td>WWMC to implement budget and work plan for fence maintenance</td>
</tr>
</tbody>
</table>

| Sub-total | $1,311,730 |
| 25% contingency | $262,346 |
| Total cost | $1,574,076 |
After floods damaged the electric fence at Masoka, repairs were sub-contracted to a local Resident. The WWC monitored the repairs.
The third stage of the project cycle is project implementation. During project implementation, the project planning matrix is used to:

- to provide the project implementors with a description of the key activities, their order, the time-frame and budget that they should be completed within,
- as a tool to monitor the progress of the project.

**How is the planning matrix used to implement the project?**

The project planning matrix becomes the set of instructions for the implementation of the project. The committee or persons responsible for implementing the project should follow the matrix so that the activities are carried out:

- in the order that they were planned,
- within the time limits that were planned,
- within the budgets that were planned,
- by the people who were responsible for the activity.

**How is the planning matrix used to monitor project implementation?**

Project monitoring is the regular review of a project’s progress during its implementation. Using the project planning matrix to monitor the progress of a project simply means comparing the planned set of activities with the activities which have actually taken place. The monitoring should consider whether:

- the activities are being completed within the agreed time period,
- the activities are being completed by the planned persons,
- the activities are being completed within the planned cost.

Monitoring can be carried out very easily by adding a sixth column to the project planning matrix in which the progress of each activity is recorded.
Can the plan be changed during project implementation?
The project planning matrix is designed to assist with implementing a given project within certain time and financial limits. If the project monitoring identifies a problem then the option of changing the plan might be part of the solution. The size of the change will depend on how much the actual implementation of the project is diverging from the plan. Unexpected conditions might mean that the project has to be changed significantly, for example;

- a garden project: The boreholes that are drilled for a garden project do not have water. The remaining activities should not be implemented until a new and equally cost effective source of water is found. If no alternative is found, the project team should cancel the project.

Other changes in conditions might mean that the project requires no modification, for example;

- the Chilazi Fence: Due to a cement shortage it was not possible for the selected contractor (Shocking Fences) to complete the planned fence by the end of November. After a short delay in construction, the fence was completed at the end of December 2001.

What are the common problems that are experienced during implementation?
Problems will always arise during the implementation of a project. Knowing what problems might occur, and how they might be solved, will reduce the delays experienced, for example;

- The project starts exceeding its budget: Due to either cost increases or poor budgeting the project starts to exceed the budget. The solution depends on what kind of project it is and by how much the project is over budget. On an infra-structure project (example, an electric fence) it is sometimes possible to modify the design to save money and reduce costs. If it is a social project (for example, drought relief food) the activities might have to be reduced to keep within the budget.

Unless we find another source of water, we agree that this project must be cancelled.
Money is not available when it is needed by the implementors: When a project is being implemented by a team which does not directly control the money, the project is often delayed by the lack of money to make payments. This can be solved by making sure that those who control the money are involved at every stage of the project cycle so that they know when payments have to be made.

People fail in their responsibilities: Community projects are often delayed or fail because people neglect their responsibilities. This is because they underestimate the time effort needed to complete these projects. Anybody who has to spend time on the project should be paid for their effort.

There are conflicts: Community projects are often delayed or fail because there are conflicts between committees or between people within committees. These problems can be avoided by:
- participatory planning which involves as many of the important stakeholders,
- setting very clear terms of reference for the committee / sub-committee or team responsible for the project.

There are insufficient skills to run the project: The success of community projects is often limited by the skills of the people who are required to manage them. Most projects should include some training for those who have to implement and/or manage the project.
How to avoid implementation problems by using contractors?
Rural district councils and ward wildlife committees implement a very wide range of projects. These range from small social or income generating projects to bigger infrastructure projects. With infra-structure projects some of the problems listed above can be overcome by using a contractor. A contractor is any person or a company that agrees to complete a given set of activities in a given time period, to a given quality for a given price. A contractor can be a person from within the community it does not have to be a company from an urban area.

- The advantages of using contractors: There are several advantages to using contractors for implementation of projects, especially those which involve building infrastructure:
  - They have specialist knowledge or specialist equipment necessary for the project (for example an electric fencing company or a borehole drilling company).
  - They are contracted to complete the project in an agreed period and for an agreed price.
  - They can often do the work at a very competitive price because they buy materials in bulk or at wholesale prices.

- The disadvantages of contractors: There are several disadvantages to using contractors:
  - They are motivated by profit and sometimes take shortcuts (for example using insufficient cement in concrete) and therefore they need to be closely supervised. Work which is not of an acceptable standard should not be paid for.
• They often bring labour in from outside the project area. Agreements with contractors should specify how much “local” labour should be used.

• Choosing a contractor: The principles of selecting a contractor for a project are very similar to those of selecting a safari operator to use the wildlife resources in the district or ward (see Marketing Wildlife Leases, WWF WMS Manual Number 3). The important points are:
  
  • Information: Always provide as much information about the project as possible. This will allow the potential contractors to make better estimates of materials, labour and the costs of the project.
  
  • Competition: Always get quotes from more than one contractor, even if they are local residents.
  
  • Openness and transparency: Make sure that there is no favouritism in the bidding process. Always assess the qualifications and experience of the contractor together with their price. Contracts do not have to be awarded to the contractor with the lowest price.
  
• Contract: Always have a written contract with the chosen contractor. The contract must describe the work, indicate when it should be undertaken and for what price. If possible, use ideas and clauses from other similar contracts. Avoid changing the contract during the project because this will make it difficult to manage and monitor.

Summary
A project will only generate benefits if it is implemented. Attention to detail and good planning will assist with the project’s implementation. Monitoring the progress of the project during implementation should prevent the development of problems, which might restrict the progress of the project.
Annual review of CAMPFIRE projects in Mahenye Ward, Chipinge RDC.
The last stage in the project cycle is “project evaluation”. This stage is usually done when the project has been completed.

**What is project evaluation?**
The purpose of the project evaluation is to find out whether the project has met its objective and solved the problem or problems that it was supposed to.

**Why is project evaluation an important stage in the project cycle?**
The evaluation of a project is important because it is an opportunity for the project implementors to learn from the entire project cycle. An evaluation should not only focus on the aspects of a project that did not follow the plan, it must also identify those aspects which went well. This will allow the project planners and implementors to:

- take the positive lessons that they learned from the project forward to the next projects,
- change the way that future projects are planned and implemented.

**How is the planning matrix used to evaluate a project?**
If a project has been planned and implemented using the project planning matrix, then evaluation can be done by comparing the project planning matrix to the actual project. At each step the evaluators should try to understand the reasons for any differences between how the project was planned and the actual implementation.
Step One - Evaluating the project’s objective:
The evaluating team should compare the project’s objective and how far the project has gone in meeting that objective.

Step Two - Evaluating the implementation of the project: The implementation of the project can be divided into several categories such as;

- the timing of the project implementation - did it take longer / shorter than planned, if so why was this?
- who implemented the project - was the project implemented by the people who were indicated in the project plan. If not why not?
- the cost of implementation - was the project implemented within the planned budget or did it go over the budget and if so, why was this?
- the benefits of the project’s implementation - did the projects benefits exceed expectation or were they below expectation. What was the benefit:cost ratio of the project?

Step Three - Evaluating the social impact of the project:
Most projects will affect different interest groups differently. The evaluation should:

- Identify and record the beneficiaries - who benefited from the project and by how much did they gain or benefit?
- Identify and record the losers - who lost as a result of the project and what did they loose?

Step Four - Evaluating the environmental impact of the project: A wide range of projects are implemented under CAMPFIRE. The impact on the environment will depend on the type of project and the local conditions. The evaluation should:

- Identify and record the positive environmental impacts - the positive environmental impacts of the project need to be identified, if possible quantified and recorded.
- Identify and record the negative environmental impacts - the negative environmental impacts of the project need to be identified, if possible quantified and recorded.

Projects implemented under CAMPFIRE should have more positive than negative environmental impacts.
Who should evaluate the project?
Project evaluation is usually done by an independent person or group of people. This approach is not usually possible for projects which have been funded out of local money such as with CAMPFIRE. For district and sub-district committees which are involved in planning and implementing projects, the best time to evaluate projects is before finalising subsequent or following budgets. This means that part of the meeting can be spent reflecting on the performance of the projects that the committee has planned and implemented. If sub-committees have been formed, then they should use this opportunity and framework to evaluate their work.

Summary
Project evaluations are often seen as a threat and a nuisance. They can, however, provide a valuable opportunity for project implementors to reflect on the performance of the project and learn from its success and failures.

Certain groups might bear unexpected costs as a result of a project. For example, the time taken to collect water because of a new fence. These kinds of issues should be raised during a project evaluation.
The evaluation of Chilazi Electric Fence Project done after the rainy season

Objective: The objective of the project is to construct an electric fence around the cultivated areas by the start of the next rains to stop crop destruction by elephant and buffalo.

Evaluation: The fence was constructed and has stopped most of the crop destruction by buffalo and elephant. Problems do occur when the fence is not working properly. There is still crop destruction by other species.

Implementation:

Timing: Due to a cement shortage, the construction of the fence was delayed by one month. This did not affect the overall objective or cost of the project.

Project implementors: The electric fencing project was successfully implemented by the WWMC and the fencing contractors (Shocking Fences).

Project costs: The project was completed for a total cost of Z$1,400,100. This was lower than the total predicted cost.

No cost-benefit analysis has been calculated, but the farmers and the community in general are extremely happy with the fence.

Social evaluation of the fence:

Beneficiaries: All the households within the fence have benefited from increased crop (cotton and maize) yields and general safety at night.

Losers: Because of the limited number of gates, women fetching water, people cutting thatching grass, and collecting fruit have to walk an extra three kilometers.

Ecological evaluation of the fence:

Positive environmental impacts: The conflict between people and wildlife has been significantly reduced by the fence. In the future this should lead to an increase in wildlife populations, especially elephant and buffalo.

Negative environmental impacts: There are signs of soil erosion where the fence crosses two gullies. This is not serious but should be monitored.
## APPENDIX 1

### GLOSSARY OF WORDS AND PHRASES

<table>
<thead>
<tr>
<th>Word/Phrase</th>
<th>Meaning</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matrix</td>
<td>Is a table with rows and columns</td>
<td>The standard project planning matrix has six columns and up to fifteen rows</td>
</tr>
<tr>
<td>Visualising / Visualisation</td>
<td>Using pictures and images to improve communication and understanding</td>
<td>The WWC Chairman visualised the proposed land use plan by drawing the settlement and wildlife areas on the map</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Are the people who have an interest in the performance of an activity or project</td>
<td>All the major stakeholders (cattle owners, Dept of Veterinary Services and DDF) were invited to the planning meeting for the new lagoon</td>
</tr>
<tr>
<td>Financial and human resources</td>
<td>The money and people skills needed to successfully implement a project</td>
<td>The project was successful because of the financial and human resources that the ward was able to commit to the project</td>
</tr>
<tr>
<td>Robust</td>
<td>Strong, capable of withstanding changes</td>
<td>The architect recommended a robust design for the community campsite</td>
</tr>
<tr>
<td>Iterative</td>
<td>Going through the same steps several times</td>
<td>The facilitator emphasised that the project planning is an interactive process but that with each interaction, the project plan should improve</td>
</tr>
</tbody>
</table>
APPENDIX 2

SIMPLE COST BENEFIT ANALYSIS

What is cost benefit analysis?
Costbenefit analysis is a tool which compares the costs and benefits of a project. It is used to help people make decisions about the viability of a project and whether it should be implemented. It is possible to apply a costbenefit analysis to almost any project.

What are the advantages of cost benefit analysis in project planning and implementation?
The advantages of using costbenefit analysis in project planning and implementation are that:

- Projects in which the costs exceed the benefits can be rejected (unless there is a very good reason for their implementation)
- Projects with the highest net benefit can be selected for implementation.

What are the disadvantages of cost benefit analysis in project planning and implementation?
The disadvantage of using costbenefit analysis in project planning and implementation are that:

- It is difficult to do a cost benefit analysis when the costs and / or the benefits are not easily valued. For example, what is the financial value of the safety that households experience from an effective electric fence.
- Too much emphasis on the costbenefit analysis often means that some of the important technical, organisation and environmental factors of a project are ignored.

At what stage in the project cycle should cost benefit analysis be used?
Costbenefit analysis can be used at almost any point in the project cycle. It is most frequently used during:

- Project identification: At project identification stage, a costbenefit analysis can be used during the options analysis. This will help with the selection of one option.
- Project planning and review: Once the project has been accurately costed, a cost benefit analysis is a useful part of the review (see page 25).
- Project evaluation: A costbenefit analysis can enhance the findings of a project evaluation.

What are the major steps in a cost benefit analysis?
There are three stages to every costbenefit analysis:

Step One - Listing costs and benefits: Make a simple list of the costs and benefits of the project. List all the costs and benefits, even if the planners think that there will be a problem in trying to value them.
**Example:** The costs and benefits of the Chilazi Electric Fence.

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>reduced crop damage</td>
</tr>
<tr>
<td></td>
<td>safer environment for living</td>
</tr>
<tr>
<td></td>
<td>defined boundary for wildlife area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Construction of fence</td>
</tr>
<tr>
<td></td>
<td>Labour for maintenance</td>
</tr>
<tr>
<td></td>
<td>Tools and materials for maintenance</td>
</tr>
</tbody>
</table>

**Step Two - Valuing each of the costs and benefits listed:** Each of the items listed, either as a cost or a benefit, needs to be given a financial value. If a financial value cannot be calculated, then that cost or benefit will be excluded from the calculation. Sometimes it is necessary to estimate the values.

**Example:** The costs and benefits of the electric fence in Chilazi Ward. The major benefit of the fence is the value of the crops that are saved from destruction.

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td></td>
</tr>
<tr>
<td>reduced crop damage</td>
<td>$20,000 per year</td>
</tr>
<tr>
<td>safer environment for living</td>
<td>cannot value</td>
</tr>
<tr>
<td>defined boundary for wildlife area</td>
<td>cannot value</td>
</tr>
<tr>
<td>Costs</td>
<td></td>
</tr>
<tr>
<td>Construction of fence</td>
<td>$60,000</td>
</tr>
<tr>
<td>Labour for maintenance</td>
<td>$5,000 per year</td>
</tr>
<tr>
<td>Tools and materials for maintenance</td>
<td>$2,000 per year</td>
</tr>
</tbody>
</table>
Step Three - Comparing the Costs and Benefits of the Project. In most projects the initial capital costs are high, especially if they involve building infrastructure. The project should produce benefits into the future. This means that the costs and benefits need to be compared over time. There are some simple calculations which are used to compare the costs and the benefits. These are:

- **Total net benefit**: The simplest calculation is to compare the costs and benefits of the project over a given number of years (the life of the project). If the answer is positive, then the project is viable. The advantage of the calculation is that it is easy to do once the benefits and costs have been identified and valued. Projects are ranked on the basis of the largest net benefit.

\[
\text{TOTAL NET BENEFIT} = \text{GROSS PROJECT BENEFITS} \text{ less TOTAL PROJECT COSTS}
\]

**Example: For the Chilazi Fence**

\[
\text{TOTAL NET BENEFIT} = \text{GROSS BENEFITS} \text{ less TOTAL COSTS}
\]
\[
= $125,000 \text{ - } 95,000
\]
\[
= $30,000
\]

- **The payback period**: This is the time taken for the benefits from the project to equal its costs. The advantage of the payback period is that it is simple to calculate. If a project has a short payback period, then it is viable. Projects which take longer to payback the costs are less desirable. If the payback period is being used to rank several projects, then that project with the shorter payback period is normally ranked ahead of one which takes longer.

**Example: For the Chilazi Fence**

\[
\text{THE PAYBACK PERIOD = \text{THE TIME TAKEN FOR THE CUMULATIVE NET BENEFIT TO EQUAL ZERO}}
\]

The five year forecast of the costs and the benefits of the fence have been calculated. In Year 1, the fence will cost US$67,000 because of the construction costs. It will save US$25,000 worth of crops. This means that the net benefit for the year is negative i.e. - $42,000. The next year the net benefit is positive US$18,000. The cumulative net benefit is the sum of the net benefit for each year so that in Year 2, the cumulative net benefit is $24,000. Between Years 3 and 4 the project moves from a negative cumulative net benefit to a positive cumulative net benefit.
• The Annual Percentage Return on Investment: This is another method of calculating the difference between the project’s income and its costs. The annual return on investment is the average ratio of the project’s net benefits to its investment costs over the period of the project. A project is viable when the Annual Percentage Return on Investment is greater than the interest rate that the investor can earn on the investment. Projects are ranked on the basis of the highest annual return on investment.

Example: For the Chilazi Fence

\[
\text{ANNUAL \% RETURN ON INVESTMENT} = \frac{(\text{TOTAL BENEFITS} \text{ minus RECURRENT COSTS})}{\text{INVESTMENT COST}} \times \frac{1}{\text{PROJECT LIFE}} \times 100
\]

ANNUAL \% RETURN ON INVESTMENT = \frac{($125,000 - $35,000)}{$60,000} \times 1.5 \times \frac{1}{5} \times 100 = 30\%

Comment: The annual percentage return on investment is 26%. In a Post Office Savings Bank (POSB) a community can earn up to 50% interest. In the strict sense the project is not viable but because so many of the benefits have not been valued it could be argued that the project should still be implemented.

Table 1: The forecast of the costs and benefits of Chilazi Ward's Electric Fence Project.

<table>
<thead>
<tr>
<th>Costs/Benefits</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Sub-Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>$60,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$60,000</td>
<td></td>
</tr>
<tr>
<td>Labour</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$25,000</td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$10,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Total costs</td>
<td>$67,000</td>
<td>$7,000</td>
<td>$7,000</td>
<td>$7,000</td>
<td>$7,000</td>
<td>$95,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>Reduced crop damage</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$125,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>Annual net benefit</td>
<td>-$42,000</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$18,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cumulative net benefit</td>
<td>-$42,000</td>
<td>-$24,000</td>
<td>-$6,000</td>
<td>+$12,000</td>
<td>+$30,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 3

WRITING A PROJECT PROPOSAL FOR A DONOR

What is a project proposal?
A project proposal is a detailed description of a project. It is usually written with the objective of finding funding. It should outline the project's background, the problem to be solved, the objective, the major activities, timing and costs as well as its management.

Who should write the project proposal?
The project proposal should be written by one or two people who are closely involved with the project. In a rural area where literacy levels are generally low, this process might require the help of an outside facilitator. The facilitator should assist with the writing; they should not take it over.

What is the general format of a project proposal?
A general project proposal should contain the following information. Where a project is for a specific donor, care should be taken to use the donor's format.

1. **Title page**: Should contain the following information:
   - The name of the Project (e.g. Chililo Wildlife Training Centre)
   - The organization implementing the project (e.g. Chililo Community c/o Chililo Wildlife Committee)
   - The contact details of the organisation implementing the project
   - The date

2. **Table of contents**: Should make it easy for the reader to reference a particular section in the proposal.

3. **The introduction**: Should briefly discuss the main points of the project.

4. **The location**: Should outline where the project will be implemented.

5. **The history**: Should outline how the project has developed to this point.

6. **The stakeholders**: Should outline the key stakeholders in the projects and why their involvement is necessary and/or important.

7. **The objective and activities**: Should give the objective and the major activities of the project. **This is the point at which the project planning matrix should be used.**

8. **The social and environmental impacts**: Should outline the main positive and negative social and environmental impacts of the project.

9. **The implementation, management and maintenance**: Should outline how the project is going to be implemented, who will manage and maintain it.

10. **Financial summary**: Should show the costs and benefits of the project. This could be in a cost benefit format.
APPENDIX 4

POSSIBLE DONORS FOR PROJECT FUNDING

Where can project donors be found?
Finding donor support for a project is always difficult. There are several types of organisations which can be approached:

1. **Donor agencies**: Donor agencies (USAID, DANIDA, NORAD) can be approached directly. They do not normally have much spare funds for one-off projects which are not linked to bigger programmes.

2. **Embassies**: Most Embassies have funds with which they can fund meaningful one-off projects.

3. **NGOs**: Most NGOs have their funds tied to certain programmes or larger projects. A good policy is to look for NGOs who support similar projects in other parts of the country. The National Association of Non Governmental Organizations (NANGO) of Zimbabwe publishes a directory of most NGOs in Zimbabwe. This directory can be purchased from the NANGO offices in Harare at the following address:

   NANGO, 16-18 Samora Machel Avenue or by post: NANGO, Box CY250, Causeway, Harare, Tel/Fax: 794973

A warning: Looking for donor funding for a project can be extremely frustrating and is very often unsuccessful. Always look for assistance to save time and money.
This booklet is the ninth in a series of guides on wildlife management and examines various aspects of project planning implementation. It provides background information and guidance to Rural District Councils and should be read along with the other booklets in this series. The WWF Wildlife Management Series provides information and guidance to members of villages, wards and Rural District Councils involved in the management of CAMPFIRE. These booklets are linked to training programmes being undertaken by members of the CAMPFIRE Collaborative Group.

Booklets in the Wildlife Management Series include:

1. Problem Animal Reporting
2. Electric Fencing Projects
3. Marketing Wildlife Leases
4. Managing Safari Hunting
5. Quota Setting Manual
   District Quota Setting Toolbox
6. Maintaining Electric Fences

WWF is a member of the CAMPFIRE Collaborative Group supporting CAMPFIRE in Zimbabwe and has provided support and training to communities for the establishment of wildlife management systems.

WWF’s mission is to stop the degradation of the planet’s natural environment and to build a future in which humans live in harmony with nature by:

- conserving the world’s biological diversity
- ensuring that the use of renewable natural resources is sustainable
- promoting the reduction of pollution and wasteful consumption

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