PROJECT

PLANNING

MANUAL

WILDLIFE MANAGEMENT SERIES

WWF

PROJECT

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CONTENTS

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.

Identification

Evaluation

Planning

Implementation
and monitoring
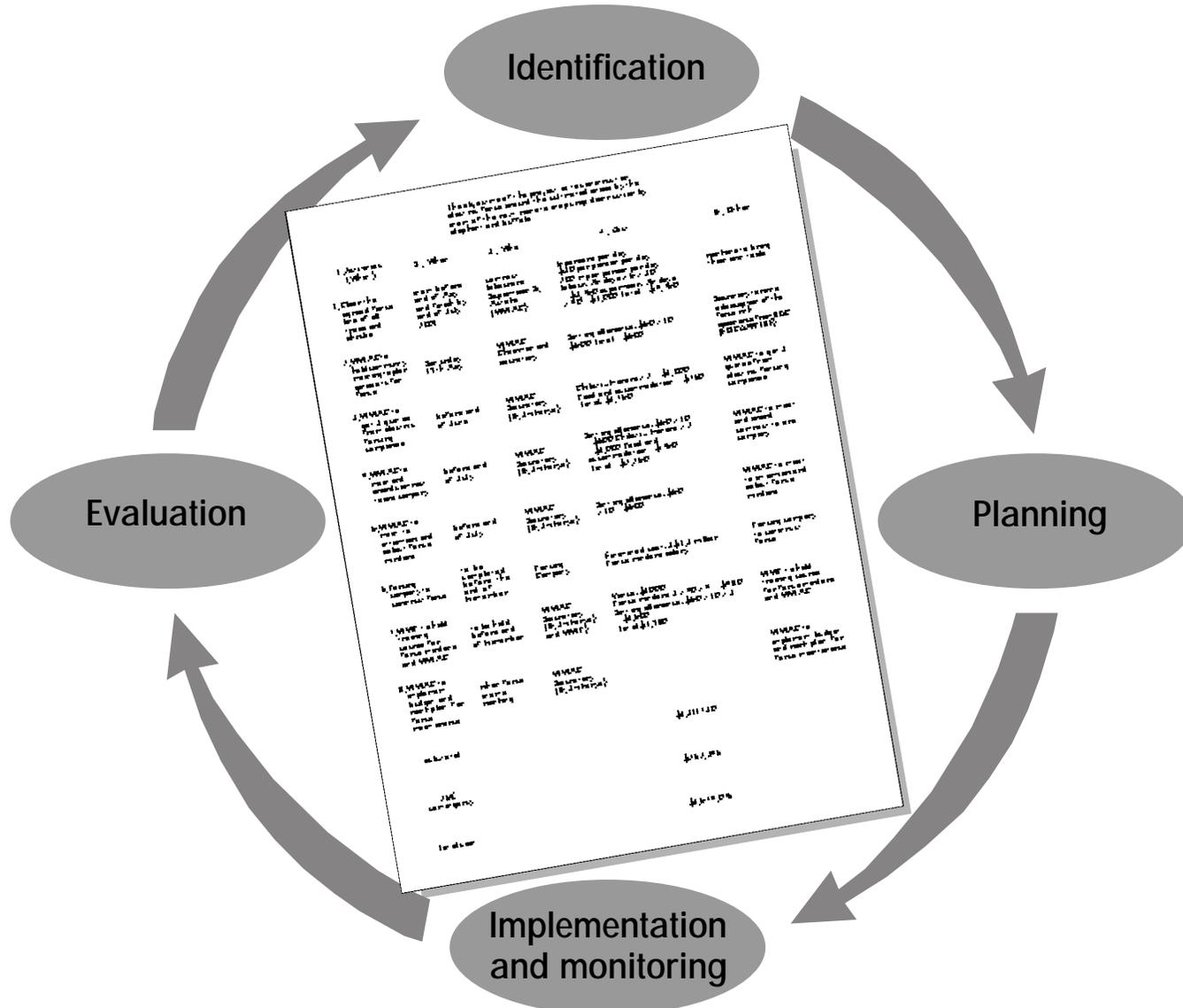
This will ensure that everybody involved;

- 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,
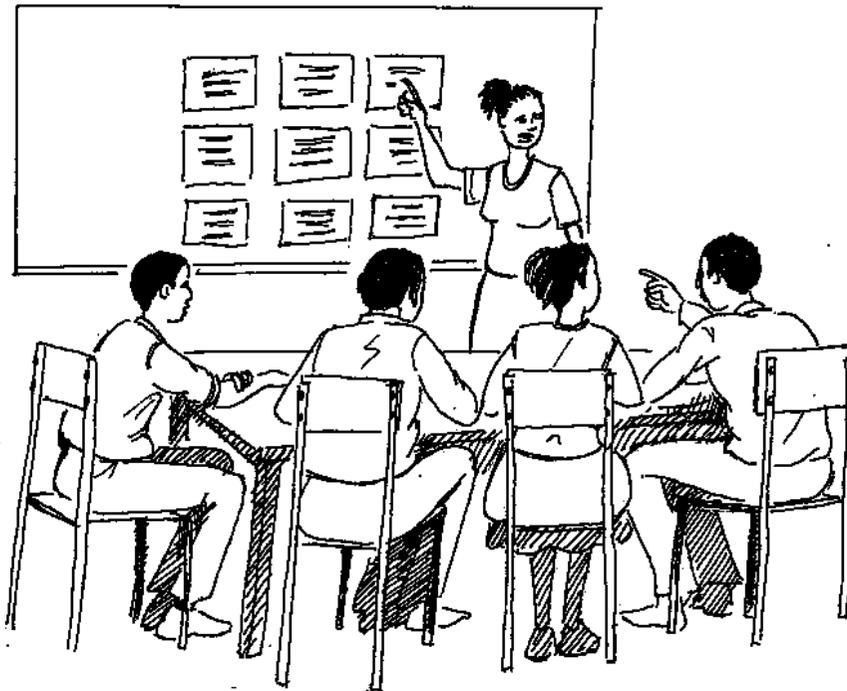- using visual planning methods.

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.
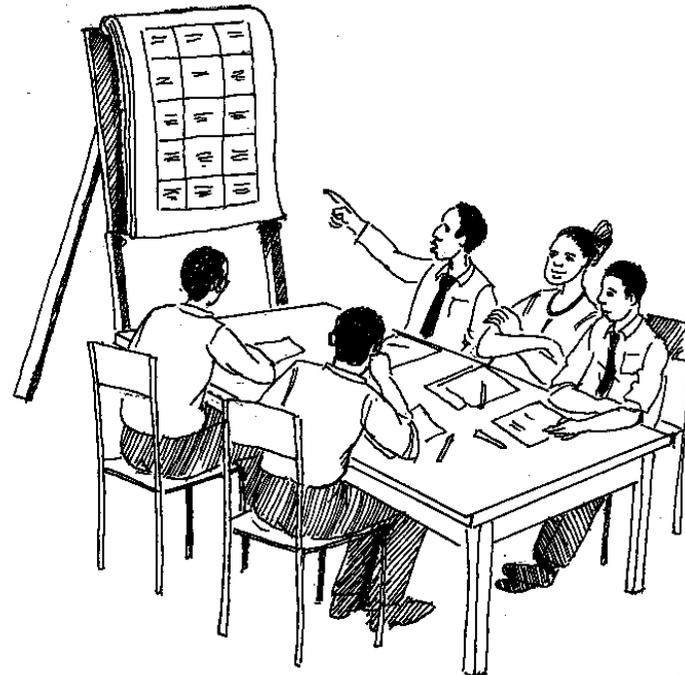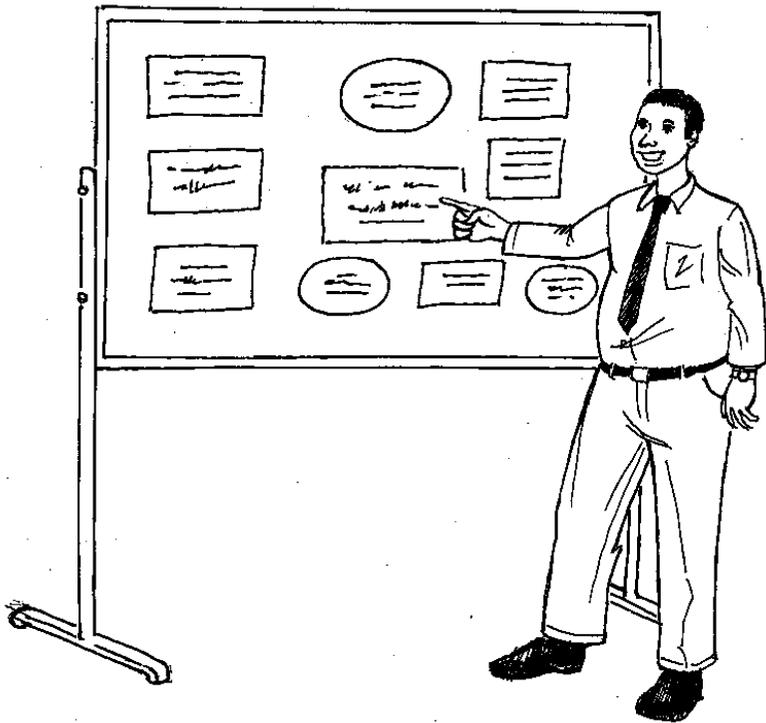
For natural resource management and CAMPFIRE related projects, the key stakeholders will normally include;

- 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.
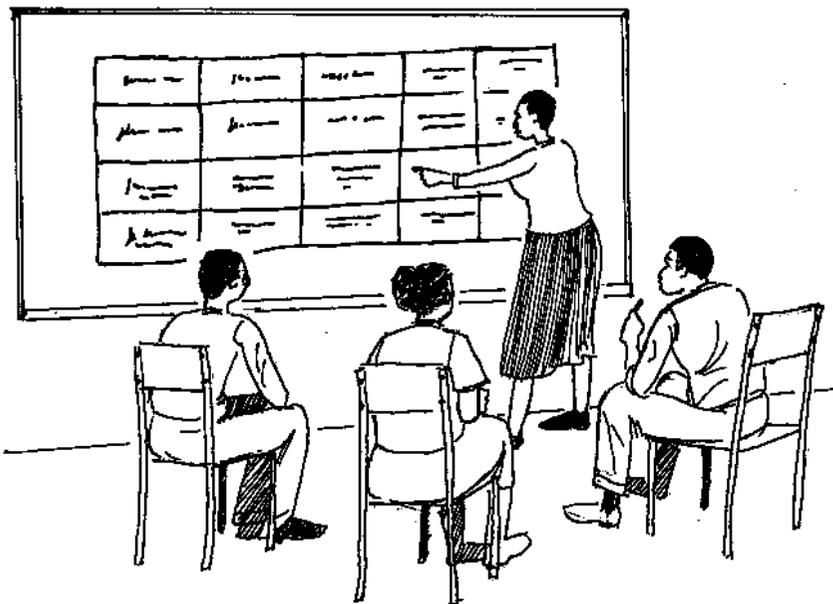
Who should use this manual?

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.

We have agreed to build an extra classroom block for our school, before the January 1 for about Z$550,000.

BACKGROUND TO PROJECT PLANNING

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.

I need more training.

This is the third flood in four years.

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:

Type of project	Description and objective
Income generating projects	The objective of the project is to make a profit. **Example:** Sanyati Bridge Lodges in Hurungwe District
Social infra-structure projects	The objective of the project is to assist a certain group within the community. **Example:** Kanyurira Clinic, Guruve District
Natural resource management projects	The objective of the project is to improve natural resource management. **Example:** Repairs to Maitengwe Dam in Bulilamamangwe District

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.
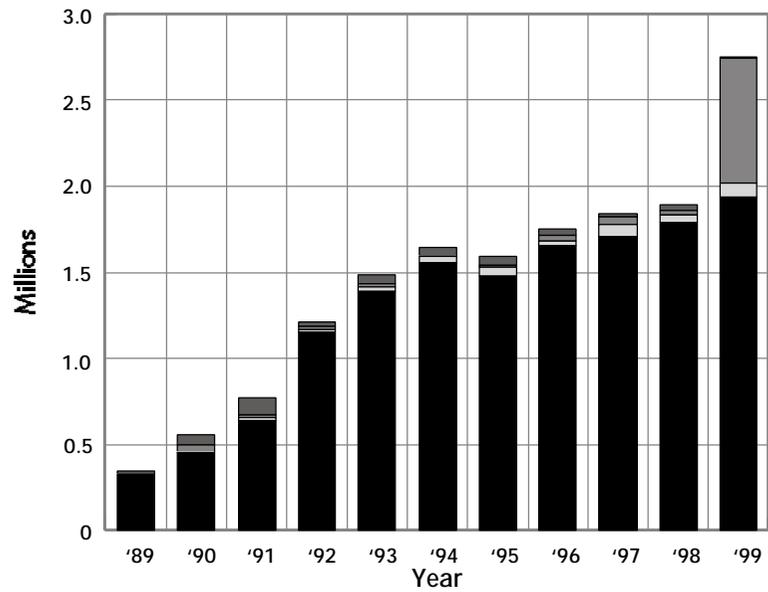

Sanyati Bridge Lodges in Hurungwe District

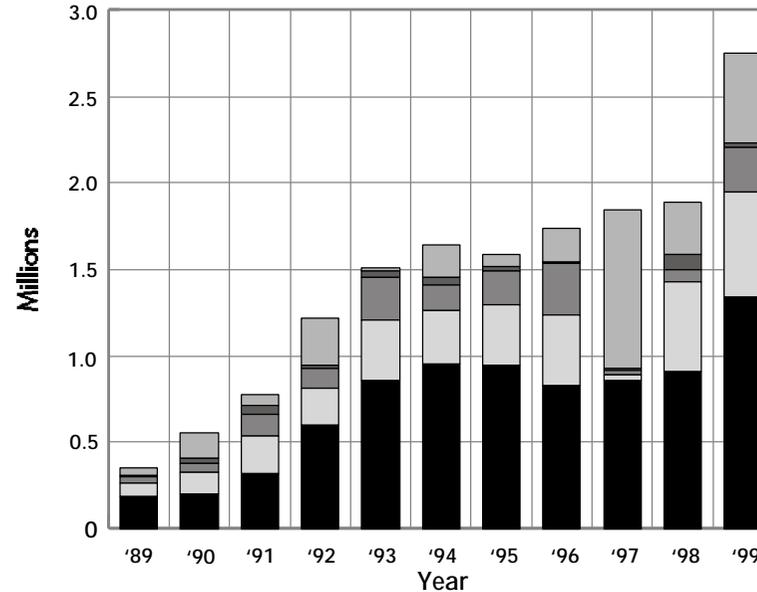Kanyurira Clinic in Guruve District

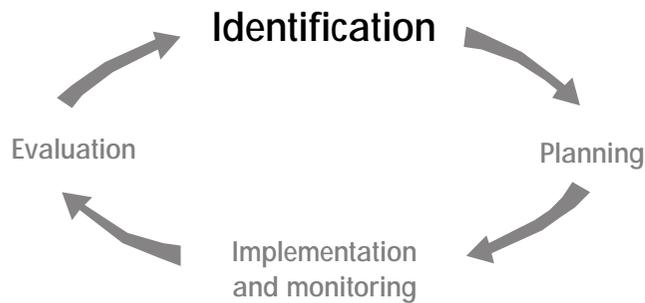## CAMPFIRE Income (US$): 1989 - 1999

Legend:
- Sport hunting
- Hides & Ivory
- Tourism
- Other

Allocation of CAMPFIRE Revenue (US$): 1989 - 1999

Legend:
- Communities
- Levy
- Management
- Other
- Not Detailed

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.

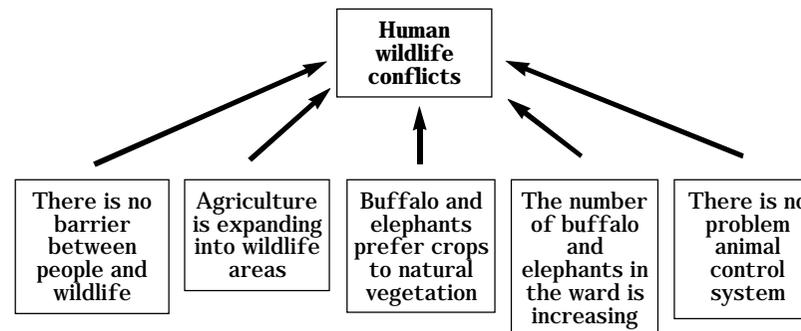| No water at school	School roof leaking	Problem animal control	Too many animals eating crops	Transport
There is no fence	No clinic	The clinic is far	Poor soils	No bus service
Problem animals	Buffalos eating cotton and maize	There is no irrigation	Fertiliser is too expensive	There are many mosquitoes
We have few cattle	Many wild animals	The school is old	Very dry and hot	Transport is too expensive

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:

School	Human - wildlife conflict	Transport	Health	Agriculture
No water at school	Problem animal control	No bus service	No clinic	Poor soils
School roof leaking	Too many animals eating crops	Transport	The clinic is far	There is no irrigation
The school is old	There is no fence	Transport is too expensive	There are many mosquitoes	Fertiliser is too expensive
	Problem animals			We have few cattle
	Buffalos eating cotton and maize			Very dry and hot
	Many wild animals			

Human wildlife conflicts

- There is no barrier between people and wildlife
- Agriculture is expanding into wildlife areas
- Buffalo and elephants prefer crops to natural vegetation
- The number of buffalo and elephants in the ward is increasing
- There is no problem animal control system

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.
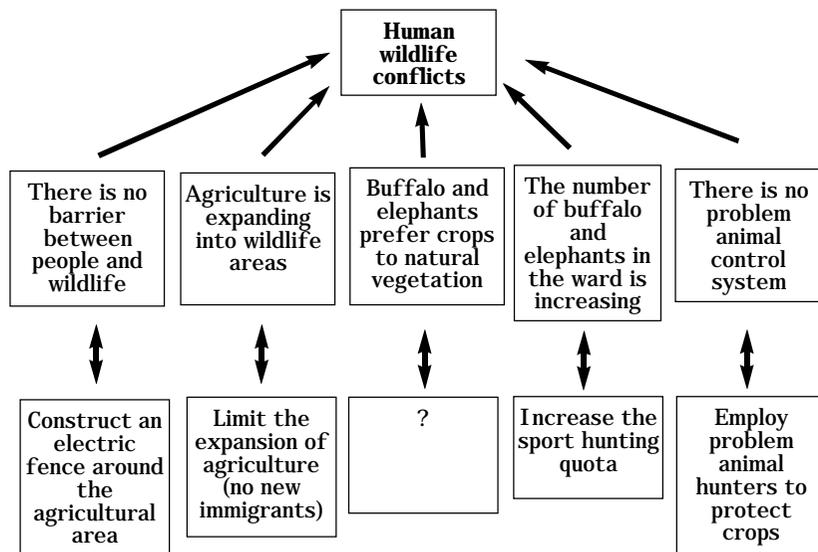
Step five - **The options analysis:** If the steps given above have been followed, there will always be more than one solution which can be turned into a project. The aim of the options analysis is to discuss each of the options in a common framework. This will help prioritise the options and identify 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.

Option	Capital cost	Recurrent cost	Implementation	Likelihood of meeting objective	Rank
Limit the expansion of agriculture (no new immigrants)	Low capital cost	Could be high?	Very difficult to limit - new families need land	Low	2
Construct an electric fence around the cultivated areas	25km x Z$52 000/km = Z$1.3 million	Estimate at 10% per annum = Z$130,000	Can be done - a line has already been agreed with all the farmers	High	1
Employ problem animal hunters to protect crops	Low: uniforms, weapons, training etc	10 persons x Z$1 000 /month x 6 = Z$60,000	PAC only kill animals and does not deal with the problem	Low	3

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 the recurrent costs of the project were?
- 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.

Identification

Planning

Evaluation

Implementation
and monitoring

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.

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

1. Activities (What)	2. When	3. Who	4. Cost	5. Other
1. Clear the agreed fence line of all trees and shrubs	start before end of May and finish by end of July 2001	contract labourers Supervisor S. Mutake (WWMC)	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	1. workers to bring their own tools

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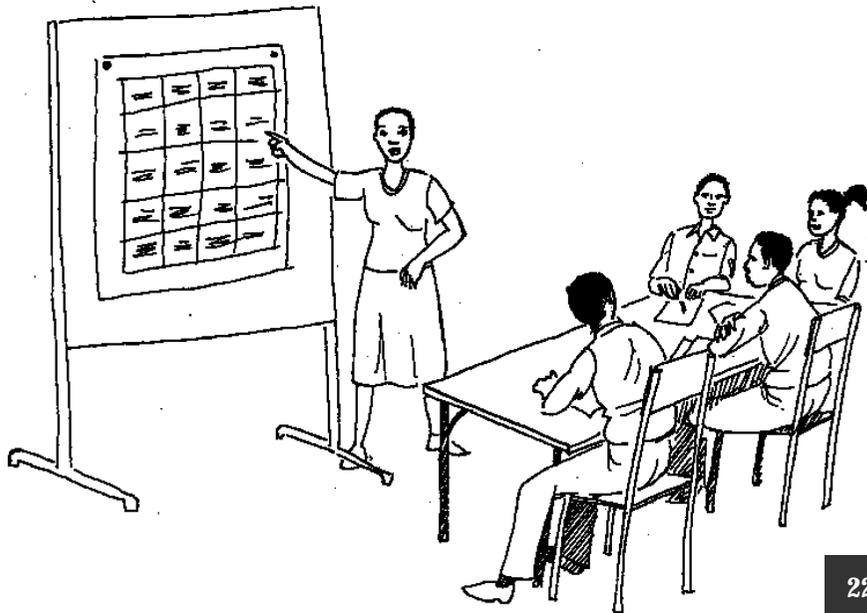
The objective of the project is to construct an electric fence around the cultivated areas by the start of the next rains to stop crop destruction by elephant and buffalo

Start before end of May and finish by end of July 2001

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.

Contract labourers Supervisor S. Mutake (WWMC)

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.

$$\text{Contingency percentage} = \text{annual rate of inflation} \times \frac{\text{length of project (months)}}{12 \text{ months}}$$

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 = Z$1,574,076

ZW$ 1,574,076

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

1. Activities (What)	2. When	3. Who	4. Cost	5. Other
1. Clear the agreed fence line of all trees and shrubs	start before end of May and finish by end of July 2001	contract labourers Supervisor S. Mutake (WWMC)	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	workers to bring their own tools
2. WWMC to hold community meeting to plan gates etc for fence	Saturday 19th May	WWMC Chairman and secretary	Sitting allowance: $50 x 10 = $500 Total = $500	Secretary to write a description of the fence with assistance from RDC (EO CAMPFIRE)
3. WWMC to get 3 quotes from electric fencing companies	before end of June	WWMC Secretary (G. Zvikonye)	Chilazi – Harare x 2 = $1,000 Food and accommodation = $750 Total: $1,750	WWMC to get 3 quotes from electric fencing companies
4. WWMC to meet and award contract to one company	before end of July	WWMC Secretary (G. Zvikonye)	Sitting allowance: $50 x 10 = $500 Chilazi – Harare x 2 = $1,000 Food and accommodation = $750 Total = $2,250	WWMC to meet and award contract to one company
5. WWMC to meet to interview and select fence minders	before end of July	WWMC Secretary (G. Zvikonye)	Sitting allowance: $50 x 10 = $500	WWMC to meet to interview and select fence minders
6. Fencing company to construct fence	to be completed before the end of November	Fencing Company	Estimated cost: Z$1,3 million Fence minders salary	Fencing company to construct fence
7. WWF to hold training course for fence minders and WWMC	to be held before end of November	WWMC Secretary (G. Zvikonye) and WWF)	Venue: $1000 Fence minders 3 x 40 x 4 = $480 Sitting allowance: $50 x 10 x 3 = $1,500 Total $1,980	WWF to hold training course for fence minders and WWMC
8. WWMC to implement budget and work plan for fence maintenance	when fence starts working	WWMC Secretary (G. Zvikonye)		WWMC to implement budget and work plan for fence maintenance
sub-total			$1,311730	
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.

Implementation
and monitoring

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.

1. Activities	2. When	3. Who	4. Cost	5. Other	6. Progress
1. Clear the agreed line of all trees and shrubs	start before end of May and finish by end of July 2001	contract labourers Supervisor S. Mutake (WWMC)	labour: 25 days x 5 x 30 = $3,750 supervisor: 25 days x 40 = $1,000 Total: $4,750	workers to bring their own tools	Completed on 21 July 2001

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.

Unless we find another source of water, we agree that this project must be cancelled.
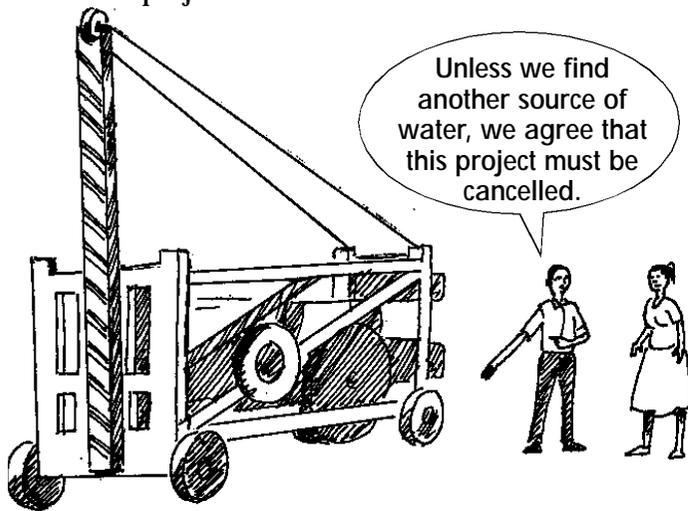
Other changes in conditions might mean that the project requires no modification, for example;

- **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.
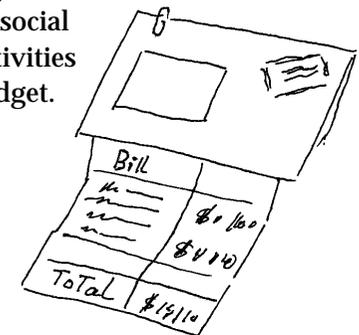
- **Money is not available when it is needed by the implementors:** When a project is being implemented by a team which does not directly control the money, the project is often delayed by the lack of money to make payments. This can be solved by making sure that those who control the money are involved 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 infra-structure 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 infra-structure:
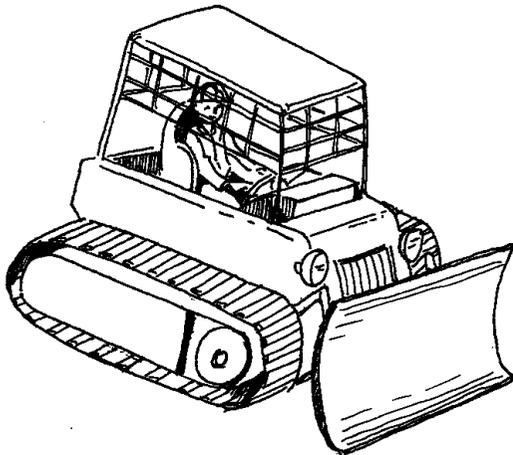
  - They have specialist knowledge or specialist equipment necessary for the project (for example an electric fencing company or a borehole drilling company).
  - They are contracted to complete the project in an agreed period and for an agreed price.
  - They can often do the work at a very competitive 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.
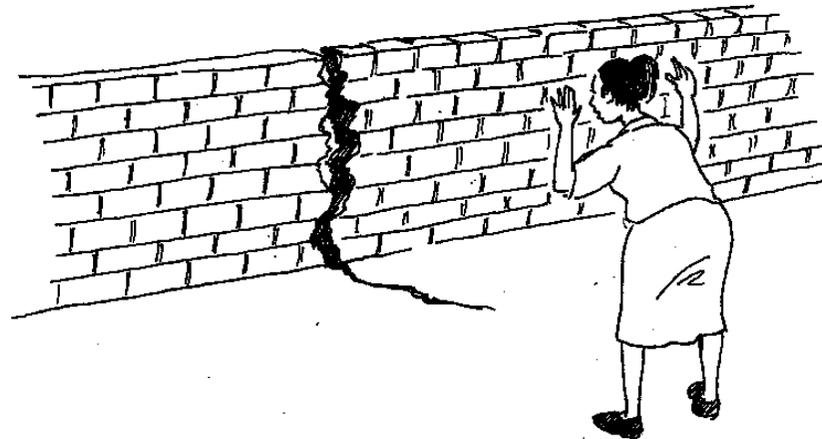
- They often bring labour in from outside the project area. Agreements with contractors should specify how much "local" labour should be used.

- **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.

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Annual review of CAMPFIRE projects in Mahenye Ward, Chipinge RDC.

Identification

Planning

Implementation
and monitoring
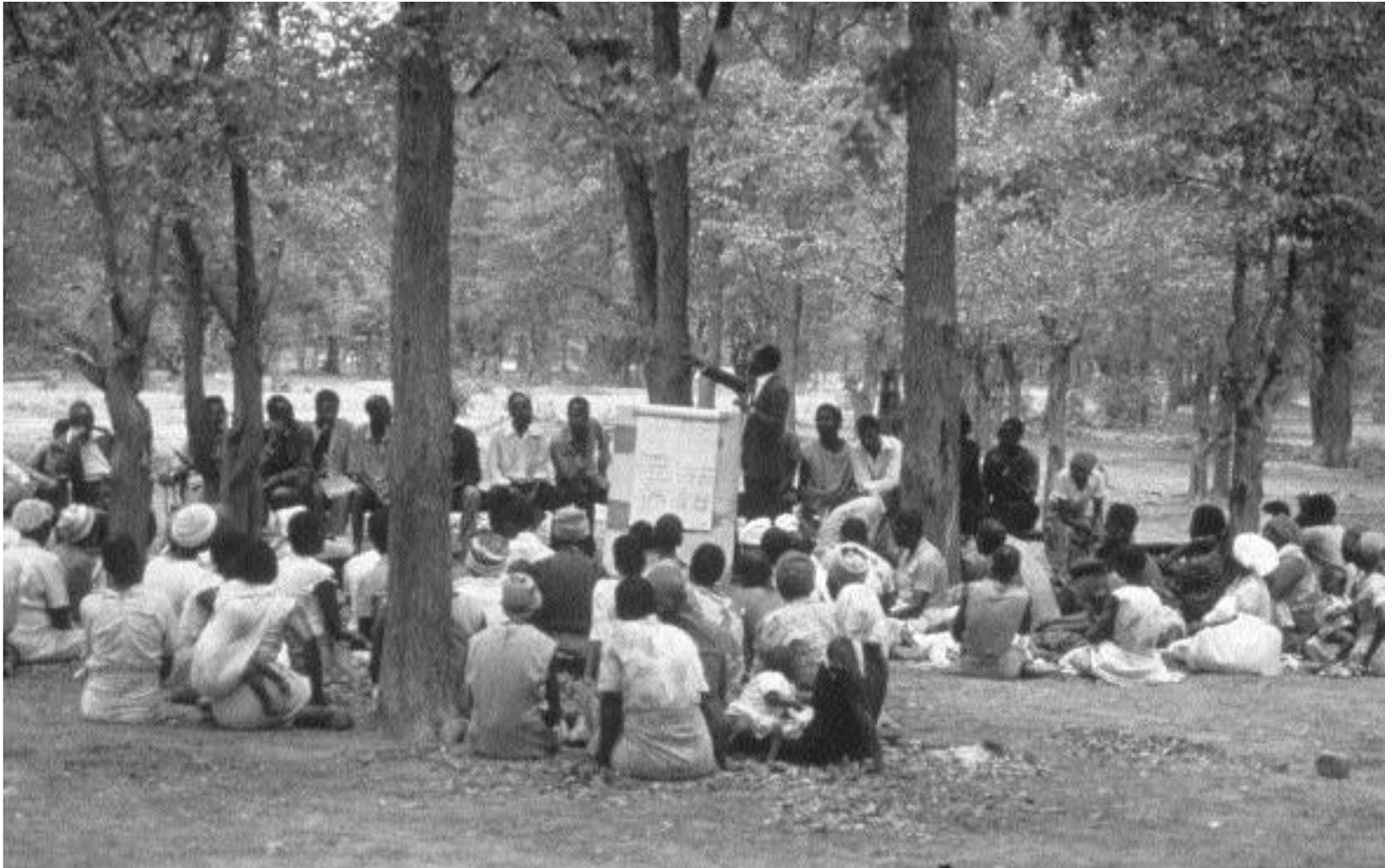
Evaluation

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.
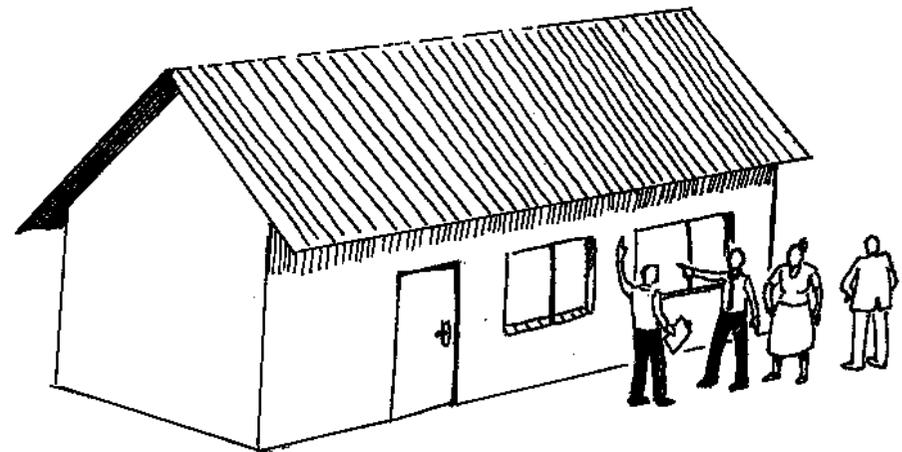
Step One - **Evaluating the project's objective:**
The evaluating team should compare the project's objective and how far the project has gone in meeting that objective.

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.
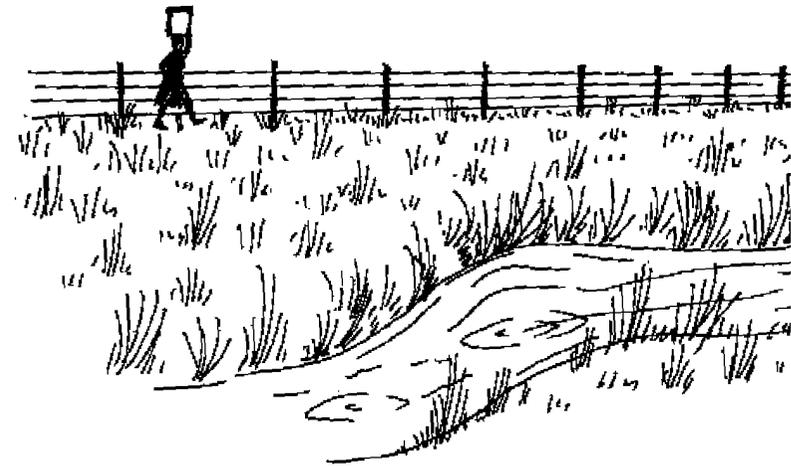
Certain groups might bear unexpected costs as a result of a project. For example, the time taken to collect water because of a new fence. These kinds of issues should be raised during a project evaluation.

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:

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

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

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

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

Social evaluation of the fence:

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

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

Ecological evaluation of the fence:

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

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

APPENDIX 1

GLOSSARY OF WORDS AND PHRASES

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

SIMPLE COST:BENEFIT ANALYSIS

What is cost:benefit analysis?

Cost:benefit 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 cost:benefit analysis to almost any project.

What are the advantages of cost:benefit analysis in project planning and implementation?

The advantages of using cost:benefit 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 cost:benefit 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 cost:benefit 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?

Cost:benefit 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 cost:benefit 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 cost:benefit 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 cost:benefit 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.

	Description
Benefits	reduced crop damage
	safer environment for living
	defined boundary for wildlife area
Costs	Construction of fence
	Labour for maintenance
	Tools and materials for maintenance

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.

	Description	Value
Benefits	reduced crop damage	$20,000 per year
	safer environment for living	cannot value
	defined boundary for wildlife area	cannot value
Costs	Construction of fence	$60,000
	Labour for maintenance	$5,000 per year
	Tools and materials for maintenance	$2,000 per year

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.

TOTAL NET BENEFIT = GROSS PROJECT BENEFITS less TOTAL PROJECT COSTS

Example: For the Chilazi Fence

TOTAL NET BENEFIT = GROSS BENEFITS less TOTAL PROJECT COSTS
= $125,000 - 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

THE PAYBACK PERIOD = 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 ie - $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 it's costs. The annual return on investment is the average ratio of the projects net benefits to it's 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

ANNUAL % RETURN ON INVESTMENT	= (TOTAL BENEFITS minus RECURRENT COSTS) divided by INVESTMENT COST
	= ($125,000 - $35,000) / $60,000
	= 1.5
	= 1.5 divided by 5 years (the life of the project)
	= 0.3
	= 0.3 multiplied by 100 (to get a percentage)
	= 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.

		Year 1	Year 2	Year 3	Year 4	year 5	Sub-Total	Total
Costs	Construction	$60 000					$60 000	
	Labour	$5 000	$5 000	$5 000	$5 000	$ 5 000	$25 000	
	Materials	$2 000	$2 000	$2 000	$2 000	$2 000	$10 000	$95 000
	Total costs	$67 000	$7 000	$7 000	$7 000	$7 000	$95 000	
Benefits	Reduced crop damage	$25 000	$25 000	$25 000	$25 000	$25 000	$125 000	$125 000
	Annual net benefit	-$42 000	$18 000	$18 000	$18 000	$18 000		
	Cumulative net benefit	-$42 000	-$24 000	-$6 000	+$12 000	+$30 000		

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 type 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.

notes

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
7. Counting Wildlife Manual
8. Fire Management Manual
9. Project Planning Manual

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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