

PROJECT MONITORING AND EVALUATION
MEASURING IMPACT

23. LOGICAL FRAMEWORK

Darwin projects will be required to report against their progress towards their expected outputs and outcomes if funded. This section sets out the expected outputs and outcomes of your project, how you expect to measure progress against these and how we can verify this.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
Impact: Land uses are harmonized within a large, semi-arid area to halt current environmental degradation due to socio-political friction between stakeholders, competing land uses and weak environmental planning.			

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<p>Outcome: A model for harmonized land use is demonstrated in Save Valley Conservancy, to achieve community services funded by sustainable wildlife-based enterprises for the communities living in Gudo chiefdom. (Max 30 words)</p>	<p>0.1 A politically acceptable land management approach, covering at least 10,000ha, is formalised by end Year 1 and is providing community services and is economically viable by end Year 3.</p> <p>0.2 Community interests, i.e. inclusion and decision making, are specifically represented within the JV (i.e. at Board level) by end Year 1.</p> <p>0.3 At least 50% of the employment and income-generating opportunities created by this project by end Year 3 are for women (e.g. as Wildlife Guardians).</p> <p>0.4 Population trends of indicator wildlife species in the project area (rhinos, lions and impalas) that are expected to be negative over the next three years without interventions are instead positive by end Year 3.</p>	<p>0.1 Formation and functioning of the JV with standard business records (inc. partnership agreement, Board papers, audited accounts etc.) for the Senuko-Gudo JV. Records of harvesting of thatching grass, edible caterpillars etc.</p> <p>0.2 Records (disaggregated by gender) of membership of JV Board and capacity-building activities</p> <p>0.3 Financial records and accounts of the Senuko-Gudo JV. Documentation of incentive system and of payments from it to community members for conservation activities (e.g. to Wildlife Guardians).</p> <p>0.4 Annual surveys and mortality records of indicator species; records of rhino translocations in/out of SVC; annual mapping of woodland cover and bushfires from satellite imagery.</p>	<p>0.1 Intra-community disputes do not seriously disrupt the functioning of the Gudo Community Development Trust and Senuko-Gudo JV. Zimbabwean authorities: set their fees for use of the JV area at levels that can be afforded from the commercial activities while still meeting conservation costs and allowing reasonable profits for the JV partners; issue relevant permits promptly each year to avoid marketing problems; and maintain policies and conditions for the JV area that are conducive to its operations.</p> <p>0.2 Members appointed to JV Board based on merit; female Board member(s) able to operate at a meaningful level despite this being unprecedented in SVC.</p> <p>0.3 Zimbabwean authorities authorize and support the establishment of JV, without which community incentives will be insufficient to motivate for local regulation of natural resources. Communities receptive to alternative income-generating activities.</p> <p>0.4 No extreme weather conditions, e.g. drought, adversely affect the recovery of the habitat and dependent wildlife populations within the 3-year project period. Commercial poaching, perpetrated by outsiders, does not surge beyond pre-project levels.</p>

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<p>Outputs:</p> <p>1. Gudo Community Development Trust formalizes commercial wildlife Joint Venture (JV) with Senuko Ranch within the project area, which serves as a model for replication in other areas of SVC and the Zimbabwean Lowveld.</p>	<p>1.1 Senuko-Gudo JV agreement is in place between the Gudo Community Development Trust and Senuko Ranch and operations, covering an area of at least 10,000 ha., by end Year 1, with annual plans produced for Year 2 and Year 3, and is financially viable by end Year 3.</p> <p>1.2 Senuko-Gudo JV becomes a member of SVC, and participates in its decision-making by end Year 1.</p> <p>1.3 Conservation costs in Senuko-Gudo JV area (water pumping for wildlife, anti-poaching, bushfire control, wildlife restocking) do not require external financial support beyond the end of Y3.</p>	<p>1.1 Standard documentation (partnership agreement, Board papers, accounts, etc.) of the JV. Annual resource management plans in Years 2 and 3.</p> <p>1.2 Minutes of SVC Executive Committee meetings and formal registration of Senuko-Gudo JV as a member.</p> <p>1.3 Financial records and accounts of the Senuko-Gudo JV.</p>	<p>Government policies remain conducive to such JVs.</p> <p>Community shows adequate consensus on how to run Gudo Community Development Trust and Senuko-Gudo JV.</p> <p>Fees charged by Zimbabwean authorities reduce to affordable levels, enabling the Senuko-Gudo JV to fully meet real conservation costs.</p> <p>SVC Constitution remains relevant, and/or can be adapted as needed to admit Senuko-Gudo JV members.</p> <p>SVC membership levy is affordable for the Senuko-Gudo JV.</p>
<p>2. Capacity building provided for stakeholders on administration and on resource management relevant to livelihoods and awareness of conservation issues raised among adults and children in the Gudo Chiefdom.</p>	<p>2.1 Training provided to all office bearers in Gudo Community Development Trust and Senuko-Gudo JV, relevant to their functions, by end Year 1 and ongoing as required.</p> <p>2.2 Specific Gudo community members (at least 20, 50%+ being women) identified and trained by end Year 1 and incentivized on an ongoing basis as Wildlife Guardians.</p> <p>2.3 17 primary schools in Senuko-Gudo JV area participate in the Conservation Awareness Programme.</p>	<p>2.1 Records of training workshops and participants. Technical manuals.</p> <p>2.2 Records of training workshops and participants. Technical manuals. Documentation of incentive system and of payments from it.</p> <p>2.3 Records of school participation (quiz competitions, distribution of awareness materials, etc.), M&E reports.</p>	<p>The balance of power between Chief Gudo's subjects and newcomers to SVC does not become too unstable for the selection and operations of the Wildlife Guardians.</p> <p>Level of literacy of community members is sufficient to implement basic data recording, especially by women.</p>

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<p>3. Sustainable livelihood practices and human-wildlife conflict mitigation measures implemented in Senuko-Gudo JV area.</p>	<p>3.1 Woodland cover and rhino population trend within Senuko-Gudo JV area (at least 10,000ha.) are scientifically monitored on annual basis, showing no further loss of cover from baseline, established at start of project, during the project period.</p> <p>3.2 Fire-management practices are implemented with community support, decreasing uncontrolled bushfires over a rolling 5-year average within the Senuko-Gudo JV area (at least 10,000ha.) by end Year 3.</p> <p>3.3 Sustainable crop-production options within Senuko-Gudo JV area are professionally assessed, including options for micro-irrigation schemes, by end Year 1, with at least 3 proposals developed for donors by end Year 3 to support such options.</p> <p>3.4 Cost-effective means to reduce livestock predation are researched, communicated and tested at 5 or more demonstration sites by end Year 2, reducing livestock losses within the Senuko-Gudo JV area, from baseline established in Year 1 by a statistically significant extent by end Year 3.</p> <p>3.5 Cost-effective means to reduce elephant damage to crops are researched and tested, reducing such damage within the Senuko-Gudo JV area, from baseline established in Year 1 by a statistically significant extent by end Year 3.</p>	<p>3.1 Independent analysis of satellite imagery.</p> <p>3.2 Fire-management guidelines. Independent analysis of satellite imagery of the annual extent of uncontrolled bushfires.</p> <p>3.3 Consultants' review reports. Project proposals submitted to donors.</p> <p>3.4 Guidelines on reducing predator-livestock conflict produced by end Year 1. Records of extension efforts. Records of livestock predation compiled by Wildlife Guardians. Demonstration bomas etc., in operation.</p> <p>3.5 Guidelines on reducing human-elephant conflict produced by end Year 1. Records of extension efforts. Records of elephant impacts compiled by Wildlife Guardians.</p>	<p>Suitable professional expertise is available in Zimbabwe.</p> <p>Annual fuel loads and other natural factors remain consistent.</p> <p>Donor interest in funding new crop production options is sufficient to manage community expectations created by professional planning inputs.</p> <p>Community leaders are receptive to advice, rather than insisting upon total eradication of predators.</p> <p>Community leaders are receptive to advice, rather than insisting upon total eradication of elephants.</p>
<p>4. Process for demonstrating the applicability of JV model for other areas in the Zimbabwe Lowveld established.</p>	<p>4.1 Community leaders and government officials from at least 3 equivalent areas exposed to the Senuko-Gudo JV model</p>	<p>4.1. Workshops, meetings, exposure visits etc.</p>	<p>Zimbabwean authorities maintain policies and conditions for potential JV areas that are conducive to such operations.</p>

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<p>Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p>1.1.1 Provide technical support for institutional development and negotiation of agreements relevant to the Senuko-Gudo JV in collaboration with other NGOs.</p> <p>1.1.2 Establish process for developing and reviewing participatory annual resource management plans.</p> <p>1.1.3 Undertake study to understand the contribution of local natural resources to community livelihoods.</p> <p>1.1.4 Hold annual workshops to develop and review participatory annual resource management plans.</p> <p>1.1.5 Compile partnership agreement, produce Board papers and audited accounts within 9 months of year-end.</p> <p>1.2.1 Same activity as 1.1.1, but working with the Senuko-Gudo JV in operational mode</p> <p>1.3.1 Provide a monthly contribution to water pumping and scout salaries on a sliding scale decreasing from Year 1 to zero at end Year 3.</p> <p>2.1.1 Provide training on JV operations to members of the Gudo Community Development Trust and the JV on an annual basis.</p> <p>2.2.1 Set up process for selecting Wildlife Guardians.</p> <p>2.2.2 Provide training for selected Wildlife Guardians on an annual basis.</p> <p>2.2.3 Set up and implement performance-based incentive system for Wildlife Guardians.</p> <p>2.2.4 Publish relevant technical manuals, guidelines and project outputs and ensure their distribution throughout SVC communities.</p> <p>2.2.5 Engage social scientist to conduct monitoring and evaluation of community awareness of the potential worth of biodiversity.</p> <p>2.3.1 Delivery of Conservation Awareness Programmes in schools.</p> <p>2.3.2 Undertake exposure visits to SVC wildlife area with students from selected schools (as a reward in the Rhino Quiz Competition).</p> <p>3.1.1 Establish baseline and monitor areas burnt by bushfires on an annual basis.</p> <p>3.1.2 Undertake comprehensive rhino monitoring.</p> <p>3.2.1 Train Wildlife Guardians and JV staff in fire-management practices.</p> <p>3.3.1 Undertake professional review of sustainable crop-production options within Senuko-Gudo JV area.</p> <p>3.3.2 Prepare project proposals for other donors for identified sustainable crop-production options.</p> <p>3.3.3 Evaluate (in conjunction with other agencies) and, where possible, implement other sustainable income-generating activities, such as bees, chillies, baobabs, quelea, and edible caterpillars.</p> <p>3.4.1 Establish Year 1 baseline of annual livestock losses due to predation.</p> <p>3.4.2 Research and write guidelines on appropriate methods to reduce livestock predation.</p> <p>3.4.3 Implement mitigation methods (e.g. construct bomas) at demonstration sites in the Senuko-Gudo JV area and organise exposure visits to the sites.</p> <p>3.4.4 Train and support Wildlife Guardians to enumerate, review and report on livestock-predator losses annually.</p> <p>3.4.5 Undertake annual lion and impala surveys.</p> <p>3.5.1 Establish Year 1 baseline of annual crop damage due to elephants.</p> <p>3.5.2 Research and write guidelines on appropriate methods to reduce elephant damage.</p> <p>3.5.3 Implement mitigation methods (e.g. plant chillies, position bee hives) at demonstration sites in the Senuko-Gudo JV area and organise exposure visits to the sites.</p> <p>3.5.4 Train and support Wildlife Guardians to enumerate, review and report on elephant damage to crops annually.</p> <p>4.1.1 Facilitate information-sharing visits between Gudo Community Development Trust and other communities around SVC.</p> <p>4.1.2 Hold an annual workshop (linked to the existing LOCAL Forum) for all SVC stakeholders on relevant topics related to resource management and joint ventures, using the Senuko-Gudo JV as a case study.</p> <p>4.1.3 Facilitate information-sharing visits by members of organizations in other areas of the Lowveld to the Senuko-Gudo JV project area.</p>			

