

EVALUATION REPORT
OF
THE LinKS PROJECT

(GCP/RAF/338/NOR)

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List of Abbreviations

AGRITEX – Agricultural Rural Extension
AMRU – Mozambican Association of Rural Women
APO – Associate Professional Officer
ARDA – The Agriculture and Rural development Authority
ARPAC – Arquivo do Património Cultural
AU – Africa University
AZTREC – Association of Zimbabwean Traditional Environmental Conservationists
A2000 – Africa 2000
CASS – Centre for Applied Social Sciences
COM-DEV – Communication for Development
CTDT – Community Technology Development Trust
FAO – Food and Agriculture Organisation of the United Nations
FARMESA – Farm Level Applied Research Methods for East and Southern Africa
IKS – Indigenous Knowledge Systems
INDER – Institute of Rural Development Mozambique
INIA – National Institute for Agricultural
IPRs – Intellectual Property Rights
ITDG – Intermediate Technology Development Group – Zimbabwe
IUCN – International Union of Conservation
JPV – Jekesa Pfungwa Vuliqondo
MDA – Manicaland Development Association
MARECIK – Masai Resources Center for Indigenous Knowledge
NAT – National Advisory Team
Naliendele-ARI – Naliendele Agricultural Research Institute Tanzania
Nor agric – center for International Environment and Development Studies, Agriculture University of Norway
NSC – National Steering Committee
NGO – Non Governmental Organisation
PELUM – Association of Participatory, Ecological, Land Use Management
PRA – Participatory Rural Appraisal
RUDO – Rural Unity for Development Organisation
SADC – Southern Africa Development Community
SARNICKS – The Southern Regional network on Indigenous Knowledge Systems
SDWW – Women in Development Service
SEAGA – Socioeconomic and Gender Analysis
SNS – National Seed Service
SUA – Sokoine University
TFNC – Tanzania Food and Nutritional Center
TOT – Training of Trainers
UDSM – University of Dar-es-Salaam
UEM – University of Eduardo Mondlane
UNDP – United Nations Development Programme
U.Z – University of Zimbabwe
ZERO – Regional Environmental Organization
ZWP – Zvishavane Water Projects
ZWRCN – Zimbabwe Women's Resource Centre and Network

TABLE OF CONTENTS

ACKNOWLEDGEMENTS

LIST OF ABBREVIATIONS

EXECUTIVE SUMMARY

1.0 INTRODUCTION

1.1 BACKGROUND AND CONTEXT

1.1.2 Objectives

1.2 TERMS OF REFERENCE OF THE EVALUATION

1.2.1 Purpose of the evaluation

1.2.2 Objectives of the Evaluation

1.2.3 Specific components to be evaluated

1.2.4 Evaluation Programme

1.3 METHODOLOGIES

1.3.1 Sources of information

1.3.2 Data gathering

1.3.3 Sampling for the Evaluation Study

1.4 LIMITATIONS AND CONSTRAINTS

2.0 ASSESSMENT OF PROJECT OBJECTIVES AND DESIGN

2.1 Introduction

2.2 Justification

2.3 Project Design

2.4 Objectives

2.5 The project activities

2.6 Implementation process

2.7 Risks

3.0 INSTITUTIONAL SET UP

3.1 Introduction

3.2 STRUCTURE OF LinKS (ORGANISATION)

3.2.1 The National Advisory Team (NAT)

3.3 LinKS STAFF

4.0 PROJECT MANAGEMENT

5.0 GOVERNMENT SUPPORT

6.0 ASSESSMENT OF RESULTS AND EFFECTIVENESS

6.1 Effects and Impact

6.2 Sustainability and Environmental Impact of Results
6.3 Gender equity in Project Implementation and Results

7.0 COSTS-EFFECTIVENESS

8.0 CONCLUSIONS AND RECOMMENDATIONS

8.1 Conclusion

8.2 Recommendations

9.0 MAJOR LESSONS LEARNT

ANNEXES

Annex 1 Final Programme

Annex 2 Questionnaire

Annex 3 Activities and outputs

EXECUTIVE SUMMARY

INTRODUCTION

The LinKS Project became operational in 1998 and with phase one coming to an end in 2000. Its major objectives are : -

1. To increase understanding among rural people development workers and policy makers about the value of men's and women's distinct knowledge and skills related to management of agro biodiversity.
2. To strengthen partner organizations in using gender analysis, participatory research and communication for development methods to work with rural communities.
 - Gathering documentation and sharing information about gender knowledge systems and management of agro biodiversity for food security with communities.

The purpose of this Evaluation was: -

- ❑ To fulfill the project requirements as stated in project document.
- ❑ To provide recommendations and guidelines for future development of LinKS to the Norwegian government and FAO.
- ❑ To ascertain the continuing relevance and validity of the project through in depth analysis of its progress in the first two years of operation.

The following specific areas were evaluated: -

- Host institution set up
- Set up and function of National Advisory Team.
- Institutional capacity including staff skills, strengths and weakness as perceived by staff.
- linkages with both local and international organizations.
- Take stock of all lessons learnt during the project implementation.

Composition, Timing of Mission and Limitations

- ❑ The evaluation mission comprised of one person who has experience in Organizational Assessment, gender and participatory methodologies as well as having wide experience in training within institutions.
- ❑ The evaluation was necessary though the schedule was far too cramped. Considering the travel between the three countries, the time frame could have been eased to allow enough time for assimilation, acclimatization and recapitulation. At times the evaluator was so overwhelmed by the amount of information coming from different partners that by the end of the day she was half dead. One factor which always has to be born in mind for such participatory evaluation processes is the idea of limiting biases; if there is only one person doing the evaluation the task is much more difficult and intense.
- ❑ The evaluation mission started with a debriefing in Harare on the 21st September and 1 ends in Rome with a debriefing on the 9th November 2000.

Major Findings and Recommendation: -

1. LinKS currently has a team at HQ, Regional Office as well as country level office to implement, supervise and manage the Project.
2. The Project objectives though loaded are extremely relevant and can be achievable given support in country, RC and Rome.
3. The strategy of the LinKS project is good, so is the project design. However certain areas need to be revisited i.e. linkages, stakeholders, clarity in objectives, outputs and activities.

Recommendations

There is need for Internal organizations/Organisational Development

There is a need to revisit the objectives so as to redefine and sharpen them.

The time frame for phase two has to be slightly longer since this is mainly an implementation phase, therefore four years are recommended for phase two if impact is to be realized on the ground.

It is recommended that prior commencement of phase two, a participatory strategic planning process be carried out and needs to be facilitated by someone who is familiar with “participatory strategic planning. This process could involve the LinKS staff in Rome, Zimbabwe and Tanzania. The major aim of the strategic plan is to come up with clear statement aims and objectives, indicators and assumptions, and clarity roles of NC, RC, and Rome as well as the roles of the consultative group.

Institutional set up

The National Advisory Team (NAT) has been helping in country steering of the project. However it seems that the capabilities within the four countries varies, with some NAT not even clear of their roles, some NAT are chaired by host institutions which brings in the issue of conflict of interest. Some though clearly steered have too many of the members also being beneficiaries to the project which again brings in conflict of interest.

Recommendations

It is therefore recommended that the whole area around NAT be reviewed. It is worth acknowledging all the efforts put in by the NAT during the phase one. Since phase one is coming to an end it could be a logical conclusion of changing from NAT to consultative grouping set up. The consultative group should be carefully selected by LinKS staff together with two independent consultants. The exercise should take less than half a day in each country. Participants selection should focus on availability, commitment, technical know how, and willingness to work on voluntary basis. The proposed number of this group per country should be five.

Staffing

LinKS is staffed by very highly qualified and experienced personnel. However the issue of NC's working half time is straining the project. The staff is virtually overworked and if the situation is not redressed there will soon be major problems of delivery and availability. Most of the training programmes have been run through the backstopping from Rome, and also using some National experts. This has been done to compliment the capacity and also to build the capacity of LinKS staff. Also a lot of technical back up has been through Non-agric. The work done by LinKS is of high quality and needs to be commented.

Recommendations

It is recommended that: -

NC's be full time and also NPP's be employed in Mozambique, Tanzania and Swaziland to give support to the programme.

In Zimbabwe where already three full time staff are in place, there is still a need for an independent person to be employed on the basis of an agreed set of days per month to support the training and planning programmes in Zimbabwe and also to give training backstopping within the region.

Technical backstopping from Rome and Nor-agric is also very much appreciated and needs to continue when the need arises. Nor-agric needs to work with a certain number of students in each country to give them support and supervise their work. The area of work could be on specific issues within countries namely seed so that by the end of 3-4 years it will be possible to measure impact.

The SEAGA training component will still be needed during the next phase and should carry on the good work already started in the region. This component brings about issues of values and behavioral change; therefore time should be set-aside for it.

Linkages with other institutions should be fostered to influence other players in the field.

To identify staff needs, a capacity assessment has to be carried out, and also a resource assessment to identify what is there and how is it used and what else is needed?

Achievement of objectives

The two major objectives (awareness creation and capacity building have been the major anchor of the project with hopes of coming up with a communication strategy and also doing lobbying and advocacy.

It cannot be over-emphasized on how important and relevant the LinKS project is to the whole region. Lessons from phase one should be used to improve the project management in phase two.

Recommendations

The awareness raising has been quite successful but still needs to be pursued further into the 2nd phase.

SADC-Com-Dev should be commissioned in the next phase to help support LinKS come up with clear communication strategies. This can be achieved also with some backstopping from Rome.

Phase Two should see serious implementation with lobbying and advocacy also being key. For this to be well planned there is a need for a participatory strategic planning process, which will clarify roles, objectives, activities and how the advocacy work will take shape. The strategic plan will also help outline which levels of people or groups will be the major stakeholders for the next phase. During this phase monitoring systems also need to be put in place.

Budget

The project has been operating from a total budget of 1,5 million US dollars in the past two years. The project has a tight budget as a result some of the activities could not be implemented due to very limited resources. Equipment is also needed if the project is to be properly managed and implemented. It is therefore recommended that each country gets a suitable vehicle 4x4 double cabin for monitoring, follow up and other services.

Where host organizations disburse LinKS funds to projects, there has to be laid down guidelines on reporting.

The project finances can be disbursed from the FAO country office if reporting and accounting is difficult for host organisations

Each country needs extra resources both financial and material; for a phase 2

Contribution of Project

This is a good and timely project within East and Southern Africa.

It is therefore recommended that the project be continued for the next 4 years.

1.0 INTRODUCTION

1.1 Background and Context

The Gender, Biodiversity and Local Knowledge Systems to strengthen Agricultural and rural Development (LinKS Project) is being implemented in Mozambique, Tanzania, Swaziland and Zimbabwe. Swaziland is still in its early stages of the project due to circumstances beyond the project management unit. It is gratifying to note that to date Swaziland has now started the process and are busy finalising the inventory of all organizations dealing with gender, biodiversity and Indigenous Knowledge Systems.

The project is being implemented by a Regional Coordinator based in Harare with support from National Coordinators based in each respective country. The office in Harare also has a gender and communications officer as well as an administrative assistant. They are housed by the SADC Com Dev.

The LinKS project focuses on the management of biodiversity; Local Knowledge Systems and gender based differences for food security. Though the project concept was formulated in 1995, it took a while to take off due to some technical hitches such as; the signing of the

project agreement which was eventually signed by the SADC FOOD Security Sector in 1997. Since the project involved 4 SADC countries, it was difficult for a particular government to sign on behalf of the others. Normally such agreements are signed between government to government. The signing of the project by SADC FOOD Security makes a lot of sense and it also encourages linkages with other food security related projects which are being implemented within the region. The sustainability of this project in the long run can be assured if it continues to be linked to SADC and strengthens those links.

The theory and values behind the LinkS Project is that “there is a lot of indigenous local knowledge systems amongst men and women regarding sustainable agricultural practices and management of biodiversity which is untapped; it needs “unearthing” documenting and disseminating without violating the ordinary people’s rights and knowledge hence the need to pay attention to intellectual property rights. The project aims at dealing with awareness creation; communication strategies as well as influencing policy and curriculum development to take into account agro biodiversity and gender. This thrust will make the project three fold where at one level, it is operating at grassroots with both farmers taking into account how female and male manage and sustain agricultural systems. The second level is the research level, where researchers are attached to Nor-agric and local universities to look at agro biodiversity issue using LKS/IKS. The project is using Participatory Rural Appraisal and other conventional research methods and educational methods. The third level is that of influencing the policy makers to consider taking biodiversity including influencing curriculum development in Agricultural Colleges; Ministries, High Schools and other Technical colleges.

1.1.2 Objectives of the LinkS Project

1. To increase understanding among rural people, development workers and policy makers about the values of men’s and women’s distinct knowledge and skills related to management of agro biodiversity.
2. To strengthen the capacity of key organizations in using gender analysis, participatory research, communication for development methods to work with rural communities.
 - Gathering, documenting and sharing information about gendered knowledge systems and management of agro biodiversity for food security with countries.

1.2 Terms of reference of the Evaluation

1.2.1 Purpose of the Evaluation

- To fulfill the project requirements as stated in project document “one independent consultant will be appointed for one month evaluation on behalf of FAO. The evaluation results will be used jointly by; The Norwegian Government and FAO.
- To provide recommendations and guidelines for future development of the LINKS Project.
- To ascertain the continuing, relevance and validity of the project through in-depth analysis of its progress in the first two years of operation.

1.2.2 Objectives of the Evaluation

□ The evaluation will assess:

1. Relevance of the project to development priorities and needs such as food security, gender mainstreaming, national capacity building and conservation of agro biodiversity.
2. Clarity of projects objectives and immediate objectives and whether they can realistically be achieved in the timeframe and context in which the project works and prospects for sustainability.
3. Appropriate specification of targets and identification of beneficiaries.
4. Quality, clarity and adequacy of project design including:
 - clarity and logical consistency between inputs, activities out puts and progress towards achievement of objectives (quality, quantity and time frame)
 - Realism and clarity of external institutional relationships and in the managerial and institutional framework for implementation and the work plan.
 - Realism and clarity in the specification of prior obligation and prerequisite (assumptions and risks)
 - Likely costs-effectiveness of the project design.
5. Efficiency and adequacy of project implementation to date including the quality and timeliness of input delivery by FAO managerial and work efficiency; implementation difficulties adequacy of monitoring and reporting the extent of host institutions support and commitment and the quality and quantity of administrative and technical support by FAO.
6. Project support including a full and systematic assessment of outputs produced to date. Reviewing of outputs in the following areas:
 - Development of directories of key networks persons, and institutions working on gender, agro biodiversity and local knowledge systems in food security in each country.
 - Training workshops and public seminars organized by the project and any other relevant training workshops co-sponsored, co-facilitated by the LinKS Project FAO Projects.
 - Communication material development by project including the LinKS Project website under the FAO Homepage, video and other materials.
 - Progress of research activities to date, which are concluded by the project partner organizations and sponsored by the project in each country.

- Implementation of the communication strategies in Tanzania and Zimbabwe and development of communication strategy for Mozambique
7. The prospects for sustaining the projects results by the beneficiaries after the termination of the project. The mission should examine in particular: -
 - the ability host institutions and/or certain project partners or existing networks in the project countries to carry on project activities.
 - the impact of partnerships which have developed as a result of the project
 - Development of the “LinKS Forum” an initiative for a network on this issue that has recently been developed as a result of project activities in Tanzania.
 8. The cost effectiveness of the project in particular attention will be given to the efforts made in the project design, work planning and in implementation so that those alternative with the least cost (to achieve the target) or “most effective” (for given levels of resources) approach have been selected.

1.2.3 Specific components to be evaluated

- host institution set up; and role
- set up function of the National Advisory Team
- work plan and budget
- institutional capacity including staff skills, strength and weaknesses as perceived by staff
- linkages with both local and international organizations
- take stock of all lessons learnt during the project implementation
- Assess the levels required for LINKS to advocate and lobby governments and various institutions with regards to the importance and value of IKS.
- assess the value of the project in the four countries and whether the project is sustainable

1.2.4 Evaluation Programme

The programme involved travel between three countries, Mozambique, Tanzania and Zimbabwe carrying out interviews, field visits, focus group discussions, and attending training workshops including seminars. (see annex 1 for itinerary and people interviewed)

1.3 Methodology

The evaluation was planned discussed and finalized between FAO Norwegian government and the Regional Coordinator of LinKS Project. It was agreed that one consultant would take on the evaluation process single –handedly. Having just one person running between the three countries meant that the programme had to be tight and squeezed. The idea of having just one independent/external evaluator had its advantages and disadvantages.

1.3.1 Sources of information

The evaluation used various tools to obtain information from project members, project holders, LinKS/FAO/Nor-agric staff and other key players, in the community as well as in different institutions. The community of Mgeta Tanzania were a major source of information especially to fulfill the objectives of making value judgments on project implementation and also to highlight how LinKS can be a major success working with already existing communities, who have a presence on the ground. Such groups or institutions will enable LinKS to meet its objectives in a shorter period of time. Project documents for all the four countries were made available as a source of information.

1.3.2 Data Gathering

- Formal and non-formal discussions with LinKS Project Staff.
- Formal discussions with project holders.
- Individual and group interviews with beneficiaries from SUA, UEM, UZ, UDSM and other departments.
- Focused group discussions with beneficiaries.

Semi-structured interviews were used for collecting information during formal, individual interviews as well as focused group discussions. (see annex 2 a, b, c, d) Triangulation was used through listening, observing and cross referencing using key informants as well as available documents. The methods used in group discussions were not simply data gathering but the discussions became educative as well as solution finding for the beneficiaries and LinKS staff as well as the evaluator. The whole process was very powerful, full lessons and sharing.

1.3.3 Sampling for the Evaluation Study:

Given the fact that the links project covers four countries of which three had to be visited, it was neither possible or necessary to visit and talk to all the stakeholders. However a number of people were able to be reached since the focus group discussion method was used to get information from big institutions such as University of Dar-es-Salaam; SUA and some project holders. The possibility for the Evaluator to attend a joint LinKS GEF/UNDP/Arusha across-border biodiversity workshop made possible for observing one of the LinKS workshop and to meet and share with different people from Kenya, Tanzania and Uganda issues of gender IKS and biodiversity.

In all three countries the sampling of people to be interviewed was done by the host country. It must be highlighted that the evaluator at times also included some relevant people for necessary information. The sample used the people who had either participated in the workshops, or project holders. the most institutions together with FAO community representative, Norwegian Embassy staff Noragric staff were also part of the people interviewed. All the LinKS staff in the three countries were interviewed except for the consultant for Swaziland. For all the people interviewed (please see annex 1).

The project document formed as basis of the stating point of the evaluation. the input from the Regional Coordinator from the debriefing period up to the end of the report writing was

extremely useful and valuable. The field visits gave a lot of insight into what LinKS is all about, what it can do further and how it can become sustainable as a project. Many other documents such as contracts, training reports, job descriptions and others were made available whenever needed.

1.4 Limitations and Constraints

The timing and time given for the evaluation was too short, cramped and hectic. Taking into consideration the traveling involved, the nature of participatory methods that the project uses, the time required to create rapport was not adequate. Participatory methods are based on collegiate support and unit for synergy. One limitation was that of having one evaluator, this has major implications on physical and mental tiredness; biases and lack of synergy. An evaluation in a project that has participation as its underline philosophy should have more than one evaluator. The project as the findings will show needed to look at various expert areas such as:

- participatory methodologies
- organizational development
- gender
- indigenous knowledge systems
- agro-biodiversity

Communication with some beneficiaries was slightly limited for the evaluator who does not speak Portuguese and had to use an interpreter twice. However this problem was overcome by changing the tempo of the evaluation pace which meant taking double the time with each interviewee. Language within language is often a good indicator for assessing people's feelings and cultural practices and norms. Assessing capacity, empowerment levels and areas of difficult involves listening and observing gestures, language becomes important. Be that as it may the data gathered in Mozambique e.g. the concept of "indigenous" was taken very negatively, because it is linked to the colonial era. Mozambique is unique in the region in that it has a colonial past which is different from the other countries and provides a strategic area that adds flavour to the project. However the concept of indigenous and local knowledge are used interchangeably in Zimbabwe and Tanzania.

2.0 ASSESSMENT OF PROJECT OBJECTIVES AND DESIGN

2.1 Introduction

The Norwegian government have been funding the LinKS Project through FAO since 1998 and the funding phase is coming to an end in December 2000. Four countries have been selected namely Mozambique, Swaziland, Tanzania and Zimbabwe. Preparatory work started as way back as 1996, when the LinKS Project was conceptualized. The LinKS project is working with diverse groups of partners including NGO's, Universities and government departments. The methodologies used are mainly participatory:

PRA;

seminars,
group discussions,
exchange visits

to promote and explore the use of IKS amongst men and women in the conservation of biodiversity. The participatory methodologies are extremely useful to review the respect, values and the importance of IKS amongst men and women. The major areas that have been tackled in gender biodiversity are as follows:-

seed management
setting up cultural centers agriculture
use of botanical in both seed and livestock

Recommendations

The concept of LinKS is timely and extremely relevant given the situation with sustainable agricultural issues. FAO has been in the forefront for advocating, practicing and training in sustainable agriculture. During this first phase of LinKS a lot of work has been done that is creating a firm base for the continuation of these concepts and practice. In the next phase LinKS should now start focusing on particular themes topics or subjects to get indepth information on agro biodiversity. Consolidation of this work now needs longer time, thorough planning and effective management to make agro biodiversity a reality with communities in the region.

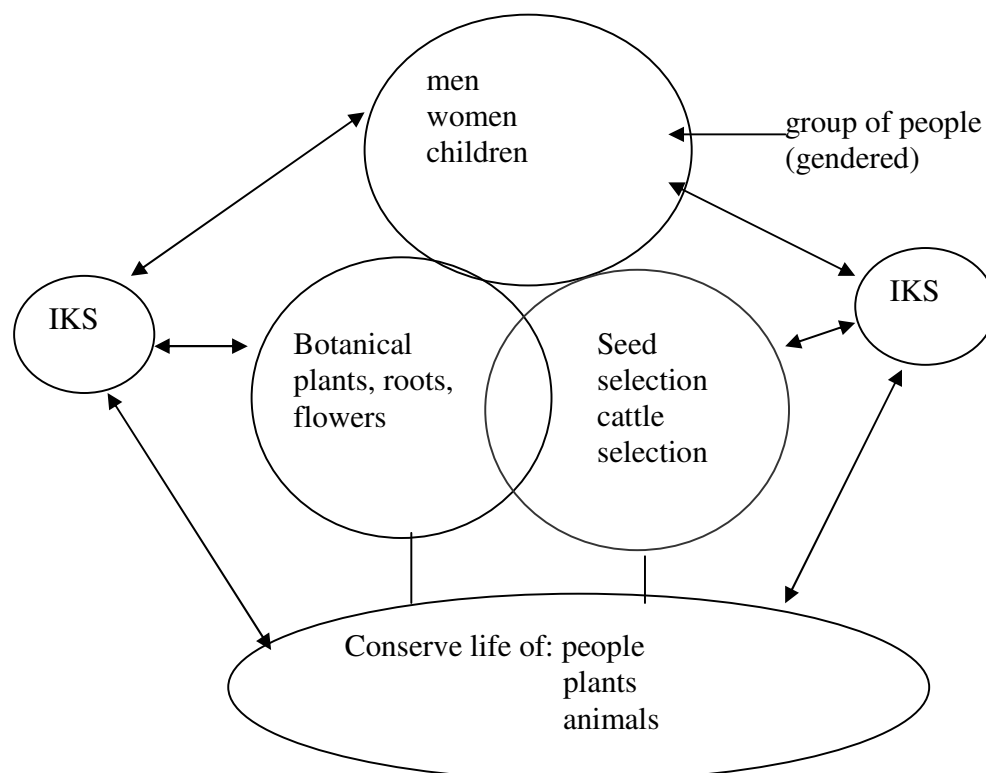
2.2 Justification

The existence and implementation of the LinKS Project is justifiable, and it aims at getting deeper and resuscitating the indigenous knowledge systems that are almost dying out due to:

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- history i.e. colonial era
- development of technology including hybridization of crops, heavy mechanization etc.
- approaches by both extension workers and researchers when dealing with small farmers in communities.
- the general attitude prevailing especially amongst the youth where anything modern is considered “the fashionable thing” despite the dangers of that in thing to sustainability to gender agro biodiversity issues.

This has resulted in loss of indigenous knowledge systems, cultural issues and the pride in local knowledge systems that were normally known and passed from generation to generation. This lack of pride and confidence in local knowledge owned by a people has an effect in many other sectors or disciplines of any society. An interesting issue emerging is also that IKS is gendered, like any other aspect of sustainability. “Local Knowledge Systems are by nature gendered (Waren 1988). The relevancy of gender runs through the whole fabric of issues of biodiversity as central to sustainable agriculture. During the evaluation, Mr. Goneso Director of AZTREC in Zimbabwe was very clear that, “in Zimbabwe men and women know a lot about their IKS and in some instances women are specifically for particular issues i.e. seed selection; medicine for pregnant and barren women whilst men are very specialized in selecting good cattle breed or medicine for young adults.”

This did not only emerge in Zimbabwe, even the UMDEP, group of farmers of Mgetu, Tanzania clearly showed the evaluation how men and women project members complemented each other in the use of botanicals. In the UMDEP community the male farmers were mainly responsible for botanicals as pesticides whilst the women used more or less the same plants for animal and human medicines. The cycle can be diagrammatically presented as Fig 1



The three, IKS Gender and Biodiversity as indicated in fig 1 are closely linked hence the name LinkKS Project.

The recognition of IKS by UNCED process, both agenda 21 and convention on Biological Biodiversity recognized the importance of IKS. Most countries have ratified this convention. However it is also interesting to note that the harsh climates of East and Southern Africa region which are characterized by poor rainfall and at times floods,; very poor soils, crop failure with the ecological regions stretching from semi-acid to arid or as region 4 and 5 where harvests are virtually nil. Coupled with poor economic status and poor harvest it is only ideal for the farmers to revert back to their original farming systems where they survived both floods, droughts and seed was always available. Crop diseases for maize is now a common phenomenon in Southern Africa especially amongst farmers using the Hybrid seeds. All these and many local NGO's need to go back to the roots with the farmer and identify how IKS can be restored. However some processes that have been used by researchers have been both extractive and top down. Whilst arrival and plant diseases are ravishing the continent HIV/AIDS has almost wiped out entire homesteads, again bringing in

the question of need for medicines be it herbal or traditional remedies. With all this; the LinKS Project is both timely and justifiable but needs to recognize farmers rights.

Recommendations

Whilst a lot still needs to be done, the issue of awareness raising has been quite successful. Many institutions that have been involved are already taking it up gender and agrobiodiversity and LinKS project activities strengthens their cause. It is encouraging to note that the “sophisticated institutions” which normally rely on pure academic research science have also been influenced and have developed a great sense of interest and some are already part of the project holders. One of the university professors. (Professor P. Sibuga SUA) actually said “it is refreshing to learn and find out other different research techniques that are user and people friendly especially when working with farmers”. It is therefore strongly recommended that the project continues to consolidate where it started and through formation of other relationships (networks and linkages and also through publications, booklets radio television programmes); the awareness process keep on building. LinKS project needs to connect and strengthen linkages with other like minded institutions. There is life in linking.

2.3 Project Design

The project is operating in the 4 countries namely Swaziland, Mozambique, Tanzania and Zimbabwe; who fall in the same ecological region and have dualistic agricultural economy; where cultivation systems vary from subsistence farming to commercial farming. Within the four countries there are common agrobiodiversity areas such as; livestock; crops (maize, beans, groundnuts). There is a variety of methods of how to store, select, plant and harvest the different crops. There are also similarities in the region of certain agrobiodiversity methods as well as significant similar roles between men and women in subsistence farming. There is also similarities in plant fauna as well as similar wild life. The similarities make dissemination of the indigenous knowledge systems easier on the use of crops animals and plants as medicines. However in each country there are different dynamics at play for example: the issue of land is much more sensitive and limited in Zimbabwe, whilst Tanzania enjoy vast acres of forest which however is depleting at a very high rate through poaching; burning and deforestation.

All countries, however are now seriously engaging in natural resources conservation and this is evidenced by many environmental organizations which are regional ranging from SADC, IUCN, ZERO, SARNIKS, Cross Border Biodiversity in East Africa and many others. The LinKS Project by identifying the 4 countries as a pilot was proactive and necessary. Having Mozambique as one of the participating countries is most important the issue of language cannot be underplayed, but there are ways in which communication, can be improved. If advocacy and awareness creation are major outputs; a lot more needs to be worked out before moving into the next phase. However the next phase of the project needs to think through the best way of how messages and documents are delivered to and from Mozambique for effective communication.

The changes expected were:-

- The need to value local knowledge systems especially by the farmers themselves and also by extension workers and development workers.
- The need to sensitive and influence policy makers
- The need to learn; discuss; document and disseminate issues of IKS among men and women in agro biodiversity.

Recommendations

The project design is very clear but requires a through planning exercise to guide the process.

Looking at the project document it seems that the Project made certain assumptions during the design period. Critical assumptions are important for any project design and formulation and during the evaluation they can be useful to help assess if the project is effective or not. The evaluation feels that though not specifically outlined, the assumptions at the project design time were that:

- The four countries involved face similar problems; climatic changes and food shortages
- There is abundance of untapped IKS between men and women in management of agro biodiversity
- Sharing and cooperation between the four countries will be effective and efficient.
- Men and women are willing to share their IKS during research and discussion sessions freely with other participating agencies.

These and other assumptions are relevant and correct but the evaluation learnt in the data gathering process that although similarities are present there is need to identify finer details peculiar to each country. This is important as it has relevance in the approaches that are used to change agrobiodiversity practices as well as management aspect of the project. Lessons need to be drawn at this end of phase one, for example the Mozambican floods that occurred in 1999 were disastrous and yet Zimbabwe was not that badly affected. This had a major impact on the slow pace of the project in Mozambique. Another difference that should be taken into account is the presence of suitable infrastructure for implementing the activities and the capacity of the project actors and implementors. Participatory approaches, if properly understood become a way of life rather than a set of tools which one uses and discards as they wish. The actors need to walk the talk if awareness creation is to be sustainable.

Whilst there are many environmental organizations operating in Southern Africa with some specifically dealing with either IKS or biodiversity and some on gender. There still remains a need for more cooperation. The advantage that most of the LinKS partners belong to either SARNIKS; IUCN or other regional agencies makes it easier for capacity building and sharing. However there is also needs to do an inventory of who else is engaging in agrobiodiversity issues in each of the countries that they are working in.

It is however disheartening to note that whilst the concept of gender is very clear in the project document; most organization identified during the inventory phase are purely women or WID inclined which leaves out the men; for example in Zimbabwe ZWRCN and WAG specifically target women and as such would create difficulties for the LinKS project which deals with both male and female. It is suggested that LinKS needs to match their objectives to relevant gender institutions and projects and prioritize their relationships and linkages according to relevance and needs. Although development is also about rights it must be emphasized that the appropriateness of the approach taken to educate on gender should not be confrontational.

Most institutions that were met in this evaluation viewed the project as “FAO trying out new waters, if it works, fine if it does not work then too bad.” This feeling was expressed mainly by people who work in institutions that relate directly with communities. They raised the following questions:

- How do we marry realities and experiments?
- Is time factor determined by realities on the ground since this is a process oriented project?
- Who drives the process?
- What do the farmers get in the end?
- Do institutions have time to sit down and discuss with farmers, try to understand their perceptions; document and disseminate the information?
- How much money is available for the process?

The above questions were raised by participants in a LinKS workshop. The issues being raised show the kind of thinking that exists in minds of extension and policy makers. This has relevance in how activities are initiated. LinKS has worked with universities and the products of their work is available and immediate. This is seen as an advantage and provides verifiable means that the activity has taken place. On the other hand the training in gender and agrobiodiversity that is given to farmers has long term and sustainable results. The two are complimentary and can not be separated. The project therefore has to recognize that for research to take place it needs people time and patience. Participatory methodologies have got the disadvantages of being long term, expensive, and require that development actors lose something in order gain sustainability in food security. Therefore there is a strong recommendation that selection of project actors are selected by a team well versed participatory practitioners (the FAO/SEAGA trainer together with local identified experts) could be tasked to do that.

2.4 Objectives

The two major objectives of LinKS:-

- Creating awareness among rural people, development workers and policy makers about the value of men’s and women’s distinct knowledge skills related to the management of biodiversity.
- Capacity building of partner organizations to work with rural communities to recognize and document local knowledge by providing training in gender analysis participatory research and communication method are both noble and appropriate. All the participating

partners are aware and agree with the objectives, but most of them have a feeling that the objectives are:

- too loaded
- extremely ambitious
- wordy and too broad

On further probing most people felt that the objectives if seriously considered need more time and could be sorted out and broken down into components that are realistic measurable as well as achievable. The concept “understand” is quite difficult to measure on its own hence the need to record or breakdown some of the objectives. In general respondents felt that the first objective had been almost achieved but would still need to be refined. The second objective concerning the capacity building of partner organization was hardly met especially in Mozambique and Swaziland. It is also important to note that the first objective still has not been achieved or even attempted in Swaziland due to the slow start of the project. Whilst the first phase was only 2 years it is gratifying to note that so much has been achieved:

- Generating awareness and documentation of IKS as been started and a lot more still needs to be done.
- Exchange visits between Tanzania and Zimbabwe were done and these should be encouraged, because people learn more by doing and seeing.
- The creation of the LinKS website, could go a long way in exchange of views and knowledge especially for the component of information, dissemination and university and other tertiary institutions access once publicized.
- Networking and training through workshops especially the SEAGA, training workshop have been very welcome and successful and highly commented by participants .

Recommendations

It is recommended that:

- LinKS needs to redefine, sharpen and concretize the objectives and this can be done through a strategic planning process.
- The time frame in which the objectives are operating also needs to be reviewed. The evaluation is suggesting a time frame of about 4 to 5 years. This allows, research, learning and action, and gives room for exchanges of views, documentation and dissemination of information. However most partners were suggesting a time frame of between 3 –8 years. Behavioral change can not be achieved over night and process nature of agrobiodiversity and gender can not be rushed.
- In phase 2 LinKS needs to consolidate the awareness process look at areas of strengthening cooperations. It also needs to look at possible strategies for behaviour change. In this respect LinKS with SADC Com Dev are encouraged to cooperate and nurture each other with SADC Com Dev taking a lead role on communication strategies for all of us.

2.5 The Project Activities

LinKS aims was that of creating awareness as well as strengthening the capacity of key organizations. The evaluation states that LinKS has managed to create awareness of the importance of agro biodiversity amongst different stakeholders in three countries. This awareness raising has been done through workshops and seminars organized by LinKS in the region and supported by SDWW in Rome. The same process is starting in Swaziland and there are signals that it will take off well. However a lot more awareness raising could still be done during the next phase. Whilst workshops have been held in the first phase, the second phase should see a lot of implementation on the ground with action research, dissemination and documentation taking place. Findings of the action research should be utilized as advocacy and lobby tools for policy influence. LinKS project can not achieve its objectives if it has weak linkages at all levels, where agro biodiversity matters are paramount. (see annex 3 for detailed activities and outputs).

Recommendation

The evaluation recommends that the activities of the project need to be revisited and clearly organized and this is only possible by carrying out a participatory revisioning and strategic planning process prior to phase 2.

2.6 Implementation process

The participating institutions or organizations that have been taking part in the project have been involved at different stages. The Zimbabwe and Tanzania partners have had a longer period of involvement. Their Mozambican counterparts are itching to go on and get started as described by AMRU “we are frustrated and a ready to start” Though Mozambican partners have had a chance to participate in some workshops in Zimbabwe; the language barrier seems to be a major hinderance. Swaziland partners are still to conclude the inventory on gender agro biodiversity.

The Tanzanian and Zimbabwean partners have even gone a step ahead by hosting seminars, exchange visits, workshops and presently are at a stage where particular themes in issues of agro biodiversity are beginning to emerge.

Recommendation

The recommendation made above (2.1) on strategic planning needs to go further to unpack each strategy agreed upon, prioritize and sequence activities.

2.7 Risks

In the project document there are a few risks mentioned varying from low, medium and high.

- Failure to find an institution to host the project in Zimbabwe is very low risk considering that the project is hosted by SADC-Com Dev which specializes in communication for development (communication strategy and participatory methodologies using IKS.) This set up is more of an advantage as well as an appropriate linkage which could be useful during the second phase of the project in Zimbabwe but also give support to other countries especially where communication strategy formulation is concerned.
- Timely start of the project though initially seen as a medium risk, has almost become a major risk with Swaziland still in its infancy whilst Mozambique is lagging behind mainly due to language as well as other logistical problems such as the floods as well as the elections. The late signing of the contract by SADC Food Security could also have had an impact on the slow process. The unclear roles, path and process of the LinKS Project in the first phase could also have had an effect on the slow start of the project. However the project has started and lessons learnt in Tanzania and Zimbabwe could be used positively in Mozambique and Swaziland.
- Cooperation of partner institutions (medium risk). This risk has been averted to almost a non risk. Most of the cooperating partners belong to similar networks making the bonding easy. However in future there might be a risk of inbreeding since most of the members are already working together. There is need for another review in each country to be clear on who is doing what in IKS. To avert inbreeding and to learn other innovative, creative and new methodologies and technologies. In Zimbabwe there is a long list of possible partners e.g RUDO, ZWP, LGDA, SALRED and VECO.
- Failure to recruit suitable coordinators for RC and NC (medium risk) Though the project document looked at this as a medium risk. The evaluation places them at low risk mainly because of the slow start in Swaziland. Whilst the desire for these positions favoured excellent communications in English, the evaluation feels that it is very unfair to expect people from Mozambique who are Portuguese speaking, to “be excellent English, communicators.” This is seen as one of the major risks for the Mozambique programme which needs a lot of support from a bilingual person. The possible solution is to recruit an NPP who is excellent in both English and Portuguese. It is also unfair at this point in time for the Mozambican programme to get a non Portuguese speaker. However if recruitment is difficult, (as it usually is regionally because of Mozambique’s language isolation) the individual selected has to be mature, extremely patient, and well rooted in participatory methods. It will not be difficult to find someone who is willing to go through a language course. The project has to recognize the limitations in respective country and be willing to provide resources as part of the development process.
- Balancing the project activities (low risk) The three main components of the project are Information, Advocacy and Policy Influence as well as Project Implementation. Whilst the capacity of NC’s and RC were used as benchmarks for possible failure or success, there is a lot more that needs to be taken into consideration. This has a major impact on the management, training and facilitation since the personnel hired can not fulfill all the expertise required. While recruitment of appropriate people has been carried out the major risk still is that of trying to balance the three main components which require specific expertise. During this first phase information dissemination and some advocacy has been done. A lot of effort and time has been spent in setting up and getting started.

Implementation will only be carried out during the next phase. The risk still standing is that of capacity to deliver, implement and give the necessary support to different projects. This has implications on resources, both human material and monetary. The evaluation identified that staff of LinKS work almost round the clock. Whilst dedication and commitment could be a major drive, the project is in danger of burnt out syndrome. Proper planning needs to include the ability to match activities with available defined working time and human resources and energies.

- The risk of women not willing to join the project still remains. The evaluation observed that most of the NAT members and seminar participants are male dominated. There is need to continue creating awareness at all levels of the project especially at regional level to make sure that affirmative action takes place. There is a danger of employing women just for the sake of it, quality and competency should be the key drive.
- Completing First Phase Activities (medium risk) Whilst the first phase started on time, the loaded objectives would not make it possible to accomplish everything. Host institutions have been extremely useful in the logistic support (vehicle, telephones etc.). However the Zimbabwe LinKS Project feels squeezed and squashed within the SADC-Com-Dev. where the office arrangement is more of cubicles than real offices thereby depriving them of privacy. Due to shortage of transport at SADC-Com-Dev; has purchased a vehicle for the use of LinKS Project. This vehicle will be on lease to the LinKS project but still belongs to SADC Com Dev.
- Some project members have complained about the delay in disbursement of funds, this is mainly due to subject to proposal approval in Rome. The situation however could be made less bureaucratic and quickened by having in country consultative group together with the NC assessing and approving budgets since most budgets are fairly small. The FAO country offices could be tasked with the disbursement of funds or better still the Host organization.

3.0 INSTITUTIONAL SET UP

3.1 Introduction

LinKS was set up to create, awareness amongst rural People (men and women), development workers and other people from different institutions such as the training countries and universities. LinKS already is implementing a number of projects in Tanzania and Zimbabwe whilst a few training sessions and seminars have been held in Mozambique, Swaziland should soon be following suite after the inventory.

LinKS is working with a number of organizations in Zimbabwe, Tanzania and Mozambique

3.2 Structure of LinKS (organization)

3.2.1 The National Advisory Team (NAT)

LinKS current structure has NAT/ as part of the (advisory or steering) members of the project. All countries have in place an advisory team which is highly experienced and has helped steering the project from its humble beginnings to where it is now. Each country has a different set up hence the need to have a break down.

Mozambique; The NAT, has been very instrumental in supporting the project, however the technical group in Mozambique has been working tirelessly trying to give the much needed support to the NC. The following is a major risk of the NAT in Mozambique:

It is chaired by the host agencies, this brings in conflict of interest.

Whilst meetings have been held and the support has been given to NC; it could have been much more focussed. It is in the light of the above that since the LinKS project has come to the end of its phase. In phase 2, there is need to review the present technical group.

Tanzania; NAT has been very influential in the set up period, they actually were part of the formation of LinKS. Whilst a lot has been achieved. Most of the partner organizations in Tanzania are beginning to question the legitimacy of the NAT. Some of the questions raised were as follows:

- What are their Terms of Reference?
- Do they have decision-making power?
- What is the composition (professionally/technically and gender)?
- How are they selected?
- Who selected them?
- Are they representative, effective/efficient?

These and many questions were posed by many people met during the evaluation. and had a chance to have meeting with them and have the following recommendations:

Zimbabwe; The NAT in Zimbabwe is made up of very high profile and experienced personnel who have professionally undertaken their duties during phase 1. The first chairperson of the project (Mrs. Mhlanga) has helped a lot due to her own understanding and experience of the U.N system. Out of the three NATs; The Zimbabwe group has been extremely useful. However when talking to some few partners some feel that it is the same people who belong to the similar/environmental/gender/biodiversity groups and are Harare based. Whilst their positions in other organizations is very useful; it is important to note that sooner or later more people will start asking questions as to:

- How they were chosen
- Composition (technical/gender)
- Being a Harare base; one partner actually said the problem it is time an old boy's club."

To avert such problems it is time for the position of NAT to be reviewed.

Recommendations on the NAT

It is recommended that for phase 2 the structure of the project be reviewed. It may be necessary to retain some individuals for continuity. The presence of a NAT may not be

required its role has not been clear, and in some instances the volunteerism expected from the team has not been forthcoming. This evaluation recommends that a team of five technical people be selected in each country to guide and offer their expertise when need arises. The selection process of this consultative group needs to be transparent and follow laid down criteria. Commitment and technical expertise should be the basis for selection, and not other interests.

- The evaluation recommends that, since phase one is coming to an end the present NAT be naturally thanked and dissolved.
- In each country a group of 4-5 people to be selected as a “consultative group”
- Terms of Reference for the group to be strictly and clearly defined during the strategic planning process as to; composition, selection processes should be as transparent as possible. It does not make much sense to chose a highly technical person who does not have time to offer to the project when called upon.. A point to note is that IKS and gender are issues that are emotive and the people involved need to be interested and have the desire to make a difference. It should not be seen as any other job position, consultancy opportunity but as support where one contributes, shares and gives guidance to the project. The next phase should see a group of consultative people who are committed, have the technical know how; whom people from all walks of life (project partners) hold in high esteem.

3.3 LinKS Staff

In all three countries the staff are very committed. Who have been working tirelessly to accomplish object.

3.3.1

Zimbabwe hosts the RC and the gender and communication officer plus the administrative assistant. The team is hosted in the SADC-Com-Dev which gives the logistical support such as (vehicles, phones, faxes office space etc.).

3.3.2

The Zimbabwe team has an experienced and committed staff who have a potential to develop. The RC who is an authority in IKS deserves special recognition for the experience that he brings to the project. The dual role that the RC plays (as the RC /NC) is crucial and quite complex. This needs to be discussed and reviewed as the tasks and skills required are both supervisory and managerial. The current situation faces the risk of the RC Being overworked to a “halt”. Being torn between 4 countries and being thinly spread in all four countries, then later on seen as inefficient and not capable.

Off loading some of the national duties to the gender and communications officer may not be the best solution.

The evaluator had many discussions with the staff concerned at different times. Some of their concerns raised were as follows:

Too much work in the first phase has worked everybody to the ground and unclear communication systems have not been helpful.. Whilst commitment and integrity are noble,

overworking and trying to do too many things affects the level of performance. There is a need to realize that staff are “human beings first before human doings.” The evaluator felt that the situation was similar in all three countries. The administrative assistant is too overloaded she is both messenger, clerk, typist, office manager and everything! We all know that no one can be a “jack of all trades” hence the need to review her job description. The evaluator was made to understand that the project aims at operating at low costs. Caution needs to be taken to avoid compromising quality and effectiveness.

Recommendations

I recommend that the RC retains his post; the gender and communication officer also retains her post and supports field work in Zimbabwe.

- The job description of the administration clerk be reviewed, and a driver/messenger be employed to relieve pressure of the administrative assistant.
- Re-discuss some secretarial services support when necessary with SADC Com Dev. and be given more office space. The proximity to other SADC initiatives has many advantages including issues of sustainability and synergy. If this is not possible depending on availability of funds the project could find space elsewhere..

Tanzania: The NC workers half time for LinKS with a lot of support from an APO based at FAO office in Dar es Salaam and the other half at TFNC. The host organization has done a tremendous job and their support logistically must be commended. The NC has managed to survive the hectic 2 years with the support of the APO. The set up in Tanzania is very appealing to the evaluator where the national coordinator works and gets most of the support from the APO. However caution has to be taken in the choice, attitude, and performance of the APO. The current incumbent has related well with the project. This is a people centred project which needs a people friendly person. It must reiterated that the issues of people friendly persons must not be trivialized or underrated when engaging a person for the LinkS Project. During the evaluation most people suggested that both APO and NC should work from the same office, this is logical and necessary for communication and image purposes.

Recommendations:

- The evaluation recommends that in Tanzania,
- An NPP to be identified and recruited to work with the NC and both could be based at FAO. This means that there will be two people working with the LinkS project. Seeing that the present NC is a half time person but is experienced and keen to continue guiding the project, there is a need for TA and RC together with the present NC to decide on how the remaining half person can be incorporated.
It is important to note that the tasks and roles of an NC can only be fulfilled through full time engagement not part time.
- Through the capacity assessment the roles of the two can be clearly defined as to who does what when and how. It must be emphasised that the NC job can only be effectively done while based at FAO only if the following questions are thoroughly addressed:
 - Transport,

- space,
- computers,
- secretarial services,

Mozambique

Presently there is a half time NC who works the other half time at INDER and is busy. She also faces major transport difficulties due to unavailability of enough reliable vehicles. The hosting (ARPAC) organisation has appointed one of their officers to support the NC. The question is what is the officer's role, what agreements are there between ARPAC and LINKS and who is responsible for her payment? During the evaluation it was hectic, language and transport problems were faced. It was also observed that the project is way behind with implementation of activities. The reasons given for the non implementation, were floods, the general elections and poor communication due to language problems. A capacity assessment needs to be done, this would help highlight and identify the current capacity of the LinKS project staff in Mozambique. Other areas which might need to be considered are the amount and appropriateness of supervision that they are getting from RC, the backstopping from Rome, the amount of interaction and sharing with other LinKS project and the impact of the capacity building that has been going on. During the evaluation, the issue of language was a major complexity and stumbling block especially with some clarification of documents. It is therefore imperative that people working in this project have to be fluent in both English and Portuguese.

Recommendations

There is need to have a full time NC with support from a mature APO/NPP who is fluent in both English and Portuguese. It is also necessary to reiterate that the APO/NPP needs to have some special skills in dealing with people i.e. patience, sensitivity, alertness, and ability to sense issues which might need decoding in a very clear and fast manner.

General Recommendations for All the Countries.

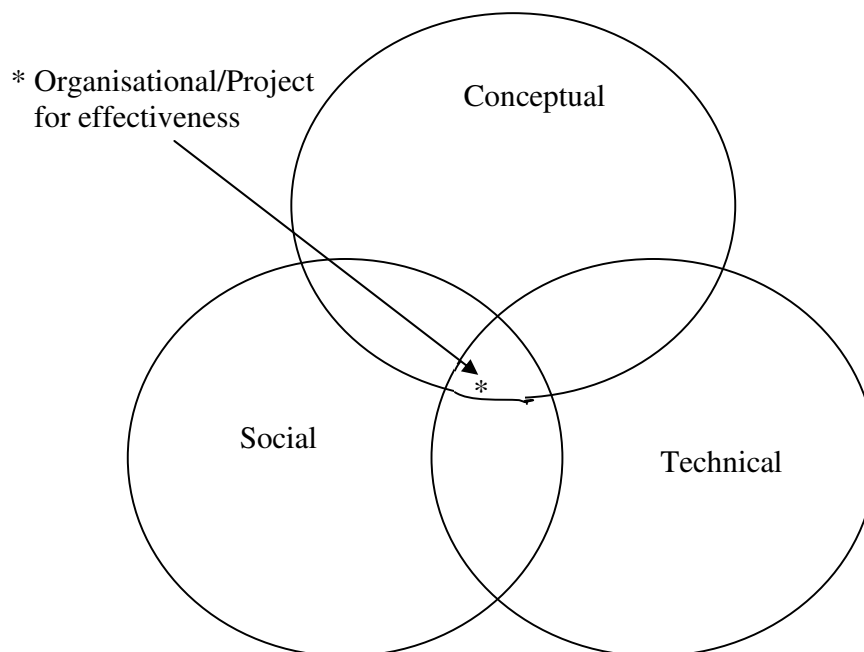
1. The three countries Tanzania, Mozambique and Swaziland need fulltime NC's who get extra support from an APO/NPP.
2. Zimbabwe by virtue of hosting the Regional Office, will need to recruit a driver/messenger, have additional support for the program from a National who has expertise in training, gender and participatory methodologies to support the program. This individual could work on an agreed number of days a month for the next phase. This will give the much-needed support for Zimbabwe as well as the capacity building for the LinKS project. The role of the individual can be clearly defined following a strategic planning process. This in its own will be a major guide, support, and also identification of some gaps within the program. Backstopping especially in areas of training, such as, SEAGA and also from the TA should carry on throughout the project implementation.

A general staff capacity assessment needs to be undertaken to identify the current capacity of LinKS as a whole. A capacity assessment is necessary for individual staff members to:

- Identify where they are with regards to:
- **Conceptual** issues/ areas (capacity of staff to vision and forecast compare synthesize and plan)
- **Social** Issues/Areas (This involves areas around how effectively relationships are built within the project and also outside the project, Capacity to negotiate, manage conflict, dealing with emotive issues and striking a balance between personal issues and professional interests.
- **Technical** incorporates a wide range of capabilities, (Resource management, and Administration skill capacity to deal with a whole project cycle.

It enables the team to find a niche and their strengths and weaknesses with regards to their capacities and capabilities for the effectiveness of the LinKS project. (See fig 2)

Fig 2



This process is crucial to also identify communication and other gaps.

□ Communication systems

The gaps that can be identified here are:

- Communication between staff and staff,
- between staff and project members,
- staff and donors
- general communication systems within LinKS as a project

❑ Financial Systems

Weaknesses and areas for support can also be identified with regards to general management of finances and other resources. General management and follow up of these.

❑ Personnel Management

This is a critical area for a project to be effective and have an impact and the following areas need careful consideration

- Recruitment, (advertising, short, listing, selection, contracts and induction)
- staff development, (support, motivation, training, on the job training, feed back and identification of training needs)
- performance management and team building.

Some systems and procedures are also necessary for effective performance especially around the area of: Participatory Monitoring and Evaluation which includes the following:

- (i) Monitoring and supervision of staff (feedback mechanisms)
- (ii) Monitoring work and activities (performance and meeting deadlines)
- (iii) Effectiveness of the project.
- (iv) Lessons learnt, these lessons are important because in the long run they are good pillars for effective project management and sustainability.
- (v) Impact of the project, needs to be measured and it is easier to have a **baseline** in place which can be used as a reference point.

4. It is also recommended that the resource assessment be carried out. Though much simpler than a capacity assessment it is still necessary to systematically examine:-

- What resources are there, what are they being used for? And how are they being used?
- On technology it is necessary to identify what type of technology is available, is it accessible/acceptable and is it necessary?
- The question of access to resources by the target group and criteria used is crucial especially in relation to the time lapse between proposal and disbursement?

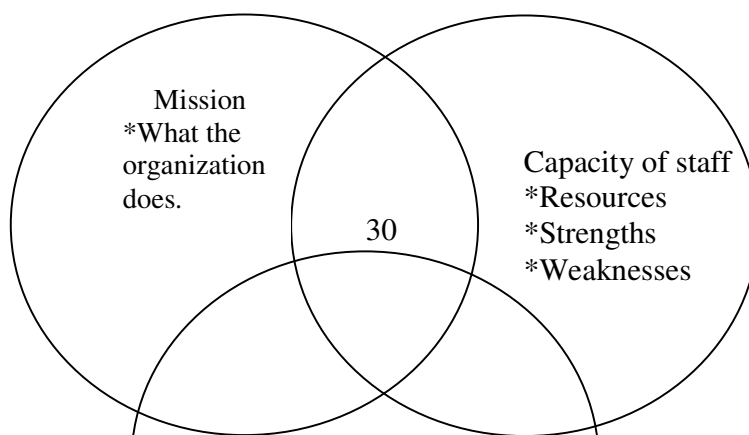
5. For effectiveness of phase two it is strongly recommended that a strategic planning process be carried out prior to the implementation.

This process could include LINKS staff (Rome, Tanzania and Zimbabwe) where the following could be clearly outlined: -

- A clear statement of aims and objectives with indicators and assumptions.
- A defined structure in which decisions can be made.
- Clear roles and responsibilities of the consultative groups, NC's, RC's and Rome.

This time should basically be a period where LinKS staff together with a few other stakeholders determine what the project wants to accomplish by having a clear vision and also finding the fit amongst the LinKS project (Fig 3) with regards to the mission, activities, resources and the staff capacities.

Amherst H (1997)



The strategic planning is usually also very useful as way to start a team building process if the process is open and participatory.

4.0 Project Management

At present the LinKS project is managed by a number of different people at various levels with the overall management falling on Rome. The Regional Coordinator is the overseer of the project. Whilst the NCs together with some APOs do the day to day management of the in country project. The set up is fairly clear except for Zimbabwe where the RC besides managing the regional component of the project also is the NC for the Zimbabwe component of the project. This only does not overstretch him but has serious implications on the project as a whole; hence the falling behind of both Mozambique and Swaziland projects. In Zimbabwe the Gender and communication officer also takes some of the workload off the RC but the need for an extra person who comes in to give support is necessary.

The job description of the RC in the project document shows that there are a few gaps and it is hoped that the capacity assessment will unearth and clarify these gaps. The evaluator is extremely uncomfortable with one particular role assigned to the RC. The role of “setting up a national advisory team that will advise on direction and content of work in Zimbabwe”. This is a major task and can be abused if one person carries out the tasks alone. IKS is rooted in participatory methodologies. Assigning an individual to make decisions on their own is against the very grain of participation.

It is also important to note that if one is managing a project be it at Regional or National level there are some salient tasks that go with the job: -

- Fundraising initiatives, hence the need for such skills.
- Vision and thinking about the organisation’s direction together with the consultative group. This involves both strategic thinking and strategic management and this requires organisational development skills.

The National coordinators are managing the project in Tanzania and Mozambique. Both coordinators command a lot of respect within their own countries of operation. The capacity assessment should also help them identify their gaps so that the management of the second phase is without hitches.

Recommendations

Management task is to ensure the smooth running of LinKS. Detailed project planing is a primary function of management. The setting of objectives and schedules, the delegation of

responsibility and the efficient and effective linking of all LinKS components are all management functions.

The management structure of LinKS project needs to be revisited and through the capacity assessment as well as a thorough participatory strategic planning should provide an opportunity for present staff to identify their strengths and weaknesses. The management style can also be assessed at the same time and necessary adjustments made.

The RC needs to avail more time to Mozambique and Swaziland so as to support and give advice and guidance in: -

- Workplans
- Reporting
- Ensuring cost effectiveness of the project.
- Assisting with problem solving and provide a sounding board for the NCs and staff.

5.0 Government Support

In all three countries direct government involvement is very minimal due to problems faced during the initial conceptualization of the project. Normally agreements for such programmes are signed between FAO and government departments or ministries. SADC Food Security organization is the signatory to the LinKS project. This has many advantages of linkages, sharing learning from each other and also avoiding the bureaucratic agreement structures which at times tend to slow down issues. The Regional office is housed by a department of SADC (SADC-Com-Dev) where possibilities of linkages and networking outweigh the negatives. Nevertheless government departments need to be involved. In Zimbabwe Agritex are involved in NAT, and also participate in some of the projects. In Tanzania the Ministry of Agriculture is indirectly involved through the Naliendele project and efforts are being made to take the whole Agricultural Ministry on board.

In Mozambique INDER have been involved, quite a lot, one of their staff has attended the TOT SEAGA training in Zimbabwe, and also the present NC is a full time employee of INDER. During the second phase where issues of advocacy and lobbying are of top priority, hard questions have to be asked with regards to how far the governments can be influenced to take gender and agrobiodiversity issues on board.

It is important to highlight that when dealing with advocacy, it is imperative to deal with those individuals who can effect change, this is where policy makers need to be part and parcel of the strategies. As the impact of advocacy is measured or evaluated at the end of the project life; questions posed will range through a continuum from:

- heightened awareness about issue, in this case (gender, biodiversity and IKS)
- contribution to debate
- changed opinions
- changed policy
- policy change implemented and finally positive change in people's lives.

Recommendations

It is recommended that during the next phase more and more of government involvement should increase for ownership purpose and sustainability of the project, Seminars, meetings

and other possible ways should be used to involve both senior government officials responsible for policy changes/formulating and also the extension workers who deal with the grassroots.

The SADC Food Security department and SADC Com Dev should also be maintained as close partners for sustainability, linkage, support and advisory as well as networking purposes.

6.0 ASSESSMENT OF RESULTS AND EFFECTIVENES

6.1 Effects and Impact

In the two countries, Zimbabwe and Tanzania quite a number of agencies have benefited from inputs from both FAO-LinKS project and the donor in monetary as well as capacity building terms.

Mozambique has only benefited from training, workshops and seminars. The beneficiaries are still to realize the inputs from the project.

Workshops

Quite a number of workshops have been held in Zimbabwe, Tanzania and Mozambique, using participatory methodologies. According to the participants interviewed the SEAGA workshops as well as seminars on Intellectual property rights have been very appropriate and effective. The exchange visits between Zimbabwean and Tanzanian partners was said to be enriching as well as refreshing. Farmers sharing different ways of doing things was cited as interesting. An example of a particular difference was that whilst seed storage and displaying at seed fairs in Zimbabwe is done by both man and women, in Tanzania the men are the ones who attend the seed fairs. There is a lot of learning that occurs when women leave their homes to attend seed fairs. The Tanzanians may want to start creating an awareness of strategic and practical gender needs. Such finer details are of paramount importance in education for biodiversity. The need for documentation of exchange visits as learning experiences for future use can not be over emphasized.

It was quite difficult for the evaluator to measure or assess impact since the project is still in its early stages. The evaluator quite agrees with Fowler A (1998); who says, “Impact concerns long-term and sustainable changes introduced by a given intervention in the lives of the beneficiaries. Impact can either be related to the specific objectives of an intervention or to an unanticipated change that may also occur in the lives of the people not belonging to the beneficiary group”. However it is worth mentioning that with time the impact of the project will soon be enhanced.

6.1.2

On discussion with some partners who had been involved in the project the methodology of “participation as well as the use of gender analysis was an eye opener”. Action Research was seen as a process which aims to provide ongoing direction for organizational flexibility, change and development. Observation, an inquiry through dialogue, momentarily freezing the observations and drawing lessons and acting on them was said to be the way forward. The seed of participation have been sown what remains is to water and nourish them as well as spreading the seeds further.

The LinKS team must be commended for starting this project and sowing the seeds in the initial phase as well as establishing the project

Recommendations

It is recommended that for impact to be measured the following has to be in place:

- a strategic plan with clear indicators and assumptions.
- factors and actor analysis is essential as well as a baseline survey. When evaluating impact it is worth noting that there is a need to look at
 - What has changed?
 - Has the change sought actually occurred?
 - Would the change be sustained in the absence of the project's support?
 - are the goals of the project appropriate?
 - are the implementation strategies effective?
 - are the project holders satisfied?

The SEAGA training together with Participatory Methodologies need to be consolidated in phase two. It is important to note that an attendance of a two week (gender analysis, PRA or TOT etc.) does not make one an expert nor does it assure confidence in the disciplines of gender, action research, agrobiodiversity or participatory communication with communities. The need for continuous accompaniment and backstopping by seasoned trainers. It is dangerous and creates wastage when training is shodily done. The backstopping should enhance the skills of local trainers (we learn best sitting next to Nelly)

6.2 Sustainability and Environmental Impact of Results

This area involves Environmental Impact Assessment. People involved in the project assess, measure and evaluate their natural resources. In the project visited both in Tanzania (UMDEP) and Zimbabwe (AZTREC) a lot of care is being taken to reverse the environmental degradation and also by using appropriate land use methodologies through IKS. This knowledge needs to be spread through exchange visits, documentation and dissemination of information. Organisations like AZTREC and UMDEP have a lot to offer in this area. During the evaluation, AZTREC members and staff in Masvingo were very keen to show off their knowledge and what they have achieved on the ground. LinKS must be proud to work with more organizations of that nature. This will provide LinKS with real case studies of agrobiodiversity and gender at play in communities. These examples will be used to influence policy through media publicity.

Recommendations

Whilst it is difficult to measure impact especially when dealing with already existing organizations, it is still encouraging to note that a lot of awareness with regards to

maintenance of existing natural resources and agrobiodiversity for food security has increased. The awareness creation process must therefore continue in the next phase.

It is worth mentioning that working with already existing organizations in much more beneficiary especially if the project life is short and also if there is not enough resources.

Institutions like Universities, agricultural colleges and other government departments must also be encouraged to be part of LinKS activities as this helps in the lobbying and advocacy strategy.

In the next phase a communication strategy is essential for all the four countries so that documentation and dissemination of information is easy.

6.3 Gender equity in Project Implementation and Results

The project has gone a long way to address specific gender issues. The LinKS project is operating in four countries which are highly patriarchal and there is male dominance at all levels, “Although Zimbabwe and other Southern Africa countries fare quite well in global terms with regard to the establishment of general conditions that promote women, it seems that such measures mainly reach women who are social-economically better off”. (Zimbabwe H.D. 1988). There are even indicators that social inequality is more pronounced in the rural areas than it is within the entire black population of Zimbabwe. It is with all this in mind that LinKS sees itself as one of the life saving “boats” for the disparities amongst male and females and tries to capitalize it by using IKS to highlight the different strengths in each grouping (male and female). However this is still too early to measure. Care should also be taken not to overshadow women i.e. attendance at workshops, seminars and meetings. It is well known for a project to benefit one group of people just because they have mentioned “gender”. It is imperative for NC’s and LinKS staff to visit and assess who the participants of the project are, who holds power, who controls and who has access and benefits. This is necessary to know before inviting participants to workshop. Even though a pre workshop questionnaire to assess levels of understanding of the various gender issues is implemented, it does not guarantee effective assessment of attitudes to gender. The need to know the partners better will go a long way to assist the selection.

Recommendations

A clear criteria for project members need to be redefined as to who is who and how they benefit.

Reporting and all activities should encourage gender disaggregation.

Participants of LinKS project together with staff need to be gender sensitive all the way. (in behaviour, in the use of language and all approaches).

There is still a need to redress the gender imbalance within the projects involved as well as the seminars participants (especially with regards to presentation of seminar papers). All activities should be gender sensitive.

7.0 Cost-Effectiveness

The Project has been fairly cost-effective but could have saved a lot more in areas of sitting allowances for NAT, and also by having effective and quality equipment such as a 4 x 4 vehicles. Be that as it maybe, the project needs to be commented on the use of funds over the past two years. NCs should make it their responsibilities that reporting to Rome regarding funding should be accurate to avoid delays of disbursement This relates to Mozambique where a few questions have been raised with regards to late reporting.

Recommendations

FAO country offices should be responsible for safe keeping of resources; however the RC and the NC together with Rome should find an easier way of disbursing funds to partners timely.

Phase two will be an implementation phase, therefore there is a need for each country to get a new 4 x 4 double cabin vehicle for project planning, monitoring and support. Monitoring is an internal process conducted by staff and project members to see how they are doing; the information they gather feed into the evaluation process of the project.

Since this is a fairly mobile and capacity building project with lots of training a lap top, overhead projector and a Flip Chart stand for each country are a major necessity.

8.0 CONCLUSION AND RECOMMENDATIONS

8.1 Conclusion

The LinKS Project is very relevant and should be funded for a further 4 years if impact is to be envisaged. The evaluation process has been both challenging, interesting and informative. The major findings have been as follows:-

There has been a lot of interest and energy put in the project by the staff as well as the project members.

The major objectives have only been partly achieved due to lack of time, resources and at times capacities.

There are a number of strengths identified such as linkages, participatory methodologies, the SEAGA Training Component, exchange visits and the Technical support from both FAO and NOR-AGRIC.

Major weaknesses have been on clarity of roles of NAT's, capacity for some LinKS staff and lack of strategic planning for both guiding the process and measuring the achievements. Be that as it may the project has had a great achievement considering the time frame and some of the above constrains.

The hosting organizations have tried their best with limited resources to support the LinKS project.

The staff needs to be commended for the hard work and energies they put in during the first phase of the Project.

8.2 Recommendations

- ❑ The concept of LinKS is timely and extremely relevant given the situation with sustainable agricultural issues. FAO has been in the forefront for advocating, practicing and training in sustainable agriculture. During this first phase of LinKS a lot of work has been done that is creating a firm base for the continuation of these concepts and practice. In the next phase LinKS should now start focusing on particular themes topics or subjects to get indepth information on agro biodiversity. Consolidation of this work now needs longer time, thorough planning and effective management to make agro biodiversity a reality with communities in the region.
- ❑ Whilst a lot still needs to be done, the issue of awareness raising has been quite successful. Many institutions that have been involved are already taking it up gender and agrobiodiversity and LinKS project activities strengthens their cause. It is encouraging to note that the “sophisticated institutions” which normally rely on pure academic research science have also been influenced and have developed a great sense of interest and some are already part of the project holders. One of the university professors. (Professor P. Sibuga SUA) actually said “it is refreshing to learn and find out other different research techniques that are user and people friendly especially when working with farmers”. It is therefore strongly recommended that the project continues to consolidate where it started and through formation of other relationships (networks and linkages and also through publications, booklets radio television programmes); the awareness process keep on building. LinKS project needs to connect and strengthen linkages with other like minded institutions. There is life in linking.
- ❑ The project design is very clear but requires a thorough planning exercise to guide the process.
- ❑ Participatory methodologies have got the disadvantages of being long term, expensive, and require that development actors lose something in order gain sustainability in food security. Therefore there is a strong recommendation that selection of project actors are selected by a team well versed participatory practitioners (the FAO/SEAGA trainer together with local identified experts) could be tasked to do that.
- ❑ It is recommended that:
 - LinKS needs to redefine, sharpen and concretize the objectives and this can be done through a strategic planning process.
 - The time frame in which the objectives are operating also needs to be reviewed. The evaluation is suggesting a time frame of about 4 to 5 years. This allows, research, learning and action, and gives room for exchanges of views, documentation and dissemination of information. However most partners were suggesting a time frame of between 3 –8 years. Behavioral change can not be achieved over night and process nature of agrobiodiversity and gender can not be rushed.

- In phase 2 LinKS needs to consolidate the awareness process look at areas of strengthening cooperations. It also needs to look at possible strategies for behaviour change. In this respect LinKS with SADC Com Dev are encouraged to cooperate and nurture each other with SADC Com Dev taking a lead role on communication strategies for all of us.
 - ❑ The evaluation recommends that the activities of the project need to be revisited and clearly organized and this is only possible by carrying out a participatory revisioning and strategic planning process prior to phase 2.
 - ❑ The recommendation made above (2.1) on strategic planning needs to go further to unpack each strategy agreed upon, prioritize and sequence activities.

Recommendations on the NAT

- ❑ It is recommended that for phase 2 the structure of the project be reviewed. It may be necessary to retain some individuals for continuity. The presence of a NAT may not be required its role has not been clear, and in some instances the volunteerism expected from the team has not been forthcoming. This evaluation recommends that a team of five technical people be selected in each country to guide and offer their expertise when need arises. The selection process of this consultative group needs to be transparent and follow laid down criteria. Commitment and technical expertise should be the basis for selection, and not other interests.
- The evaluation recommends that, since phase one is coming to an end the present NAT be naturally thanked and dissolved.
- In each country a group of 4-5 people to be selected as a “consultative group”
- Terms of Reference for the group to be strictly and clearly defined during the strategic planning process as to; composition, selection processes should be as transparent as possible. It does not make much sense to chose a highly technical person who does not have time to offer to the project when called upon.. A point to note is that IKS and gender are issues that are emotive and the people involved need to be interested and have the desire to make a difference. It should not be seen as any other job position, consultancy opportunity but as support where one contributes, shares and gives guidance to the project. The next phase should see a group of consultative people who are committed, have the technical know how; whom people from all walks of life (project partners) hold in high esteem.

The evaluator recommends that the RC retains his post; the gender and communication officer also retains her post and supports field work in Zimbabwe.

- The job description of the administration clerk be reviewed, and a driver/messenger be employed to relieve pressure of the administrative assistant.
- Re-discuss some secretarial services support when necessary with SADC Com Dev. and be given more office space. The proximity to other SADC initiatives has many advantages including issues of sustainability and synergy. If this is not possible depending on availability of funds the project could find space elsewhere..
- The evaluation recommends that in Tanzania,
- An NPP to be identified and recruited to work with the NC and both could be based at FAO. This means that there will be two people working with the LinKS project. Seeing

that the present NC is a half time person but is experienced and keen to continue guiding the project, there is a need for TA and RC together with the present NC to decide on how the remaining half person can be incorporated.

It is important to note that the tasks and roles of an NC can only be fulfilled through full time engagement not part time.

- Through the capacity assessment the roles of the two can be clearly defined as to who does what when and how. It must be emphasised that the NC job can only be effectively done while based at FAO only if the following questions are thoroughly addressed:
 - Transport,
 - space,
 - computers,
 - secretarial services,
- There is need to have a full time NC with support from a mature APO/NPP who is fluent in both English and Portuguese. It is also necessary to reiterate that the APO/NPP needs to have some special skills in dealing with people i.e. patience, sensitivity, alertness, and ability to sense issues which might need decoding in a very clear and fast manner.

General Recommendations for All the Countries.

- The three countries Tanzania, Mozambique and Swaziland need fulltime NC's who get extra support from an APO/NPP.
- Zimbabwe by virtue of hosting the Regional Office, will need to recruit a driver/messenger, have additional support for the program from a National who has expertise in training, gender and participatory methodologies to support the program. This individual could work on an agreed number of days a month for the next phase. This will give the much-needed support for Zimbabwe as well as the capacity building for the LinKS project. The role of the individual can be clearly defined following a strategic planning process. This in its own will be a major guide, support, and also identification of some gaps within the program. Backstopping especially in areas of training, such as, SEAGA and also from the TA should carry on throughout the project implementation.
- The management structure of LinKS project needs to be revisited and through the capacity assessment as well as a thorough participatory strategic planning should provide an opportunity for present staff to identify their strengths and weaknesses. The management style can also be assessed at the same time and necessary adjustments made.
- The RC needs to avail more time to Mozambique and Swaziland so as to support and give advice and guidance in: -
 - Workplans
 - Reporting
 - Ensuring cost effectiveness of the project.
 - Assisting with problem solving and provide a sounding board for the NCs and staff.
- It is recommended that during the next phase more and more of government involvement should increase for ownership purpose and sustainability of the project, Seminars, meetings and other possible ways should be used to involve both senior

government officials responsible for policy changes/formulating and also the extension workers who deal with the grassroots.

- ❑ The SADC Food Security department and SADC Com Dev should also be maintained as close partners for sustainability, linkage, support and advisory as well as networking purposes.

It is recommended that for impact to be measured the following has to be in place:

- a strategic plan with clear indicators and assumptions.
- factors and actor analysis is essential as well as a baseline survey. When evaluating impact it is worth noting that there is a need to look at
 - What has changed?
 - Has the change sought actually occurred?
 - Would the change be sustained in the absence of the project's support?
 - are the goals of the project appropriate?
 - are the implementation strategies effective?
 - are the project holders satisfied?

The SEAGA training together with Participatory Methodologies need to be consolidated in phase two. It is important to note that an attendance of a two week (gender analysis, PRA or TOT etc.) does not make one an expert nor does it assure confidence in the disciplines of gender, action research, agrobiodiversity or participatory communication with communities. The need for continuous accompaniment and backstopping by seasoned trainers. It is dangerous and creates wastage when training is shodily done.

The backstopping should enhance the skills of local trainers (we learn best sitting next to Nelly)

- ❑ Institutions like Universities, agricultural colleges and other government departments must also be encouraged to be part of LinKS activities as this helps in the lobbying and advocacy strategy.
- ❑ In the next phase a communication strategy is essential for all the four countries so that documentation and dissemination of information is easy.
- ❑ A clear criteria for project members need to be redefined as to who is who and how they benefit.
- ❑ Reporting and all activities should encourage gender disaggregation.
- ❑ Participants of LinKS project together with staff need to be gender sensitive all the way. (in behaviour, in the use of language and all approaches).

- ❑ There is still a need to redress the gender imbalance within the projects involved as well as the seminars participants (especially with regards to presentation of seminar papers). All activities should be gender sensitive.
- ❑ FAO country offices should be responsible for safe keeping of resources; however the RC and the NC together with Rome should find an easier way of disbursing funds to partners timely.
- ❑ Phase two will be an implementation phase, therefore there is a need for each country to get a new 4 x 4 double cabin vehicle for project planning, monitoring and support. Monitoring is an internal process conducted by staff and project members to see how they are doing; the information they gather feed into the evaluation process of the project.
- ❑ Since this is a fairly mobile and capacity building project with lots of training a lap top, overhead projector and a Flip Chart stand for each country are a major necessity.

9.0 MAJOR LESSONS LEARNT

- Agrobiodiversity has always been existing within communities and what LinKS aims to do is to bring this back as an agenda taking into account technological advances that have been made. This evaluation is emphasizing that a strong lesson learnt in this first phase is that LinKS has immense potential to make a difference in the region to food security
- Initial period to get the project started could have been reduced if in depth planning had been done before putting staff in place. A lot of weaknesses in structure and roles could have been taken care of. (e.g. composition of NAT and their roles, the issue of allowances as well as weaknesses in management and housing of the project).
- For a non FAO worker it takes long to learn more about the complexity of the system. There is need for indepth induction to be taken into account when planning.
- When initiating project managements, capacity is very important at all levels. Expertise from an academic level does not necessarily guarantee ability to lead. There is need for a leadership within LinKS which takes into account change and gender values in agrobiodiversity. A leadership which focuses on quality, learning from others, mastering roles and developing strengths in the country teams. This in turn should create the same philosophy at all levels. Behavioral Change can not be achieved in the short term. Participatory approaches hail a collegiate leadership which promotes a sense of unity and belonging as well as motivation within the project, and this takes time. A lot of effort including training and the will to commit oneself to the approach will be required. This kind of leadership draws a thin line between leadership at work and personality of the actor. The evaluator would like to point out that the philosophy of participation as a way of life is not an easy one. This is what provide a major challenge to this project.

- Organisational Development. A strategic plan is necessary to take strategic decisions and subsequent action plan. LinKS needs to prioritize its core businesses to give guidance to the project and avoid the confusion of trying to do everything at the same time. A strategic plan is necessary to match goals to financial, human and other resources.
- Linkages with other organizations are a tool to ensure sustainability in development. And linking is an extremely positive factor. However in order to measure impact, there has to be an inventory of who the project links with and how they link. This is necessary in order to monitor and measure success and failures.

ANNEX 1

FINAL PROGRAMME

FOR LinKS EVALUATION FOR ZIMBABWE

Date	Time	Organisation/ Purpose	Venue
22/09	10:00 11:00 12:00 14:00	CTDT Meeting with Mr. A. Mushita CASS Meeting with Dr. Mugabe IUCN Meeting with Ms. C. Mbizvo Dpt of Crop Science Meeting with Mr. Mashingaidze	CTDT CASS IUCN UZ
24-25 / 09	Whole Day Lunch Time Evening	AZTREC Meeting with Board/Staff/Community AGRITEX Meeting with Mr. B. Chipanera (Sharing information on Nyachityu, Marange) ARZTREC Meeting with Mr. Goneso	Masvingo “ “ “

27/09	08:30 15:00	ARDA ZERO	Meeting with Ms. Muputa Meeting with Ms Mutepfa	ARDA ZERO
28/09	11:00	JPV	Meeting with Ms. Mudukuti & other Officers. (Ms. Gumbo)	JPV
	12:00 14:30	ITDG FAO-SAFR	Meeting with Mr. Dengu Meeting with Ms. Boerger	ITDG FAO-SAFR
29/09	10:00 18:00	Africa 2000 LinKS Office	Meeting with Mrs. K. Mhlanga Meeting with Mrs. Chinyemba	Africa 2000 Bronte Hotel
30/09	14:30	PELUM Ass.	Meeting with Mr. Mukute	Eastgate
19/10	14:00	FAO-SAFR	Meeting with Tendwayi Meeting with Prof. Kamlongera	SADC Com Dev
20/10	13:15	CAC	Mrs. Chitsike	CAC
25/10	10:00	CTDT MDA	Meeting with Mr. A. Mushita (For clarification on issues around SARNICS Meeting with Nyasha (MDA) Mutare	CTDT MDA
		FAO-SAFR Mrs. V. Setekoleko SADC-FANR	Meeting with Mr. Mugwara	FAO SADC

**Final Program, Evaluation Mission to Tanzania
of Ms. Margaret Masenda-Simbi, 7-18 October 2000
Project GCP/RAF/338/NOR**

Date	Time	Activity/Institution and individual	Venue
07/10	20:00	Arrival with SA 186 from Johannesburg. Pick up and bring to hotel (transport FAO). Provide information package (documents, schedule)	Dar es Salaam
	22:30	Meeting with Dr. Gry Synnevaag, NORAGRIC and L.O. Naess, LinKS	Dar es Salaam
08/10	12:00	Briefing by Mrs. H.M Missano, National Coordinator Status of project activities, workplan for 2000, the extension proposal for Tanzania. Travel to Morogoro (Transport TFNC), stay at Danida Guest House.	Dar es Salaam
09/10	09:00	Meeting with the livestock team for the LinKS project activity Team leader: Prof. Paeda-Machang'u. Briefing on the use of medicinal plants among pastoralists (process of developing the proposal, role of Kibaha training, John Curry's visit) and the exchange visits on SUA-AU collaboration.	SUA Faculty of Veterinary Medicine
	11:00	Roundtable discussion, Department of Crop Science and Production, SUA (Prof. .P. Sibuga, Dr Rwamugira, Mr Mgembe, Dr Reuben). Their contacts with the LinkS project and views on an extension with a main focus on tradition seed management systems	SUA Department of crop Science and Production
	12:30	Lunch	

	14:00	Roundtable meeting, Department of Agricultural Education and Extension/UMADEP project: Prof. D. Rutatora, Head of Department, Prof. A. Mattee, Mr. A. Mgumia Briefing on the LoA on Natural Crop Protection (Development of the proposal, status for the work)	SUA Department of Agricultural Education and Extension
10/10	8:00	Field trip with Mr.Mgumia, UMADEP	Mgeta
11/10	04:00	Return to Dar es Salaam	Morogoro/Dar es Salaam
11/10	9:30	Roundtable meeting, Ministry of Agriculture and Cooperative, Division for research and Development. Dr J Haki Director, Dr J Msechu (Principal Livestock Research Officer and National Focal Point FanGR), Mr. M.M. Lumbadia, Seed Unit Their contacts with the LinKS project and views on an extension with a focus on seed management and livestock.	MAC Division of Research and Development, Dar es Salaam
	12:00	Lunch	
	14:00	Institute of Resource Assessment, University of Dar es Salaam Prof. A. Mascarenhas, Hilda Kiwasila	IRA, UDSM
	15:00	Institute of Development Studies, University of Dar es Salaam Dr. Bertha Koda	IDS, UDSM
12/10	8:30	Jan Erik Studsrod, Norgian Embassy	Dar es Salaam
	9:30	Dr W. Lorri, Managing Director, TFNC	TFNC Office
	11:00	Mr. S.S. M'boob, FAO Representative to Tanzania	Dar es Salaam
	12:00	Mr. J. Yanazi, National Programme Officer, FAO Tanzania	Dar es Salaam
	12:30	Lunch	
	13:30	Roundtable meeting with the NSC/NAT/APO	FAO Office
13/10	09:00	Meeting with Adelaida Semes, Department of Botary, UDSM	UDSM
	12:30	Lunch	
	14:00	Wrap-up with TFNC	TFNC Office
14/10	Flight	Travel to Arusha	Dar es Salaam /Arusha
16/10	Whole day	Participate in joint LinKS/Biodiversity project training, Arusha	Arusha
17/10	Morning	Participate in joint LinKS/Biodiversity project training, Arusha	Arusha
	Afternoon	Meet with partner/collaborating institutions in Arusha (MARECIK) Mr. Nathan-Ole-Lengisugi debriefing end of mission	Arusha
18/10	Flight time	End of mission and travel to Zimbabwe	Zimbabwe

PROPOSTA: PROGRAMA DA MISSAO DE AVALIACAO AO PROJECTO LINKS

DIA	PERIODO	HORA	Encontro com:
02/10	Manha	8:00	Dr Judite Muxlhanga
02/10	Manha	11:00	FAO - Representacao em Moc.E Swaziland
02/10	Tarde	14:30	Director Geral do ARPAC
03/10	Manha	9:00	S.Excia o Vice Mnostro da Cultura
03/10	Manha	10:30	FAO – Sr Margarida
03/10	Tarde	14:00	Sr Representante da IDRC
03/10	Tarde	15:30	AMRU
03/10	Tarde	16:30	Muleide
04/10	Manha	9:00	Administrativo do ARPAC
04/10	Tarde	15:30	ABIODES
05/10	Manha	9:00	SNS
05/10	Manha	10:30	INIA

05/10	Tarde	14:00	UEM: Patrick Matalala
06/10	Manha	9:00	Feedback da missao de avaliacao na representacao da FAO, (participa Dir. ARPAC Judite)
06/10	Manha	10:30	Debriefing with Mozambique (Director do ARPAC)
06/10	Tarde	14:30	MICOA + Dr Judite
06/10	Manha	14:30	Travel to Tanzania via Johannesburg.

Itemised itinerary for the evaluation

21st September – 9th November (2000)

21 st and 2 nd September	Debriefing with Dr. Matowanyika
23 rd	Literature review
24 th	Literature review and travelling to Masvingo
25 th – 26 th	Meet AZTREC one of the project organization in Zimbabwe
27 th – 30 th	Meetings/Interviews of project members Advisory committee Links staff. Harare (see Annex I)
1 st October	
2 nd – 6 th October	meetings and Interviews in Maputo (see Annex I)
7 th	debriefing the Mozambican team
	Travel to Tanzania via Johannesburg
8 th – 10 th	Meeting with Noragric personnel and FAO (APO)
	Meeting in Morogoro
	Field visit to Mgeta
11 th – 13 th	Interviews with SUA project members (see Annex I)
	Travel to Dar-es-Salaam from Morogoro
	Meetings and interviews with various people from University of Dar-es-Salaam, FAO staff, TFNC plus others

	(see Annex I)
14 th	Travel to Arusha
15 th	Reviewing documents
16 th – 17 th	Olomotonyi training Workshop on cross border biodiversity facilitated by LinKS co-hosted by LinKS and UNDP debriefing the Tanzania Team
18 th	Travel to Harare from Arusha via Dar-es-Salaam
19 th – 21 st	Interviews and meetings with LinKS staff and other stakeholders (see Annex I)
22 nd	Reviewing documents
23 rd – 25 th	Meetings with other stakeholders in Harare
26 th	Data analysis
27 th	Data analysis and debriefing with Zimbabwe
28 th - 2 nd	Report writing
3 rd November	Meetings with FAO Representatives
4 th	Compiling additional issue to Rome debriefing
5 th	Travel to Rome
6 th – 9 th	Presentation of Report Meetings with appropriate people Debriefing
9 th evening	Travel back to Zimbabwe

(See Annex I for the Zimbabwe; Mozambique and Tanzania)

ANNEX 2

Annex 2 a

PARTNER QUESTIONNAIRE

NAME OF ORGANISATION

NAME:

POSITION:

DATE:

1. What does your organization do? overall objectives.
2. Who are your target groups/beneficiaries?
3. What is your geographical coverage?
4. What activities is your organization involved in?
5. How many people are working in your organization / assigned to the project; full time; part time; others?

6. What is the gender composition of staff; participants?
7. Who are your funders?
8. How did you get involved in links?
9. How long have you been involved in this programme.
10. What do you understand to be the objective of this project?
11. Do you feel that the stated objectives of the project are achievable in the area which you work in?
12. What do you understand by
 - a) Indigenous knowledge?
 - b) Gender
 - c) Biodiversity
13. Are there linkages between these 3 or do you see them as separate entities?
14. Which parts / area of links project do you find most useful and why
15. What do you want to see included?
16. What should be emphasized?
17. What type of relationship existing between you and links project.
18. What type of services are you getting from Links project?
19. How do you perceive Links role?
20. What is your role in Links Project
21. In your own opinion, how far is Links having an impact on your work?
22. Within the next 5-10 years what role do you want to see Links playing?
23. Should it continue? or should it change?
24. What shape or role/structure should it take?
25. What could go wrong?
26. Where are the gaps within the Links Project?

27. What are the challenges for the Links project.?
28. What are the lessons learnt?
29. Do you have any recommendations/suggestions for the evaluation?

Annex 2b

FAO (Local / International) STAFF

NAME:

POSITION:

DATE:

- How did you get involved with Links?
 - How long have you been with Links?
 - What are your roles/functions?
 - What do you understand to be the objectives of this project?
 - What is the timeframe to the project? Do you find this time to be adequate In terms of trying to meet your stated objective? (give reasons for your response)
 - Do you feel that the stated objectives of the project are achievable in the area in which you work?
 - What do you understand by:
 - a) Gender

b) Biodiversity

c) Indigenous Knowledge System

- Do you see them as a linkages or components?
 - a) of the three which one needs more emphasis?
 - b) How best can this project be implemented?
- What values do you attach to the links project?
- How do you want to see the project evolving?
- How is LinKS managed?
- Who should host the project?
- Do you have any suggestions on the roles of the advisory committee?
- What kind of relationship do you have with links Project?
- If you were to describe links as a living being how would you precisely put it across e.g. plant, animal and why?
- Budget
Considering the amount of work and time frame of the project.
 - a) What constraints does the project have?
 - b) What should be done as a way forward?
- What do you see as major challenges/gaps
- What are the lessons learnt?
- Any suggestions?

Annex 2c

LINKS STAFF

NAME OF ORGANISATION:

NAME:

POSITION:

DATE:

- How did you get involved with LinKS?
- How long have you been with Links?
- What are your roles/functions?
- What do you understand to be the objectives of this project?
- What is the timeframe to the project?
- Do you find this time to be adequate In terms of trying to meet your stated objective?
(give reasons for your response)
- Do you feel that the stated objectives of the project are achievable in the area in which you work?
- Is the project responding or addressing needs of partners, if yes how? if no, why not
- What do you understand by:
 - a) Gender
 - b) Biodiversity

c) Indigenous Knowledge System

- Do you see them as a linkage or components?
 - a) of the three which one needs more emphasis?
 - b) How best can this project be implemented?
- What values do you attach to the links project?
- How do you want to see the project evolving in future?
- What suggestions do you have for the management of Links Project
- What should the structure of links look like?

Annex 2d

STREERING COMMITTEE/ ADVISORY TEAM

NAME OF ORGANISATION:

NAME:

POSITION:

DATE:

- How did you get involved with Links?
- How long have you been with Links?
- What are your roles/functions?
- How were you chosen?
- What do you understand to be the objectives of this project?
- What is the timeframe to the project?
- Do you find this time to be adequate In terms of trying to meet the project stated objective? (give reasons for your response)
- Do you feel that the stated objectives of the project are achievable? If No why?
- Is the project responding or addressing the needs of partners, if yes how? if no, why not?
- What do you understand by the following Concepts?
 - a) Gender
 - b) Biodiversity

c) Indigenous Knowledge System

- Do you see the three above as a linkage or components?
 - a) of the three components which one needs more emphasis?
 - b) How best can this project be implemented?
- What values do you attach to the links project?
- How do you want to see the project evolving in future?
- How is the project managed
- What should the structure of LinKS Project look like?
- How do you identify the target groups?
- Who are they?
- What kind of support are you giving to both the Links staff as well as to the project members?
- If you were to describe links as a living being how would you precisely put it across e.g. plant, animal and why?
- Are there any gaps within LinKS Project if so, what can be done about them?
- What do you see as major challenges?
- What are the lessons learnt?

Any suggestions

Annex 3

Activities and outputs

LinKS major goal is to develop mechanisms for the implementation of gender sensitive policies, programmes and participatory technology development for the in situ conservation, sustainable land use and Management of agro biodiversity through:

- Communications
- Actions and Research
- Policy and Advocacy

1.0 Immediate objective 1

Deals with communication and has ten activities.

1.1 Objective: To establish effective communications mechanisms for the appropriate exchange, repackaging and dissemination of information within and between interest groups in a way which respects, needs, rights and priorities of food providers

Output 1.1

Gender sensitive, appropriate materials produced, repackaged and disseminated at regular intervals to relevant governmental and non governmental branches in at least 3 countries. This output was hardly met in phase I due to the setting up process. However a lot of materials within different countries, need dissemination, whilst some still need translation and in other areas repackaging. Phase two should concentrate on materials production, documentation and dissemination of appropriate materials.

2.0 Activities

Progress against activities

Some activities have been accomplished whilst some still need to be tackled as shown in Fig 4

Activity	Done (Yes)	Not done (No)	Recommendations
1.1.1 Recruit TA			*The recruitment process should be reviewed especially with regards

Recruit RC Communications Advisor NC	✓ Mozambique Tanzania	Swaziland (still not in place; there is a consultant doing work	to NC's time allocation and roles. *The RC's role of recruiting Advisory team single handedly is not sustainable; RC could so that together with other staff members plus the "National expert."
1.1.2 Identify key persons and institutions regional intervals networks involved in projects, policies relevant to agro biodiversity	✓	Swaziland still to do the exercise and other countries to review their process	*The identification of person and institutions was done fairly well. *However it could have even gone deeper into organization operating in rural areas already practicing some of the LinKS components; this has an added advantage of saving on resources. *There is a need to define the different levels to be involved.
1.1.3 Identify membership NATreview and update where necessary.	✓	Done in all countries except Swaziland The review has hardly been done, this is necessary.	*The NAT, needs not be too big and at the moment there is a need to review it. *I recommend that a small group –5 technical and this consultative group works on voluntary basis hence the need for through screening and discussion.
1.1.4 International Technical Advisor (TA) undertaking backstopping assist in selection of consultants, organizing workshops etc.	✓ This was done quite well		*TA is needed for backstopping *An independent individual needs to be identified and recruited to work for 5 days a week to support with backstopping in Zimbabwe. *The SEAGA consultant's skills will still be needed for phase 2 as to when the need arises.
1.1.5 Through research conducted by local institutions in 4 countries RC + NC to assess and give support	✓ only beginning phase 2 should see more of this	✓ Due to time element and also staff training this is still in its	*Phase 2 to see implementation of this activity. *More backstopping needed to support in training and follow up sessions.
1.1.6 Disseminate and repackage materials.	✓ Very little	✓ A lot could be/ have been done but time and resources were limited.	*This activity should be one of the major components for phase 2 with SADC- Com Dev giving support together with Rome in formulation a communication strategy.
1.1.7 Hold at least 1 communication event per country	✓ Quite a number of events have been successful carried out	✓ Swaziland still starting	*These events need to be continues in Phase 2 following a strategic planning process where clear objectives,

per year.	in 3 countries especially Tanzania and Zimbabwe		indications will be in place. *Swaziland and Mozambique to get more support.
1.1.8 Create and manage information base in host country of a gender sensitive case studies an relevant materials (interest)	Very little has been done so far.		*A communication strategy needs to be in place in all countries soon. *There is a need to review the present contract of organizations. *Project members and other people need to be made aware of the website and case studies can be shared through this as well.
1.1.9 Work with one existing regional/ resource center set up a regional gender focal.	Slightly: In Zimbabwe working with IUCN, ZERO SARNICKS so is Mozambique and Tanzania	✓ However the relationship does not seem strong in Mozambique	*RC to identify how best linkages can be developed and strengthened with other organizations. *The part time person to be recruited could do an inventory for regional organizations. *LinKS needs to link much more.
1.1.10 SDWW FAO Headquarters to synthesize project funding through publications	The setting up of website and also publications has been useful but it must be noted that this can only result as a part of the whole, so if the countries are not coming up with information it is very difficult to synthesize "very little"	Although a lot more could be done	*Information, documentation to be compiled in each country by PC and this can be forwarded to the RC for compiling and sent to Rome. *The strategic planning process should help identify how information can be gathered.

In the project document objective 2 Actions and Research; to increase Knowledge and understanding about the technological capacities of local Food providers in managing agro-biodiversity and its utilization in LinKS. This objective has three outputs.

Output 2.1

The output is development and dissemination of illustrative examples of the practical implementations of methodologies and LinKS approach that a sensitive to gender and build on the LKS and skills of food producers for the conservation and utilization of agro-biodiversity.

The following 5 activities were analysed in fig 5 to identify the progress of activities:

Activity	Done (Yes)	Not done (No)	Recommendation
2.1.1 RC and NC's to identify 5 production systems in at least two countries in which there is a recognized knowledge gap and the interest develops gender	✓	Mozambique still in the process, Swaziland	*Phase two to see more of this plus exchange visits.

responsive interviews		Still to do	
2.1.2 Identify and provide support on relevant activities, existing within programmes needing some extra resources.	✓	Mozambique and Swaziland	*This is important and will increase impact.
2.1.3 RC and NC's in consultation with FAO – to identify external resource people to work with partners, provide technical backstopping	✓	-	*This needs to continue in phase two.
2.1.4 With help of competent institutions make available information and necessary targeted training to the partner.	✓	Not in Swaziland	Linkages with existing networks should be encouraged
2.1.5 Document activities and processes and methodologies I form of case studies, networking sharing.	✓		More could be done in this area in phase two.

Output 2.2

Identification and provision of support to relevant national and regional organization to enhance the implementation of policies and programmes that are sensitive to gender and behind on and increase recognition and respect for local knowledge systems for food providers.

Activity	Done (Yes)	Not done (No)	Recommendations
2.2.1 Identify discrete opportunities for appropriate institutional support to relevant programme (save as case studies)	✓	-	*This should be done in phase two as well
2.2.2 Consultation with FAO ...RC and key National staff; identify national and international staff to identify and extend resource people for backstopping and provide relevant training for key staff.	✓		*This is essential for capacity building of staff and project members.
2.2.3 Document activities, impacts and			*Process too short for

the processes by which the interventions were achieved.			impact measurement
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Output 2.3

Publications guidelines expertise and information based on research conducted by a partner institute on gender local knowledge systems and management of agro-biodiversity by food providers and their communities.

Activity	Done (Yes)	Not done (No)	Recommendations
2.3.1 In collaboration with a selected research institute (RI), carry out, and document comparative field research, involving a range of methods in selected communities in 2 countries.	✓		*Need for support in this area although processes have begun in Zimbabwe and Tanzania.
2.3.2 Organize and conduct 1 technical meeting in each province/district where research was carried out for sharing of findings and issues regarding LinKS with project partners	✓ Limited resources		*Before beginning of second phase each country should hold a meeting with all stakeholders to also share some of the lessons learnt and enable them to meet and get to know each other.
2.3.3 Provide inputs (expenses) information on gender LinKS and agro-biodiversity to seminars workshops organized by other partners.	✓		*This should carry on and there is still a need for support and backstopping in this area e.g. the cross border agrobiodiversity in Tanzania.
2.3.4 Prepare and produce a publication for training information purposes at atarget group. (photo /documentation, audio-visual documentation) on basis of research	✓		*Documentation and publication to continue and also use of publications and videos.
2.3.5 SDWW, FAO to synthesize findings for wider global dissemination through publications (newsletters) and electronic media.	✓		*The unit has worked hard on this and should keep on producing more publications and working on the web site.

Objective 3: Identification and development of strategies at all levels for overcoming the political, legislative socio-economic and cultural barrier in order to support groups of food providers. This objective has two major outputs

Output 3.1

Materials and recommendations provided for the establishment of a gender responsible mechanism by the end of the year two for the review of relevant agreements/commitments/policies/legislation and their application in order to facilitate sound decision making with regard to promotion of the conservation. Sustainable use and management of agro-biodiversity that builds on local knowledge systems of men and women.

Activity	Done (Yes)	Not done (No)	Recommendation
3.1.1 In collaboration with other partners and national ..., identify appropriate reviews and analyses of relevant international, regional and national countries, agreements policies e.g. Biodiversity convention Global Plan of Action Plant Genetic Resources.		-	*More still needs to be done in this area. *In phase two need for more resources and time to work on this.
3.1.2 In the context of LinKS and agro-biodiversity, commission research to enable competent national/regional NGO's to assess the gender publications of international members			“
3.1.3 Identify gaps and weakness and the programmes of recruitment and NGO's and private sector. (Agriculture, Forest, Fishers, Land... National Environmental Action.			“
3.1.4 NAT and Project staff in collaboration with other partners to lobby for adequate consideration of gender issues and LinKS and raised awareness of involved parties by targeting issue/briefing pages at relevant international conferences, meetings and other ...			“

Output 3.2

Through a pilot study or other research activities, improved understanding of and a strategy for improving opportunities and reducing constraints for local groups of food providers and communities that are implementing agro biodiversity relevant policies and legislation and benefiting from the conservation use and management of plant, animal forest and fish genetic resources e.g. livelihoods strategies of local people.

Activity	Done (Yes)	Not done (No)	Recommendations
3.2.1 On the basis of gender differentiated roles and responsibilities (production processing, storage and nutrition health risks in different food production systems). Commission research on the needs and interest of 3 different categories of stakeholders at community level covering at least 2 countries.	✓ Tanzania and Zimbabwe	Not done in Mozambique and Swaziland	*This is an important entity and the next phase should see none of these activities in all countries.
3.2.2 Promote appropriate advocacy support by ongoing programmes and existing organizations to strengthen the capacity of local people to defend their interviews, to ensure the adequate representation and involvement of different interest groups of food providers and other stakeholders in decision-making and planning for a at all levels, and thereby empower food providers especially women.	✓ Zimbabwe Tanzania and Mozambique	Swaziland	*This is a clear way of influencing policy hence the need to intensify this activity. *Through planning has to be made as to who attends, how do they get involved and what is discussed and also methodology.
3.2.3 Commission 3 case studies in at least 2 countries to identify the potential impact of proposed policies on LinKS and in relation to this research, conduct a pilot study/test none community per country with the aim of facilitating linkages between national and decentralised levels.	✓ Very little		*This activity is needed