**UNDP-GEF Midterm Review of the GEF funded ‘Strengthening Biodiversity and Ecosystem Management and Climate Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe Project’**

***Inception report***

**Camille Bann**

**24th September 2021**

# Purpose of MTR and objectives

The objective of the Mid Term Review (MTR) of the full-sized project titled *Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe* (PIMS-5693) is to assess:

* progress towards the achievement of the project objectives and outcomes, as specified in the Project Document
* early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results.

The MTR will also review the project’s strategy and risks to its sustainability.

Further to this, as specified in the Terms of Reference (TOR), as the project is being implemented during COVID-19, the MTR will assess how the context has changed as a result of COVID-19, how these changes have impacted the project and how the strategy can incorporate the COVID-19 risks going forward. The MTR will also look at any project interventions that have already or could contribute directly or indirectly to the government’s COVID-19 recovery efforts both at the national level and project sites.

In line with the UNDP-GEF Guidance this Midterm Review (MTR) has been initiated before the submission of the second Project Implementation Report (PIR).

**Project background**

Zimbabwe has a very high level of biodiversity and is home to all the "Big Five" – African elephant, white and black rhinos, lion, buffalo and leopard. However, it also faces multiple challenges to its sustainable development associated with biodiversity loss, ecosystem degradation and climate change consequences. The 6-year GEF funded project “Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe” seeks to address multiple threats to biodiversity and sustainable community development in the Lower Zambezi which include poaching and associated wildlife trade, retaliatory killing of wildlife, deforestation and associated land degradation due to unsustainable agriculture and firewood consumption, uncontrolled veld fires and the impact of climate change. It is being implemented in Muzarabani, Mbire and Hurungwe Districts as well as Mana Pools National Park, and Chewore, Sapi, Hurungwe, Dande, Charara and Doma Safari Areas.

The project is under a global GEF parent programme entitled “Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (9071)[[1]](#footnote-1).”

The Project’s Objective is: *To promote an integrated landscape approach to managing wildlife resources, carbon and ecosystem services in the face of climate change in the protected areas and community lands of the Mid to Lower Zambezi Regions of Zimbabwe.*

The project has four Components and corresponding Outcomes:

* **Component 1**. Strengthening capacity and governance frameworks for integrated wildlife and woodland management and wildlife/forest crime enforcement in Zimbabwe. Outcome 1. Increased national capacity for IWT control and integrated wildlife and woodland.
* **Component 2:** Strengthening Zimbabwe’s PA estate and CAMPFIRE Wildlife Conservancies in areas of global biodiversity significance.

Outcome 2. Improved capacity of PA network and CAMPFIRE Wildlife Conservancies to protect globally significant biodiversity of the mid-lower Zambezi region over a total area of 1,616,900 ha.

* **Component 3**: Mainstreaming biodiversity and ecosystem management, and climate change mitigation, into the wider landscape.

Outcome 3. Increased area under sustainable management and increased benefits for local communities from Community Based Wildlife Management (CBWM), Sustainable Forest Management (SFM) and Sustainable Land Management (SLM) in established CAMPFIRE Wildlife Conservancy (CWCs).

* **Component 4.** Knowledge Management, Monitoring and Evaluation (M&E) and Gender Mainstreaming.

Outcome 4. Lessons learned by the project through participatory M&E and gender mainstreaming are used nationally and internationally

The total project funding is USD 57,436,964. This includes a GEF grant of USD 10,025,964, UNDP TRAC resources (in cash co-financing) of USD 2,000,000 and in-kind co-financing of USD 47,411,000 from the Government of Zimbabwe, Private sector and NGO partners. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only. An additional USD 130,000 was spent at the Project Preparation Grant (PPG) phase.

**Governance and Management Arrangements**

The project is being implemented under a National Implementation Modality (NIM)[[2]](#footnote-2) by the Government of Zimbabwe, through the Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI) – the Implementing Partner, in partnership with the UNDP.

Figure 1 provides an overview of the project management structure. The project has a **Project Management Unit,** located in MECTHI in Harare, responsible for the day to day management of project operations, including implementation of activities and accountability for the delivery of the project’s outputs and preparation of quarterly and annual work plans and reports. It is led by the Project Manager and includes a Monitoring and Evaluation (M&E) and Knowledge Management Officer, a Financial Accounting Officer, a Project Assistant and Small Grants Programme officer (located at UNDP). The PMU works closely with five Responsible Parties[[3]](#footnote-3) actively present in the project area – ZPWMA, CAMPFIRE Association, Forestry Commission, Environmental Management Agency (EMA)[[4]](#footnote-4) and UNDP CO with support of the National GEF Small Grant Programme. The project is overseen by the **Project Board.** In additionto involve local communities in the decision-making process, project implementation, and M&E the project has established a **Technical Committee** in the project area consisting of representatives of RPs, target Conservancies, Rural District Councils (RDCs) staff, NGOs actively present in the project area, and private sector.

**Figure 1: Overview of project management structure**

**PMU (hosted by MEWC):**

* Project Manager;
* M&E and KM Officer
* Accounting officer;
* Project Assistant

**Project Board/Steering Committee**

**Senior Beneficiary:**

**MLGRDC**

**Executive/National project Director:**

**Permanent Secretary for MTEH**

***specify***

**Senior Supplier:**

**UNDP CO**

**Three Tier Project Assurance (country, regional and global): Head of Unit Poverty Reduction, Environment and Climate Change, UNDP CO**

**Project Organisation Structure**

**Responsible Party:**

**ZPWMA**

**(Outputs 1.1-1.5 and 2.1)**

**Responsible Party:**

**UNDP CO**

**(Outputs 1.6, 3.2, and 3.4)**

**Responsible Party:**

**CAMPFIRE**

**(Output 2.2)**

**Key Partners:**

**Communities, ZPWMA, EMA, Safari Operators, RDCs, Kariba REDD+ Project**

**Key Partners:**

**Communities, EMA, Rifa Education Camp, Eco-Tree, Kariba REDD+ Project, Zambezi Society, AWF, SAFIRE, Environment Africa**

**Technical Committee in the Project Area**

**Responsible Party:**

**Forestry Commission**

**(Output 3.1, 3.3, and 3.5)**

**Key Partners:**

**Communities, EMA, ZPWMA, Eco-Tree, Kariba REDD+ Project, Zambezi Society, AWF**

**Source:** Project Document

**Implementation challenges**

The main challenges faced by the project include:

* COVID-19. The Zimbabwe government declared the COVID-19 crisis a “national disaster” on 27 March 2020 and began a nationwide lockdown on March 30 2020 to reduce the spread of the virus – this was around 20 months into project implementation. This lockdown was later eased but extended indefinitely on 16 May 2020. A second national lockdown was declared in 5 January 2021. At the time of the MTR the COVID-19 restrictions were at Level 2, under which inter-city travel is permitted. The COVID-19 pandemic has affected the implementation of the project. Most of the project activities, especially those involving gathering groups of people, were postponed or cancelled altogether due to the country-wide lockdown and subsequent movement restrictions that followed resulting in revisions of the annual work plan. In addition, the project had to channel more resources towards patrols as they were reports of increased incursions by poachers in the protected area.
* Disbursement of funds. Cumulative delivery at mid-term is around 26% of total approved amount. Disbursement of fund by UNDP to Responsible Parties for activities on the ground has suffered extensive delays affecting morale.
* Economic downturn is placing increasing pressure on natural resources base through land clearance for agriculture, artisanal mining (much of it illegal), rapid settlement at rural growth points, fuelwood collection and illegal poaching. While COVID-19 makes it uncertain when communities will be able to reap a stable income from wildlife tourism**.**

# Scope and Methodology

The MTR is to be undertaken over the period mid-August – December 2021 by an independent international consultant and national consultant (who joined the team at the end of the inception phase).

The MTR assesses project progress against the following four main categories: (i) Project Strategy; (ii) progress towards results; (iii) project implementation and adaptive management; and, (iv) sustainability. It will be based on a review of key information and stakeholder consultation.

Annex 1 presents the Mid Term Review Evaluation matrix, which sets out the evaluation questions, indicators, sources and methodology.

High level strategic questions to be addressed through the MTR include:

* How is the project adapting in the face of COVID-19 and what opportunities are there for the project to contribute to post COVID-19 recovery?
* Are the risks facing the project well specified and tracked given the economic situation in the country and worsening problem of joblessness and hunger as result of COVID-19 ? How can the project best address deforestation pressures in this context?
* Given the disruption to implementation, which could be on-going through the second half of the project due to on-going COVID-19 restriction on travel and social gathering, what activities can continue on-schedule, and what activities need to be delayed and / or adjusted to adapt to the new normal and ensure the overall project can complete on time ?
* Financial management. How can disbursements be accelerated given that cumulative delivery at mid-term is around 26% of total approved amount? What are How can disbursements requested by Responsible Parties be expedited? Are any budget re-allocations required to reflect changes in proposed activities? How cost-effectively are resources are being used to deliver the anticipated results ?
* How well is the M&E component working? What are the lessons leant / emerging and how are they being reflected in adaptive management and information exchange ?
* How can the project’s findings and lessons be best communicated going forward and what key publications will be produced and disseminated ?
* The project is classified as a gender-targeted project and the Project Document notes the need to deliberately focus / amplify women’s voices. How successful has this been, what are the challenges and what opportunities are there for strengthening this going forward?
* How effectively has the project collaborated with different partners and donors, including the private sector, safari operators and agricultural operators and to what extent has this addressed financial constraints and provide a foundation for financial sustainability going forward?
* To what extent is the project complying with UNDP’s SES Policy and management of safeguards risks.

Documents to be reviewed include:

* The project preparation documents (i.e. PIF, UNDP Social and Environmental Screening Procedure (SESP) and the Project Document).
* Project reports including Project Inception Report, Project Implementation Report (PIRs), Quarterly progress reports and work plans of the various implementation task teams, Strategies and technical reports produced by the project and partners, Audit reports and other financial reports (including annual financial reports and Combined Delivery Reports (CDRs)), GEF Tracking Tools, Oversight mission reports, monitoring reports prepared by the project, Financial and Administration guidelines used by Project Team, Project operational guidelines, manuals and systems, UNDP country/countries programme document(s), Minutes of the Project Board / Steering Committee Meetings and Project Technical Committee meetings, Project site location maps.
* Relevant national strategic and legal documents.

Annex 4 provides a list of documents reviewed to date, documents received and to be reviewed during the main review phase of the MTR and additional document requested.

The MTR will follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office, the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

According to the Project Document more than 500 stakeholders were consulted during project development and around 40 organizations were defined as partners for the project (Government, Non-Government, Business Organizations and communities). The role of stakeholders in the project is summarized in Annex 5. The stakeholder’s to be contacted for interview is set out in Annex 2, based on a representative selection of the various groups of stakeholders involved in the project. The MTR consultations will include stakeholders who have project responsibilities, including the project Implementing Partner (MECTHI) and Responsible Partners Forestry Commission (FC); CAMPFIRE Association; Environmental Management Agency (EMA); and Zimbabwe Parks and Wildlife Management Authority (ZPWMA) and the CSO partners; the participating Rural District Councils; the senior beneficiary Ministry of Local Government, the Project Board and Technical Working Group, and Private Sector; project stakeholders, academia, and CBOs, other development partners.

Given that the International Consultant is unable to visit Zimbabwe due to COVID-19 restrictions remote zoom interviews will be conducted where feasible. This may require the project providing data to interviewees and setting interview times in advance such that people are able to ensure access to a computer and arrange to undertake the interview in a location with good WIFI connectivity.

Key features of Zoom interviews:

* Led by International consultant with national consultant participating when scheduling allows (i.e. when there is no conflict with field missions);
* Interviews will be 45 minutes;
* Process: (i) PMU to send introductory letter to people selected for interview introducing the MTR and reviewers; (ii) the proposed interview period is 20 September to 8 October; (iii) Interview groups will be asked by PMU to specify their availability for interview over a one-week period. The order in which groups will be invited to interview are: a/ UNDP including RTA, PMU and Responsible Parties (week 1); b/ PSC members, Technical Committee members and project consultants (week 2); c/ other stakeholders and beneficiaries (week 3); (iv) Interview time to be confirmed by International consultant and zoom invite sent.
* Data to be provided to participants where required by the PMU.

At the time of writing it is safe to travel to the field, and it is planned that the MTR national consultant will conduct a field mission to the project area in Mid to Lower Zambezi Valley, to conduct interviews with project stakeholders, verify outputs of field-based investments and observe equipment purchased by the project. The field itinerary is provided in Annex 3.

Key features of Field Mission include:

* To be led by national consultant;
* The mission will cover the 3 project districts, over a period of 11 days (including travel time);
* One-to-one interviews will cover members of the Technical Steering Committee and PSC based in the field, Local Government officials, community leaders, project beneficiaries and safari operators.
* 2 focus group discussion are planned in each district covering: (i) Environmental Sub-committee members; (ii) Small Grants programme beneficiaries. Each Focus Group will have a maximum of ten people and the participants will be balanced in terms of gender and age.
* A check list of interview questions will be developed in advance of the field mission.

The International Consultant will participate in the field mission via WhatsApp to the extent this is feasible, and the National Consultant will prepare short cell phone videos at some of the sites visited to provide context to the International Consultant who is unable to travel to Zimbabwe.

# Work plan

Table 1 sets out the key dates for the MTR.

**Table 1: Key dates for the MTR**

|  |  |  |
| --- | --- | --- |
| **Date** | **Activity** |  |
| 18 August 2021 | Kick off meeting with Project Team / UNDP and MTR consultants |  |
| 19 August – 6 September | Inception phase – specification of MTR methodology, initial document review, mission / stakeholder consultation planning | 2 weeks |
| 6 September | Draft MTR Inception report |  |
| 15 September | Meeting to discuss Inception report with Project Team / UNDP |  |
| 24 September | Final Inception Report issued |  |
| 24 September – 1 October | Consultation preparation – introductory letter sent to consultees by project team, zoom meetings arranged, field meetings arranged |  |
| 20 September - 8 October | Consultation period  a/ zoom interviews  b/ field mission by local consultant | 3 weeks |
| 21 October | Presentation of Preliminary Findings to JSC / key stakeholders |  |
| 5 November | Draft MTR Report | 2 weeks |
| *12 November* | *Comments to be received on MTR Report* | *1 week* |
| 24 November | Final MTR Report | 8 days |
| *30 November* | *Preparation and Issue of Management Response* | 7 days |

# Annexes

## ANNEX 1: Midterm Review Evaluative Matrix

| **Evaluative Questions** | **Indicators** | **Sources** | **Methodology** |
| --- | --- | --- | --- |
| **Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?** | | | |
| Is the project aligned with other donor and Government programmes and projects? Is the project country driven? | Degree of coherence between the project and national priorities, policies and strategies | Project Document  Gender Strategy  Inception Report | Reviews of progress reports, Financial Sustainability Score Card  Interviews with project staff and stakeholders |
| Does the project adequately take into account the national realities, both in terms of institutional and policy frameworks in its design and implementation? | Adequacy of project design and implementation to national realities and existing capacities |
| Were the project’s expected accomplishments and indicators of achievements properly designed, timebound and achievable? | Degree to which the project supports objectives of Government and indicators SMART |
| Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women’s groups, engaging women in project activities) raised in the Project Document? | Extent to which gender is adequately incorporated into project design  Development of Gender Mainstreaming Strategy  Appointment of a designated focal point for gender for gender | Reviews of progress reports, Financial Sustainability Score Card  Interviews with project staff and stakeholders |
| **Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?** | | | |
| How well has the project performed against its expected objectives and outcomes, and its indicators and targets? | Extent to which milestones and targets are achieved at mid-term, as laid out in the log frame and monitoring plan | Project quarterly progress reports and PIRs  Minutes of Project Steering Committee Meetings  Tracking tools  Project reports  Capacity Development score card | Reviews of progress reports, Tracking Tools,  Interviews with project staff and stakeholders  Review of legislative developments within project period |
| Which have been the key factors leading to project achievements? | Achievement of milestones and targets as laid out in the log frame and monitoring plan |
| To what extent can observed results be attributed to the project or not? In this respect have there been notable changes in the enabling environment for the project? | Extent of change to the enabling environment, particularly changes affecting operations of the national PA Agency |
| Do elements of the Log frame need to be adjusted in light of the COVID-19 situation | Suitability of Log Frame in light of impacts caused by COVID-19 | Review of Capacity Development score card |
| Has the project failed in any respect? What changes could have been made (if any) to the design or implementation of the project in order to improve the achievement of the expected results? | Evidence of adaptive management and/or early application of lessons learned |
| How has the project contributed to raising capacity of stakeholders to address aims of the project or of Government? | Extent of support from local stakeholders |
| What are the views of stakeholders on the implementation and activities of the project? Are there activities missing from the implementation? | Extent to which stakeholders are actively participating in the implementation and monitoring of the project |
| Do the project-related activities give the participants adequate access to the benefits and implications of the project? |  |
| **Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation? To what extent has progress been made in the implementation of social and environmental management measures? Have there been changes to the overall project risk rating and/or the identified types of risks as outlined at the CEO Endorsement stage?** | | | |
| Implementation efficiency (including monitoring):   * Was the project implemented as planned, including the proportion of activities in work plans implemented? * What were the major factors influencing progress towards the achievement or non-achievement of project objectives? * Have monitoring trips been conducted to project sites as per the M&E plan? Has monitoring data been collected as planned, analyzed and used to inform project planning? * Has project implementation been responsive to issues arising (e.g. from monitoring or from interactions with stakeholders)? * What learning processes have been put in place and who has benefitted (e.g. training, exchanges with related projects, overseas study visits) and how has this influenced project outcomes? * Were progress reports produced accurately and timely, and did they respond to reporting requirements including adaptive management changes? * Did the project experience any capacity gaps (e.g. staffing gaps)? [Difficulties hiring contractors?] * Has internal and external communication been effective and efficient? * How efficiently have resources and back-up been provided by donors, including quality assurance by UNDP? | Extent to which project activities were conducted on time  Extent to which project delivery matched the expectation of the ProDoc and the expectations of partners  Level of satisfaction expressed by partners in the responsiveness (adaptive management) of the project  Level of satisfaction expressed by MEECC and PCU in regard to UNDP backstopping | Project work plans and reports  Local partners  Tracking tools | Document review, interviews with project staff and stakeholders |
| Financial efficiency:   * Are the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? * Have funds been available and transferred efficiently (from donor to project to contractors) to address the project purpose, outputs and planned activities? * Are funds being used correctly? * Are financial resources being utilized efficiently (converted into outcomes)? Could financial resources be used more efficiently? * Have any issues been raised in audit reports and if so, how efficiently were they addressed? * Was project implementation as cost effective as originally proposed (planned vs. actual) * Has the leveraging of funds (co-financing) proceeded as planned? | Extent to which funds have been converted into outcomes as per the expectations of the ProDoc  Level of transparency in the use of funds  Level of satisfaction of partners and beneficiaries in the use of funds  Timely delivery of funds, mitigation of bottlenecks  Coordination and synergies of project funds and co-financing | Project financial records  Project audit reports  Project work plans and reports | Document review and discussions with stakeholders  Interview with financial officers for the project |
| Efficiency of partnership arrangements for the project   * To what extent were partnerships/linkages between institutions/organizations/private sector realized as planned? * Which partnerships/linkages were facilitated? Which ones can be considered sustainable? * What was the level of efficiency of cooperation and collaboration arrangements? | Extent to which project partners committed time and resources to the project  Extent of communication and collaboration between partners  Extent of commitment of partners to take over project activities | Project work plans and reports  Reports of local partners | Document review, interviews with project staff and stakeholders |
| Is the project responsive to threats and opportunities emerging during the course of the project, with a focus on COVID-19? | Level of adaptive management related to emerging trends | Project work plans and reports | Document review, interviews with project staff and stakeholders |
| How well were risks, assumptions and impact drivers managed? What was the quality of risk mitigation strategies developed? Were these sufficient? Are there clear strategies for risk mitigation related to long-term sustainability of the project? | Extent to which project has responded to identified and emerging risks  Level of attention paid to up-dating risks log | Risks log | Document review, interviews with project staff and stakeholders |
| Is a communications strategy in place? How well is it implemented and how successful has it been in reaching intended audiences? | Extent to which project information has been disseminated  Level of awareness of beneficiaries and the general public | Communications documents  Press articles | Review of communications documents  Interviews with stakeholders |
| **Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?** | | | |
| Is the social, legal and political environment conducive to sustainability? | Extent of supportive policies and strategies | Policy and legislative (review) documents  Steering Committee minutes  Local partners and beneficiaries | Document review, interviews with project staff and stakeholders |
| Are there early signs of activities being taken up by project partners, and plans being developed to sustain them? | Extent to which partners are considering / likely to engage in post-project actions to take forward positive outcomes resulting from the project |
| Have partners and stakeholders successfully enhanced their capacities and do they have the required resources to make use of these capacities? | Extent to which partners and stakeholders are applying new ideas outside of the immediate project context |
| Is there adequate ownership of the project by the end-users, beneficiaries? | Level of commitment displayed / expressed by beneficiaries |

## Annex 2: Consultation Plan

Stakeholder to be contacted for an interview highlighted in yellow (zoon call) and green (face-to-face interview)

| **NAME** | **ORGANIZATION / POSITION** | **ROLE IN PROJECT** | **CONTACT DETAILS** | **CONSULTATION METHOD** |
| --- | --- | --- | --- | --- |
| **PROJECT BOARD – 19 members** | | | | |
| Munesushe Munodawafa | Permanent Secretary  The Minister of Environment, Climate, Tourism and Hospitality Industry (MECTHI) | Executive / NPD  Implementing Partner  Co-financing | munesu2@yahoo.com | Zoom call |
| Kevin Mayoyo | Ministry of Local Government, Rural Development and national Housing (MLGRDC) | Senior Beneficiary | rla.mayoyo@gmail.com | Zoom call |
| Madelena Monoja | UNDP-Resident Representative (OIC) | Senior Supplier | madelena.monoja@undp.org | Zoom call |
| Elliman Jagne | UNDP | Senior Supplier | elliman.jagne@undp.org |  |
| Tanyaradzwa Mundoga | The Minister of Environment, Climate, Tourism and Hospitality Industry (MECTHI) | GEF OFP | tmundoga@gmail.com | Zoom call |
| Edson Gandiwa | Zimbabwe Parks and Wildlife Management Authority (ZPWMA) | Co-financing  Responsible Party  Outputs 1.1 – 1.5 & 2.1 | egandiwa@zimparks.org.zw | Zoom call |
| Edward Samuriwo | Director Environment and Natural Resources | PSC Co-Chairperson  Project Directive | essamuriwo@gmail.com | Zoom call |
| Steady Kangata | Director - EMA | PSC Member  Co-financing | steady.kangata@ema.co.zw |  |
| Charles Jonga | Director – Campfire Association | PSC Member  Co-financing  Responsible Party  Output 2.2 | cjonga@campfirezimbabwe.org | Zoom call |
| Luke Kalavina | CEO - Hurungwe RDC | PSC Member  Local Government | lkalavina@gmail.com | Face-face meeting |
| Cloudius Nyahuma | CEO - Mbire RDC | PSC Member  Local Government | mbirerdc@gmail.com | Face-face meeting |
| Ennie Gwachiwa | CEO - Muzarabani RDC | PSC Member  Local Government | enniegwachiwa@gmail.com | Face-face meeting |
| Leonard Mandishara | Director - NANGO | PSC Member | director.nango@gmail.com |  |
| Stan Mudawarima | Safari Operators Association of Zimbabwe | PSC Member | soaz@mweb.co.zw | Zoom call |
| Tsitsi Wutawunashe | National GEF SGP | PSC Member | tsitsi.wutawunashe@undp.org |  |
| Rungano P Karimanzira | Ministry of Higher and Tertiary Education | PSC Member | rungano.pualt2@gmail.com |  |
| Stephen Zingwena | The Forestry Commission | PSC Member  Co-financing  Responsible party  Outputs – 3.1, 3.3 and 3.5 | szingwena@gmail.com |  |
| **PROJECT MANAGEMENT UNIT** | | | | |
| Chipangura Chirara | UNDP | Project Manager | chipangura.chirara@undp.org | Zoom call |
| Munashe Matare | UNDP | Monitoring and Evaluation and Knowledge Management Officer | munashe.matare@undp.org | Zoom call |
| Jalet Paul | PMU | Financial Accounting Officer | jaletpa@gmail.com | Zoom call |
| Yvonne Chingarande | PMU | Project Assistant | chingarandey@gmail.com | Zoom call |
| Mavambo Zingambe | UNDP  UNDP Micro-Capital Grants /  GEF Small Grants Programme | Project Officer-Small Grants  Output 1.6, 3.2 and 3.4 | mavambo.zingambe@undp.org | Zoom call |
| **RESPONSIBLE PARTY** | | | | |
| Cheryl Mabika | ZimParks | GEF 6 Coordinator | tmabika@zimparks.org.zw | Zoom call |
| Eunice Mutepfa | Environmental Management Agency (EMA) | GEF 6 Coordinator | emutepfa@ema.co.zw | Zoom call |
| Kevin Mfishani | CAMPFIRE Association | GEF 6 Coordinator | kevinmfishani@gmail.com | Zoom call |
| Alice Tafirei | Forestry Commission | GEF 6 Coordinator | alicetafirei@gmail.com | Zoom call |
| **(Other) UNDP** | | | | |
| Mandy Cadman | UNDP – NCE-Africa Regional Team | RTA | mandy.cadman@undp.org | Zoom call |
| Blessing Muchemwa | Country Office M&E Specialist | CO M&E | blessing.muchemwa@undp.org | Zoom call |
| Anne Madzara | Head of Poverty, Environment and Climate Change Unit, UNDP | PSC Co-Chairperson  Project oversight & quality assurance | anne.madzara@undp.org | Zoom call |
| Tina Sibanda | UNDP  Programme Associate | PSC Member  Project oversight | tina.sibanda@undp.org | Zoom call |
| Melody Saineti | Procurement Analyst | Procurement support | Melody.saineti@undp.org | Zoom call |
| Mark Chirenje | Finance Specialist | Financial support | Mark.chirenje@undp.org | Zoom call |
| Regina Huse | Project Finance Analyst | Financial support | Regina.huse@undp.org | Zoom call |
| **TECHNICAL COMMITTEE – 9 members** | | | | |
| Lizzie Mujuru | Bindura University of Science Education | Technical Committee Member | lzzmjr2009@gmail.com | Zoom Call |
| Felix Chimeramombe | Zimbabwe Parks and Wildlife Management Authority (ZPWMA) | Technical Committee Member | fchimeramombe@zimparks.org.zw | Zoom Call |
| Elmon Kaombe | Muzarabani Rural District Council | Technical Committee Member | kaombeelmon@gmail.com | Face-face meeting |
| Tarcious Mahuni | Mbire Rural District Council | Technical Committee Member | mahunitm19@gmail.com | Face-face meeting |
| Taurai Bere | Chinhoyi University of Technology | Technical Committee Member | taubere@yahoo.com | Face-face meeting |
| Tamburai Gomwe | Hurungwe Rural District Council | Technical Committee Member | tjgomwe2@gmail.com | Face-face meeting |
| Tawanda Chipere | Afri Hype | Technical Committee Member | tchipere361@gmail.com | Face-face meeting |
| Francis Lunga | District Forestry Officer – Mbire District | Technical Committee Member | fra4.lunga@gmail.com | Face-face meeting |
| Tariro Mubaira | District Environment Officer – Muzarabani District | Technical Committee Member | tariro.mubaira@ema.co.zw | Face-face meeting |
| **PARTNERS / COLLABORATING PROJECTS / OTHERS** | | | | |
| Olivia Mufute | AWF | Co-financing | omufute@awf.org |  |
| Richard Maasdorp | Zambezi Society | Co-financing | racmaasdorp@gmail.com |  |
| Graham Hingeston | HKK Safaris | Safari Operator | graham@hkksafaris.com |  |
| Myles McCallum | Mc Callum Safaris | Safari Operator | hunting@cmsafaris.com | Zoom call |
| George Seremwe | Nzou Safaris | Safari Operator | seremwe@hotmail.com |  |
| **PROJECT CONSULTANTS** | | | | |
| Naome Chimbetete | Consultant | Gender Analysis And Gender Action Plan | naomechi@gmail.com | Zoom call |
| Ian Games | Consultant | Development of Management Plans for Mana Pools National Park, Chewore Safari Area, Sapi Safari Area, Hurungwe Safari Area, Dande Safari Area, Charara Safari Area and Doma Safari Area; and Integrated Landscape Management Plans for Hurungwe, Mbire, and Muzarabani Districts | games\_ian@yahoo.co.uk | Zoom call |
| Tapera Chimuti | Consultant | Update GEF Tracking Tools and the UNDP Capacity Development Scorecard | tchimuti04@gmail.com |  |
| Nqobizitha Ndlovu | Consultant | Review and Drafting of the Zimbabwe Policy for Wildlife | nqobizitha@zela.org | Zoom Call |
| Lilian Goredema | Lead Consultant | Baseline Survey for the UNDP/GEF Project:-Component 2 & 3 | lrgoredema@gmail.com |  |
| Maxwell Phiri | Forestry Expert- Baseline Consultant | Baseline Survey for the UNDP/GEF Project:-Component 2 & 3 | maxwell.phiri65@gmail.com |  |
| Takesure Tozooneyi | Livelihoods Expert Baseline Consultant | Baseline Survey for the UNDP/GEF Project:-Component 2 & 3 | taktozo@gmail.com |  |
| Emmanuel Makiwa | Economist- Baseline Consultant | Baseline Survey for the UNDP/GEF Project:-Component 2 & 3 | emmanuelmakiwa@yahoo.co.uk |  |
| Moreangels Mbizah | Wildlife Expert- Baseline Consultant | Baseline Survey for the UNDP/GEF Project:-Component 2 & 3 | moreangelsm@gmail.com |  |
| **CSOs/NGOs-Small Grants** | | | | |
| Selina Mercy Chitapi | Zim-Apiculture Trust (ZAT) | Small Grants- Recipient  [Livelihoods] | selinachitapi@yahoo.co.uk | Zoom Call |
| Mutuso Dhliwayo | Zimbabwe Environmental Lawyers Association (ZELA) | Small Grants- Recipient  [Awareness] | mutusod@zela.org | Zoom Call |
| Sekai Janga | Lower Guruve Development Association (LGDA) | Small Grants- Recipient | sekai.janga@aidi.co.zw | Zoom Call |
| Fred Zinanga | Community Technology Development Organization (CTDO) | Small Grants- Recipient | fred@ctdt.co.zw | Zoom Call |
| Simba Mandota | Southern Alliance For Indigenous Resources (SAFIRE) | Small Grants- Recipient  [Livelihoods] | simbam@safire.co.zw | Zoom Call |
| Innocent Hodzonge | Environment Africa (EA) | Small Grants- Recipient | innocent@environmentafrica.org | Zoom Call |
| Elias Mhlanga | Biotechnology Trust of Zimbabwe (BTZ) | Small Grants- Recipient  [Energy Efficiency] | ellimhlanga@gmail.com | Zoom Call |

## Annex 3: Field Itinerary

| **Date** | **District** | **Time** | **Activity** | **Interviewee/s** | **Location** |
| --- | --- | --- | --- | --- | --- |
| Saturday  25 September | Hurungwe | 10:00 | Travel to Hurungwe |  |  |
| 14:00 | Focus Group Discussion - Environmental Subcommittee Members | ESC members | Chinditiwa Primary School |
| 16:00 | Interview - Ward Councilor | Tavengwa Muringanisi | Chinditiva Primary School |
| Sunday  26 September | 08:00 | Interview - Traditional leader | Chief Chundu | Mayamba Area |
| 10:00 | Focus Group Discussion – Small Grants programme | Small Grants Participants | Nyamakate Secondary School |
| 14:00 | Site visit - CWC |  | Pfundundu |
| Monday  27 September | 08:00 | Interview - RDC CAMPFIRE Officer / TC member | Tamburai Gomwe | Magunje Growth Point |
| 09:00 | Interview - Hurungwe RDC CEO / Project Board | Luke Kalavina | Magunje Growth Point |
| 10:00 | Interview - Forestry Commission | Best Muchenje | Magunje Growth Point |
| 12:00 | Interview - EMA Official | Pride Rugara | Karoi Town |
| 13:00 | Interview - District Coordinator | Andrew Tizora | Karoi Town |
| 15:00 | Site visit: (i) Morongora Safari/Kariba; (ii) Visit to communication base station |  | Marongora Parks Area |
| Tuesday  28 September | Muzarabani | 07:00 | Travel to Muzarabani |  |  |
| 11:00 | Interview District Coordinator | John Chihobo | Centenary |
| 12:00 | Interview - Muzarabani RDC CEO / Project Board member | Ennie Gwachiwa | Centenary |
| 14:00 | Interview - RDC CAMPFIRE Officer / TC member | Elmon Kaombe | Centenary |
| 15:00 | Interview - EMA Official / TC member | Tariro Mubaira | Centenary |
| 16:00 | Interview - Forestry Commission | Dickens Mupfigo | Centenary |
| Wednesday  29 September | 08:00 | Interview - Traditional leader | Chief Chiweshe | Upper Muzarabani |
| 09:00 | Focus Group Discussion - Environmental Subcommittee Members | Runga | Upper Muzarabani – Ward 21 |
| 11.00 | Interview - Ward Councilor | Munaki | Upper Muzarabani – Ward 21 |
| 13:00 | Site visit - Safari area |  | Mavhuradonha Wilderness |
| Thursday  30 September | 09:00 | Focus Group Discussion – Small grants programme | Small grants programme participants | Lower Muzarabani, Museredza Ward 27 |
| 14:00 | Site visit – CWCs |  | Mavhuradonha Wilderness |
| Friday  1 October | Mbire | 06:00 | Travel to Mbire |  |  |
| 08:00 | Interview - RDC CAMPFIRE Officer / TC member | Tarcious Mahuni | Mushumbi Pools |
| 09:00 | Interview - EMA Official | Tendai Makombe | Mushumbi Pools |
| 10:00 | Interview - Forestry Commission / TC member | Francis Lunga | Mushumbi Pools |
| 11:00 | Interview - District Coordinator | Richard Maruta | Mushumbi Pools |
| 12:00 | Interview - Mbire RDC CEO / Project Board member | Cloudius Nyahuma | Mashumbi Pools |
| 14:00 | Travel to Kanyemba |  |  |
| Saturday  2 October | 08:00 | Site Visit - Doma community |  | Kanyemba |
| 10:00 | Focus Group Discussion - Environmental Subcommittee | Environmental Subcommittee Members | Kanyemba |
| 12:00 | Site Visit - CWC area |  | Mbire North |
| 14:00 | Site Visit - Safari area and wildlife borehole site |  | Mbire North |
| 16:00 | Travel to Masoka |  |  |
| Sunday  3 October | 09:00 | Focus Group Discussion – Small grants Programme | Small grants programme participants | Masoka |
| 11:00 | Interview -Ward Councilor | Chaukura | Masoka |
| 12:00 | Interview - Traditional leader | Headmen Kanyurira | Masoka |
| 14:00 | Site Visit - CWC |  | Masoka |
| Monday 4 October | All day | Wrap up / rescheduled interviews as required |  |  |
| Tuesday 5 October |  | 09:00 | Travel back to Harare |  |  |

## Annex 4: Documents Reviewed

**Documents reviewed for Inception Report**

* Draft Project Implementation Review (PIR) 2021
* Project Document and Annexes
* Work-plans – 2019, 2020, 2021

**Documents received *to be reviewed***

* Project Implementation Review (PIR) 2020
* Inception Workshop Report, 2018
* **Annual Reports –** 2019, 2020
* **Quarterly Reports** (June – September 2018, October – December 2018, January – March 2019, April – June 2019, July -September 2019, October – September 2019, January – April 2020, May-April 2020, September – December 2020, January – March 2020, April -June 2020.
* **Monthly Reports** – January – December 2019, January – December 2020, January – June 2021
* Project Steering Committee Minutes of Meetings 1-5
* Project Technical Committee Minutes of Meetings 1-8
* BTORs (19 separate reports)
* Draft Gender Analysis and Gender Action Plan
* ZVBP Baseline Survey Report

**Documents requested**

* Project Technical reports
* Audits
* GEF GWP Tracking Tool / Protected Area Management Effectiveness Tracking Tool (METT)
* Capacity Development Scorecard
* Budget Expenditure to date and Co-financing

## Annex 4: Stakeholders involved in project by Outcome / Output

| **Output** | **Key partners for delivery** | **GEF / UNDP**  **Budget**  **USD** |
| --- | --- | --- |
| **Component 1**. **Strengthening capacity and governance frameworks for integrated wildlife and woodland management and wildlife/forest crime enforcement in Zimbabwe** | | |
| Output 1.1: **National policy and regulatory framework is reviewed, and updated** in accordance with the new Zimbabwe Constitution and national development priorities including National Wildlife Policy, Parks and Wildlife Act, forest legislation in accordance with National Forest Policy (2017), and National Law Enforcement and Anti-Poaching strategy | **ZPWMA (RP)**, MEWC, EMA, FC, MMMD, Ministry of Justice, Legal and Parliamentary Affairs, EU Commission, ZPCC, AWF, ZELA, and ICCF | 400,000 |
| Output 1.2: **Two Multi-Agency Wildlife Crime Units are established and functional** to ensure strong inter- agency collaboration to fight IWT and forest crimes   1. Multi-Agency Wildlife Crime Intelligence Unit 2. Multi-Agency Rapid Response Unit | **ZPWMA (RP)**, ZRP Minerals and Border Control Unit, ZIMRA, EMA, ~~Tashinga Initiative~~, AWF, ZS, Aggressive Specialist Tracking Training, Interpol | 750,000 |
| Output 1.3: Key law enforcement agencies (ZPWMA, ZRP Minerals and Border Control Unit, FC, ZIMRA, EMA, investigators, judiciary, and prosecutors) are provided with necessary **trainings and tools to fight IWT** and forest crime | ZRP Minerals and Border Control Unit, ZIMRA, EMA, Judiciary, Prosecutors, National Biotechnology Authority (NBA), UNODC, Interpol, ICCF, AWF, ZS, ZELA, Aggressive Specialist Tracking Training (ASTT) | 300,000 |
| Output 1.4: Nationwide system for monitoring wildlife and forest crimes is developed and implemented  SMART – Spatial Monitoring and Reporting Tool Approach | CAMPFIRE Association, ~~Tashinga Initiative~~, AWF, ZS, WWF, Panthera | 300,000 |
| Output 1.5: International treaties between Zimbabwe, Zambia, Mozambique on protection of ZIMOZA and Lower Zambezi - Mana Pools Trans-Frontier Conservation Areas (TFCAs) are developed, submitted to the countries’ governments and supported for implementation | MEWC, ZPCC, Peace Park Foundation, AWF, ZS, ~~Tashinga Initiative~~, EU Commission, SADC, Governments of Zambia and Mozambique | USD  400,000 |
| Output 1.6: project area awareness campaign targeting IT, deforestation, and climate adaptation / mitigation issues is developed and implemented  Includes UNDP Micro-Capital Grants supported by National GEF SGP, providing grants to CSOs for campaign activities | National GEF SGP mechanism**,** RDCs, target Conservancies, Rifa Conservation Education Camp, Kariba REDD+ Project, Environment Africa, Green Zambezi Alliance, Peza Trust, AWF, WWF, Oxfam | 250,000 |
| **Component 2: Strengthening Zimbabwe’s PA estate and CAMPFIRE Wildlife Conservancies in areas of global BD Significance (site level)** | | |
| Output 2.1: Updated Management Plans are developed and implemented for UNESCO Mana Pools WNH site (Mana Pools National park, Sapi and Chewore SAs) and surrounding PA complex of Charara, Hurungwe, Dande, Doma Safari Areas, including enhanced anti-poaching, woodland, HWC and weld fire management  Includes training. | **ZPWMA (RP)**, EMA, Forestry Commission, CAMPFIRE, AWF, ZS, ~~Tashinga Initiative~~, Ian Games (Independent Mapping and Planning Expert), UAV&Drone Solution, Local Communities, Safari Operators, ICCF | 1,744, 598  UNDP:  200,000 |
| Output 2.2: CAMPFIRE Wildlife Conservancies (CWCs) with total area of 334,500 ha are officially established, have functional governance structure and CWC Management Plans, and trained in CBWM, SFM, HWC, and fire management | **CAMPFIRE Association (RP)**, Local Communities, RDCs, Safari Operators, ZPWMA, EMA, Forestry Commission, IUCN, ZELA, AWF, ZS, WWF, ~~Tashinga Initiative~~, Kariba REDD+ Project, International Anti-Poaching Foundation | GEF  1 1,800,000  UNDP:  250,000 |
| **Component 3: Mainstreaming BD and ES management, and climate change mitigation, into the wider landscape [site level]** | | |
| Output 3.1: Integrated Landscape Management Plans for Hurungwe (northern part), Mbire, and Muzarabani Districts are developed, officially approved, and implemented | **Forestry Commission (RP)**, RDCs, ZPWMA, EMA, CAMPFIRE, Agritex, CWCs, Safari Operators, SAFIRE, IUCN, ZELA, Kariba REDD+ Project, AWF, ZS, Ian Games (Independent Mapping and Planning Expert) | 700,000 |
| Output 3.2: Pilot projects on community based SFM, SLM, HWC management and alternative sources of income are developed and implemented in the target CWCs via sustainable small grant mechanism  Includes training and Small grants | **UNDP (RP)** with support of national GEF SGP mechanism, Kariba REDD+ Project, CWCs, CAMPFIRE, SAFIRE, Zimbabwe CBNRM Forum, Safari Operators and other private and corporate donors, AWF, ZS, WWF, ~~Tashinga Initiative~~, Oxfam, Savings and Lending Group | 1,070,000  UNDP:  359,000 |
| Output 3.3: Model woodland restoration projects are developed and implemented in the target CWCs | **Forestry Commission (RP)**, Tree Eco, communities in the CWC wards, AGRITEX, Kariba REDD+ Project, Zambezi Society, CWCs, WWF, Zimbabwe Tobacco Association | USD 700,000 |
| **Output 3.4.** Local communities in the target CWCs are provided with alternative sources of energy and energy saving equipment to decrease their dependence on firewood | GEF SGP mechanism,Tree Eco,Kariba REDD+ Project, BioHub Trust, Zambezi Society, Forestry Commission, Zimbabwe CBNRM Forum, WWF, Sustainable Afforestation Association,CWCs, Zimbabwe Tobacco Association | 400,000 |
| **Output 3.5.** Corporate conservation and social responsibility programs are developed and introduced to agricultural companies in the project area to mainstream biodiversity conservation in the production sector | **Forestry Commission (RP),** Zimbabwe Tobacco Association, Sustainable Afforestation Association, WWF, Zambezi Society, Tree Eco,Kariba REDD+ Project, ZELA | 150,000 |
| **Component 4.** **Knowledge Management, M&E and Gender Mainstreaming** | | |
| Output 4.1: Participatory project monitoring, evaluation and learning framework is developed and implemented | Undertaken by PMU with support of all project partners and great majority of project stakeholders. | 391,000 |
| **Output 4.2.** Lessons learned from the project are shared with national and international conservation programmes, including GWP | ZPWMA, FC, EMA,CAMPFIRE, and other project partners and great majority of project stakeholders. | 120,000 |
| **Output 4.3**: Gender strategy developed and used to guide project implementation, monitoring and reporting | Oxfam, Ministry of Rural Development, target RDCs and CWCs, ZELA, Gender Links, Zimbabwe AIDS Prevention and Support Organization (ZAPSO), CAFOD, Women’s Action Group, Action Aid | 60,000 |

1. The Global Wildlife Program, established by the World Bank and UNDP includes around twenty projects in Asia and Africa. These global projects are designed to serve as a suite of connected actions that together disrupt and reduce illegal wildlife chains and networks spanning countries and regions and promote the conservation and sustainable use of resources.

   [↑](#footnote-ref-1)
2. According to the Standard Basic Assistance Agreement between UNDP and the Government of Zimbabwe, and the Country Programme. [↑](#footnote-ref-2)
3. Responsible parties are entities selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to provide services using the project budget to implement different outputs of the project. [↑](#footnote-ref-3)
4. EMA joined during project implementation and hence are not mentioned as a RP in the Project Document [↑](#footnote-ref-4)