


Project Design Matrix (Revision of Project Design Matrix)

Version 1
Dated November 2015

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines,
 Blantyre, Balaka, Mwanza, and Neno Districts
Target group: Management staff and extension staff of the four districts
Period of Project: Five (5) years. April 2014 - March 2018
Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	1. CMFA spread to other TAs in target districts 2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts	1. District annual work plans of the target districts 2. Performance reports of the target districts			
Project Purpose CMFA is institutionalized in target districts.	1. CMFA included in the District Strategic Development Plan of each target districts 2. The plan of CMFAs using COVAMS approach carried out in each target district.	1. Project reports 2. District Strategic Development Plan	- Each target district allocates budget for the indicators - expansion of the implementation of CMFAs - District Strategic Development Plan is developed and updated in each target district.		
Outputs 1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach. 3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research. 4. Ownership of the COVAMS approach is enhanced among leaders of all levels.	1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district. 1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts <u>Capacity improvement</u> Number of training subjects described in the training Plan Number of training conducted, at least one time each subject Number of trained DMT members Number of trained TST members Number of trained CCOs <u>Implementation of COVAMS approach</u> Annual working plan prepared in each Number of village covered by COVAMS approach Number of trained LFs Number of trained SLFs Detail of indicators is described in the attached table <u>Impact as the result of capacity improvement and implementation of COVAMS approach</u> Refer indicators for the output 3 below <u>Extension method</u> -Compiled reports which explain following items - Number of training conducted in the villages by LFs - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA -Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs Detail of indicators is described in the attached table. Extension subject - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour - Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3, and others) - Number of leaders received explanation on COVAMS approach (Number of organizations x 2= 22 and others) - Number of sharing meeting and seminars (4 times x 2years =8) - Evaluation reports after the activities	1.1 District Implementation Plan/Annual Investment Plan of four districts 1.2.1 Official document related to the CMFA in the districts 1.2.2 Project reports <u>Capacity improvement</u> Needs Assessment Report Training plan Training materials Reports on training <u>Implementation of COVAMS approach</u> annual working plans of four target Monthly reports from the districts Monitoring reports Households list Other records and documents Project report Research plans Research reports Project Reports Monitoring report from four target districts - Plan for disseminating information - Submitted reports - Official document - Minutes of Shire River Basin Coordinating Meeting - Other Project reports	- Consolidated District Annual Work Plan is compiled and updated in each target District - Administrative and financial institutional changes in central ministries and local administration do not affect the Project activities	Achievements are provided with the detailed descriptions of the	

Activities	Inputs		Important Assumptions
<p>Activities for Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>1-1. Orient stakeholders in the districts on the COVAMS II project and COVAMS approach</p> <p>1-2. Set up district management team under DESC</p> <p>1-3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village - Team of advisors headed by Chief Advisor</p> <p>1-4. Implement training sessions for the district staff to strengthen their abilities on formulating activity implementing plan and annual input plan towards budget allocation</p> <p>1-5. Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on VAPs</p> <p>1-6. Obtain approval from full council on the DIP/AIP</p>	<p>The Japanese Side</p> <p>(1) Advisors - Team of advisors headed by Chief Advisor - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extention, Publicity, Monitoring and Evaluation</p> <p>(2) Equipment - Vehicles, Motorcycles, Training Equipment and other necessary</p> <p>(3) Training courses for counterpart personnel in Japan</p> <p>(4) Funds - A part of operation cost</p>	<p>The Malaian Side</p> <p>(1) Human resource for the operation of the Project</p> <p>- Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and</p> <p>(2) Office working environment - Suitable office space with necessary equipment</p> <p>(3) Funds</p> <p>- Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs,</p>	<p>- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p> <p>- Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.)</p> <p>- Climate conditions do not change drastically.</p> <p>- Trained management staff and extension staff continue their services in their respective positions.</p>
<p>Activities for Output 2: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>2-1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey.</p> <p>2-2. Prepare capacity improvement plans on COVAMS approach and project management</p> <p>2-3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach</p> <p>2-3-1. Introduce COVAMS approach to district teams</p> <p>2-3-2. Prepare annual working plan</p> <p>2-3-3. Implement COVAMS approach according to the annual working plan</p> <p>2-3-4. Monitor progress of implementation of COVAMS approach</p> <p>2-3-5. Review annual activities</p> <p>2-4. Improve capacity of district staff by training</p> <p>2-5. Monitor degree of capacity improvement of district staff</p> <p>2-6. Evaluate capacity improvement plan and improve it if necessary</p> <p>Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.</p> <p>3-1. Conduct research on extension method of COVAMS approach</p> <p>3-1-1. Design research</p> <p>3-1-2. Conduct research survey and data collection</p> <p>3-1-3. Compile result of survey and data collection as a report</p> <p>3-2. Conduct research on extension subjects of COVAMS approach</p> <p>3-2-1. Design research</p> <p>3-2-2. Conduct research according to the design</p> <p>3-2-3. Compile result of the research as a report</p>			
<p>Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels.</p> <p>4-1. Plan activities to promote understanding of the leaders and organizations on</p> <p>4-1-1. List up target groups of the promotion</p> <p>4-1-2. Compile action plan to promote understanding of the target groups</p> <p>4-1-3. Prepare necessary explanation materials for promotion</p> <p>4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach</p> <p>4-3. Evaluate promotion results and modify/ improve plan if necessary</p>			<p style="text-align: center;">Pre-conditions</p> <p>- Collaborating institutions (LRCD, DAES, DCD) are fully supportive.</p> <p>- DCs of target districts are fully supportive.</p> <p style="text-align: center;"></p> <p style="text-align: center;">Issues and countermeasures</p>

Project Design Matrix (PDM)

Version 2
Dated June 2017

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)

Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines, Blantyre, Balaka, Mwanza, and Neno Districts


Target group: Management staff and extension staff of the four districts

Period of Project: Five (5) years. April 2014 - March 2018

Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Catchment management through farmers' activities (CMFA) using COVAMS approach is widely implemented in the target districts.</p>	<p>1. CMFA using COVAMS approach implemented in at least two (2) TAs other than</p> <p>2. CMFA using COVAMS approach adopted by at least one (1) project funded by other donors in the target districts</p>	<p>1. Budget document in the four districts</p> <p>2. Project reports prepared by other donors, interview to residents</p>			
<p>Project Purpose</p> <p>CMFA is institutionalized in the target districts.</p>	<p>1. The annual plan and the budget request for CMFA using the COVAMS approach are prepared and submitted by the district</p> <p>2. The guidelines for the COVAMS approach is acknowledged by ministries concerned</p>	<p>1. Project reports prepared by ministries, district departments, donors and the private sector), interview to the parties concerned</p> <p>2. The guidelines acknowledged</p>	The Government of Malawi maintains current level of fiscal austerity		
<p>Outputs</p> <p>1. Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out</p> <p>2. Capacity for implementing the COVAMS approach by officers of the target districts is improved</p> <p>3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified</p>	<p>1-1. The materials for providing information meeting the needs of at least three (3) organizations, including the guidelines for the COVAMS approach, are prepared; and visits and explanation carried out using the materials.</p> <p>1-2. A seminar for information sharing/ PR inviting the private sector with a stake in catchment management convened at least two (2) times</p> <p>1-3. A field visit inviting participants from donor/ media organized at least two (2) times</p> <p><u>Capacity improvement</u></p> <p>2-1. Training covering ten (10) designated subjects carried out at least once</p> <p>2-2. At least 80% of participants fulfilled the requirements in the post-training evaluation of the training on CMFA using the COVAMS approach</p> <p>2-3. The COVAMS approach adopted by at least 80% of the villages (more than 296 villages out of 370 villages) within the pilot TAs</p> <p>2-4. At least 80% of the LFs (2,910 LFs out of 3,637) elected by fellow farmers acknowledged</p> <p>2-5. At least 80% of the SLFs (326 SLFs out of 407) selected acknowledged</p> <p>3-1. At least 80% of the LFs elected by the fellow farmers carried out minimum of one (1) training each subject on the CMFA using the COVAMS approach</p>	<p>1-1-1. List of the organizations visited and explained</p> <p>1-1-2. Monitoring sheet</p> <p>1-1-3. Materials prepared</p> <p>1-1-4. The guidelines</p> <p>1-2. List of the private sector, agenda of the seminars, minutes of the seminars</p> <p>1-3. Monitoring Sheet</p> <p><u>Capacity improvement</u></p> <p>2-1-1. Training report</p> <p>2-1-2 Annual Activity Plan</p> <p>2-2-1. Training report</p> <p>2-2-2. Evaluation result</p> <p>2-3-1 Report prepared by the districts</p> <p>2-3-2. Monitoring Sheet</p> <p>2-4-1. Report prepared by the district department</p> <p>2-4-2. Monitoring Sheet</p> <p>2-5-1. Report prepared by the district departments</p> <p>2-5-2. Monitoring Sheet</p> <p>3-1. Questionnaire Survey Report</p>			

<p>4. The commitment of the COVAMS approach among leaders of all levels is enhanced among</p>	<p>3-2. At least 80% of the households in the villages covered by the project participated the training on the CMFA using the COVAMS approach carried out by LFs 3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas 3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach identified 3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach identified 4-1. A regular meeting by the CCO -TST is convened regularly by the initiatives of the district forestry departments 4-2 The PM meeting of the target districts convened by the initiatives of the district forestry departments and other district departments concerned 4-3. The field visit inviting minimum of 8 officers of the ministries and districts organized at least once by the district departments 4-4. The visit and explanation to the organizations concerned listed in the item 1.1 carried out at least three (3) times by the initiatives of officers of ministry and the district departments</p>	<p>3-2. Questionnaire Survey Report 3-3. Household Questionnaire Survey Report 3-4-1. Report on soil erosion prevention by the long-term experts 3-4-2. Literature Study Report 3-4-3. Working Paper prepared by the long-term experts 3-5. Working Paper prepared by the long-term experts 4-1 Monthly Activity Plan 4-2 Minute of Meeting 4-3 Monitoring Sheet 4-4 The list of the organizations visited and explained</p>		
Activities	Inputs		Important Assumptions	
<p>Activities for Output 1: Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out 1-1 List the organizations promoting CMFA using COVAMS approach 1-2 Prepare a material to explain CMFA using COMVAM approach to the organizations concerned 1-3. Make the result of the verification identified by the output 3 into the materials for explanation 1-4. List the names of the private sector with a stake in the catchment management 1-5. Convene a seminar for information sharing inviting the private sector with stake in catchment management 1-6. Organize a field visit inviting personnel of donor and media 1-7. Revise the guidelines of the COVAMS approach and follow procedures for an official approvals of the ministries concerned Activities for Output 2: Capacity for implementing COVAMS approach by officers of the target districts is improved 2-1. Evaluate the ability of implementing the COVAMS approach by the officers of the district departments concerned, 2-2. Plan training on COVAMS approach and project management, 2-3. Carry out training on COVAMS approach and project management</p>	<p>The Japanese Side (1) Advisors - Team of advisors headed by Chief Advisor" - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extension, Publicity, Monitoring and Evaluation (2) Equipment - Vehicles, Motorcycles, Training Equipment and other necessary equipment" (3) Training courses for counterpart personnel in Japan (4) Funds - A part of operation cost"</p>	<p>The Malawian Side (1) Human resource for the operation of the Project - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target (2) Office working environment - Suitable office space with necessary equipment" (3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs,</p>	<p>- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities. - Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.) - Climate conditions do not change drastically. - Trained Management staff and Extension staff continue their services in their respective positions.</p>	

<p>Activities for Output 1: Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out</p> <p>2-4. Support capacity development through OJT by the officers of the district departments concerned, 2-4-1. Explain selected topics on the COVAMS approach to the officers of the district departments concerned, 2-4-2. Assist the officers of the district departments concerned preparing an annual activity plan, 2-4-3. Assist the officers of the district departments concerned carrying out activities based on the plan, 2-4-4. Assist the officers of the district departments concerned monitoring the activities, 2-4-5. Assist the officers of the district departments concerned reviewing the annual activities. 2-5. Plan the evaluating the officers of the district departments concerned on understanding of CMFA using COVAMS. 2.6. Evaluate the officers of the district departments concerned on understanding of CMFA using COVAMS.</p> <p>Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified</p> <p>3-1. At least 80% of the LFs elected by the fellow farmers carried out minimum of one (1) training each subject on the CMFA using the COVAMS approach 3-2. At lease 80% of the households in the villages covered by the project participated the training on the CMFA using the COVAMS approach carried out by LFs 3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas 3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVMAS approach identified 3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach identified</p> <p>Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels.</p> <p>4-1. A regular meeting by the CCO -TST is convened regularly by the initiatives of the district forestry departments 4-2 The PM meeting of the target districts convened by the initiatives of the district forestry departments and other district departments concerned 4-3. The field visit inviting minimum of 8 officers of the ministries and districts organized at leased once by the district departments 4-4. The visit and explanation to the organizations concerned listed in the item 1.1 carried out at least three (3) times by the initiatives of officers of ministry and the distract departments</p>	<p>The Japanese Side</p>	<p>The Malawian Side</p>	<p>- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p> <hr/> <p style="text-align: center;">Pre-conditions</p> <p>- Collaborating institutions (LRCD, DAES, DCD) are fully supportive.</p> <div style="text-align: center;">  </div> <p style="text-align: center;">Issues and countermeasures</p>
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Proposed PDM Revision (June 2017)

Items	Original	Amendment	Explanation
Overall Goal	Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	Catchment management through farmers' activities (CMFA) using COVAMS approach is widely implemented in the target districts.	The linkage of COVAMS experience shall be clarified. An "article" was missing in the original PDM. The CMFA derived from COVAMS is extended (initially) the four districts of Blantyre, Balaka, Mwanza and Neno
Indicators	1. CMFA spread to other TAs in target districts	1. CMFA using COVAMS approach is implemented in at least two (2) TAs other than the target districts	-The meaning of "Spread" clarified. - Clarify which TA - Numeric target specified to help the ex-post evaluation
	2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts	2. CMFA using COVAMS is approach adopted by at least one (1) project funded by other donors in the target districts	- Numeric target specified to help the ex-post evaluation - Considering the extending the capacity into other donor funded projects in the target area
Items	Original	Amendment	Explanation
Project Purpose	CMFA is institutionalized in target districts.	CMFA is institutionalized in the target districts.	No change
Indicators	1. CMFA included in the District Strategic Development Plan of each target districts	1. The annual plan and the budget request for CMFA using the COVAMS approach are prepared and implemented by the district departments	-"District Strategic Development Plan" is no longer functioning as originally thought. - Numeric target specified to help the ex-post evaluation
	2. The plan of CMFAs using COVAMS approach carried out in each target district.	2. The guidelines for the COVAMS approach is acknowledged by ministries concerned	- By the end of the project, the COVAMS approach shall be officially acknowledged by the GOM - Considering the extending the capacity into other donor funded projects in the target area

Proposed PDM Revision (June 2017)

Items	Original	Ammendment	Explanation
Output 1			
	1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.	1. Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS is carried out	- Distict plans not properly highlighting the COVMSMS approach because of its format subscribed by the central government. - Promotion activities toward getting various fundings need to be highlighted instead of the listing of the plan. - Information sharing, material development, seminar and field visit organized for promotion
Indicators			
	1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district.	1-1. The materials for providing information meeting the needs of at least three (3) organizations, including the guidelines for the COVAMS approach, are prepared	- Numeric target specified - Materials (guidelines, explanation, etc.) prepared to promote the COVAMS approach
	1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts	1-2. A seminar for information sharing/ PR inviting the private sector with a stake in catchment management is convened at least two (2) times	- Seminars for specific target
		1-3. A field visit inviting participants from donor/ media is organized at least two (2) times	
Items	Original	Ammendment	Explanation
Output 2			
	2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.	2. Capacity for implementing the COVAMS approach by officers of the target districts is improved	- No change in meaning - Article "the" added to clarify the target as the four disticts of Blantyre, Balaka, Mwanza and Neno
Indicators			
	Capacity Improvement (listed as bellow and indicated in the separate table)	2-1. Training covering ten (10) designated subjects* is carried out at least once	- Numeric target specified
	Capacity improvement Number of training subjects described in the training Plan Number of training conducted, at least one time each subject Number of trained DMT members Number of trained TST members Number of trained CCOs Implementation of COVAMS approach Annual working plan prepared in each district	2-2. At least 80% of participants fulfill the requirements in the post-training evaluation of the training on CMFA using the COVAMS approach	- Numeric target specified - The revised indicators are real "output" while the original was input, etc.

Proposed PDM Revision (June 2017)

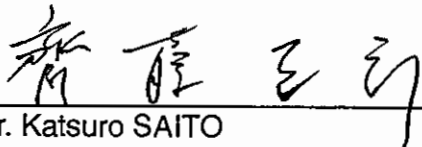
	Number of village covered by COVAMS approach Number of trained LFs Number of trained SLFs Detail of indicators is described in the attached table Impact as the result of capacity improvement		
		2-3. The COVAMS approach is adopted by at least 80% of the villages (more than 296 villages out of 370 villages) within the pilot TAs	- Numeric target specified - The revised indicators are real "output" while the original was input, etc.
		2-4. At least 80% of the LFs (2,910 LFs out of 3,637) elected by fellow farmers are acknowledged	- Numeric target specified - The revised indicators are real "output" while the original was input, etc.
		2-5. At least 80% of the selected SLFs (326 SLFs out of 407) are acknowledged	- Numeric target specified - The revised indicators are real "output" while the original was input, etc.

Items	Original	Amendment	Explanation
Output 3	3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.	3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified	- There is no significant change between the two - "through research" was delated because it was indicated a field research and survey. Whereas the revised ones include literature study, etc.
Indicators	Extention method -Compiled reports which explain following items - Number of training conducted in the villages by LFs	3-1. At least 80% of the LFs elected by the fellow farmers carry out minimum of one (1) training each subject on the CMFA using the COVAMS approach**	
	- Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA	3-2. At lease 80% of the households in the villages covered by the project participate the training on the CMFA using the COVAMS approach carried out by LFs	
	-Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs	3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas	
	Detail of indicators is described in the attached table.	3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVMAS approach is identified	- Soil conservation analysis through the field research needs long-term hydrologic study - Contour ridge cultivation was studied by the long-term experts
	Extension subject - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour ridge	3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach is identified	- Stand growth rate of the planted tree does not relate to effectiveness of the extension subject in the COVAMS approach

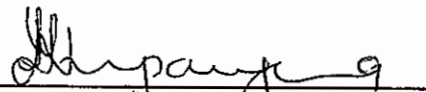
Proposed PDM Revision (June 2017)			
Items	Original	Amendment	Explanation
Output 4	4. Ownership of the COVAMS approach is enhanced among leaders of all levels.	4. The commitment of the COVAMS approach among leaders of all levels is enhanced	- "Ownership" was changed to "Commitment"
Indicators	<ul style="list-style-type: none"> - Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3, and others) - Number of leaders received explanation on COVAMS approach (Number of organizations x 2= 22 and others) - Number of sharing meeting and seminars (4 times x 2years =8) - Evaluation reports after the activities 	<p>4-1. A monthly meeting by the CCO4 -TST5 is convened regularly by the initiatives of the district forestry departments</p> <p>4-2. A monthly PM meeting of the target districts is convened regularly by the initiatives of the district forestry departments and other district departments concerned</p> <p>4-3. The field visit inviting minimum of 8 officers of the ministries and districts is organized at least once by the district departments</p> <p>4-4. The visit and explanation to the organizations concerned is carried out at least three (3) times by the initiatives of officers of ministry and the distract departments</p>	<ul style="list-style-type: none"> - Numeric target clarified - The functions of regular meetings among all level of stakeholder highlighted - Project sees the information flow shall be established regularly as we have organized <ul style="list-style-type: none"> - Numeric target clarified - The functions of regular meetings among all level of stakeholder highlighted - Project sees the information flow shall be established regularly as we have organized <ul style="list-style-type: none"> - Field visits with local intiatives important for full commitment <p>Ditto</p>

RECORD OF DISCUSSIONS
ON
PROJECT FOR PROMOTING CATCHMENT MANAGEMENT
ACTIVITIES IN MIDDLE SHIRE
IN
THE REPUBLIC OF MALAWI
AGREED UPON BETWEEN
AUTHORITIES CONCERNED OF
THE GOVERNMENT OF MALAWI
AND
JAPAN INTERNATIONAL COOPERATION AGENCY


Lilongwe, 10 January 2013



Mr. Katsuro SAITO
Resident Representative,
JICA Malawi Office



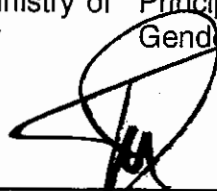
Dr. Yanira NTUMPANYAMA
Principal Secretary for the Ministry of
the Environment and Climate Change
Management



Dr. Jeffrey H. LUHANGA
Principal Secretary for the Ministry of
Agriculture and Food Security



Dr. Mary SHAWA
Principal Secretary for the Ministry of
Gender, Children and Social Welfare



Mr. Peter K. SIMBANI
Director of Debt and Aid Management Division
Ministry of Finance

Based on the minutes of meetings on the Detailed Planning Survey for the Project for Promoting Catchment Management Activities in Middle Shire (hereinafter referred to as "the Project") signed on September 20th, 2012 by the Department of Forestry (hereinafter referred to as "DOF"), the Land Resources Conservation Department, the Department of Agricultural Extension Services, the Department of Community Development and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with relevant organizations of the Government of Malawi (hereinafter referred to as "GOM") to develop a detailed plan of the Project.

All parties agreed the details of the Project and the main points discussed as described in the Appendix 1.

All parties also agreed that DOF, the main counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward environmental conservation and socio-economic development of Malawi.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on March 1st, 2006 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on June 14th, 2012 between the Government of Japan (hereinafter referred to as "GOJ") and GOM.

Appendix 1: Project Description

Appendix 2: Minutes of Meetings on Detailed Planning Survey



Appendix 1

PROJECT DESCRIPTION

All parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Detailed Planning Survey on the Project signed on September 20th, 2012 (Appendix 2).

I. BACKGROUND

The Middle Shire area is adjacent to Blantyre, the largest commercial city in the country, thus has provided the city with firewood and charcoal as most common sources of domestic energy. As the local population has exploited forest resources, customary land has been deteriorated to a great extent. It resulted in soil erosion and a huge amount of silt deposited in the dams along Shire River, thus narrowed the capacity of power generation and urban water supply for the area.

To find a solution to this exigent problem, “the Pilot Study on Community Vitalization and Afforestation in Middle Shire” (hereinafter referred to as “the Pilot Study”), supported by JICA, was conducted from the year 2002 to 2005. Based on the results of the Pilot Study, the technical cooperation project named Community Vitalization and Afforestation in Middle Shire (hereinafter referred to as “COVAMS”) was implemented in two traditional authorities of Blantyre District from 2007 to 2012, making remarkable achievements in disseminating soil erosion control techniques in 244 villages. However, although COVAMS has been successful at village level, further effort is needed to institutionalize the approach in the government structure. In addition, it is recommended to verify the effectiveness of the soil erosion control techniques through research. Moreover, as the Middle Shire Catchment is a large area, therefore, further support is necessary to reduce soil erosion in the whole catchment area.

Under such circumstances, GOM requested GOJ further cooperation to upscale the approach developed by COVAMS (hereinafter “COVAMS Approach”) to other areas of Middle Shire Catchment. In response to the above request, JICA has dispatched the Detailed Planning Survey Team to formulate the Project, and signed the Minutes of Meetings on Sept. 20th, 2012. The Project aims at institutionalizing the implementation process of catchment management through farmers’ activities in four target districts.

II. IMPLEMENTING INSTITUTIONS AND COLLABORATING INSTITUTIONS

1. Implementing Institutions

The implementing institutions are as follows:

- (1) DOF, Ministry of the Environment and Climate Change Management
- (2) Blantyre District
- (3) Neno District
- (4) Balaka District

(5) Mwanza District

2. Collaborating Institutions

The collaborating institutions are as follows:

- (1) Land Resources Conservation Department, Ministry of Agriculture and Food Security
- (2) Department of Agricultural Extension Services, Ministry of Agriculture and Food Security
- (3) Department of Community Development, Ministry of Gender, Children and Social Welfare

3. Roles of the Collaborating Institutions

The collaborating institutions will collaborate with the Project within the mandate of respective institutions and expected role at the central level will be the following;

- (1) To participate in JCC as its member
- (2) To approve annual work plans of the Project
- (3) To monitor and review the overall progress of the Project
- (4) To provide guidance on major policy issues and recommend corrective action
- (5) To guide their personnel at the regional and district level to collaborate with the Project
- (6) To ensure that the result of the Project contributes to the environmental conservation and socio-economic development of Malawi

III. OUTLINE OF THE PROJECT

Details of the Project are described in the Project Design Matrix (PDM) (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Project Approach

(1) "COVAMS Approach"

The Project promotes "COVAMS Approach" developed by COVAMS as the approach of catchment management through farmer's activities. "COVAMS Approach" is a training-based extension approach aiming at disseminating specific soil erosion control techniques (i.e. contour ridge making, tree planting, gully control) rapidly and widely at farmers' level. It prioritizes utilization of local resources, conducting training within the local peoples' sphere of living, providing equal training opportunities for all, and implementing training for a large number of people.

COVAMS approach will work within government extension system, and adopt Lead Farmer concept that the Department of Agricultural Extension Services promotes. Following the Guidelines on Lead Farmers, Trainers' Fee will not be paid to Lead Farmers for conducting training for fellow farmers.

"COVAMS Techniques" refers to the three (3) specified techniques disseminated through COVAMS Approach, namely, contour ridge making, tree planting, and gully control techniques. These three (3) techniques are selected among others during early stage of COVAMS based on acceptability of farmers as well as



impact on soil erosion control.

(2) District Plans of Catchment Management through Farmers' Activities

District Plans of Catchment Management through Farmers' Activities (hereinafter referred to as "CMFAs") will be developed in the Project in each district. The Plan includes a detailed implementation plan of CMFAs in TA(s) and an integrated plan of the district consisting of description on current situation of natural resources and land use in each district, identification of areas where COVAMS Techniques are adoptable, necessary input in terms of finance and human resources by unit (e.g. per TA, per ha), and expected outcomes.

2. Input

(1) Input by JICA

- (a) Team of Experts headed by Chief Advisor (Areas of expertise include: Soil Erosion Control, Rural Development, Action Research, Training and Extension, Monitoring and Evaluation, and Coordination)
- (b) Training in Japan and/or Other Countries
- (c) Equipment (Vehicle, Motorcycles, Training Equipment and other necessary equipment)

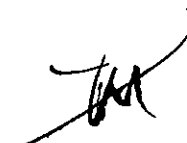
(2) Input by GOM

The relevant organizations of GOM will take necessary measures to provide the following at its own expense:

- (a) Services of GOM counterpart personnel and administrative personnel as referred to in III.-3;
- (b) Suitable office space with necessary equipment;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service for JICA Experts;
- (e) Credentials or identification cards for JICA Experts;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project (e.g. allowance for GOM counterpart personnel, office management costs, fuel costs for GOM counterpart personnel);
- (h) Expenses necessary for transportation within Malawi of the equipment referred to in III.-2 (1) as well as for the installation, operation and maintenance thereof; and
- (i) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Malawi from Japan in connection with the implementation of the Project

3. Implementation Structure

The Project organizational chart is given in the Annex 3. The roles and assignments of implementing institutions are as follows:



- (1) Project Director (Director of Forestry)
Project Director will be responsible for overall administration and implementation of the Project in cooperation with the collaborating institutions.
- (2) Regional Project Coordinator (Regional Forestry Officer (South))
The Regional Project Coordinator will be responsible for leading supervision including financial accountability of districts and coordination at the regional level in collaboration with the collaborating institutions.
- (3) District Project Coordinators (District Commissioners)
The District Project Coordinators will be responsible for supervision and coordination in each district.
- (4) Project Managers (District Forest Officers)
The Project Managers in each district will be responsible for administration and implementation of the Project in cooperation with the collaborating institutions.
- (5) JICA Experts
The JICA experts will provide necessary technical guidance, advice and recommendations to implementing institutions and cooperating institutions on any matters pertaining to the implementation of the Project.
- (6) Joint Coordinating Committee
For the supervision and coordination among relevant stakeholders for smooth implementation of the Project, both sides agreed upon the need for establishment of a Joint Coordinating Committee (hereinafter referred to as "the JCC"), to be chaired by PS of Ministry of Environment and Climate Change Management. The JCC meeting will be held once a year and whenever the necessity arises. The functions of the JCC are as follows;
 - 1) To approve annual work plans of the Project, based on the Plan of Operations within the framework of the Record of Discussions;
 - 2) To monitor and review the overall progress of the Project operations carried out under the above-mentioned annual work plans; and
 - 3) To provide guidance on major issues that may arise during the implementation of the project, and to recommend corrective measures.

4. Target Areas and Beneficiaries

Target Areas: Blantyre District, Neno District, Balaka District, Mwanza District

Direct Beneficiaries: GOM counterpart personnel of the four districts, farmers of project sites in four target districts

5. Duration

5 years



6. Contribution to Climate Change Adaptation and Mitigation

The Project is expected to contribute to adaptation and mitigation to climate change. The Project aims at disseminating soil erosion control techniques in the rural areas of Malawi. Such measure prevents soil to be eroded by erratic rain falls, as well as conserving moisture during dry spells. Therefore, it is considered serving as a measure for adaptation against changing precipitation patterns due to climate change. In addition, dissemination of tree planting techniques can be expected to serve as a measure for mitigation.

7. Environmental and Social Considerations

GOM agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

IV. UNDERTAKINGS OF GOM

GOM will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Malawi nationals as a result of Japanese technical cooperation contributes to the economic and social development of Malawi, and that the knowledge and experience acquired by the personnel of Malawi from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in III.-2 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Malawi.

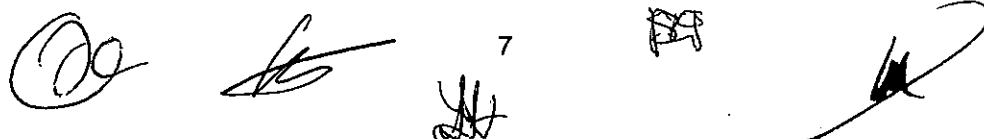
V. EVALUATION

JICA and the relevant organizations of GOM will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the Project duration

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The relevant organizations of GOM is required to provide necessary support for them.

1. Ex-post evaluation to be conducted three (3) years after the project completion
2. Follow-up surveys on necessity basis



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VI. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, the relevant organizations of GOM will take appropriate measures to make the Project widely known to the people of Malawi.

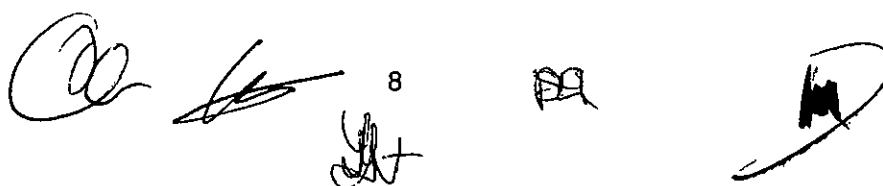
VII. MUTUAL CONSULTATION

JICA and the relevant organizations of GOM will consult each other whenever any major issues arise in the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and the relevant organizations of GOM. The minutes of meetings will be signed by authorized persons.

- Annex 1 Draft Project Design Matrix (PDM)
- Annex 2 Tentative Plan of Operation (PO)
- Annex 3 Project Implementation Structure
- Annex 4 A List of Proposed Members of Joint Coordinating Committee

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Annex 1. Draft Project Design Matrix (PDM-0)
Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
 Duration: Five (5) years, April, 2013--March, 2018 (provisional)
 Implementation Agency: DOF/MECCM, Blantyre, Balaka, Mwanza, and Neno Districts
 Target area: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza and Neno Districts)
 Target group: Management staff and extension staff of the four districts

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>< Overall Goal > Catchment management through farmers' activities (CMFAs) are widely implemented in target districts.</p>	<ul style="list-style-type: none"> • CMFAs spreaded to other TAs in target districts • CMFAs included in the District Strategic Implementation Plan of each target district • CMFAs using COVAMS approach utilized by other donors projects 	<ul style="list-style-type: none"> • District annual work plans (and performance reports) of the target districts • Minutes of Shire River Basin Coordination Meeting 	<ul style="list-style-type: none"> • Each target district allocates budget for the expansion of the implementation of CMFAs to other TAs. • District Strategic Implementation Plan is developed and updated in each target district.
<p>< Project Purpose > CMFAs is institutionalized in target districts.</p>	<ul style="list-style-type: none"> • The plan of CMFAs using COVAMS approach carried out with planned targets achieved in each target district. • CMFAs using COVAMS approach included in the District Annual Work Plans of target district. 	<ul style="list-style-type: none"> • Project reports • District Strategic Implementation Plan (District annual work plan) 	<ul style="list-style-type: none"> • Consolidated district annual work plan is compiled and undated in each target district. • Administrative and financial institutional changes in central ministries and local administration do not affect the Project.
<p>< OUTPUTS > 1. Plans of CMFAs using COVAMS approach are developed in target districts.</p>	<ul style="list-style-type: none"> • The plan of CMFAs using COVAMS approach endorsed by the DC of each target district. 	<ul style="list-style-type: none"> • Plans of CMFAs of four districts • Official document • Project reports 	
<p>2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.</p>	<p>Training performance</p> <ul style="list-style-type: none"> • XX management staff of each target district trained in YY areas by means of ZZ • XX extension officers of each target district trained in YY areas by means of ZZ • XX extension workers (AEDOs, forest guards & patrol men, CDAs) of each target district trained in YY areas by means of ZZ 	<ul style="list-style-type: none"> • Monitoring reports on training • Other Project reports 	
<p>3. Effectiveness of the catchment management techniques of COVAMS is quantitatively verified by an action research.</p>	<p>Results of the implementation</p> <ul style="list-style-type: none"> • XX extension workers qualified (certified by the Project) and properly distributed to assignment areas in each pilot TA. • Numbers of trained LFs and qualified (certified) LFs by technical areas and sex in each pilot TA • Number of HHs trained by LFs and the % of the HHs to the total number of HHs in each pilot TA • Number of villages which participated in the Project and the % of the villages to the total number of villages in each pilot TA • Number of HHs trained and adopting COVAMS techniques by areas and the % of the HHs to the total number of trained HHs of pilot TA • Number of HHs adopting COVAMS techniques by areas and the % of the HHs to the total number of HHs of pilot TA 	<ul style="list-style-type: none"> • Progress/Monitoring reports on CMFAs implementation • Other Project reports 	
<p>4. Potential impact of district plans of CMFAs and COVAMS approach is communicated to stakeholders.</p>	<ul style="list-style-type: none"> • Action research carried out as planned. • Necessary data collected such as the amount of protected soil (reduction of silt), maize production, the stand growth of planted trees, etc. • District plans of CMFAs using COVAMS approach announced • Communication materials on the plans and COVAMS approach produced • Progress/monitoring reports submitted regularly along the Project reporting line for each target district (from extension officers to the management team, from the management team to DC and RFO, from RFO to DOF) • Cooperation with other donors progressing 	<ul style="list-style-type: none"> • Action research reports • Project reports 	
	<ul style="list-style-type: none"> • Plans of CMFAs of four districts • Official document • Submitted reports • Minutes of Shire River Basin Coordination Meeting • Other Project reports 		

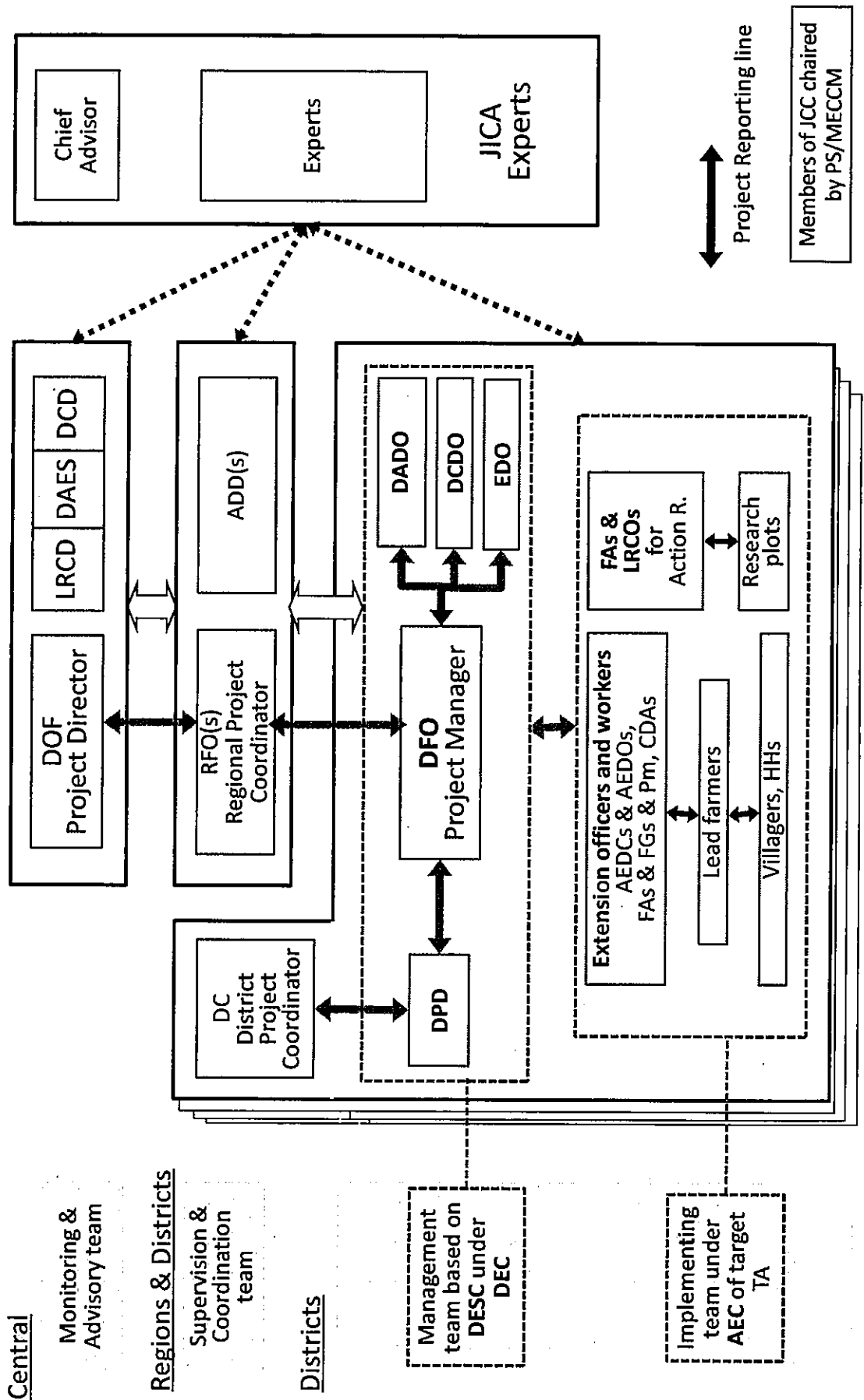
< ACTIVITIES >	< INPUTS >	
<p>0. Finalize PDM (ver. 1) with indicators, PO (ver. 1) and the monitoring plan of the Project by JCC before July of the second year of the Project</p> <p>1-1. Set up a management team within DESC to promote CMFAs using COVAMS approach in each district</p> <p>1-2. Organize a workshop on the Project and COVAMS for members of the management team and extension officers (Forest Assistants, AEDCs and CDAs) in each district</p> <p>1-3. Organize planning workshop(s) on the plan of CMFAs for the management team in each district (= training activity 2-2-2 under Output-2)</p> <p>1-4. Develop the plan of CMFAs* in each district (= OJT activity 2-2-2 under Output-2)</p> <p>1-5. Confirm the developed plan of CMFAs with DC for endorsement on implementation in each district</p> <p>1-6. Based on the implementation results of the CMFAs plan (activities under Output-2), review and improve the plan in each district</p>	<p>1. Japanese side</p> <p>(1) Experts Team of Experts headed by Chief Advisor Areas include Soil Erosion Control, Rural Development, Action Research, Training and Extension, Monitoring and Evaluation, and Coordination.</p> <p>(2) Equipment Vehicle, Motorcycles, Training Equipment and other necessary equipment</p> <p>(3) Local cost</p> <p>(4) Training courses in Japan, Training courses in the third country</p>	<p>• Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p> <p>• Socio-economic and political conditions do not affect adversely to patrol, etc.)</p> <p>• Climate conditions do not change drastically.</p> <p>• Trained management staff and extension staff continue their services in their respective positions.</p>
<p>2-1. Conduct a need assessment of the management team members, extension officers (Forest Assistants, AEDCs and CDAs) and extension workers (AEDOs, Forest guards & patrol men) of each district</p> <p>2-2-1. Prepare training plan(s) with work plan(s) and training materials for the management team members of the target districts to improve their capacity in planning and project management including M&E</p> <p>2-2-2. Implement training for the management team members according to the plan(s), and monitor the implementation</p> <p>2-3. Set up an implementing team under the AEC of the pilot TA in each district</p> <p>2-4-1. Prepare training plan(s) with work plan(s) and training materials for extension officers of the pilot TAs of target districts to improve their capacity in training extension workers to teach LFs on COVAMS techniques and also in monitoring and reporting</p> <p>2-4-2. Implement training for extension officers according to the plan(s), and monitor the implementation</p> <p>2-5-1. Support extension officers of the target districts in preparing training plan(s) with work plan(s) and training materials for extension workers to improve their capacity in training LFs to teach farmers on COVAMS techniques and also in monitoring and reporting</p> <p>2-5-2. Support the extension officers in implementing and monitoring training for extension workers in each district</p> <p>2-6. Organize sensitization workshop(s) on the plan of CMFAs and COVAMS for the members of Area Stakeholders Panel with village heads in the pilot TA in each district</p> <p>2-7. Implement CMFAs based on the district plan of CMFAs through the implementing team in the pilot TA in each district</p> <p>2-8. Monitor the implementation of CMFAs in each district</p> <p>2-9. Based on the results of training and the implementation of CMFAs in target districts, review and improve training plans and training materials as COVAMS guidelines</p>	<p>2. Malawian side</p> <p>(1) Allocation of counterparts and administrative personnel Project Director (Director of Forestry) Project Managers (District Forest Officers) of target districts Other counterpart personnel</p> <p>(2) Allocation of land, buildings and facilities Suitable office space with necessary equipment</p> <p>(3) Local cost Running expenses necessary for the implementation of the Project (e.g. allowance for GOM counterpart personnel, office management costs, fuel costs)</p>	<p><< Pre-Conditions >></p> <p>• Collaborating institutions (LRCD, DAES, DCD) are fully supportive.</p> <p>• DCs of target districts are fully supportive.</p>
<p>3-1. Set up a team of forest assistants and land resource conservation officers in the pilot TA in each district to work on Action Research</p> <p>3-2. Organize explanation meeting(s) on the Action Research for the members of Area Stakeholders Panel with village heads in the pilot TA in each district</p> <p>3-3. Establish research plots in pilot TAs for the Action Research to examine the effectiveness of COVAMS techniques</p> <p>3-4. Conduct the Action Research based on the earlier prepared detailed research design**</p> <p>3-5. Analyze the effects of COVAMS techniques on soil erosion control, stand growth of planted trees, and maize productivity, etc.</p>		
<p>4-1. Review the cost and effect relationships of COVAMS approach</p> <p>4-2. Compile the progress and results of the Project activities and report them to the DCs of target districts, the regional Supervision and Coordination team and the national Monitoring and Advisory team with suggestion and recommendations</p> <p>4-3. Share the results of the Project with other districts, other donor institutions, and the central government for their use</p>		
<p>< Remarks ></p> <p>* Planning activities cover baseline survey, potential area mapping, planning framework and target goal setting, detailed planning with work plans/schedule, monitoring plan, budget formulation, division of responsibilities, etc. "Planning framework and target goal" may include a) pilot TA; b) number of farming families, clans and LFs; c) number and distribution of extension workers; AEDOs, Forest guards & patrol men, and CDAs; and d) estimated input.</p> <p>** In order to smoothly implement action research, a short term expert is planned to be dispatched to prepare a detailed action research design prior to project commencement.</p>		

Annex 2. Tentative Plan of Operation (PO-0)
 Project title: Project for Propagating Catchment Management Activities in Middle Shire (COVAMS II)

Calendar Year	2013												2014												2015												2016												2017												2018												Responsible organization/persons																																																																							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12																																																																								
1. Plan of CMFAs using COVAMS approach is developed in target districts.	0-1. Finalize PDM (ver.1) with indicators, PO (ver.1) and the monitoring plan of the Project by JCC before July of the second year of the Project 1-1. Set up a management team within DISC to promote CMFAs using COVAMS approach in each district 1-2. Organize a workshop on the Project and COVAMS for members of the management team and extension officers (Forest Assistants, AEDOs and CDAs) in each district 1-3. Organize planning workshop(s) on the plan of CMFAs for the management team in each district (= training activity 2-2-2 under Output-2) 1-4. Develop the plan of CMFAs in each district (= OTT activity 2-2-2 under Output-2) 1-5. Confirm the developed plan of CMFAs with DC for endorsement on implementation in each district 1-6. Based on the implementation results of the CMFA plan (activities under Output-2), review and improve the plan in each district 2-1. Conduct a need assessment of the management team members, extension officers (Forest Assistant, AEDOs and CDAs) and extension workers of each district 2-2-1. Prepare training plan(s) with work plan(s) and training material(s) for the management team members of the target districts to improve their capacity in planning and project management including M&E 2-2-2. Implement training for the management team members according to the plan(s), and monitor the implementation 2-3. Set up an implementing team under the AEC of a pilot TA in each district 2-4-1. Prepare training plan(s) with work plan(s) and training materials for extension officers of the pilot TAs of target districts to improve their capacity in training extension workers to teach JFs on COVAMS techniques and also in monitoring and reporting 2-4-2. Implement training for extension officers according to the plan(s), and monitor the implementation 2-5-1. Support extension officers of the target districts in preparing training plan(s) with work plan(s) and reporting materials for extension workers to improve their capacity in training JFs to teach farmers on COVAMS techniques and also in monitoring and reporting 2-5-2. Support the extension officer in implementing and monitoring training for extension workers in each district 2-6. Organize sensitization workshop(s) on the plan of CMFAs and COVAMS for the members of Area Stakeholders Panel with village heads in the pilot TA in each district 2-7. Implement CMFA based on the district plan of CMFAs through the implementing team in the pilot TA in each district 2-8. Monitor the implementation of the plan of CMFAs in each district 2-9. Based on the results of training and the implementation of the plans of CMFAs in target districts, review and improve training plans and training materials as COVAMS guidelines 3-1. Set up a team of forest assistants and land resource conservation officers in the pilot TA in each district to work on Action Research 3-2. Organize explanation meeting(s) on the Action Research for the members of Area Stakeholders Panel with village heads in the pilot TA in each district 3-3. Establish research plots in pilot TAs for the Action Research to examine the effectiveness of COVAMS techniques 3-4. Conduct the Action Research based on the earlier prepared detailed research plan 3-5. Analyze the effects of COVAMS techniques on soil erosion control, stand growth of planted trees, and maize productivity, etc. 4-1. Review the cost and effect relationships of COVAMS approach 4-2. Compile the progress and results of the Project activities and report them to the DCS of target districts, the regional Supervision and Coordination team and the national Monitoring and Advisory team with suggestion and recommendations 4-3. Share the results of the Project with other districts, other donor institutions, and the central government for their use																																																																																																																																															
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Joint Mid-term & Terminal evaluations of the Project: ●																																																																																																																																																

Date: September 30, 2012

Annex 3. Project Implementation Structure



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Annex 4. A List of Proposed Members of Joint Coordinating Committee

Members of the JCC

The JCC will be composed of chairperson, members and observers. The rules and guidelines for the management of the JCC will be determined at the initial stage of the Project.

1. Chairperson

Principal Secretary for the Ministry of the Environment and Climate Change Management

2. Members

(1) Malawian Side

Director of Forestry (Vice Chairperson)

Director of Land Resource Conservation, Ministry of Agriculture and Food Security

Director of Agricultural Extension Services, Ministry of Agriculture and Food Security

Director of Community Development, Ministry of Gender, Children and Social Welfare

District Commissioners

Regional Forestry Officer (South)

Blantyre Agricultural Development Division

Machinga Agricultural Development Division

District Forest Officers

(2) Japanese Side

Resident Representative of JICA Malawi Office

Chief Advisor

Japanese Experts

3. Observers

Forest Research Institute of Malawi

Department of Agricultural Research Services

Official(s) of Embassy of Japan

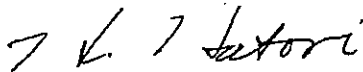
Note: New members can be added to the JCC and other participants are allowed to attend meetings, upon agreement of the JCC.



MINUTES OF MEETINGS
BETWEEN THE DETAILED PLANNING SURVEY TEAM
OF JAPAN INTERNATIONAL COOPERATION AGENCY
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF MALAWI
ON JAPANESE TECHNICAL COOPERATION FOR
THE PROJECT FOR PROMOTING
CATCHMENT MANAGEMENT ACTIVITIES IN MIDDLE SHIRE

Japan International Cooperation Agency (hereinafter referred to as "JICA") has dispatched the Detailed Planning Survey Team (hereinafter referred to as "the Team") headed by Mr. Hiroyuki HATORI to the Republic of Malawi from September 3rd to September 23rd, 2012 for the purpose of formulating the Project for Promoting Catchment Management Activities in Middle Shire (hereinafter referred to as "the Project"). During its stay in Malawi, the Team exchanged their views and had a series of discussions with relevant organizations of the Government of Malawi (hereinafter referred to as "GOM"). As a result of discussions, both sides came to an understanding concerning the matters referred to in the documents attached hereto.

Lilongwe, September 20th, 2012



Mr. Hiroyuki HATORI,
Team Leader,
Detailed Planning Survey Team,
Japan International Cooperation Agency



Dr. Dennis KAYAMBAZINTHU
Director of Forestry,
Ministry of the Environment and Climate
Change Management



Mr. John J. MUSSA
Director of Land Resources Conservation,
Ministry of Agriculture and Food Security



Ms. Stella KANKWAMBA
Director of Agricultural Extension Services,
Ministry of Agriculture and Food Security



Mr. George MKAMANGA
Director of Community Development,
Ministry of Gender, Children and Social
Welfare



ATTACHED DOCUMENT

1. Draft Record of Discussions

Both sides confirmed the draft Record of Discussions (hereinafter referred to as "R/D") shown in the Attachment. After the approval of the R/D by JICA Headquarters, commencement of the Project will be determined by signing of the R/D. The R/D will be signed by the Principal Secretary (hereinafter referred to as "PS") for the Ministry of the Environment and Climate Change Management, PS for the Ministry of Agriculture and Food Security, PS for the Ministry of Gender, Children and Social Welfare, and the Secretary to the Treasury, Ministry of Finance.

2. Draft Project Design Matrix

Both sides confirmed the draft Project Design Matrix (hereinafter referred to as "PDM") shown in Annex 1 of the R/D as a tool for monitoring, evaluating and managing the activities of the Project. The PDM will be modified as needed by the signing date of the R/D and during the Project after mutual consultations and agreements by both sides. Both sides agreed that the "Objectively Verifiable Indicators" will be determined during the Project, based on the baseline surveys to be conducted within the Project.

3. Draft Plan of Operation

Both sides confirmed the draft Plan of Operation (hereinafter referred to as "PO") shown in Annex 2 of the R/D as a tool for monitoring, evaluating and managing the activities of the Project. The PO will be modified as needed by the signing date of the R/D and during the Project after mutual consultations and agreements by both sides.

4. Project's Main Emphasis

The Project will place stronger emphasis on the institutionalization of the implementation process of catchment management through farmers' activities, in addition to execution of trainings at village level. Furthermore, action research will be another important component of the Project. In order to promote this Project's approach as a model to be adopted in other areas of Middle Shire Catchment, the Project will conduct various researches aiming to verify the effectiveness of soil erosion control techniques.

5. Target Area

The Project will target four districts: Blantyre, Neno, Balaka, and Mwanza. One TA or STA will be selected as project sites within each target district.



6. Cost Sharing

JICA will contribute to the costs for expert dispatch, trainings in Japan and/or other countries, and equipment provision. On the other hand, the Project implementation costs to be borne by the GOM (e.g. allowances for GOM counterpart personnel, office management costs, fuel costs for GOM counterpart personnel) will be financed by the Department of Forestry, the Project's core implementing institution.

7. Memorandum of Understanding with the District Commissioners

Memorandum of Understanding (hereinafter referred to as "MOU") that describes the Project's implementation structure and the terms of reference of each stakeholder at district level will be signed by the District Commissioners (hereinafter referred to as "DCs") of four target districts, the Project Director and the Resident Representative of JICA.

Attachment: Draft of R/D

B.M

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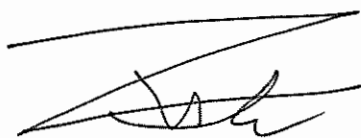
**MINUTES OF MEETINGS
BETWEEN
THE JAPANESE PROJECT IMPLEMENTATION REVIEW TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF MALAWI
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR PROMOTING CATCHMENT MANAGEMENT ACTIVITIES IN
MIDDLE SHIRE**

The Japanese Project Implementation Review Mission (hereinafter referred to as “the Mission”), dispatched by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), and headed by Mr. Kazuhiro GOSEKI visited Malawi from 14th to 26th May 2015 for the purpose of monitoring the progress of the technical cooperation project titled “Project for Promoting Catchment Management Activities in Middle Shire” (hereinafter referred to as “the Project”).

During its stay, the Mission visited the Project sites and had a series of discussions with the authorities concerned of the Government of Malawi (hereinafter referred to as “GOM”), namely the Ministry of Natural Resources, Energy and Mining (hereinafter referred to as “MNREM”) represented by Dr. Yanira M. Ntupanyama, Principal Secretary.

As a result of the discussions, the authorities concerned of the Government of Malawi and the Mission agreed on the matters referred to in the document attached hereto.

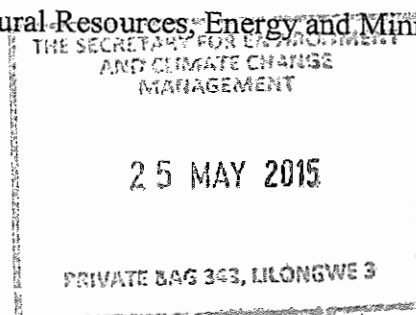
Lilongwe, 25th May 2015



Mr. Kazuhiro GOSEKI
Leader
Project Implementation Review Mission
Japan International Cooperation Agency



Dr. Yanira M. Ntupanyama (PhD)
Principal Secretary
Ministry of Natural Resources, Energy and Mining



THE ATTACHED DOCUMENT

1. Overall Progress of the Project

Both sides reviewed the progress of the Project according to the latest Project Monitoring Sheet as of April 15, 2015. It was confirmed that the Project is being implemented following the Tentative Plan of Operation (TPO) attached to the Sheet, in general, although some issues, both mentioned in TPO and additionally found by the Mission, have arisen.

2. Issues and Recommendations

To solve issues mentioned below and to ensure that the Project Purpose is reached in the last half of the period of the Project, both sides agreed that the following recommendations shall be undertaken by responsible stakeholders, as well as solutions and countermeasures identified in TPO:

2.1. Integration of CMFA using COVAMS approach into DIP/AIP

It was revealed that District Implementation Plan and/or Annual Investment Plan (DIP/AIP) are formulated under bottom-up planning manner, integrating Village Action Plans (VAPs).

Therefore, to reach Output 1 of the Project, “Plans of CMFA using COVAMS approach should be integrated into the District Implementation Plan / Annual Investment Plan of target districts”, the plans of CMFA need to be included in VAPs at first, then to be integrated into DIP/AIP.

Since VAPs are formulated by villagers themselves without being forced by districts, it is important to disseminate the benefits of the COVAMS approach to farmers, so that they can integrate them into VAPs by the bottom-up planning approach.

Conservation Coordinating Officers (CCOs) should put more effort to promote COVAMS approach to farmers of the target villages of the Project and facilitate the target group village headmen to integrate plans of Catchment Management through Farmers' Activities (CMFA) using COVAMS approach into VAPs.

In each target districts, District Management Team (DMT) should integrate plans of CMFA using COVAMS approach into DIP/AIP, based on such VAPs.

2.2. Amendment of the Objectively Verifiable Indicator for Project Purpose

As like above mentioned DIP/AIP, District Strategic Development Plan (DSDP) is also

formulated under the bottom-up planning system and subject to be changed following VAPs, therefore it is not an appropriate indicator for measuring the “institutionalization” of COVAMS approach.

An extension strategy/plan that secures permanent efforts of the extension agents in the target districts to continuously promote COVAMS approach to farmers is required to achieve the Overall Goal of the Project, “Catchment management through farmers’ activities (CMFA) are widely implemented in target districts”.

Therefore the Project Team (Malawian counterparts and Japanese Experts) is requested to replace the indicator by examining institutionalization ways of extension systems/mechanisms in Malawi.

The Project Team should adjust the objectively verifiable indicators for the Project Purpose to appropriately monitor and evaluate the degree of achievement of the Project Purpose, “CMFA is institutionalized in target districts”.

2.3. Securing Budget of Malawian Side

Officers in the target districts complained of inadequate budget allocation to implement Project activities and maintain the facilities and equipment for the Project.

Actually, JICA has been covering a part of these costs, but expenses necessary for the operation and maintenance of the equipment provided by JICA are supposed to be provided by relevant agencies of the GOM.

Not only for smooth implementation of the Project during the remaining period, but also for sustainability of CMFA after the Project termination, these costs should be fully provided by Malawian side.

The Malawian Side should secure and timely release its counterpart budget by well-functioning approach, such as requesting fund for implementing CMFA including into DIP/AIP.

2.4. Preparing Sustainable CMFA Implementation Structure

Currently, DOF is the leading central government organization under the Project Implementation Structure and has responsibility to secure Malawian side local budget.

However, it is not sure whether this structure will be maintained after the termination of the Project, since the CMFA is the cross-sectorial activities and DOF can’t continue to provide budget for such related central and local governmental organizations.

The Malawian Side should establish CMFA implementation structure to widely implement CMFA using COVAMS approach in the target districts after the termination of the Project, identifying roles of the central and local government organizations as well as sources of the budget.

2.5. Takeover of Logistical Works to Malawian Side

The logistical works done by JICA Experts are rigid, mainly because of applying JICA's accounting system.

However, it is not realistic to continue the same works after the termination of the Project by Malawian side.

The most important thing is to handle all the account works by standard Malawian way, to simplify the works, and to improve capacity of Malawian side through OJT involving necessary Malawian officers in the logistical works of the Project.

The Project Team should complete to secure Malawian side budget and build capacity of Malawian side to take over all the logistical works which have been currently done by JICA Experts while the Project is still on going.

2.6. Effective Management through RMT

Regional Management Team (RMT) was introduced to solve the shortage of the Malawian counterparts and also their commitment to other assignments, by dividing them into three task-forces (extension, institutionalization and research).

However, some of the RMT members are still busy with other works, so the effectiveness of this new system has to be monitored and, if necessary, further improvement should be considered.

RMT should continue with the Project activities through fully functioning of its three task-forces, and monitor and evaluate the effectiveness of this system.

2.7. Functioning DMT

It is pointed out that DMTs in the target districts are not well functioned, without full participation of all the member organizations.

To solve this matter, instruction of the central organization could be required.

The related central organizations of GOM, such as Department of Agricultural Extension Services of Ministry of Agriculture, Irrigation and Water Development, Department of Community Development of Ministry of Gender, Children, Disability and Social Welfare, Department of Environmental Affairs of MNREM, and Department of Local Development of Ministry of Local Government and Rural Development, should request related DMT member organizations by official letter to actively participate in the Project activities in the target districts.

2.8. Facilitating Understanding of Local Leaders

It is reported that in some cases there is poor understanding of villagers, especially of the leaders, on Lead Farmer (LF) on COVAMS approach which compromises activities. There is need of LF getting support from local leaders for smooth implementation COVAMS approach.

DMT should promote better communications between local leaders and LF so that they can effectively conduct the training for farmers.

2.9. Improvement of Facilitation Capacity of CCO and LF

CCOs and LFs complained of lacking facilitation skills to promote CMFA to farmers.

The Project should provide facilitation skill training for Technical Support Team (TST) members, so that they could develop the skill of CCOs who will conduct TOT to improve the skills of LFs.

2.10. Minimizing the Damages of Changing Officers

Sometimes Project activities are interrupted because of sudden changes of the Project officers of the institution. It is important to take necessary measures to minimize such negative impacts.

Each institution of the Project should manage implementation of the required supplemental training to the successor, and the adequate takeover from predecessor in advance, when the Project counterparts and related personals are changed.

3. Modification of PDM and PO

Based on the result of the COVAMS II Institutionalization Workshop, the Project Team has prepared a modified Project Design Matrix (PDM) and Plan of Operation (PO) focusing on the substantial procedure of institutionalization of COVAMS approach, and finalized them as shown in Appendix 1, considering the Overall Progress of the Project and Recommendations mentioned above.

Both sides consulted the contents of them and agreed to propose them to the Joint Coordinating Committee (JCC) meeting held on May 25, 2015, for getting approval of JCC.

4. Introduction of JICA's New Monitoring System

JICA has introduced a new monitoring system for a Technical Cooperation Project since last year, and the Mission applied it to the Project from the implementation review this time. The monitoring system requires MNREM and JICA to jointly and regularly monitor and self-evaluate the progress of the Project through the Project Monitoring Sheets. The Monitoring shall be conducted every six (6) months using Monitoring Sheets, and Project Completion Report shall be drawn up one (1) month before the termination of the Project.

Consequently, joint evaluation at the middle (i.e., mid-term evaluation) and during the last six months of the cooperation term (i.e., terminal evaluation), stipulated in R/D, will not be conducted. JICA will initiate the following evaluation and surveys to mainly verify sustainability and impact of the Project and draw lessons, as mentioned in R/D. MNREM will be required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

5. Plan of Dispatching JICA Experts

The Mission informed Malawian side that, after termination of the assignment of the three (3) JICA long-term Experts currently dispatched to the Project, a company, which will make a contract with JICA, will procure necessary Experts by their own responsibility. The Mission confirmed that it is just a matter of changing procurement way of JICA side within input by JICA stipulated in R/D, and it will not cause any negative effects on the Project implementation. The Plan of the Future JICA Experts is shown in Appendix 2, but the exact plan will be proposed to the Malawian side by the company when their first Expert(s) will be dispatched to Malawi, provably in September 2015.

Appendix 1: Project Design Matrix (PDM-02) and Plan of Operation (PO-02)

Appendix 2: Plan of Dispatching JICA Experts

Project Design Matrix

PM Form 1 PDM 1/2

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
 Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines, Blantyre, Balaka, Mwanza, and Neno Districts
 Target group: Management staff and extension staff of the four districts
 Period of Project: Five (5) years, April, 2013~March, 2018
 Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza and Neno Districts)

Version 2
 Dated 25, May 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	<ul style="list-style-type: none"> - CMFA spread to other TAs in target districts - CMFA using COVAMS approach utilized by other donors' projects operated in target districts 	<ul style="list-style-type: none"> - District annual work plans of the target districts - Performance reports of the target districts 	
Project Purposes CMFA is institutionalized in target districts.	<ul style="list-style-type: none"> - CMFA included in the District Strategic Development Plan of each target districts - The plan of CMFAs using COVAMS approach carried out in each target district. 	<ul style="list-style-type: none"> - Project reports - District Strategic Development Plan 	<ul style="list-style-type: none"> - Each target district allocates budget for the expansion of the implementation of CMFAs to other TAs. - District Strategic Development Plan is developed and updated in each target district.
OUTPUTS 1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.	<ul style="list-style-type: none"> - The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district. - District Implementation Plan/Annual Investment Plan approved by full council of target districts 	<ul style="list-style-type: none"> - District Implementation Plan/Annual Investment Plan of four districts - Official document related to the CMFA in the districts - Project reports 	<ul style="list-style-type: none"> - Consolidated district annual work plan is compiled and updated in each target district - Administrative and financial institutional changes in central ministries and local administration do not affect the Project activities
2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.	<p>Capacity improvement</p> <ul style="list-style-type: none"> - Number of training subjects described in the training plan - Number of training conducted, at least one time each subject - Number of trained DMT members - Number of trained TST members - Number of trained CCOs <p>Implementation of COVAMS approach</p> <ul style="list-style-type: none"> - Annual working plan prepared in each district. - Number of villages covered by COVAMS approach - Number of trained LFs - Number of trained SLFs <p>Detail of indicators is described in the attached table.</p> <p>Impact as the result of capacity improvement and implementation of COVAMS approach Refer indicators for the output 3 below</p>	<p>Capacity improvement</p> <ul style="list-style-type: none"> - Needs assessment report. - Training plan - Training materials - Reports on training <p>Implementation of COVAMS approach</p> <ul style="list-style-type: none"> - Annual working plans of four target districts - Monthly reports from the districts - Monitoring reports - Households list - Other records and documents - Project reports 	
3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.	<p>Extension method</p> <ul style="list-style-type: none"> - Compiled reports which explain following items - Number of training conducted in the villages by LFs - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA - Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs <p>Detail of indicators is described in the attached table.</p> <p>Extension subject</p> <ul style="list-style-type: none"> - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour ridge planting - Stand growth of planted trees 	<ul style="list-style-type: none"> - Research plans - Research reports - Project reports - Monitoring report from four target districts 	
4. Ownership of the COVAMS approach is enhanced among leaders of all levels.	<ul style="list-style-type: none"> - Number of organizations received explanation on COVAMS approach (related departments = 8, donor projects = 3, NGOs, and others) - Number of leaders received explanation on COVAMS approach (Number of organizations x 2 = 22 and others) - Number of communication materials prepared (PPT slides, Pamphlets, Leaflet and others) - Number of sharing meetings and seminars. (4 times x 2 years = 8) - Evaluation reports after the activities 	<ul style="list-style-type: none"> - Plan for disseminating information - Submitted reports - Official document - Minutes of Shire River Basin Coordination Meeting - Other Project reports 	

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PDM Activity part

PM Form 1 PDM 2/2
May 23, 2015

ACTIVITIES	<INPUTS	Important Assumptions
<p>1-1. Orient stakeholders in the districts on the COVAMS II project and COVAMS approach</p> <p>1-2. Set up district management team under DESC</p> <p>1-3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village action plans (VAP)</p> <p>1-4. Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on 1-5. Obtain approval from full council on the DIP/AIP</p>	<p>The Japanese Side</p> <p>(1) Advisors</p> <ul style="list-style-type: none"> - Team of advisors headed by Chief Advisor - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extension, Publicity, Monitoring and Evaluation. <p>(2) Equipment</p> <ul style="list-style-type: none"> - Vehicles, Motorcycles, Training Equipment and other necessary equipment <p>(3) Training courses for counterpart personnel in Japan</p> <p>(4) Funds</p> <ul style="list-style-type: none"> - A part of operation cost 	<p>The Malawian Side</p> <p>(1) Human resource for the operation of the project</p> <ul style="list-style-type: none"> - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Technical Support Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers (2) Office working environment - Suitable office space with necessary equipment (3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs.
<p>2-1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey.</p> <p>2-2. Prepare capacity improvement plans on COVAMS approach and project management.</p> <p>2-3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach</p> <p>2-3-1. Introduce COVAMS approach to district teams</p> <p>2-3-2. Prepare annual working plan</p> <p>2-3-3. Implement COVAMS approach according to the annual working plan</p> <p>2-3-4. Monitor progress of implementation of COVAMS approach</p> <p>2-3-5. Review annual activities</p> <p>2-4. Improve capacity of district staff by training</p> <p>2-5. Monitor degree of capacity improvement of district staff</p> <p>2-6. Evaluate capacity improvement plan and improve it if necessary</p>	<p>(1) Human resource for the operation of the project</p> <ul style="list-style-type: none"> - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Technical Support Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers (2) Office working environment - Suitable office space with necessary equipment (3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs. 	<p>- Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.)</p> <ul style="list-style-type: none"> - Climate conditions do not change drastically. - Trained management staff and extension staff continue their services in their respective positions.
<p>3-1. Conduct research on extension method of COVAMS approach</p> <p>3-1-1. Design research</p> <p>3-1-2. Conduct research survey and data collection</p> <p>3-1-3. Compile result of survey and data collection as a report</p> <p>3-2. Conduct research on extension subjects of COVAMS approach</p> <p>3-2-1. Design research</p> <p>3-2-2. Conduct research according to the design</p> <p>3-2-3. Compile result of the research as a report</p>	<p>(1) Human resource for the operation of the project</p> <ul style="list-style-type: none"> - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Technical Support Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers (2) Office working environment - Suitable office space with necessary equipment (3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs. 	<p>< Pre-Conditions ></p> <ul style="list-style-type: none"> - Collaborating institutions (LRCD, DAES, DCD) are fully supportive. - DCs of target districts are fully supportive.
<p>4-1. Plan activities to promote understanding of the leaders and organizations on the CMFA using COVAMS</p> <p>4-1-1. List up target groups of the promotion</p> <p>4-1-2. Compile action plan to promote understanding of the target groups</p> <p>4-1-3. Prepare necessary explanation materials for promotion</p> <p>4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach</p> <p>4-3. Evaluate promotion result and modify/improve plan if necessary</p>	<p>(1) Human resource for the operation of the project</p> <ul style="list-style-type: none"> - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Technical Support Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers (2) Office working environment - Suitable office space with necessary equipment (3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs. 	<p><Issues and countermeasures></p>

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Indicators 1/3

Draft on April 03, 2015

Output 02

Capacity improvement

- Number of training subjects described in the training plan: 10 subjects

Category		Subject	
1	Administrative management capacity	1	Induction course for general management
		2	Computer course (Word, Excel and Powerpoint)
2	Organizational management capacity	1	Motivation study for government staff
		2	Motivation study for farmers
		3	Importance of division of roles
		4	Review of job description and establishment of roles for effective management/monitoring method
		5	Effective report writing
3	Strategic skill	1	Logical frame/assessment of achievement/communication system
4	Extension skill	1	Effective delegation in extension work
5	COVAMS approach	1	Re-orientation to COVAMS approach

- Number of training conducted	10 training sessions, each subject at least one time as minimum number.
- Number of trained DMT members	20 members, as 5 in one district times 4 districts, and it is fixed.
- Number of trained TST members	6 in Blantyre (FO, FA, DLRCO, LRCO, AEDC, CDA) 6 in Mwanza (ADFO, FA, DLRCO, AEDC, AEDC, CDA) 4 in Neno (ADFO, DLRCO, LRCO, AEDC) 4 in Balaka (ADFO, DLRCO, AEDC, CDA)
Total	20 members at 2015 March, it may be increased as the area (EPA and TA) expanded.
- Number of trained CCOs	8 in Blantyre (FA x 2, FG x 2, AEDO x 3, CDA x 1) 9 in Mwanza (FA x 1, FG x 2, AEDO x 4, CDA x 2) 6 in Neno (FA x 1, FG x 1, AEDO x 3, CDA x 1) 6 in Balaka (FA x 2, AEDO x 3, CDA x 1)
at the job training and training session total	29 CCOs at 2015 March, it may be increased as the area (EPA and TA) expanded. 161 Including additional CCOs for future expansion trained on COVAMS approach through lecture

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Indicators 2/3Implementation of COVAMS approach

- Annual working plan prepared in each district.

- Number of villages covered by COVAMS approach

	62 in Blantyre (TA Lundu all 54 villages, TA Chigaru 8 out of 33 villages)
	44 in Mwanza (TA Govati all 38 villages, TA Nthache 6 out of 48 villages)
	38 in Neno (TA Mulauli all 38 villages, TA Dambe 0 out of 50 villages)
	91 in Balaka (TA Chantunya 91 out of 109 villages)
Total lower side	235 villages at 2015 March, it may be increased according to the available resources for operation.
Total higher side	370 villages including remaining number in pilot TA

- Numbers of trained LFs and qualified (certified) LFs

	1,000 in Blantyre (600 in 37 villages and estimated 400 in 25 villages)
	360 in Mwanza (310 in 38 villages and estimated 50 in 6 villages)
	495 in Neno (495 in 38 villages)
	455 in Balaka (300 in 60 villages and estimated 155 in 31 villages)
Total lower side	2,310 LFs at 2015 March, subject to confirm after election of new LFs in new villages.
Total higher side	3,637 LFs estimated from 370 villages

- Numbers of trained SLFs and qualified (certified) SLFs (one in one village at least in second year)

	62 in Blantyre
	44 in Mwanza
	38 in Neno
	91 in Balaka
Total lower side	235 SLFs estimated by the end of March 2015. It is subject to confirm after selection of SLFs in second year of intervention.
Total higher side	407 SLFs estimated from total number of villages and added 10%

Impact as the result of capacity improvement and implementation of COVAMAS approach

Figures of impact are representing quality of extension approach and it will be measured under Output 3 activities.

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Indicators 3/3

Output 03

Extension method

- Compiled reports 1 report in each season from the 2014/2015 season.

- Number of training conducted in the villages by LFs (at least one time each subject by one LF)

2,310 training sessions in contour planting

2,310 training sessions in small scale gully control

2,310 training sessions in tree growing

Total lower side 6,930 training sessions

Total higher side 10,911 training sessions

- Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA

80 % in each subject

- Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA

50 % in each subject

- Cost of COVAMS approach operation

1 report in each season from the 2014/2015 season

- Comparison between COVAMS LFs and other LFs

1 report after study in 2015 by short term expert

Extension subject

- Compiled reports 3 reports, for the seasons of 2013/2014, 2014/2015 and 2015/2016

- Soil volume protected from erosion from gardens and small scale gully

- Yield increased after adopting contour ridge planting

- Stand growth of planted trees

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Plan of Operation

Version 02

Project Title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)

Dated 25, May, 2015

Year	1st Year				2nd Year				3rd Year				4th Year				5th Year				Remarks
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
Inputs Japanese side																					
Expert																					
Chief Advisor/Forest Resource Management	Plan																				Dispatched as scheduled
Rural Development	Actual																				
Project Coordinator	Plan																				
Other Short term experts	Actual																				
Equipment																					
Vehicles and Motorcycles	Plan																				
Training equipment and other necessary equipment	Actual																				
Training in Japan																					
Country specific training	Plan																				
Group and region focused training	Actual																				Implemented as planned
In-country/Third country Training																					
	Plan																				NIL
	Actual																				
Inputs Malawian side																					
Staff																					
Project Director	Plan																				
Regional Project Coordinator	Actual																				
Regional Management team members	Plan																				
Project Managers	Actual																				
District Management team members	Plan																				
Technical Support Team members	Actual																				
Conservation Coordinating Officers	Plan																				
Supporting staff	Actual																				
Office rooms																					
Regional Management Team and Japanese advisor	Plan																				
District Management team members	Actual																				Human resources were assigned as planned
Operational funds																					
Development funds	Plan																				
ORT	Actual																				No funds allocated

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Activities	Year	1st Year				2nd Year				3rd Year				4th Year				5th Year				Responsible Organization		
		Implementation Plan/Annual Investmet Plan of target districts				Investmet Plan/Annual Investmet Plan of target districts				Investmet Plan/Annual Investmet Plan of target districts				Investmet Plan/Annual Investmet Plan of target districts				Investmet Plan/Annual Investmet Plan of target districts				Japan	GOMW	
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investmet Plan of target districts	1.1 Orient stakeholders in the districts on the COVAMS II project and COVAMS approach	Plan																				J	M	
		Actual																					J	M
	1.2 Set up district management team under DESC	Plan																						M
		Actual																						M
	1.3 Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village action plans (VAP)	Plan																						M
		Actual																						M
Output 2: Capacity of management and extension staff in target districts is improved in operation of COVAMS approach	1.4 Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on VAPs	Plan																					M	
		Actual																						M
	1.5 Obtain approval from full council on the DIP/AIP	Plan																						M
		Actual																						M
	2.1 Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey	Plan																					J	M
		Actual																					J	M
Output 2: Capacity of management and extension staff in target districts is improved in operation of COVAMS approach	2.2 Prepare capacity improvement plans on COVAMS approach and project management	Plan																						M
		Actual																						M
	2.3 Improve capacity of district staff by on the job training through implementation of COVAMS approach:	Plan																						M
	2.3.1 Introduce COVAMS approach to district teams	Plan																						M
		Actual																						M
	2.3.2 Prepare annual working plan	Plan																						M
		Actual																						M
	2.3.3 Implement COVAMS approach according to the annual working plan	Plan																						M
		Actual																						M
	2.3.4 Monitor progress of implementation of COVAMS approach	Plan																						M
		Actual																						M
	2.3.5 Review annual activities	Plan																						M
		Actual																						M
	2.4 Improve capacity of district staff by training	Plan																						M
		Actual																						M
2.5 Monitor degree of capacity improvement of district staff	Plan																						M	
	Actual																						M	
2.6 Evaluate capacity improvement plan and improve if necessary	Plan																						M	
	Actual																						M	

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Output 3: Effectiveness of the COVAMS approach both extension method and extension subjects is verified through research

Activity	Year												Remarks	
	1st Year		2nd Year		3rd Year		4th Year		5th Year		6th Year			
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual		
3.1 Conduct research on extension method of COVAMS approach														
3.1.1 Design research													J	M
3.1.2 Conduct research survey and data collection													J	M
3.1.3 Compile result of survey and data collection as a report													J	M
3.2 Conduct research on extension subjects of COVAMS approach														
3.2.1 Design research													J	
3.2.2 Conduct research according to the design													J	M
3.2.3 Compile result of the search as a report													J	M

Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels

Activity	Year												Remarks	
	1st Year		2nd Year		3rd Year		4th Year		5th Year		6th Year			
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual		
4.1 Plan activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach														
4.1.1 List up target groups of the promotion													J	M
4.1.2 Compile action plan to promote understanding of the target groups													J	M
4.1.3 Prepare necessary explanation materials for promotion													J	M
4.2 Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS													J	M
4.3 Evaluate promotion result and modify/improve the plan if necessary													J	M

Duration / Phasing

Plan															
Actual															

Monitoring Plan

Activity	Year												Remarks	
	1st Year		2nd Year		3rd Year		4th Year		5th Year		6th Year			
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual		
Joint Coordinating Committee														
Set up detail Plan of Operation														
Submission of Monitoring Sheet														
Monitoring Mission from Japan														
Joint Monitoring														
Post Monitoring														

Reports/Documents

Working paper, reports and other															
Half year progress report															
Project Completion Report															

Public Relations

News letter															
WEB site															

Once a year and ad-hoc PDM and PO are in final stage of modification Half year reports were submitted 3 times 3 missions from Japan Mid term evaluation was planned at the beginning NIL There are number of documents Submitted each six-month period NIL Planned and issued FD has own site

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Appendix 2: Plan of Dispatching JICA Experts

Areas of expertise	Summary of activities	M/M
Chief advisor	Project supervision Output1: Integrate COVAMS approach into DIP/AIP Output4: Develop ownership of the COVAMS approach among leaders of all levels	14.5
Extension method	Output2-3: Improve capacity of district staff by OJT of the COVAMS approach Output3-1: Conduct research on extension method, and improve of guideline	15
Training management/monitoring and evaluation	Output2-4: Improve capacity of district staff by training Output2-5: Monitor degree of capacity improvement of district staff	13
Soil conservation	Output3-2: Conduct research on extension subjects of COVAMS approach	3
Project administration/ support for extension and training	Project administration Support of extension, training and all other activities	13

total 58.5
per year 23.4

37

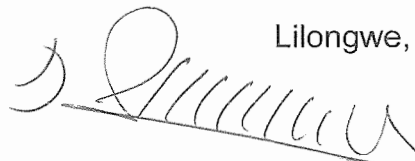
**MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF MALAWI
FOR
AMENDMENT OF THE RECORD OF DISCUSSIONS
FOR
THE PROJECT FOR PROMOTING CATCHMENT MANAGEMENT ACTIVITIES
IN MIDDLE SHIRE**

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Department of Forest (hereinafter referred to as "DOF") hereby agree that the Record of Discussions on the Project for Proportioning Catchment Management Activities in Middle Shire on August, 34 , 2017 will be amended as attached:

Lilongwe, August 31 , 2017

木原 耕一

Mr. Koichi Kito
Resident Representative, Malawi Office
Japan International Cooperation Agency



Mr. Patrick C. R. Matanda
Principal Secretary
Ministry of Natural Resources, Energy and
Mining

Erica Maganga

Mrs. Erica Maganga (Mrs)
Principal Secretary
Ministry of Agriculture Irrigation and Water
Development

for:

S.N MALIKO
DS

Mrs. Ivy J. Luhanga
Principal Secretary
Ministry of Civic Education, Culture and
Community Development



Mrs. Madalo M. Nyambose
Director
Debt and Aid Division
Ministry of Finance and Economic Planning

AMENDMENT OF RECORD OF DISCUSSION

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and Department of Forest Malawi (hereinafter referred to as "DOF") hereby agree that the Record of Discussion (hereinafter referred to as "R/D") on Japanese technical cooperation for The Project For Promoting Catchment Management Activities in Middle Shire (hereinafter referred to as "the Project") signed on January 10, 2013, will be amended as follows based on the discussion at the Joint Coordinating Committee of the Project on 7 June, 2017.

Detailed of the Project are described in the Project Design Matrix (hereinafter referred to as "PDM") shall be amended as Annex 2 (amended Project Design Matrix).

All the other articles of the original R/D shall remain unchanged.

This amendment will become effective as August, ,2017.

Annex 1: Record of Discussions (signed on January, 10th, 2013)

Annex 2: Project Design Matrix (PDM) version 2

Annex 3 Plan of Operation (PO) versions 2

Annex 4: Reasons for Amending the PDM

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RECORD OF DISCUSSIONS

ON

**PROJECT FOR PROMOTING CATCHMENT MANAGEMENT
ACTIVITIES IN MIDDLE SHIRE**

IN

THE REPUBLIC OF MALAWI

AGREED UPON BETWEEN

**AUTHORITIES CONCERNED OF
THE GOVERNMENT OF MALAWI**

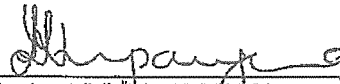
AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Lilongwe, 10 January 2013



Mr. Katsuro SAITO
Resident Representative,
JICA Malawi Office



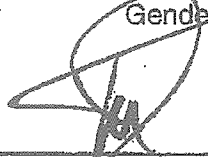
Dr. Yanira NTUMPANYAMA
Principal Secretary for the Ministry of
the Environment and Climate Change
Management



Dr. Jeffrey H. LUHANGA
Principal Secretary for the Ministry of
Agriculture and Food Security



Dr. Mary SHAWA
Principal Secretary for the Ministry of
Gender, Children and Social Welfare



Mr. Peter K. SIMBANI
Director of Debt and Aid Management Division
Ministry of Finance



Based on the minutes of meetings on the Detailed Planning Survey for the Project for Promoting Catchment Management Activities in Middle Shire (hereinafter referred to as "the Project") signed on September 20th, 2012 by the Department of Forestry (hereinafter referred to as "DOF"), the Land Resources Conservation Department, the Department of Agricultural Extension Services, the Department of Community Development and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with relevant organizations of the Government of Malawi (hereinafter referred to as "GOM") to develop a detailed plan of the Project.

All parties agreed the details of the Project and the main points discussed as described in the Appendix 1.

All parties also agreed that DOF, the main counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward environmental conservation and socio-economic development of Malawi.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on March 1st, 2006 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on June 14th, 2012 between the Government of Japan (hereinafter referred to as "GOJ") and GOM.

Appendix 1: Project Description

Appendix 2: Minutes of Meetings on Detailed Planning Survey



Appendix 1

PROJECT DESCRIPTION

All parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Detailed Planning Survey on the Project signed on September 20th, 2012 (Appendix 2).

I. BACKGROUND

The Middle Shire area is adjacent to Blantyre, the largest commercial city in the country, thus has provided the city with firewood and charcoal as most common sources of domestic energy. As the local population has exploited forest resources, customary land has been deteriorated to a great extent. It resulted in soil erosion and a huge amount of silt deposited in the dams along Shire River, thus narrowed the capacity of power generation and urban water supply for the area.

To find a solution to this exigent problem, "the Pilot Study on Community Vitalization and Afforestation in Middle Shire" (hereinafter referred to as "the Pilot Study"), supported by JICA, was conducted from the year 2002 to 2005. Based on the results of the Pilot Study, the technical cooperation project named Community Vitalization and Afforestation in Middle Shire (hereinafter referred to as "COVAMS") was implemented in two traditional authorities of Blantyre District from 2007 to 2012, making remarkable achievements in disseminating soil erosion control techniques in 244 villages. However, although COVAMS has been successful at village level, further effort is needed to institutionalize the approach in the government structure. In addition, it is recommended to verify the effectiveness of the soil erosion control techniques through research. Moreover, as the Middle Shire Catchment is a large area, therefore, further support is necessary to reduce soil erosion in the whole catchment area.

Under such circumstances, GOM requested GOJ further cooperation to upscale the approach developed by COVAMS (hereinafter "COVAMS Approach") to other areas of Middle Shire Catchment. In response to the above request, JICA has dispatched the Detailed Planning Survey Team to formulate the Project, and signed the Minutes of Meetings on Sept. 20th, 2012. The Project aims at institutionalizing the implementation process of catchment management through farmers' activities in four target districts.

II. IMPLEMENTING INSTITUTIONS AND COLLABORATING INSTITUTIONS**1. Implementing Institutions**

The implementing institutions are as follows:

- (1) DOF, Ministry of the Environment and Climate Change Management
- (2) Blantyre District
- (3) Neno District
- (4) Balaka District

(5) Mwanza District

2. Collaborating Institutions

The collaborating institutions are as follows:

- (1) Land Resources Conservation Department, Ministry of Agriculture and Food Security
- (2) Department of Agricultural Extension Services, Ministry of Agriculture and Food Security
- (3) Department of Community Development, Ministry of Gender, Children and Social Welfare

3. Roles of the Collaborating Institutions

The collaborating institutions will collaborate with the Project within the mandate of respective institutions and expected role at the central level will be the following;

- (1) To participate in JCC as its member
- (2) To approve annual work plans of the Project
- (3) To monitor and review the overall progress of the Project
- (4) To provide guidance on major policy issues and recommend corrective action
- (5) To guide their personnel at the regional and district level to collaborate with the Project
- (6) To ensure that the result of the Project contributes to the environmental conservation and socio-economic development of Malawi

III. OUTLINE OF THE PROJECT

Details of the Project are described in the Project Design Matrix (PDM) (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Project Approach

(1) "COVAMS Approach"

The Project promotes "COVAMS Approach" developed by COVAMS as the approach of catchment management through farmer's activities. "COVAMS Approach" is a training-based extension approach aiming at disseminating specific soil erosion control techniques (i.e. contour ridge making, tree planting, gully control) rapidly and widely at farmers' level. It prioritizes utilization of local resources, conducting training within the local peoples' sphere of living, providing equal training opportunities for all, and implementing training for a large number of people.

COVAMS approach will work within government extension system, and adopt Lead Farmer concept that the Department of Agricultural Extension Services promotes. Following the Guidelines on Lead Farmers, Trainers' Fee will not be paid to Lead Farmers for conducting training for fellow farmers.

"COVAMS Techniques" refers to the three (3) specified techniques disseminated through COVAMS Approach, namely, contour ridge making, tree planting, and gully control techniques. These three (3) techniques are selected among others during early stage of COVAMS based on acceptability of farmers as well as

4



impact on soil erosion control.

(2) District Plans of Catchment Management through Farmers' Activities

District Plans of Catchment Management through Farmers' Activities (hereinafter referred to as "CMFAs") will be developed in the Project in each district. The Plan includes a detailed implementation plan of CMFAs in TA(s) and an integrated plan of the district consisting of description on current situation of natural resources and land use in each district, identification of areas where COVAMS Techniques are adoptable, necessary input in terms of finance and human resources by unit (e.g. per TA, per ha), and expected outcomes.

2. Input

(1) Input by JICA

- (a) Team of Experts headed by Chief Advisor (Areas of expertise include: Soil Erosion Control, Rural Development, Action Research, Training and Extension, Monitoring and Evaluation, and Coordination)
- (b) Training in Japan and/or Other Countries
- (c) Equipment (Vehicle, Motorcycles, Training Equipment and other necessary equipment)

(2) Input by GOM

The relevant organizations of GOM will take necessary measures to provide the following at its own expense:

- (a) Services of GOM counterpart personnel and administrative personnel as referred to in III.-3;
- (b) Suitable office space with necessary equipment;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service for JICA Experts;
- (e) Credentials or identification cards for JICA Experts;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project (e.g. allowance for GOM counterpart personnel, office management costs, fuel costs for GOM counterpart personnel);
- (h) Expenses necessary for transportation within Malawi of the equipment referred to in III.-2 (1) as well as for the installation, operation and maintenance thereof; and
- (i) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Malawi from Japan in connection with the implementation of the Project

3. Implementation Structure

The Project organizational chart is given in the Annex 3. The roles and assignments of implementing institutions are as follows:



(1) Project Director (Director of Forestry)

Project Director will be responsible for overall administration and implementation of the Project in cooperation with the collaborating institutions.

(2) Regional Project Coordinator (Regional Forestry Officer (South))

The Regional Project Coordinator will be responsible for leading supervision including financial accountability of districts and coordination at the regional level in collaboration with the collaborating institutions.

(3) District Project Coordinators (District Commissioners)

The District Project Coordinators will be responsible for supervision and coordination in each district.

(4) Project Managers (District Forest Officers)

The Project Managers in each district will be responsible for administration and implementation of the Project in cooperation with the collaborating institutions.

(5) JICA Experts

The JICA experts will provide necessary technical guidance, advice and recommendations to implementing institutions and cooperating institutions on any matters pertaining to the implementation of the Project.

(6) Joint Coordinating Committee

For the supervision and coordination among relevant stakeholders for smooth implementation of the Project, both sides agreed upon the need for establishment of a Joint Coordinating Committee (hereinafter referred to as "the JCC"), to be chaired by PS of Ministry of Environment and Climate Change Management. The JCC meeting will be held once a year and whenever the necessity arises. The functions of the JCC are as follows;

- 1) To approve annual work plans of the Project, based on the Plan of Operations within the framework of the Record of Discussions;
- 2) To monitor and review the overall progress of the Project operations carried out under the above-mentioned annual work plans; and
- 3) To provide guidance on major issues that may arise during the implementation of the project, and to recommend corrective measures.

4. Target Areas and Beneficiaries

Target Areas: Blantyre District, Neno District, Balaka District, Mwanza District

Direct Beneficiaries: GOM counterpart personnel of the four districts, farmers of project sites in four target districts

5. Duration

5 years



6



6. Contribution to Climate Change Adaptation and Mitigation

The Project is expected to contribute to adaptation and mitigation to climate change. The Project aims at disseminating soil erosion control techniques in the rural areas of Malawi. Such measure prevents soil to be eroded by erratic rain falls, as well as conserving moisture during dry spells. Therefore, it is considered serving as a measure for adaptation against changing precipitation patterns due to climate change. In addition, dissemination of tree planting techniques can be expected to serve as a measure for mitigation.

7. Environmental and Social Considerations

GOM agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

IV. UNDERTAKINGS OF GOM

GOM will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Malawi nationals as a result of Japanese technical cooperation contributes to the economic and social development of Malawi, and that the knowledge and experience acquired by the personnel of Malawi from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in III.-2 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Malawi.

V. EVALUATION

JICA and the relevant organizations of GOM will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the Project duration

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The relevant organizations of GOM is required to provide necessary support for them.

1. Ex-post evaluation to be conducted three (3) years after the project completion
2. Follow-up surveys on necessity basis



VI. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, the relevant organizations of GOM will take appropriate measures to make the Project widely known to the people of Malawi.

VII. MUTUAL CONSULTATION

JICA and the relevant organizations of GOM will consult each other whenever any major issues arise in the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and the relevant organizations of GOM. The minutes of meetings will be signed by authorized persons.

- Annex 1 Draft Project Design Matrix (PDM)
- Annex 2 Tentative Plan of Operation (PO)
- Annex 3 Project Implementation Structure
- Annex 4 A List of Proposed Members of Joint Coordinating Committee



Annex 1. Draft Project Design Matrix (PDM-0)
 Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
 Duration: Five (5) years, April, 2013 – March, 2018 (provisional)
 Implementation Agency: DOF/MECCM, Bhanjye, Balaka, Mwanza, and Neno Districts
 Target area: Four (4) districts in Middle Shire (Bhanjye, Balaka, Mwanza and Neno Districts)
 Target group: Management staff and extension staff of the four districts

Narrative Summary	Objectively Verifiable Indicators	Means of Verification (and performance reports)	Date: December, 2012 Important Assumptions
<p>< Overall Goal > Catchment management through farmers' activities (CMFAs) are widely implemented in target districts.</p> <p>< Project Purpose > CMFAs is institutionalized in target districts.</p>	<p>• CMFAs spreaded to other TAs in target districts</p> <p>• CMFAs included in the District Strategic Implementation Plan of each target district</p> <p>• CMFAs using COVAMS approach utilized by other donors projects</p>	<p>• District annual work plans (and performance reports) of the target districts</p> <p>• Minutes of Shire River Basin Coordination Meeting</p>	<p>• Each target district allocates budget for the expansion of the implementation of CMFAs to other TAs.</p> <p>• District Strategic Implementation Plan is developed and updated in each target district.</p>
<p>1. Plans of CMFAs using COVAMS approach are developed in target districts.</p>	<p>• The plan of CMFAs using COVAMS approach carried out with planned targets achieved in each target district.</p> <p>• CMFAs using COVAMS approach included in the District Annual Work Plans of target district.</p>	<p>• Project reports</p> <p>• District Strategic Implementation Plan (District annual work plan)</p>	<p>• Consolidated district annual work plan is compiled and updated in each target district.</p> <p>• Administrative and financial institutional changes in central ministries and local administration do not affect the Project.</p>
<p>2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.</p>	<p>Training performance</p> <p>• XX management staff of each target district trained in YY areas by means of ZZ</p> <p>• XX extension officers of each target district trained in YY areas by means of ZZ</p> <p>• XX extension workers (AEDOs, forest guards & patrol men, CDAs) of each target district trained in YY areas by means of ZZ</p> <p>Results of the implementation</p> <p>• XX extension workers qualified (certified by the Project) and properly distributed to assignment areas in each pilot TA.</p> <p>• Numbers of trained LFs and qualified (certified) LFs by technical areas and sex in each pilot TA</p> <p>• Number of HHs trained by LFs and the % of the HHs to the total number of HHs in each pilot TA</p> <p>• Number of villages which participated in the Project and the % of the villages to the total number of villages in each pilot TA</p> <p>• Number of HHs trained and adopting COVAMS techniques by areas and the % of the HHs to the total number of trained HHs of pilot TA</p> <p>• Number of HHs adopting COVAMS techniques by areas and the % of the HHs to the total number of HHs of pilot TA</p> <p>• Action research carried out as planned.</p> <p>• Necessary data collected such as the amount of protected soil (reduction of silt), maize production, the stand growth of planted trees, etc.</p>	<p>• Plans of CMFAs of four districts</p> <p>• Official document</p> <p>• Project reports</p> <p>• Monitoring reports on training</p> <p>• Other Project reports</p> <p>• Progress/Monitoring reports on CMFAs implementation</p> <p>• Other Project reports</p>	
<p>3. Effectiveness of the catchment management techniques of COVAMS is quantitatively verified by an action research.</p>	<p>• District plans of CMFAs using COVAMS approach announced</p> <p>• Communication materials on the plans and COVAMS approach produced</p> <p>• Progress/monitoring reports submitted regularly along the Project reporting line for each target district (from extension officers to the management team, from the management team to DC and RFO, from RFO to DOF)</p> <p>• Cooperation with other donors progressing</p>	<p>• Action research reports</p> <p>• Project reports</p> <p>• Plans of CMFAs of four districts</p> <p>• Official document</p> <p>• Submitted reports</p> <p>• Minutes of Shire River Basin Coordination Meeting</p> <p>• Other Project reports</p>	
<p>4. Potential impact of district plans of CMFAs and COVAMS approach is communicated to stakeholders.</p>			

<p>< ACTIVITIES ></p> <p>0. Finalize PDM (ver. 1) with indicators, PO (ver. 1) and the monitoring plan of the Project by JCC before July of the second year of the Project</p> <p>1-1. Set up a management team within DESC to promote CMFAs using COVAMS approach in each district</p> <p>1-2. Organize a workshop on the Project and COVAMS for members of the management team and extension officers (Forest Assistants, AEDCs and CDAs) in each district</p> <p>1-3. Organize planning workshop(s) on the plan of CMFAs for the management team in each district. (= training activity 2-2-2 under Output-2)</p> <p>1-4. Develop the plan of CMFAs* in each district (= OJT activity 2-2-2 under Output-2)</p> <p>1-5. Confirm the developed plan of CMFAs with DC for endorsement on implementation in each district</p> <p>1-6. Based on the implementation results of the CMFAs plan (activities under Output-2), review and improve the plan in each district</p> <p>2-1. Conduct a need assessment of the management team members, extension officers (Forest Assistants, AEDCs and CDAs) and extension workers (AEDOs, Forest guards & patrol men) of each district</p> <p>2-2-1. Prepare training plan(s) with work plan(s) and training materials for the management team members of the target districts to improve their capacity in planning and project management including M&E</p> <p>2-2-2. Implement training for the management team members according to the plan(s), and monitor the implementation</p> <p>2-3. Set up an implementing team under the AEC of the pilot TA in each district</p> <p>2-4-1. Prepare training plan(s) with work plan(s) and training materials for extension officers of the pilot TAs of target districts to improve their capacity in training extension workers to teach LF's on COVAMS techniques and also in monitoring and reporting</p> <p>2-4-2. Implement training for extension officers according to the plan(s), and monitor the implementation</p> <p>2-5-1. Support extension officers of the target districts in preparing training plan(s) with work plan(s) and training materials for extension workers to improve their capacity in training LF's to teach farmers on COVAMS techniques and also in monitoring and reporting</p> <p>2-5-2. Support the extension officers in implementing and monitoring training for extension workers in each district</p> <p>2-6. Organize sensitization workshop(s) on the plan of CMFAs and COVAMS for the members of Area Stakeholders Panel with village heads in the pilot TA in each district</p> <p>2-7. Implement CMFAs based on the district plan of CMFAs through the implementing team in the pilot TA in each district</p> <p>2-8. Monitor the implementation of CMFAs in each district</p> <p>2-9. Based on the results of training and the implementation of CMFAs in target districts, review and improve training plans and training materials as COVAMS guidelines</p> <p>3-1. Set up a team of forest assistants and land resource conservation officers in the pilot TA in each district to work on Action Research</p> <p>3-2. Organize explanation meeting(s) on the Action Research for the members of Area Stakeholders Panel with village heads in the pilot TA in each district</p> <p>3-3. Establish research plots in pilot TAs for the Action Research to examine the effectiveness of COVAMS techniques</p> <p>3-4. Conduct the Action Research based on the earlier prepared detailed research design**</p> <p>3-5. Analyze the effects of COVAMS techniques on soil erosion control, stand growth of planted trees, and maize productivity, etc.</p> <p>4-1. Review the cost and effect relationships of COVAMS approach</p> <p>4-2. Compile the progress and results of the Project activities and report them to the DCs of target districts, the regional Supervision and Coordination team and the National Monitoring and Advisory team with suggestion and recommendations</p> <p>4-3. Share the results of the Project with other districts, other donor institutions, and the central government for their use</p>	<p>< INPUTS ></p> <p>1. Japanese side</p> <p>(1) Experts Team of Experts headed by Chief Advisor Areas include Soil Erosion Control, Rural Development, Action Research, Training and Extension, Monitoring and Evaluation, and Coordination.</p> <p>(2) Equipment Vehicle, Motorcycles, Training Equipment and other necessary equipment</p> <p>(3) Local cost</p> <p>(4) Training courses in Japan, Training courses in the third country</p> <p>2. Malawian side</p> <p>(1) Allocation of counterparts and administrative personnel Project Director (Director of Forestry) Project Managers (District Forest Officers) of target districts Other counterpart personnel</p> <p>(2) Allocation of land, buildings and facilities Suitable office space with necessary equipment</p> <p>(3) Local cost Running expenses necessary for the implementation of the Project (e.g. allowance for GOM counterpart personnel, office management costs, fuel costs)</p>	<p>* Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p> <p>- Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.)</p> <p>- Climate conditions do not change drastically.</p> <p>* Trained management staff and extension staff continue their services in their respective positions.</p> <p><< Pre-Conditions >></p> <p>* Collaborating institutions (LRCD, DAES, DCD) are fully supportive.</p> <p>* DCs of target districts are fully supportive.</p>
<p>< Remarks ></p> <p>* Planning activities cover baseline survey, potential area mappings, planning framework and target goal setting, detailed planning with work plan/schedule, monitoring plan, budget formulation, division of responsibilities, etc. "Planning framework and target goal" may include a) pilot TAs; b) number of farming families, clans and LF's; c) number and distribution of extension workers: AEDOs, Forest guards & patrol men, and CDAs; and d) estimated input.</p> <p>** In order to smoothly implement action research, a short term expert is planned to be dispatched to prepare a detailed action research design prior to project commencement.</p>		

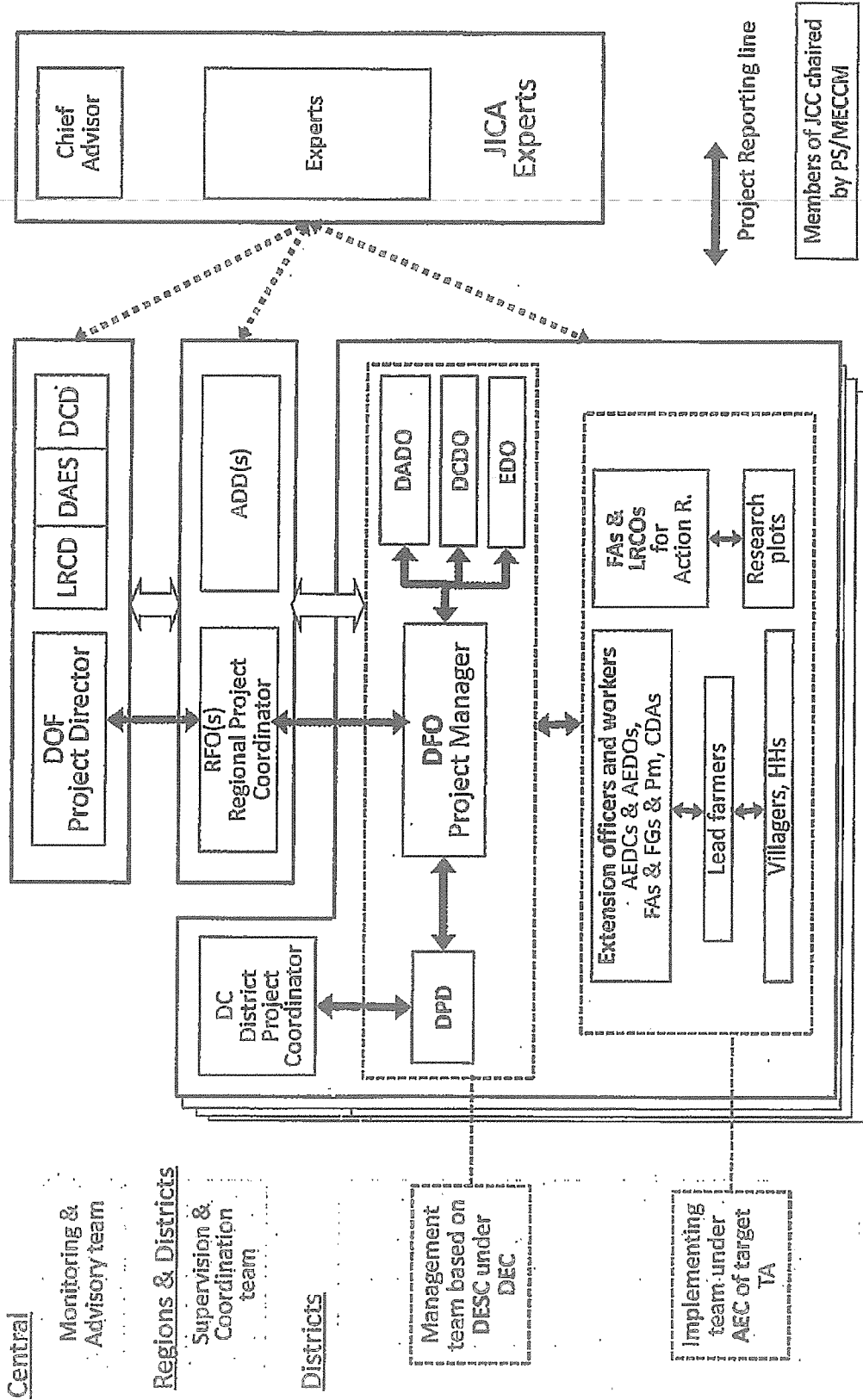
Annex 2. Tentative Plan of Operation (PO-0) Project title: Project for Extension, Catchment Management Activities in Middle Shire, COVAMIS II

Final Year of Areas (From April to March) Date: September 20, 2017
First Year of Areas (From July to June)

Calendar Year	2013												2014												2015												2016												2017												2018												Responsible organization/department
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12													
1. Plans of CMAFAs using COVAMIS approach are developed in target districts.	[Empty grid cells]																																																																								
	[Empty grid cells]																																																																								
	[Empty grid cells]																																																																								
2. Capacity of extension officers in target districts is improved in operations of COVAMIS approach.	[Empty grid cells]																																																																								
	[Empty grid cells]																																																																								
	[Empty grid cells]																																																																								
3. Effectiveness of extension approach is improved in target districts.	[Empty grid cells]																																																																								
	[Empty grid cells]																																																																								
	[Empty grid cells]																																																																								
4. Technical impact of extension approach is improved in target districts.	[Empty grid cells]																																																																								
	[Empty grid cells]																																																																								
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Annex 3. Project Implementation Structure



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Annex 4. A List of Proposed Members of Joint Coordinating Committee

Members of the JCC

The JCC will be composed of chairperson, members and observers. The rules and guidelines for the management of the JCC will be determined at the initial stage of the Project.

1. Chairperson

Principal Secretary for the Ministry of the Environment and Climate Change Management

2. Members

(1) Malawian Side

Director of Forestry (Vice Chairperson)

Director of Land Resource Conservation, Ministry of Agriculture and Food Security

Director of Agricultural Extension Services, Ministry of Agriculture and Food Security

Director of Community Development, Ministry of Gender, Children and Social Welfare

District Commissioners

Regional Forestry Officer (South)

Blantyre Agricultural Development Division

Machinga Agricultural Development Division

District Forest Officers

(2) Japanese Side

Resident Representative of JICA Malawi Office

Chief Advisor

Japanese Experts

3. Observers

Forest Research Institute of Malawi

Department of Agricultural Research Services

Official(s) of Embassy of Japan

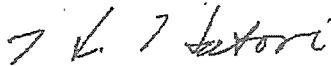
Note: New members can be added to the JCC and other participants are allowed to attend meetings, upon agreement of the JCC.



MINUTES OF MEETINGS
BETWEEN THE DETAILED PLANNING SURVEY TEAM
OF JAPAN INTERNATIONAL COOPERATION AGENCY
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF MALAWI
ON JAPANESE TECHNICAL COOPERATION FOR
THE PROJECT FOR PROMOTING
CATCHMENT MANAGEMENT ACTIVITIES IN MIDDLE SHIRE

Japan International Cooperation Agency (hereinafter referred to as "JICA") has dispatched the Detailed Planning Survey Team (hereinafter referred to as "the Team") headed by Mr. Hiroyuki HATORI to the Republic of Malawi from September 3rd to September 23rd, 2012 for the purpose of formulating the Project for Promoting Catchment Management Activities in Middle Shire (hereinafter referred to as "the Project"). During its stay in Malawi, the Team exchanged their views and had a series of discussions with relevant organizations of the Government of Malawi (hereinafter referred to as "GOM"). As a result of discussions, both sides came to an understanding concerning the matters referred to in the documents attached hereto.

Lilongwe, September 20th, 2012



Mr. Hiroyuki HATORI,
Team Leader,
Detailed Planning Survey Team,
Japan International Cooperation Agency



Dr. Dennis KAYAMBAZINTHU
Director of Forestry,
Ministry of the Environment and Climate
Change Management



Mr. John J. MUSSA
Director of Land Resources Conservation,
Ministry of Agriculture and Food Security



Ms. Stella KANKWAMBA
Director of Agricultural Extension Services,
Ministry of Agriculture and Food Security



Mr. George MKAMANGA
Director of Community Development,
Ministry of Gender, Children and Social
Welfare



ATTACHED DOCUMENT

1. Draft Record of Discussions

Both sides confirmed the draft Record of Discussions (hereinafter referred to as "R/D") shown in the Attachment. After the approval of the R/D by JICA Headquarters, commencement of the Project will be determined by signing of the R/D. The R/D will be signed by the Principal Secretary (hereinafter referred to as "PS") for the Ministry of the Environment and Climate Change Management, PS for the Ministry of Agriculture and Food Security, PS for the Ministry of Gender, Children and Social Welfare, and the Secretary to the Treasury, Ministry of Finance.

2. Draft Project Design Matrix

Both sides confirmed the draft Project Design Matrix (hereinafter referred to as "PDM") shown in Annex 1 of the R/D as a tool for monitoring, evaluating and managing the activities of the Project. The PDM will be modified as needed by the signing date of the R/D and during the Project after mutual consultations and agreements by both sides. Both sides agreed that the "Objectively Verifiable Indicators" will be determined during the Project, based on the baseline surveys to be conducted within the Project.

3. Draft Plan of Operation

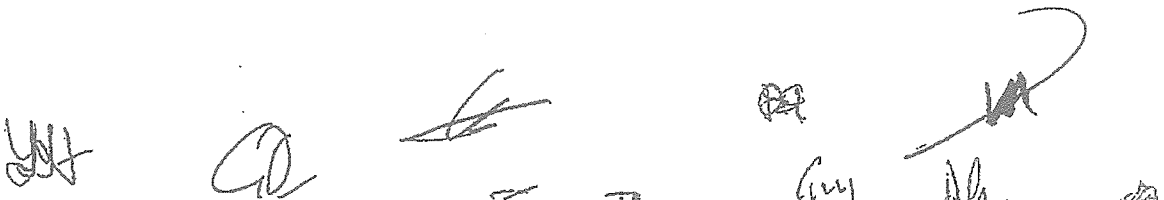
Both sides confirmed the draft Plan of Operation (hereinafter referred to as "PO") shown in Annex 2 of the R/D as a tool for monitoring, evaluating and managing the activities of the Project. The PO will be modified as needed by the signing date of the R/D and during the Project after mutual consultations and agreements by both sides.

4. Project's Main Emphasis

The Project will place stronger emphasis on the institutionalization of the implementation process of catchment management through farmers' activities, in addition to execution of trainings at village level. Furthermore, action research will be another important component of the Project. In order to promote this Project's approach as a model to be adopted in other areas of Middle Shire Catchment, the Project will conduct various researches aiming to verify the effectiveness of soil erosion control techniques.

5. Target Area

The Project will target four districts: Blantyre, Neno, Balaka, and Mwanza. One TA or STA will be selected as project sites within each target district.

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6. Cost Sharing

JICA will contribute to the costs for expert dispatch, trainings in Japan and/or other countries, and equipment provision. On the other hand, the Project implementation costs to be borne by the GOM (e.g. allowances for GOM counterpart personnel, office management costs, fuel costs for GOM counterpart personnel) will be financed by the Department of Forestry, the Project's core implementing institution.

7. Memorandum of Understanding with the District Commissioners

Memorandum of Understanding (hereinafter referred to as "MOU") that describes the Project's implementation structure and the terms of reference of each stakeholder at district level will be signed by the District Commissioners (hereinafter referred to as "DCs") of four target districts, the Project Director and the Resident Representative of JICA.

Attachment: Draft of R/D

The bottom of the page contains several handwritten signatures and initials. From left to right, there is a signature that appears to be 'JICA', a signature that appears to be 'GOM', a signature that appears to be 'DC', a signature that appears to be 'DC', a signature that appears to be 'DC', a signature that appears to be 'DC', a signature that appears to be 'DC', and a signature that appears to be 'DC'. There are also some initials and marks scattered below the signatures.

Project Design Matrix (PDM)

ANNEX II
Version 2
Dated: June 8, 2017

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)

Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines,

Blantyre, Balaka, Mwanza, and Neno Districts

Target group: Management staff and extension staff of the four districts

Period of Project: Five (5) years. April 2014 - March 2018

Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal Catchment management through farmers' activities (CMFA) using the COVAMS approach is widely implemented in the target districts.</p>	<ol style="list-style-type: none"> 1. CMFA using COVAMS approach is implemented in at least two (2) TAs other than the target districts 2. CMFA using COVAMS approach adopted by at least one (1) project funded by other donors in the target districts 	<ol style="list-style-type: none"> 1. Budget document in the four districts 2. Project reports prepared by other donors, interview to residents 			
<p>Project Purpose CMFA is institutionalized in the target districts.</p>	<ol style="list-style-type: none"> 1. The annual plan and the budget request for CMFA using the COVAMS approach are prepared and implemented by the district departments 2. The guidelines for the COVAMS approach is acknowledged by ministries concerned 	<ol style="list-style-type: none"> 1-1-1. Project reports prepared by ministries, district departments, donors and the private sector) 1-2. interview to the parties concerned and residents of the target villages 2. The guidelines acknowledged 	<p>The Government of Malawi maintains current level of fiscal austerity</p>		
<p>Outputs</p> <ol style="list-style-type: none"> 1. Promotion for the target districts and the ministries concerned to ensure institutionalization and budget for the COVAMS is carried out 2. Capacity for implementing the COVAMS approach by officers of the target districts is improved 	<ol style="list-style-type: none"> 1-1. The materials for providing information meeting the needs of at least three (3) organizations, including the guidelines for the COVAMS approach, are prepared 1-2. A seminar for information sharing/ PR inviting the private sector with a stake in catchment management is convened at least two (2) times 1-3. A field visit inviting participants from donor/ media is organized at least two (2) times 2-1. Training covering ten (10) designated subjects* is carried out at 2-2. At least 80% of participants fulfill the requirements in the post-training evaluation of the training on CMFA using the COVAMS approach 2-3. The COVAMS approach is adopted by at least 80% of the villages (more than 296 villages out of 370 villages) within the pilot TAs 2-4. At least 80% of the LFs (2,910 LFs out of 3,637) elected by fellow farmers are acknowledged 	<ol style="list-style-type: none"> 1-1-1. List of the organizations visited and explained 1-1-2. Monitoring sheet 1-1-3. Materials prepared 1-1-4. The guidelines 1-2. List of the private sector, agenda of the seminars, minutes of the seminars 1-3. Monitoring Sheet 2-1-1. Training report 2-1-2. Annual Activity Plan 2-2-1. Training report 2-2-2. Evaluation result 2-3-1. Report prepared by the district departments 2-3-2. Monitoring Sheet 2-4-1. Report prepared by the district departments 2-4-2. Monitoring Sheet 			

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<p>3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified</p>	<p>2-5. At least 80% of the selected SLFs (326 SLFs out of 407) are acknowledged</p> <p>3-1. At least 80% of the LF's elected by the fellow farmers carry out minimum of one (1) training each subject on the CMFA using the COVAMS approach**</p> <p>3-2. At least 80% of the households in the villages covered by the project participate the training on the CMFA using the COVAMS approach carried out</p> <p>3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas</p> <p>3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach is identified</p> <p>3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach is identified</p>	<p>2-5-1. Report prepared by the district departments</p> <p>2-5-2. Monitoring Sheet</p> <p>3-1. Questionnaire Survey Report***</p> <p>3-2. Questionnaire Survey Report</p> <p>3-3. Household Questionnaire Survey Report</p> <p>3-4-1. Report on soil erosion prevention by the long-term experts</p> <p>3-4-2. Literature Study Report</p> <p>3-4-3. Working Paper prepared by the long-term experts</p> <p>3-5. Working Paper prepared by the long-term experts</p>	<p>2-5-1. Report prepared by the district departments</p> <p>2-5-2. Monitoring Sheet</p> <p>3-1. Questionnaire Survey Report***</p> <p>3-2. Questionnaire Survey Report</p> <p>3-3. Household Questionnaire Survey Report</p> <p>3-4-1. Report on soil erosion prevention by the long-term experts</p> <p>3-4-2. Literature Study Report</p> <p>3-4-3. Working Paper prepared by the long-term experts</p> <p>3-5. Working Paper prepared by the long-term experts</p>
<p>4. The commitment of the COVAMS approach among leaders of all levels is enhanced</p>	<p>4-1. A monthly meeting by the CCO¹ - TST⁵ is convened regularly by the initiatives of the district forestry departments</p> <p>4-2. A monthly PM meeting of the target districts is convened regularly by the initiatives of the district forestry departments and other district departments concerned</p> <p>4-3. The field visit inviting minimum of 8 officers of the ministries and districts is organized at least once by the district departments</p> <p>4-4. The visit and explanation to the organizations concerned is carried out at least three (3) times by the initiatives of officers of ministry and the district departments</p>	<p>4-1. Monthly Activity Plan</p> <p>4-2. Minute of Meeting</p> <p>4-3. Monitoring Sheet</p> <p>4-4. List of the organizations visited and explained</p>	<p>4-1. Monthly Activity Plan</p> <p>4-2. Minute of Meeting</p> <p>4-3. Monitoring Sheet</p> <p>4-4. List of the organizations visited and explained</p>
<p>Activities for Output 1: Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out</p> <p>1-1. List the organizations to promote CMFA using the COVAMS approach</p> <p>1-2. Prepare a material to explain CMFA using the COMVAM approach to the organizations concerned</p>	<p>The Japanese Side</p> <p>(1) Advisors</p>	<p>The Malawian Side</p> <p>(1) Human resource for the operation of the Project</p>	<p>Important Assumptions</p> <ul style="list-style-type: none"> - Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities. - Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.) - Climate conditions do not change drastically.

10/10

<p>1-3. Make the result of the verification identified by the output 3 into the materials for explanation</p> <p>1-4. List the names of the private sector with a stake in the catchment management</p> <p>1-5. Convene a seminar for information sharing inviting the private sector with stake in catchment management</p> <p>1-6. Organize a field visit inviting personnel of donors, private sector and media with stake in catchment management</p> <p>1-7. Revise the guidelines of the COVAMS approach based on the feedback received through activities 1-5 & 1-6 and follow procedures for an official approvals of the ministries concerned</p> <p>Activities for Output 2: Capacity for implementing the COVAMS approach by officers of the target districts is improved</p> <p>2-1. Evaluate the ability of implementing the COVAMS approach by the officers of the district departments concerned</p> <p>2-2. Plan training on the COVAMS approach and project management</p> <p>2-3. Carry out training on the COVAMS approach and project management</p> <p>2-4. Support capacity development through OJT by the officers of the district departments concerned</p> <p>2-4-1. Explain the COVAMS approach to the officers of the district departments concerned</p> <p>2-4-2. Assist the officers of the district departments preparing an annual activity plan</p> <p>2-4-3. Assist the officers of the district departments carrying out activities based on the plan</p> <p>2-4-4. Assist the officers of the district departments implement monitoring the activities</p> <p>2-4-5. Assist the officers of the district departments reviewing the annual activities</p> <p>2-4-6. Assist the officers of the district departments preparing the guidelines of the COVAMS approach</p> <p>2-5. Plan the evaluating the officers of the district departments on understanding of CMFA using COVAMS</p> <p>2.6. Evaluate the officers of the district departments on understanding of CMFA using COVAMS.</p> <p>Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified</p> <p>3-1. Plan the questionnaire survey on extension methodology by the COVAMS approach.</p> <p>3-2. Carry out the questionnaire survey to collect data according to the plan</p> <p>3-3. Prepare the survey report</p> <p>3-4. Identify the cost of implementing the COVAMS approach</p>	<p>- Team of advisors headed by Chief Advisor"</p> <p>- Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extension, Publicity, Monitoring and Evaluation</p> <p>(2) Equipment</p> <p>- Vehicles, Motorcycles, Training Equipment and other necessary equipment"</p> <p>(3) Training courses for counterpart personnel in Japan</p> <p>(4) Funds</p> <p>- A part of operation cost</p>	<p>- Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers</p> <p>(2) Office working environment</p> <p>- Suitable office space with necessary equipment"</p> <p>(3) Funds</p> <p>- Running expenses necessary for the implementation of the Project such as allowance for COM project staff, office management costs,</p>	<p>- Trained Management staff and Extension staff continue their services in their respective positions.</p>
			<p>Pre-conditions</p>

- Collaborating institutions (LRCD, DAES, DCD) are fully supportive.



Issues and countermeasures

3-5. Verify the roles and the effectiveness of the LFs of COVAMS compared to those of LFs employed by other extension approaches
 3-6. Prepare a plan to verify the technologies to be extended by the COVAMS approach
 3-7. Verify the technology according to the plan
 3-8. Report the results of the verification.

Activities for Output 4: 4. The commitment of the COVAMS approach among leaders of all levels is enhanced

4-1. Support the initiatives of the district forestry departments to convene a regular meeting of the CCO¹-TST⁵
 4-2 Support the initiatives of the district forestry departments and other district departments to convene PM meeting of the target districts
 4-3. Support the district departments to organize field visits inviting minimum of 8 officers of the ministries and districts at least once
 4-4. Support the initiatives of officers of ministry and the district departments to organize visits and explanation to the organizations concerned listed in the item 1.1 carried out at least three (3) times

Note:
 1. The ten (10) designated subject are shown in the table below.

Category	Subject
1. Administrative management capacity	1-1. Induction course for general management 1-2. Computer course (Word, Excel and PowerPoint)
2. Organizational management capacity	2-1. Motivation study for government staff 2-2. Motivation study for farmers 2-3. Importance of division of roles 2-4. Review of job description and establishment of roles for effective management/monitoring method 2-5. Effective report writing 3. Logical frame/assessment of achievement/communication system
3. Strategic skill	4. Effective delegation in extension work
4. Extension skill	5. Re-orientation to COVAMS approach
5. COVAMS approach	

2. The support to the field-level training by the Project reaches up to the implementation of the TOT for LFs. No financial support is given to the farmer training carried out by the LFs (i.e. training to villagers and its follow-up training by LFs). Therefore the effectiveness of the extension methodology is verifiable by the indicators 3-1, 3-2 and 3-3.

3. A questionnaire survey carried out by the project. It was a sample survey of 760 house holds from 38 villages out of approximately 35,000 households in 230 villages of the four target districts.

4. CCO: Conservation Coordinating Officer is a de fact position under the project. CCO is responsible for extension activities on the district-level COVAMS approach. The position is assigned to the officers of MoNREM, MAIWD, MOWYCS and MLGRD.

5. TST: Technical Support Team is a de fact position for the members providing technical advise to CCOs under the project. TST members are the officers belonging to the above four ministries.

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Plan of Operation

Version 2 ANNEX II/
Dated: June 8, 2017

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)

Period of Project: Five (5) years, April, 2013~March, 2018

Project Site : Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza and Neno Districts)

Inputs	Year	2015				2016				2017				2018				Remarks	Monitoring							
		Month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3		4	5	6	7	8	9	10	11
Expert																										
Team Leader/ Institutionalization 1	Plan																		Dispatch is until March 2018							
	Actual																									
Deputy Team Leader/ Institutionalization 2	Plan																									
	Actual																									
Institutionalization 3	Plan																									
	Actual																									
Extension Technology 1	Plan																									
	Actual																									
Extension Technology 2/ Soil Conservation Technology	Plan																									
	Actual																									
Training Management/ M&E	Plan																									
	Actual																									
Project Coordinator/ Assitant Trainer 1	Plan																									
	Actual																									
Project Coordinator/ Assitant Trainer 2	Plan																									
	Actual																									
Project Coordinator/ Assitant Trainer 3	Plan																									
	Actual																									
Project Coordinator/ Assitant Trainer 4	Plan																									
	Actual																									
Training in Japan/ 3rd Countries																										
Country Specific Training	Plan																		8 seats for 2015/2016							
	Actual																									
Group and Region Focused Training	Plan																									
	Actual																									
Inputs Malawian side																										
Staff																										
Project Director	Plan																									
	Actual																									
Regional Project Coordinator	Plan																									
	Actual																									
Regional Management team members	Plan																									
	Actual																									
Project Managers	Plan																									
	Actual																									
District Management team members	Plan																									
	Actual																									
Technical Support Team members	Plan																									
	Actual																									
Conservation Coordinating Officers	Plan																									
	Actual																									
Supporting staff	Plan																									
	Actual																									
Office rooms																										
Regional Management Team and Japanese advisor (Blantyre)	Plan																									
	Actual																									
Regional Management Team and Japanese advisor (Lilongwe)	Plan																									
	Actual																									
District Management team members	Plan																									
	Actual																									
Operational funds																										
Development funds	Plan																									
	Actual																									
ORT	Plan																									
	Actual																									

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Activities	Year	2015			2016			2017			2018			Responsible Organization		Achievements	Issue & Countermeasures		
		Month	3	6	9	12	3	6	9	12	3	6	9	12	3			6	9
Activities for Output 1: Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out																			
1-1. List the organizations to promote CMFA using COVAMS approach	Plan														J	M			
Actual																			
1-2. Prepare a material to explain CMFA using COMVAM approach to the organizations	Plan														J	M			
Actual																			
1-3. Make the result of the verification identified by the output 3 into the materials for explanation	Plan														J	M			
Actual																			
1-4. List the names of the private sector with a stake in the catchment management	Plan														J	M			
Actual																			
1-5. Convene a seminar for information sharing inviting the private sector with stake in catchment	Plan														J	M			
Actual																			
1-6. Organize a field visit inviting personnel of donors, private sector and media with stake in	Plan														J	M			
Actual																			
1-7. Revise the guidelines of the COVAMS approach based on the feedback received through activities 1-5 & 1-6 and follow procedures for an official approval of the ministry concerned	Plan															M			
Actual																			
Activities for Output 2: Capacity for implementing the COVAMS approach by officers of the target districts is improved																			
2-1. Evaluate the ability of implementing the COVAMS approach by the officers of the district	Plan														J	M			
Actual																			
2-2. Plan training on COVAMS approach and project management	Plan														J	M			
Actual																			
2-3. Carry out training on COVAMS approach and project management	Plan														J	M			
Actual																			
2-4. Support capacity development through OJT by the officers of the district departments concerned	Plan														J	M			
Actual																			
2-4-1. Explain the COVAMS approach to the officers of the district departments concerned	Plan														J	M			
Actual																			
2-4-2. Assist the officers of the district departments preparing an annual activity plan	Plan														J	M			
Actual																			
2-4-3. Assist the officers of the district departments carrying out activities based on	Plan														J	M			
Actual																			
2-4-4. Assist the officers of the district departments implement monitoring the	Plan														J	M			
Actual																			
2-4-5. Assist the officers of the district departments reviewing the annual activities	Plan														J	M			
Actual																			
2-4-6. Assist the officers of the district departments preparing the guidelines of the COVAMS approach	Plan														J	M			
Actual																			
2-5. Plan the evaluating the officers of the district departments on understanding of CMFA using	Plan														J	M			
Actual																			
2-6. Evaluate the officers of the district departments on understanding of CMFA using COVAMS.	Plan														J	M			
Actual																			
Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified																			
3-1. Plan the questionnaire survey on extension methodology by COVAMS approach.	Plan														J	M			
Actual																			
3-2. Carry out the questionnaire survey to collect data according to the plan.	Plan														J	M			
Actual																			
3-3. Prepare the survey report	Plan														J	M			
Actual																			
3-4. Identify the cost of implementing the COVAMS approach	Plan														J	M			
Actual																			
3-5. Verify the roles and the effectiveness of the LFs of COVAMS compared to those of LFs employed by other extension approaches	Plan														J	M			
Actual																			
3-6. Prepare a plan to verify the technologies to be extended by the COVAMS approach	Plan														J	M			
Actual																			
3-7. Verify the technology according to the plan	Plan														J	M			
Actual																			
3-8. Report the results of the verification.	Plan														J	M			
Actual																			
Activities for Output 4: 4. The commitment of the COVAMS approach among leaders of all levels is enhanced																			
4-1. Support the initiatives of the district forestry departments to convene a regular meeting of the (CCO4-TSTS)	Plan														J	M			
Actual																			
4-2 Support the initiatives of the district forestry departments and other district departments to convene PM meeting of the target districts	Plan														J	M			
Actual																			
4-3. Support the district departments to organize field visits inviting minimum of 3 officers of the ministries and districts at least once	Plan														J	M			
Actual																			
4-4. Support the initiatives of officers of ministry and the district departments to organize visits and explanation to the organizations concerned listed in the item 1.1 carried out at least three (3) times	Plan														J	M			
Actual																			

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Annex 4. Record of Discussion and Minute of Meeting

Duration / Phasing		Plan																																					Latter half of the COVAMS II Project has begun from September 2015																														
		Actual																																																																			
Monitoring Plan	Year	Month	2016												2017												2018												Remarks	Issue	Solution																												
	1		2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12																																
Monitoring																																																																					
Joint Coordinating Committee (JCC) Meeting																												Plan																																									
Actual																																																																					
Baseline and endline surveys																												Plan																																									
Actual																																																																					
Set-up the Detailed Plan of Operation																												Plan																																									
Actual																																																																					
Submission of Monitoring Sheet																												Plan																																									
Actual																																																																					
Monitoring Mission from Japan																												Plan																																									
Actual																																																																					
Joint Monitoring																												Plan																																									
Actual																																																																					
Post Monitoring																												Plan																																									
Actual																																																																					
Reports/Documents																																																																					
Training Materials																												Plan																																									
Actual																																																																					
Project Completion Report																												Plan																																									
Actual																																																																					
Important Events																																																																					
General Election																												Plan																																									
Actual																																																																					
Review and renew the Revenue Mobilization Strategy																												Plan																																									
Actual																																																																					
Review and/or Revise Activities																												Plan																																									
Actual																																																																					
Public Relations																																																																					
News Letter																												Plan																																									
Actual																																																																					
																												Plan																																									
																												Actual																																									

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Reasons for Amending the PDM

Items	Original(PDM2015)	Amendment	Explanation
Overall Goal	Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	Catchment management through farmers' activities (CMFA) using the COVAMS approach is widely implemented in the target districts.	The linkage of COVAMS experience shall be clarified. An "article" was missing in the original PDM. The CMFA derived from COVAMS is extended (initially) the four districts of Blantyre, Balaka, Mwanza and Neno
Indicators	<p>1. CMFA spread to other TAs in target districts</p> <p>2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts</p>	<p>1. CMFA using COVAMS approach is implemented in at least two (2) TAs other than the target districts</p> <p>2. CMFA using COVAMS approach adopted by at least one (1) project funded by other donors in the target districts</p>	<p>-The meaning of "Spread" clarified.</p> <p>- Clarify which TA</p> <p>- Numeric target specified to help the ex-post evaluation</p> <p>- Numeric target specified to help the ex-post evaluation</p>

Items	Original	Amendment	Explanation
Project Purpose	CMFA is institutionalized in target districts.	CMFA is institutionalized in the target districts.	No change
Indicators	<p>1. CMFA included in the District Strategic Development Plan of each target districts</p> <p>2. The plan of CMFAs using COVAMS approach carried out in each target district.</p>	<p>1. The annual plan and the budget request for CMFA using the COVAMS approach are prepared and implemented by the district departments</p> <p>2. The guidelines for the COVAMS approach is acknowledged by ministries concerned</p>	<p>- "District Strategic Development Plan" is no longer functioning as originally thought</p> <p>- Numeric target specified to help the ex-post evaluation</p> <p>- By the end of the project, the COVAMS approach shall be officially acknowledged by the GOM</p> <p>- Considering the extending the capacity into other donor funded projects in the target area</p>

Reasons for Amending the PDM

Items	Original	Amendment	Explanation
Output 1			
	<p>1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p>	<p>1. Promotion for the target districts and the ministries concerned to ensure institutionalization and budget for the COVAMS is carried out</p>	<ul style="list-style-type: none"> - Distict plans not properly highlighting the COVMSMS approach because of its format subscribed by the central government. - Promotion activities toward getting various fundings need to be highlighted instead of the listing of the plan. - Information sharing, material development, seminar and field visit organized for promotion
Indicators			
	<p>1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district.</p>	<p>1-1. The materials for providing information meeting the needs of at least three (3) organizations, including the guidelines for the COVAMS approach, are prepared</p>	<ul style="list-style-type: none"> - Numeric target specified - Materials (guidelines, explanation, etc.) prepared to promote the COVAMS approach
	<p>1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts</p>	<p>1-2. A seminar for information sharing/ PR inviting the private sector with a stake in catchment management is convened at least two (2) times</p>	<ul style="list-style-type: none"> - Seminars for specific target
		<p>1-3. A field visit inviting participants from donor/ media is organized at least two (2) times</p>	

Items	Original	Amendment	Explanation
Output 2			
	<p>2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.</p>	<p>2. Capacity for implementing the COVAMS approach by officers of the target districts is improved</p>	<ul style="list-style-type: none"> - No change in meaning - Article "the" added to clarify the target as the four districts of Blantyre, Balaka, Mwanza and Neno
Indicators			
	<p>Capacity improvement (listed as below and indicated in the separate table)</p>	<p>2-1. Training covering ten (10) designated subjects* is carried out at least once</p>	<ul style="list-style-type: none"> - Numeric target specified
	<p>Capacity improvement</p> <p>Number of training subjects described in the training Plan</p> <p>Number of training conducted, at least one time each subject</p> <p>Number of trained DMT members</p> <p>Number of trained TST members</p> <p>Number of trained CCOs</p> <p>Implementation of COVAMS approach</p> <p>Annual working plan prepared in each district</p>	<p>2-2. At least 80% of participants fulfill the requirements in the post-training evaluation of the training on CMFA using the COVAMS approach</p>	<ul style="list-style-type: none"> - Numeric target specified - The revised indicators are real "output" while the original was input, etc.

Reasons for Amending the PDM

Number of village covered by COVAMS approach
 Number of trained LFs
 Number of trained SLFs
 Detail of indicators is described in the attached table
 Impact as the result of capacity improvement and
 implementation of COVAMS approach
 Refer indicators for the output 3 below

- 2-3. The COVAMS approach is adopted by at least 80% of the villages (more than 296 villages out of 370 villages) within the pilot TAs
 - Numeric target specified
 - The revised indicators are real "output" while the original was input, etc.
- 2-4. At least 80% of the LFs (2,910 LFs out of 3,637) elected by fellow farmers are acknowledged
 - Numeric target specified
 - The revised indicators are real "output" while the original was input, etc.
- 2-5. At least 80% of the selected SLFs (326 SLFs out of 407) are acknowledged
 - Numeric target specified
 - The revised indicators are real "output" while the original was input, etc.

Items	Original	Amendment	Explanation
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Output 3

- 3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.
 - 3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified

Indicators

- Extension method
 - Compiled reports which explain following items
 - Number of training conducted in the villages by LFs subject on the CMFA using the COVAMS approach**
 - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA
 - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA
 - Cost of COVAMS approach operation
 - Comparison between COVAMS LFs and other LFs

Detail of indicators is described in the attached table.

Extension subject

- Compiled reports which explain following items
- Soil volume protected from erosion from gardens and small scale gully

- 3-2. At least 80% of the households in the villages covered by the project participate the training on the CMFA using the COVAMS approach carried out by LFs

	Original	Amendment	Explanation
Items			
Output 4	<p>Reasons for Amending the PDM</p> <p>3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas</p> <p>3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach is identified</p> <p>3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach is identified</p>	<p>3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas</p> <p>3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach is identified</p> <p>3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach is identified</p>	<p>- Soil conservation analysis through the field research needs long-term hydrologic study</p> <p>- Contour ridge cultivation was studied by the long-term experts</p> <p>- Stand growth rate of the planted tree does not relate to effectiveness of the extension subject in the COVAMS approach</p>
Indicators	<p>4. Yield increased after adopting contour ridge planting</p> <p>- Stand growth of planted trees</p> <p>4. Ownership of the COVAMS approach is enhanced among leaders of all levels.</p> <p>- Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3, and others)</p> <p>- Number of leaders received explanation on COVAMS approach (Number of organizations x 2= 22 and others)</p> <p>- Number of sharing meeting and seminars (4 times x 2years =8)</p> <p>- Evaluation reports after the activities</p>	<p>4. The commitment of the COVAMS approach among leaders of all levels is enhanced</p> <p>4-1. A monthly meeting by the CCO4 -TST5 is convened regularly by the initiatives of the district forestry departments</p> <p>4-2. A monthly PM meeting of the target districts is convened regularly by the initiatives of the district forestry departments and other district departments concerned</p> <p>4-3. The field visit inviting minimum of 8 officers of the ministries and districts is organized at least once by the district departments</p> <p>4-4. The visit and explanation to the organizations concerned is carried out at least three (3) times by the initiatives of officers of ministry and the district departments</p>	<p>- "Ownership" was changed to "Commitment"</p> <p>- Numeric target clarified</p> <p>- The functions of regular meetings among all level of stakeholder highlighted</p> <p>- Project sees the information flow shall be established regularly as we have organized</p> <p>- Numeric target clarified</p> <p>- The functions of regular meetings among all level of stakeholder highlighted</p> <p>- Project sees the information flow shall be established regularly as we have organized</p> <p>- Field visits with local initiatives important for full commitment</p> <p>Ditto</p>

**MINUTES OF MEETINGS BETWEEN
JAPANESE TERMINAL EVALUATION TEAM
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF MALAWI
ON
THE PROJECT FOR PROMOTING CATCHMENT MANAGEMENT ACTIVITIES
IN MIDDLE SHIRE**

The Terminal Evaluation Team (hereinafter referred to as “the Team”), organized by Japan International Cooperation Agency (hereinafter referred to as “JICA”) visited the Republic of Malawi from November 6 to 25, 2017. The purpose of the visit is to evaluate the progress of the technical cooperation project titled “The Project for Promoting Catchment Management Activities in Middle Shire” (hereinafter referred to as “the Project”).

During the stay, the Team visited the project sites and relevant offices, and had series of discussions with the Malawian authorities concerned, namely, Ministry of Natural Resource Energy and Mining, Ministry of Agriculture, Irrigation and Water Development, Ministry of Civic Education, Culture and Community Development and Ministry of Finance and Economics, the Project team including the Japanese experts, and related stakeholders including district offices.

The findings of the evaluation were documented in the attached report based on the consultation with the Malawian side. Both sides confirmed its contents and agreed to take necessary actions that are required to accelerate the project implementation.

Lilongwe, 23 November, 2017

村田隆博

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Ministry of Finance and Economics

TERMINAL EVALUATION REPORT
ON
JAPANESE TECHNICAL COOPERATION
OF
PROJECT FOR PROMOTING CATCHMENT MANAGEMENT
ACTIVITIES IN MIDDLE SHIRE

Ministry of Natural Resource Energy and Mining
Ministry of Agriculture, Irrigation and Water Development
Ministry of Civic Education, Culture and Community Development
Ministry of Finance, Economic Planning and Development
and
Japan International Cooperation Agency (JICA)

Lilongwe
Republic of Malawi
November 23, 2017

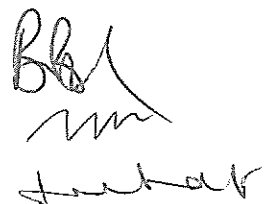


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Appendix

- I. Project Design Matrix (Version 1 and 2)
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1. Framework of Terminal Evaluation Study

1-1. Background of the Project and Objective of the Terminal Evaluation

Malawi is an inland country located in Southern Africa and 20% of its land area is covered by Lake Malawi (24,000 km²), the 9th biggest lake in the world and the 3rd biggest ones in Africa. The total population was approximately 14.9 million and the population density (156.7 persons/km²) and the population growth rate (3.0%) were relatively high among the Sub-Saharan African countries (2010, the United Nations, "World Statistics Pocket Book").

In a whole country, forest land dramatically decreased from 4.2 million ha (38% of the national land) in 1990 to 3.4 million ha (30.7%) in 2005. In particular, forest resources in the Middle Shire River Basin, which flows from the southern edge of Lake Malawi to the Southern Malawi, rapidly diminished because of the issues induced by the population growth in Blantyre, the largest commercial city in the country, such as increases in firewood collection in the forests. The decreased forest resources caused a lower water retention capacity in the Basin, a lower agricultural productivity by soil erosion and degradation. As a result, the people in communities with vulnerable living conditions had been aggravating their poverty status. In addition, the huge volume of silt discharge into the Shire River, which have been piled up on the river bed, has been reducing water flows of the River. It has brought about adverse impacts, including lower power generation capacities of hydropower plants located in the Shire water system which have been generating 94% of electric power in the country. Also, it has increased floods in the downstream areas.

Under these situations, international donors and NGOs have been proactively supporting activities to mitigate environmental degradation in the Shire River Basin. In particular, in June 2014, the World Bank (WB) launched "the Shire River Basin Management Program (Phase I) Project" including inter-sectoral development planning and coordination mechanism, the most urgent water-related infrastructure investment, and development of up-scalable systems and methods to rehabilitate sub-catchment and protect existing natural forests, wetland and biodiversity.

Before those activities, the Japan International Cooperation Agency (JICA) initiated "the Project for Community Vitalization and Afforestation in Middle Shire" (2007-2012) (hereinafter referred to as "COVAMS I") based on the various survey results conducted since 1999. COVAMS I resulted broad practice of technologies for soil conservation and tree planting introduced by the project among the farmers in the target areas through dissemination of the technologies based on the village training approach using the Specified Village Training Approach (SVTA) (hereinafter referred to as "the COVAMS Approach") to over 30,000 households in 244 village within two Traditional Authorities (TAs) in Blantyre District located in Middle Shire. On the other hand, The target area of COVAMS I limitedly covered 400km² out of the total land area of Middle Shire of 7,350 km². Also, there were

remaining issues to establish implementation mechanism to promote well-designed activities as an administration system. Therefore, the Government of Malawi requested the Government of Japan a technical cooperation project to extend the soil conservation activities based on the COVAMS approach to broader areas.

The Terminal Evaluation Study Team (hereinafter referred to as “the Evaluation Team”) dispatched by JICA visited Malawi from November 6th to 25th, 2017 for the purpose to verify attainments and results by the Project in accordance with the “Five Evaluation Criteria” as well as to identify necessary measures and activities for the remaining project period and for post project period.

The objectives of the terminal evaluation study are as follows:

- (1) To review and assess the inputs, activities and achievements of the Project;
- (2) To evaluate results of the Project by the five evaluation criteria of “Relevance”, “Effectiveness”, “Efficiency”, “Impact” and “Sustainability”;
- (3) To identify problems and issues to be addressed for successful implementation of the Project for the remaining project period;
- (4) To propose recommendations for better implementation of the Project in the remaining period and for future activities to achieve the Overall Goal of the Project and to ensure sustainability of project effects; and
- (5) To identify key driving forces and constraints for/against success of the Project for drawing lessons learned for future technical cooperation projects.

1-2. Members of the Terminal Evaluation Study Mission

The Terminal Evaluation Team is composed of the following members as below.

Team Leader	Mr. Takahiro MORITA	Group Director for Forestry and Nature Conservation Global Environment Department Japan International Cooperation Agency (JICA)
Cooperation Planning	Ms. Emi TESHIMA	Special Advisor Natural Environment Team 2 Forestry and Nature Conservation Group Global Environment Department, JICA
Evaluation and Analysis	Ms. Hisami NAKAMURA	Executive Director/ Principal Consultant OPMAC Corporation

1-3. Schedule of the Terminal Evaluation Study

The Study in Malawi was conducted from November 6th to 25th, 2017. The detailed schedule is as

follows.

Date		Mr. MORITA	Ms. TESHIMA	Ms. NAKAMURA	Venue	
Nov.	5	Sun			<i>Departure from Tokyo</i>	
	6	Mon			<i>Arrival in Lilongwe</i> •Internal meeting (JICA Malawi Office)	Lilongwe
	7	Tue			•Internal meeting •Interview with Japanese experts (JICA Malawi Office) •Interview with the Director of Agriculture Extension Service	Lilongwe
	8	Wed			•Interview with the Technical Team Member of the Shire River Basin Management Program •Interview with the Director of Forestry •Interview with the Director of Land Resource Conservation	Lilongwe
	9	Thu			Moving to Blantyre •Visiting the construction site of the Kamuzu Barrage Upgrade	Blantyre
	10	Fri			•Interview with the Regional Forestry Office (South Region) •Interview with ST and CCOs in Limbe	Blantyre
	11	Sat			•Documentation	Blantyre
	12	Sun			•Documentation	Blantyre
	13	Mon			•Field visit in Neno	Neno
	14	Tue		<i>Arrival in Blantyre</i>	•Field visit in Blantyre	Blantyre
	15	Wed			•Internal meeting •Field visit in Balaka	Balaka
	16	Thu	<i>Arrival in Blantyre</i>		•Interviews with the District Council of Blantyre	Blantyre

		•Internal meeting	
17	Fri	•Field visit in Mwanza	Mwanza
18	Sat	•Internal discussions on MM with consultant team •Documentation	Blantyre
19	Sun.	•Moving to Lilongwe •Documentation	Lilongwe
20	Mon	•Visiting Katete Plantation, Kamuzu Dam 1 and 2	•Documentation Lilongwe
21	Tue	•Courtesy call on the Director of Department of Aid •Discussion about the draft of MM with counterparts •Interview with the Ministry of Gender, Children, Disability and Social Welfare	Lilongwe
22	Wed	•Interview with OPC •Finalizing MM	Lilongwe
23	Thu	•Joint Coordination Committee	Lilongwe
24	Fri	•Reporting to JICA Malawi Office •Reporting to Embassy of Japan	<i>Leaving from Lilongwe</i> Lilongwe
25	Sat	<i>Leaving from Lilongwe</i>	<i>Arrival in Tokyo</i>
26	Sun.	<i>Arrival in Tokyo</i>	

1-4. Outline of the Project

The outline of the project is shown as follows. The Project Design Matrix Version 2 (hereinafter referred to as "PDM Ver.2"), which was approved at the Joint Coordinating Committee in June, 2017, is shown in Appendix I.

Target Area

Four districts in the South Region: Balaka District (Traditional Authority Chanthurya) Blantyre District (TA Chigaru and TA Lundu), Mwanza District (TA Govati and TA Nthache), and Neno District (TA Mlauli and TA Symon)

Target Group

Management staff and extension staff in the four target districts.

Overall Goal

Catchment management through farmers' activities (CMFA) using COVAMS approach is widely implemented in the target districts.

Project Purpose

CFMA is institutionalized in the target districts.

Outputs

1. Promotion for the target districts and the ministries concerned to ensure institutionalization and budget for COVAMS is carried out.
2. Capacity for implementing the COVAMS approach by officers of the target districts is improved.
3. Effectiveness of the COVAMS approach, both extension method and extension subject, is verified.
4. The commitment of the COVAMS approach among leaders of all levels is enhanced.

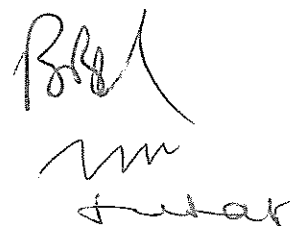
Activities

- 1.1 List the organizations to promote CMFA using the COVAMS approach
- 1.2 Prepare a material to explain CFMA using the COVAMS approach to the organizations concerned
- 1.3 Make the result of the verification identified by the output 3 into the materials for explanation
- 1.4 List the names of the private sector with a stake in catchment management
- 1.5 Convene a seminar for information sharing inviting the private sector with stake in catchment management
- 1.6 Organize a field visit inviting personnel of donors, private sector and media with stake in catchment management
- 1.7 Revise the guideline of the COVAMS approach based on the feedback received through activities 1-5 & 1-6 and follow procedures for official approvals of the ministries concerned

- 2.1 Evaluate ability of implementing the COVAMS approach by the officers of the district departments concerned
- 2.2 Plan training on the COVAMS approach and project management
- 2.3 Carry out training on COVAMS approach and project management
- 2.4 Support capacity development through OJT by the officers of the district departments concerned
- 2.5 Plan evaluation of officers of the district departments on understanding of CMFA using the COVAMS approach
- 2.6 Evaluate the officers of the district departments on understanding of CMFA using the COVAMS approach

- 3.1. Plan the questionnaire survey on extension methodology by the COVAMS approach
- 3.2. Carry out the questionnaire survey to collect data according to the plan
- 3.3. Prepare the survey report
- 3.4. Identify the cost of implementing the COVAMS approach
- 3.5. Verify the roles and the effectiveness of the Lead Farmers (LFs) of COVAMS compared to those of LFs employed by other extension approaches
- 3.6. Prepare a plan to verify the technologies to be extended by the COVAMS approach
- 3.7. Verify the technology according to the plan
- 3.8. Report the results of the verification

- 4.1. Support the initiatives of the district forestry departments to convene a regular meeting of the CCO (Conservation Coordination Officer) – TST (Technical Support Team)
- 4.2. Support the initiatives of the district forestry departments and other district departments to convene PM meeting of the target districts
- 4.3. Support the district departments to organize field visits inviting minimum of 8 officers of the ministries and districts at least once
- 4.4. Support the initiatives of officers of ministry and the district departments to organize visits and explanation to the organization s concerned listed in the item 1.1 carried out at least three times



1-5. Methodology of Terminal Evaluation

The Study is carried out in accordance with the JICA Guideline for Project Evaluation, along with the following process:

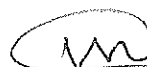

- (1) Assessing progress of the Project based on the plan shown in the Project Design Matrix (PDM) and the Plan of Operation (PO),
- (2) Analyzing the Project by the five evaluation criteria,
- (3) Recommending improvements of the Project, and
- (4) Drawing lessons learned for other similar types of projects.

Both quantitative and qualitative data and information were collected by the following methods.

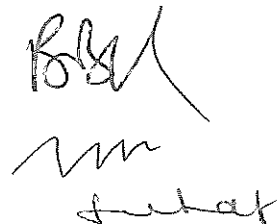
- Review of the project reports and other relevant documents,
- Questionnaire and/or interview to Japanese experts, Counterparts, and other stakeholders.

The five evaluation criteria used for the analysis of the Project are as follows:

- (1) **Relevance:**
Relevance of the Project is consistency of the Project Purpose and the Overall Goal with development policies and needs of Tanzania as well as the ODA policy of Japan towards Malawi.
- (2) **Effectiveness:**
Effectiveness of the Project is likelihood of achievement of the Project Purpose by the end of the project period through produced outputs at the time of the Terminal Evaluation Study.
- (3) **Efficiency:**
Efficiency of the Project is extent of conversion from the inputs to the outputs assessed from the aspects of achievement of the planned outputs as well as quantity, quality and timing of the inputs by the Japanese and Tanzanian sides.
- (4) **Impact:**
Impacts of the Project are assessed by likelihood of achievement of the Overall Goal, which is the intended impact of the Project and positive and negative, direct and indirect effects resulted or to be resulted by the Project.
- (5) **Sustainability:**
Sustainability of project is continuity of positive effects and benefits resulted by project after



completion of project. It is assessed by the political/institutional, organizational, technical and financial aspects.



2. Project Performance and Implementation Process

2-1. Inputs

The inputs for the Project borne by the both sides of Japan and Malawi are summarized in the Table 1.

Table 1: Inputs for the Project

	Plan	Actual (as of the end of October, 2017)
Japanese Side	<ul style="list-style-type: none"> • Experts: Chief Advisor, experts in Soil Erosion Control, Rural Development, Action Research, Training and Extension, Monitoring and Evaluation, and Coordination • Training in Japan and/or other country: Planned • Equipment: Vehicle, motorcycles, training equipment and other necessary equipment • Local Cost: Not specified 	<ul style="list-style-type: none"> • Experts: 11 experts in total <ul style="list-style-type: none"> ➢ For the period from April 2013 to October 2015: 3 Long-term experts (Chief Advisor/Forest Resource management, Rural Development, Coordinator/Forest Resource Management (Watershed Management) and 3 Short-term experts (Action Research, Research Design, Extension Strategy) ➢ For the period from September 2015 to October 2017): 11 Short-term experts (Team Leader/Institutionalization 1, Deputy Team Leader/Institutionalization 2, Deputy Team Leader Institutionalization 2&3, Extension Technology 1, Extension Technology 2/Soil Conservation Technology, Training Management/Monitoring and Evaluation, Project Coordinator/Assistant Trainer 1, Project Coordinator/Assistant Trainer 2, Project Coordinator/Assistant Trainer 3) • Training in Japan: 29 persons in total participating for 12 courses • Training in Third Country (Kenya): 1 person participating in 1 course • Equipment: Copier (1), Computers and printers (5), Motorbikes (25), Laptop computers (5), 4WD pickup trucks (4), bicycles, etc., • Local Cost: Training costs, including lunch, printing, training tools, and stationaries, fuel cost for motorbikes
Malawian Side	<ul style="list-style-type: none"> • Counterpart Personnel: <ul style="list-style-type: none"> ➢ Project Director (Director of Forestry) ➢ Regional Project Coordinator (Regional Forestry Officer (South)) ➢ District Project Coordinators (District Commissioners) ➢ Project Managers (District Forest Officers) • Land and Facilities: <ul style="list-style-type: none"> ➢ Office space with necessary equipment ➢ Machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for implementation of the Project other than equipment provided by the Japanese side • Local Cost: <ul style="list-style-type: none"> ➢ Running expenses necessary for implementation of the project ➢ Expenses necessary to transport, install, operate and maintain the equipment provided by the Japanese side 	<ul style="list-style-type: none"> • Counterpart Personnel: 120 persons in total <ul style="list-style-type: none"> ➢ Ministry of Natural Resource Energy and Mining (MoNREM): Principle Secretary, Deputy Director of Department of Forestry, Regional Forestry Officer (South), Assistant District Forestry Officer (Blantyre) of Regional Management Team ➢ Ministry of Agriculture, Irrigation and Water Development (MoAIWD): Director of Agriculture Extension Service (Agricultural Extension Service Department), ➢ Ministry of Civic Education, Culture and Community Development (MoCECCD): Director of Community Development Department of Community Development ➢ Office of the President and Cabinet (OPC): Deputy Director (Department of Performance Enforcement) ➢ District Commissioners (DCs): DC Blantyre, DC Balaka, DC Mwanza, DC Neno ➢ Blantyre District: Director of Planning and Development, District Forestry Officer, District Agriculture Development Officer, District Community Agricultural Extension and

Development Coordinator, Assistant District Forestry Officer, Senior Forestry Assistant, Assistant District Land Resource and Conservation Officer, Assistant Community Development Officers, Forestry Assistant, Forest Guard, Agricultural Extension and Development Officer, Senior Community Development Assistant

- Mwanza District: Director of Planning and Development, District Forestry Officer, District Agriculture Development Officer, Acting District Agriculture Development Officer, District Community Development Officer, District Environment Officer, District Agriculture Extension Methodology Officer, District Land Resource and Conservation Officer, Assistant District Forestry Officer, Agricultural Extension and Development Coordinator, District Land Resource and Conservation Officer, Assistant Community Development Officer, Senior Forestry Assistant, Forestry Assistant, Forest Guard, Agricultural Extension and Development Officers, Assistant Community Development Officer, Community Development Assistant
- Neno District: Director of Planning and Development, District Forestry Officer, District Agriculture Development Officer, District Community Development Officer, Acting District Environment Officer, District Environment Officer, District Land Resource and Conservation Officer, Assistant District Forestry Officer, Agricultural Extension and Development Officers, Assistant District Land Resource and Conservation Officer, Forestry Assistants, Forest Guards, Community Development Assistant
- Balaka District: Director of Planning and Development, District Forestry Officer, District Agriculture Development Officer, District Environment Officer, District Community Development Officer, District Land Resource and Conservation Officer, Assistant District Forestry Officer, Agricultural Extension and Development Coordinator, Senior Community Development Assistant, Assistant District Land Resource and Conservation Officer, Forestry Assistant,
- Facilities: Project offices in MoNREM and the Regional Forestry Office (South) in Blantyre

Japanese Side

Inputs by the Japanese side have been made mostly as planned.

a. Dispatch of Japanese Experts

For the first two and half years of the project period, 3 long-term experts in 3 areas and 3 short-term experts were dispatched in order to design and establish a standardized CMFA using the COVAMS approach as well as verify its effectiveness to disseminate the model of CMFA activities and to



contribute to catchment management.

For the last two and half years of the project period, 11 short-term experts in 9 areas were dispatched in order to institutionalize CMFA using the COVAMS approach as well as to disseminate it further in the four target districts.

b. Counterpart Training

29 staff in total, including TSTs working for the target four districts, participated in 12 training courses related to natural environment conservation and extension activities in total, including “promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources”, “Capacity Development in Operation and Management for Extension Activities” and “Farmer-led Extension Method (“Curriculum Development for Motivating Farmers”).

1 counterpart staff (TST of Balaka) participated in a training course in Kenya, “Regional Training on Adaptation to Climate Change”.

c. Provision of Equipment

The necessary equipment for operation and management of the Project, including copier, computers and printers, were provided. Also, vehicles, including 4WD pickup trucks for the TSTs and motorbikes for CCOs of the four target districts were provided for their activities to deliver trainings for the Lead Farmers (LFs) who can be focal points of technical transfer to farmers and communities.

d. Local Cost

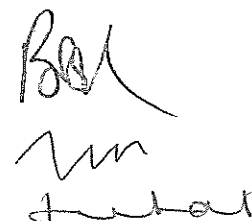
The Japanese side borne costs for delivery of trainings for LFs, including printing manuals, training tools, lunch and so on. Also, the fuel cost for the motorbikes used by CCOs and the maintenance and repair cost of the pickup trucks for the TSTs were borne by the Japanese side. In addition, the Japanese side covered cost for providing bicycles for the Senior Lead Farmers (SLFs) who technically support LFs and farmers.

Malawian Side

Inputs by the Malawi side have been made partially compared to the plan.

a. Counterpart Personnel

In total, 120 personnel have been engaged in the Project. At the central level, the Department of Forestry of the Ministry of Natural Resource Energy and Mining (MoNREM), the Department of Agricultural Extension Service and the Department of Land Resource and Conservation of the



Ministry of Agriculture, Irrigation and Water Development (MoAIWD), the Department of Community Development of the Ministry of Civic Education, Culture and Community Development (MoCECCD), the Department of Performance Enforcement of the Office of the President and Cabinet (OPC) are the key counterpart organization. In addition, at the regional level, the Regional Forestry Officer of South under the Department of Forestry has been involved in the Project and the Assistant District Forestry Officer of Blantyre has coordinated the project activities as the Regional Management Team. At the district level, the District Commissioners and the District Forestry Officers of the four target districts of Blantyre, Mwanza, Neno and Balaka, have been committed to the Project. In addition, all the stakeholders of catchment management of the four districts, including, TSTs and CCOs, have been engaged in the project activities.

b. Facilities

The Malawian side provided the project office spaces in MoNREM in Lilongwe and the Regional Forestry Office (South) in Blantyre.

2-2. Progress of Activities

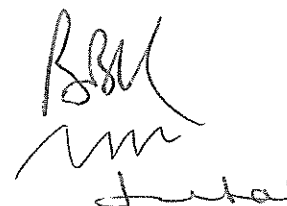
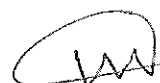
The activities for the planned Outputs have been mostly implemented as planned.

The activities for the Output 1 were mostly completed, but a public relations seminar for private companies and a field visit by the media are scheduled before the completion of the Project. In addition, the activities of the Project were broadcasted in Neno and Balaka through community radio and TV.

The activities for the Output 2 were completed as planned. Trainings of the COVAMS approach for the CCOs and TSTs in the four target districts were completed by June 2017 and the trained CCOs and TSTs trained the Lead Farmers (LFs) and the Senior Lead Farmers (SLFs), who conduct technical trainings and demonstration of the CMFA technology, a package of techniques for the CMFA composed of tree planting and growing, contour ridge farming, and gully reclamation, in their villages. LFs and SLFs are nominated by farmers at village meetings. In total, 3,795 farmers were nominated and trained as LFs and 3,745 out of them were certified as LFs in the four target districts. All the 435 nominated SLFs were certified in the four target districts.

The activities for the Output 3 were completed as planned. LFs trained by the Project delivered trainings of the CMFA technology for their fellow farmers in their villages more than one time and the majority of villagers trained by LFs has practiced the CMFA technology. Also, a study to verify effectiveness of the contour ridge farming and small scale check dams on soil erosion in maize gardens in the target sites was conducted by the Japanese experts and the results were compiled a working paper in September 2015.

The activities for the Output 4 were mostly completed as planned. Monthly meetings of CCOs and



TSTs have been regularly held in each target district. Also, monthly PM (Project Managers at district level) meetings have been regularly held under an initiative of the Regional Forestry Office. In addition, the Project Team visited the key stakeholders, including MoNREM, MoAIWD, MoCECCD, the Malawi College of Forestry and Wildlife (MCFW), other donors and the private companies, and explained about the CMFA introduced by the project in order to institutionalize the CMFA.

Table 2: Major Activities Completed by the Project (as of November 2017)

Outputs	Activities
Output 1	<ul style="list-style-type: none"> • Many times of visits and discussions with MoNREM, MoAIWD, MoCECCD and OPC. • One field visit by the newspaper reporters was implemented in April 2017. • Radio and TV broadcasting in Balaka and Neno
	<ul style="list-style-type: none"> • Trainings for CCOs and TSTs in the target districts were completed by June, 2017. • Self-assessments by CCOs and TSTs and assessment by each district on level of understanding about the COVAMS approach were conducted in June 2017. • 347 villages out of 367 villages in total in the four target districts introduced the CMFA based on the COVAMS approach. • 3,745 LFs out of 3,795 nominated LFs were certified. • All the 435 nominated SLFs were certified.
	<ul style="list-style-type: none"> • All the LFs delivered trainings of the CFMA technologies introduced by the project more than one time. • More than 80% of the villagers in the target sites participated in the trainings of the CFMA technologies delivered by LFs. • More than 80% of the villagers trained by LFs practiced seedling production and contour ridge farming technologies and around 70% of the villagers trained practiced the gully reclamation measures. • “The Soil Loss Study for Maize Gardens and Small Scale Check Dams” by the Japanese experts analyzed effectiveness of contour ridge farming and small scale check dams on soil erosion from maize gardens in the target sites and compiled a working paper in September 2015. • Monthly meeting of CCOs and TSTs have been regularly held by each district forestry office in the four target districts. • Monthly PM meetings have been regularly held by attendance with PMs from each target district. • The Project Team visited MoNREM, MoAIWD, MoCECCD, MCFW, donors, private companies and any other relevant organization more than three times.

2-3. Achievement of Outputs

By the time of the Terminal Evaluation Study conducted in November 2017, most of the planned outputs have been produced.

The Output 1 has been partially achieved and likely to be achieved by the end of the Project. The guidelines and manual of the COVAMS approach were drafted and have been finalized. A public relation seminar targeting the private sector and a field visit by media are scheduled before ending the Project. It is expected to visualize a good practice of the Project by attractive one-page leaflet and to broadly deliver them as a part of public relations.

The Output 2 has been achieved. All the verifiable indicators for the Output 2 were achieved and the

targeted groups for capacity development, including TSTs, CCOs and LFs, improved their technical knowledge and skills to train the farmers to conduct the CMFA introduced by the Project and LFs and their fellow farmers obtained necessary technical knowledge and skills to practice the CMFA technology.

The Output 3 has been achieved. All the verifiable indicators for the Output 3 were achieved and effectiveness of the COVAMS approach as a farmer to farmer extension method and the CMFA technology were verified. 100% of the LFs trained by the Project have practiced the CMFA technology.

The Output 4 has been mostly achieved. The coordination mechanisms at district and at regional levels for dissemination of the CMFA based on the COVAMS approach were established through the monthly meetings of CCOs, TSTs and PMs.

Table 3: Achievement of Outputs (as of November, 2017)

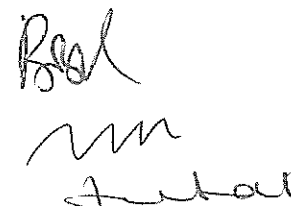
Outputs	Verifiable Indicators	Achievement
1. Promotion for the target districts and the ministries concerned to ensure institutionalization and budget for COVAMS is carried out.	<p>1.1. The materials for providing information meeting the needs of at least three (3) organizations, including the guidelines for the COVAMS approach are prepared.</p> <p>1.2. A seminar for information sharing/PR inviting the private sector with a stake in catchment management is convened at least two (2) times.</p> <p>1.3. A field visit inviting participants from donor/media is organized at least two (2) times.</p>	<p>Partially achieved.</p> <p>➤ Indicator 1-1: The guidelines and manual for the COVAMS approach have been prepared for the three ministries of MoNREM, MoAIWD and MoCECCD.</p> <p>➤ Indicator 1-2: A public relations seminar targeting the two private entities of the Electricity Generation Company (EGENCOMW) and the Blantyre Water Board is planned by the end of the Project.</p> <p>➤ Indicator 1-3: One (1) field visit by the southern newspaper reporters was implemented in April, 2017. Another field visit by media is planned before ending the Project.</p>
2. Capacity for implementing the COVAMS approach by officers of the target districts is improved.	<p>2.1. Training covering ten (10) designated subjects is carried.</p> <p>2.2. At least 80% of participants fulfill the requirements in the post-training evaluation of the training on CMFA using the COVAMS approach.</p> <p>2.3. The COVAMS approach is adopted by at least 80% of the villages (more than 296 villages out of 370 villages) within the pilot TAs.</p> <p>2.4. At least 80% of the LFs (2,910 LFs out of 3,637) elected by fellow farmers are acknowledged.</p> <p>2.5. At least 80% of the selected SLFs (326 SLFs out of 407) are acknowledged.</p>	<p>Achieved.</p> <p>➤ Indicator 2-1: Trainings covering 10 areas have been completed by October, 2017.</p> <p>➤ Indicator 2-2: 80% of 14 TSTs and 80% of CCOs conducted activities in accordance with the COVAMS guidelines and their self-evaluations were higher than level 3 which is satisfactory level.</p> <p>➤ Indicator 2-3: The COVAMS approach was implemented in 347 villages out of 367 targeted villages.</p> <p>➤ Indicator 2-4: 3,745 LFs out of 3,795 nominated LFs were certified.</p> <p>➤ Indicator 2-5: All the 435 nominated SLFs were certified.</p>

Outputs	Verifiable Indicators	Achievement
3. Effectiveness of the COVAMS approach, both extension method and extension subject, is verified.	<p>3.1. At least 80% of the LFs elected by the fellow farmers carry out minimum of one (1) training each subject on the CMFA using the COVAMS approach.</p> <p>3.2. At least 80% of the households in the villages covered by the project participate the training on the CMFA using the COVAMS approach carried out.</p> <p>3.3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas.</p> <p>3.4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach is identified.</p> <p>3.5. The effectiveness of gully prevention technique as one of CMFA approach is identified.</p>	<p>Achieved.</p> <p>➤ Indicator 3-1: 100% of the trained LFs practiced the three CMFA technology introduced by the project.</p> <p>➤ Indicator 3-2*: Participation rates are as follows:</p> <ul style="list-style-type: none"> • Nursery training: 81.5% in the 1st year, 90.3% in the 2nd year and 88.2% in the 3rd year • Soil conservation training: 88.8%, 95.1% and 97.0% • Gully reclamation training: 85.9%, 94.0% and 97.1% <p>➤ Indicator 3-3*: Adoption rates* are as follows:</p> <ul style="list-style-type: none"> • Seedling production: 83.8%, 89.6% and 90.7% • Planting trees: 84.6%, 88.3% and 87.9% • Soil conservation technologies: 88.9%, 97.2% and 98.6% • Gully reclamation technology: 69.1%, 69.2% and 72.1% <p>➤ Indicator 3-4**: Soil erosion of 19,287m³ (17.49m³/ha) in Maize farm land of 1,103 ha in 2014/15 agricultural period was prevented by the contour ridge farming method.</p> <p>➤ Indicator 3-5**: Soil erosion of 1,602m³ in total was prevented by 21,362 check dams in the four target districts.</p>
4. The commitment of the COVAMS approach among leaders of all levels is enhanced.	<p>4.1. A monthly meeting by the CCO (Conservation Coordinating Officers) -TST (Technical Support Team) is convened regularly by the initiatives of the district forestry departments.</p> <p>4.2. A monthly PM meeting of the target districts is convened regularly by the initiatives of the district forestry departments and other district departments concerned.</p> <p>4.3. The field visit inviting minimum of 8 officers of the ministries and districts is organized at least once by the district departments.</p> <p>4.4. The visit and explanation to the organizations concerned is carried out at least three (3) times by the initiatives of officers of ministry and the districts.</p>	<p>Mostly achieved.</p> <p>➤ Indicator 4-1: Monthly meeting by CCO-TST have been regularly hold in each target district.</p> <p>➤ Indicator 4-2: Monthly PM meetings have been regularly held in each target district.</p> <p>➤ Indicator 4-3: The field visit is scheduled by the end of the Project.</p> <p>➤ Indicator 4-4: The visits to organizations concerned were more than three times.</p>

Note 1*: The data of the indicator 3-2 and 3-3 were collected by "the Household Questionnaire Survey" conducted by the Project in January 2017.

Note 2**: The data of the indicator 3-4 and 3-5 are estimations by the Japanese experts of the Project. ("Working Paper No.9: Soil Loss Study for Maize Gardens and Small Scale Check Dams, in September 2015)





2-4. Achievement of Project Purpose

As mentioned above, since the planned outputs have been achieved or mostly achieved, the Project Purpose is likely to be achieved by the time of project completion.

The indicator 1 was revised in PDM Ver.2 since the District Strategic Development Plan¹ had not been functional due to lack of resources and initiatives. Under the Project, activity plans for the fiscal year (FY) 2017/18 for each target district were prepared at the review meetings held from February to March 2017. In the process of preparation of the activity plans, each target district organized review meetings to collect and analyze information of the target villages. Although there is no mechanism to prepare mid-term development plan and investment plan at district level, the activity plans for FY 2018/19 will be prepared through the review meetings to be held from February to March in 2018. In addition, it is expected that action plans for the next three years including plans for dissemination and follow-up activities of the CMFA based on the COVAMS approach will be discussed and elaborated through the review meetings, as well.

As for the indicator 2, the guidelines for the COVAMS approach has been in the finalization process at the time of terminal evaluation. In addition, all the counterpart organizations, MoNREM, MoAIWD, and MoCECCD have already agreed to officially acknowledge and endorse it as their technical document in order to utilize nationwide.

Table 4: Achievement of the Project Purpose

Project Purpose	Verifiable Indicators	Achievement
CMFA is institutionalized in the target districts.	1. The annual plan and the budget request for CMFA using the COVAMS approach are prepared and implemented by the district departments.	Likely to be achieved. ➤ The activity plans for FY 2017/18 by each target district were prepared through the review meeting in February and March 2017. ➤ The activity plans for FY 2018/19 and action plans by each target district will be prepared through the review meeting in February and March in 2018.
	2. The guidelines for the COVAMS approach is acknowledged by ministries concerned.	Likely to be achieved. ➤ The guidelines and manual for the COVAMS approach will be officially signed and endorsed

¹ The system of "the District Strategic Development Plan" was introduced by a support of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for effective budgeting.

by MoNREM, MoAIWD, and MoCECCD before JCC in 2018.

2-5. Prospects for Achievement of Overall Goal

The Overall Goal is an intended outcome resulting from the Project to be achieved within three to five years after completion of the Project in case of JICA's Technical Cooperation Project. For the Project, it is expected to be achieved within three years after the project completion.

For the Indicator 1, the Project has already extended the CMFA based on the COVAMS approach in 5 villages in non-targeted TAs in Mwanza through the Lean COVAMS approach with minimized inputs which can be applied for the post project. In addition, some of non-targeted TAs in the target districts have already requested the Project to deliver the CMFA trainings based on the COVAMS approach and the target districts are willing to extend the CMFA to non-targeted TAs after the project completion.

For the Indicator 2, several cases where other donor and NGO supported the post COVAMS villages in the area related to catchment management were identified at the time of terminal evaluation. For example, the Save the Children supported Mthabarika Village in Blantyre to construct large scale check dams covering 72.5 ha to mitigate gullies and soil erosion. Another case is support by the World Food Programme (WFP) for Nposa Village in Blantyre to construct storm drains to mitigate flushes by storms and heavy rains and soil erosion. They mobilized the SLFs and LFs trained by the Project with community participation using the skills introduced by the Project.

Table 5: Prospects for Achievement of the Overall Goal

Overall Goal	Verifiable Indicators	Prospects for Achievement
Catchment management through farmers' activities (CMFA) using the COVAMS approach is widely implemented.	1. CMFA using the COVAMS approach is implemented in at least two (2) TAs other than the target districts.	Achieved. ➢ Non targeted TAs in the target districts requested the Project to deliver the CMFA training based on the COVAMS approach.
	2. CMFA using COVAMS approach adopted by at least one (1) project funded by other donors in the target districts	Likely to be achieved. Following supports by other donors and NGOs have been delivered. ➢ Blantyre: WFP, Save the Children, Foundation for Irrigation for Sustainable Development (FISD), etc. ➢ Balaka: Catholic Development

Commission in Malawi
(CADECOM),
➤ Neno: Evangelical Association
of Malawi (EAM), Save the
Children, Hunger Project, etc.


2-6. Implementation Process

The project has been implemented under coordination at national, regional and district level. Since catchment management is a cross cutting issue to be addressed by a multi-sectoral approach covering environmental conservation, agricultural activities, land use and community development, the three related ministries of MoNREM, MoAIWD, and MoCECCD are members of the Joint Coordination Committee (JCC) which is a decision making body of the Project. At the regional level, the monthly PM meetings have been organized under the initiative of the Regional Forestry Office of South to discuss about the project activities and issues to be tackled as well as sharing information and experiences through the Project. Also, the district level, CCOs and TSTs have had monthly meetings regularly to discuss about the training activities for the target villages and issues to be tackled as well as sharing information and experiences in each target district. The coordination mechanism established by the Project has facilitated and promoted coordination among the stakeholders of the Malawian side at national, regional and district level not only for implementation of this particular project but also for their common mandate of catchment management.

The implementation arrangement of the Japanese side was changed from the first period and to the last period of the Project. For the first period, the long-term Japanese experts were dispatched and stationed in Blantyre and they had devotedly supported the counterparts at district level in order to establish the CMFA technology to be disseminated and the COVAMS approach to disseminate the CMFA technology rapidly and widely. For the second period, the short-term Japanese experts were dispatched to mainly support for institutionalization of the CMFA based on the COVAMS approach for sustainable catchment management as well as support further dissemination of the CMFA based on the COVAMS approach in the targeted TAs of the target districts. The less intervention by the Japanese experts in the last period enhanced ownerships of the Malawian side.

On the other hand, there is a room to improve an implementation arrangement and process for institutionalization of the CMFA based on the COVAMS approach for ensuring sustainability to make the CMFA contribute to effective catchment management in the target districts. Although the project office was set up in the Department of Forestry (MoNREM) in Lilongwe and the activities for the institutionalization have been conducted at national level for the last period of the Project, there was still difficulties to conduct necessary actions to be taken at sufficient level since the focus of the project activities has been put on the activities in the target districts where physically distance

from Lilongwe. In particular, as no focal point in each key ministry was established, it took time to facilitate coordination and decision making at national level in order to promote the institutionalization of the CFMA based on the COVCAMS approach.



3. Evaluation by Five Evaluation Criteria

3-1. Relevance

Relevance of the Project is high and it is expected to keep the relevance until the end of the Project.

(1) Consistency with the development policy of Malawi

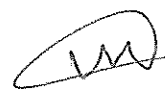
The Project has been consistent with the national forest policies of Malawi since the time of ex-ante evaluation by the time of terminal evaluation.

The Government of Malawi adopted the “National Forest Policy” in 1996 and the “National Forest Programme” in 2000 for sustainable forest management and improvement of socio-economic benefits by prevention of resource degradation by measures, including community-based forest management and sustainable use of forest resources for timbers and fuel.

After reviewing the “National Forest Policy 1996” in a wide consultative process with a wide range of stakeholders to solicit their views on the implementation gaps, the Government of Malawi launched a successive forest policy, the “National Forest Policy 2016” in June 2016. The goal is for the conservation, establishment, protection and management of trees and forests for the sustainable development of Malawi. The policy aims at promoting strategies that will contribute to increase forest cover by 2% from the current 28% to 30% by 2021, and sustainable management of existing forest resources.

The nine overall policy objectives include, provision of an enabling framework for promoting the participation of local communities, the civil society and the private sector in forest conservation and management; promotion of the growing of trees by all sections of the communities in order to achieve sustainable self-sufficiency of wood and forest derived products and services; promotion of sustainable management of forests for the protection of the environment, conservation of biodiversity and climate change management; promotion of the development of initiatives for adequate and sustainable short, medium and long term financing mechanisms for the forestry sector and its contribution to GDP; enhancement of the development of requisite human resource commensurate with the implementation of the policy.

In addition, the “National Forest Landscape Restoration Strategy” (NFLR Strategy) was launched in June 2017 for addressing the national goals by 2020, including improvement of food security, increase in energy source, increase in climate resilience, improvement of water quality and supply and alleviation of poverty. The NFLR Strategy also aims at accelerating implementation of the National Forest Policy (2016). It contains action plans in the areas of community forest and woodlots, forest management, soil and water conservation and river and stream bank restoration for the period from 2018 to 2020.



(2) Consistency with the needs in Malawi and the target districts

The Project has been consistent with the development needs in Malawi and the target areas for catchment management of the Middle Shire River Basin through soil conservation and reforestation since the ex-ante evaluation.

According to the National Forest Policy 2016, the estimated deforestation rate is 2.8% representing an annual average loss of 250,000 ha of forest cover. The direct causes of deforestation include agricultural expansion, human settlement, uncontrolled fires, unsustainable harvesting for energy (charcoal and firewood) and timber requirements.

Although the CMFA based on the COVAMS approach has been disseminated and broadly practiced in the four target districts through the activities by the target villages with interventions by the Project, further promotion of the CMFA based on the COVAMS approach is required because it takes long time to bring about effective catchment management to mitigate soil erosion and recovery of degraded forests in the Middle Shire River Basin. In fact, while forest conservation activities have been promoted in the four target districts, illegal logging for charcoal production and firewood have continued and deforestation has not been stopped. In particular, consumption of charcoal in Blantyre has been growing by the growing population since the charcoal is main source of energy. On the other hand, siltation into the Shire River has adversely affected hydropower generation which is an alternative energy source in the region and the whole country.

(3) Consistency with the Japanese ODA policy for Malawi

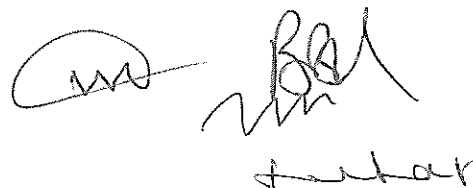
The Project was consistent with the Japan's ODA policy for Malawi at the time of ex-ante evaluation.

The Government of Japan formulated and launched the "Country Assistance Policy for Malawi" in April, 2012. One of the two priority areas is support for establishment of foundation for development of agriculture and mining. It includes cooperation for natural resource conservation such as afforestation and catchment/watershed management as a part of adaptation for environment protection and against climate change.

3-2. Effectiveness

At the time of the terminal evaluation, it can be judged that effectiveness of the Project is high as the Project Purpose is likely to be achieved by the outputs produced though there is still room to further enhance institutionalization of the CMFA based on the COVAMS approach.

For the institutionalization of the CMFA based on the COVAMS, the Project established a mechanism to prepare activity plans at district level under coordination among the stakeholders. Also, the effective and useful guidelines and manual to implement the CMFA based on the COVAMS on the ground was elaborated by the Project and will be officially endorsed by the key



ministries. However, for more effective institutionalization, it was necessary for the Project to incorporate a component in order to establish a mechanism to mobilize financial resources from both district councils and external sources including donors and NGOs. Also, it was essential to promote the institutionalization to mobilize resources at central level in order to facilitate coordination among the stakeholders at central level for continuation and dissemination of the CMFA based on the COVAMS on the ground.

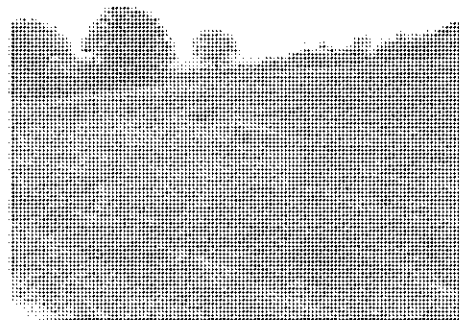
On the other hand, the Project has brought about prominent effects to promote institutionalization of catchment management in the four target districts. There are two driving forces, the farmer to farmer training and extension activities by the COVAMS approach and the locally adequate and applicable CMFA technology.

The COVAMS approach is significantly effective to train farmers and disseminate targeted technologies and techniques through the cascade of technical transfer from CCOs and TSTs to SLFs and LFs, and from SLFs and LFs to farmers within a short term and with broader coverage compared with other conventional training or dissemination approaches. Through the project activities, 32 CCOs, 435 SLFs and 3,745 LFs were trained for the last five years and have been engaged in the training and dissemination activities in their target villages. Their activities have covered 347 villages with more than 45,000 households in the four target districts by the time of terminal evaluation. The coverage of the Project has dramatically increased from 50 villages in 2013 when the Project started. In addition, many villagers have continuously practiced any of the CMFA technology trained by the Project though there are slow adopters among them.

The three techniques for CMFA selected by the Project, tree planting and growing, contour ridge farming and gully reclamation, are effective to widely disseminate and to simply practice in the target villages. As of FY 2015/16, the results from the practices of the CMFA technology are as follows: the number of seedlings planted in 218 villages was 196,684; the size of land conserved was 272 ha; the number of check dams constructed to recover gullies was 14,020.



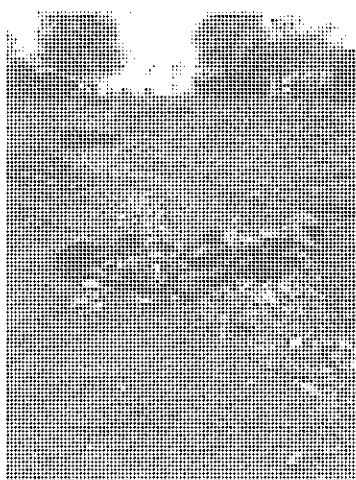
Nursery for Seedlings in Vamusi Village, Balaka



Contour Ridge Farming in Makaan Village, Neno District

As for tree planting and growing, the farmers are able to produce seedlings for their individual use

for firewood which can reduce illegal logging. Also, they have effectively planted trees in communal woodlots for forest conservation and reforestation as well as in their maize gardens or along river banks to prevent soil erosion. The contour ridge farming techniques, including marker ridges and box ridges increase water harvest from rainfalls in their maize gardens and to reduce soil erosion. As a result, many farmers adopting the CMFA technology, were able to increase their maize production with less farm land and less work load. In the villages with check dams constructed, the soil erosion has been reduced and the gullies have been recovered by sediments of soils.



Gully Reclamation Using Stones in Vamusi Village, Balaka District

It is noteworthy that the key success factor of the broader dissemination of the CMFA technology is locally adequate and applicable techniques using locally available resources. For tree planting and growing, the villagers in some villages have been engaged in community based tree planting for natural regeneration activities conducted by the Regional Forestry Office which focuses on planting of indigenous species by truncheons propagation. Also, contour ridge farming has been traditionally and widely practiced in the target villages but in ineffective manner. Therefore, the villagers can easily adopt the improved and more effective contour ridge farming with appropriate alignment of ridges based on accurate marker ridges and with box ridges to harvest water. For gully reclamation, check dams were constructed by using locally available materials in any target

villages, such as stones and rocks as well as branches.

3-3. Efficiency

Although there were some constraints against efficient implementation of the project activities, overall efficiency of the Project is high at the time of the terminal evaluation. It was because the inputs for the Project efficiently produced the planned outputs and the greater outcomes with the broader coverage of capacity development and dissemination of the CMFA based on the COVAMS approach.

By the time of the terminal evaluation, the inputs by the Japanese side were made mostly as planned. The quantity of inputs, including the number of Japanese experts dispatched and the number of equipment provided, were sufficient. Also, expertise of each Japanese expert was adequate. However, frequent replacements of the short-term experts since 2015 reduced efficiency of the project activities because they needed to learn and understand the situations of the target sites. Also, quality and specification of equipment harmed efficient activities by the TSTs and CCOs at district level. The pickup trucks and motorbikes provided by the Japanese side, which are essential to conduct extension activities, were broken and repaired. Those repairs were time consuming and costly.

The inputs by the Malawian side were partially made. The number of counterparts, in particular, TSTs and CCOs, were sufficient to efficiently deliver trainings for LFs. However, the necessary costs, including fuel cost for the motorbikes, have not been covered by the Malawian side due to the budget constraints of the Government of Malawi. Also, the posting of new DCs in the three target districts besides Balaka slowed down the decision makings on the project activities at district level for a certain period.

However, the coordination mechanism established by the Project enabled to efficiently mobilize inputs in the target villages and to avoid duplication of interventions by other projects and programs. In particular, under coordination among the three line ministries of MoNREM, MoAIWD and MoCECCD, which have required time-consuming process and efforts, the project activities were well coordinated through efficient mobilization of CCOs and TSTs though they are extension officers or district officers from different sectors of forestry, agriculture and community development.

Furthermore, although the Project minimized the inputs for trainings and dissemination activities, the coverage of the training and dissemination activities was considerably large since around 350 villagers more than 45,000 households have practiced the CMFA introduced by the Project. The prominent coverage of the activities greatly contributes to high efficiency of the Project.

3-4. Impact

(1) Achievement of Overall Goal

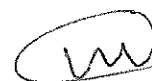
It is highly expected that the Overall Goal will be achieved by efforts of the post COVAMS villages and support by the three CP ministries and the District Councils as well as other donors and NGOs.

As mentioned above, the Project has already extended the CMFA based on the COVAMS approach in 5 villages in non-targeted TAs in Mwanza through the Lean COVAMS approach with minimum input. Also, some TAs neighboring the TAs targeted by the Project have already requested introductions of the CMFA based on the COVAMS approach since they have recognize the effects of the CMFA. Also, in the post COVAMS villages, the activities related to catchment management activities have been supported by other government programs or other donors and NGOs through mobilization of SLFs and LFs trained by the Project.

In order to ensure attainment of the Overall Goal for the post project period, it is essential to prepare action plans at district level for dissemination and upgrading the CMFA and to establish a mechanism to mobilize necessary resources for sustaining the CMFA in order to contribute to effective catchment management in the Middle Shire River Basin.

(2) Other impact

At the time of the terminal evaluation, no negative impact was observed while the following positive



impacts have been observed at the time of the terminal evaluation.

[Improvement of Agricultural Production in the Target Villages]

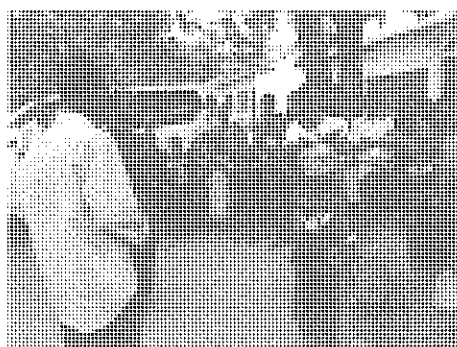
Also, according to the farmers and LFs interviewed by the terminal evaluation mission, agricultural production, mainly maize production, have increased after the introduction of the improved contour ridge farming promoted by the Project. They mentioned that improvement of water harvest enabled higher yield of maize production with less farming plots and work load as mentioned above. because Although it is hard to objectively verify the impacts on agricultural production at the time of terminal evaluation because of no monitoring data available, the farmers interviewed by the Evaluation Team in the target villages testified that their maize production increased by more than three times through application of the improved contour ridge farming without expensive chemical fertilizer.

[Recovery of Forests in the Post COVAMS Villages]

Through the site visits in the post COVAMS villages, it was confirmed that the reforestations have been progressing through the CMFA introduced by the Project though it is difficult to verify the impacts on reforestation objectively due to limited monitoring data at the time of terminal evaluation.

[Introduction of CMFA in Environmental Education at School]

A TST of Mwanza District, who had participated in the training in Japan under the Project, introduced the CMFA in Environmental Education at the Tsupe Primary School in Chali Village. Through technical transfer of the CMFA technology from CCOs to the teachers in the school, the students of the Grade 5 and 6 have been practicing seedling production and tree planting and growing, contour ridge farming and manure production. The TST expects that the students understand the importance of catchment management and forest conservation and will practice the CMFA when they become adult and their parents also understand the importance of the CMFA and acquire the knowledge and technologies through their children. In Neno, TSTs also initiated to introduce the CMFA at school as well.



CCOs teaching importance of forest conservation for students at the Tsupe Primary School Chali Village, Mwanza District

[Well-coordinated and Harmonized Extension Service Delivery at District Level]

Under the implementation of the Project, the three ministries have been coordinately involved in the project activities at any levels of national, regional and district, in particular for training and extension of the CMFA. As a result, CCOs and TSTs have been well functioning to deliver coordinated and harmonized technical support and extension services covering multi-sectoral issues

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for the CMFA for SLFs and LFs. That is because they have learned the CMFA technology covering techniques of forestry, farming and soil conservation while they have different background as extension officers or district officers from the sectors of forestry, agriculture and community development. In addition, the approach of CCOs and TSTs enables to extend the extension activities by MoCECCD though only one extension officer for community development is deployed in each district. Also, the Project demonstrated a good practice of the well-coordinated and harmonized extension service through CCOs and TSTs while MoAIWD has currently reorganized their extension services to integrate as one stop service under one extension officer to cover various issues under the mandates of MoAIWD.

[Local leadership of SLFs and LFs strengthened]



SLFs and LFs in Mthabarika Village and TSTs and CCOs of Blantyre District

3,745 certified LFs and 435 certified SLFs in the four target districts are fairly confident not only as technical leaders to demonstrate and disseminate technologies and techniques but also as “Change Agents” for development in their villages. It is expected that they can be focal points to introduce and disseminate new technologies for conserving natural resource and improving agricultural production, thereby contributing to improvement of livelihood in their villages as well as catchment management in the Middle Shire River Basin.

In fact, their leaderships have been appreciated by other donors and NGOs for effectively implementing their supports in the post COVAMS villages as mentioned above.

3-5. Sustainability

For the Project, sustainability can be verified by continuity of the CMFA by the post COVAMS villages. It is expected that the sustainability of the effects of the Project will be ensured to some extent after the completion of the Project from the aspects of policy/institutional, organizational, technical and financial. However, there are still some challenges remaining.

(1) Policy /institutional aspect

There is no change in policy priority on catchment management and environment conservation in the Shire River Basin and the target four districts.

Under the “National Forest Policy 2016”, deforestation and forest degradation control is aspired by a holistic approach to sustainable forest management. The policy priority areas, such as community based forest management, capacity development of the forest sector, and financing

mechanism, will endorse continuity of the CMFA based on the COVAMS approach in the four target districts.

(2) Organizational aspect

It is expected that the extension mechanism based on the COVAMS approach will be sustained since SLFs trained by the Project can continuously play a role as focal point of technical transfer and backstop for LFs and fellow farmers. However, there are concerns about how to continuously motivate them to keep their roles in the villages without further inputs for training the fellow farmers after the project completion though they are confident as SLFs or LFs. In addition, LFs can leave their village as migrating workers to other areas, in particular in Mwanza District, a border area with Mozambique, when they face severe food insecurity because they heavily depend on subsistence farming and no other alternative income source besides illegal charcoal production.

On the other hand, posting of the officers involved in the Project to non-project areas may promote dissemination of the CMFA based on the COVAMS approach.

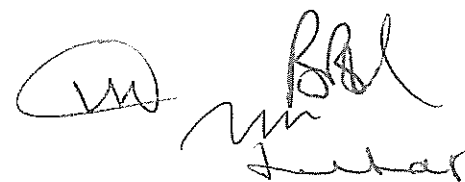
Also, there are concerns about sustainability of the coordination mechanisms established by the Project. At district level, the meetings of CCOs and TSTs will be continued but maybe less frequently because of the limited mobility without support for maintenance of the motorbikes and procurement of fuel by the Project. In addition, it might be more challengeable to sustain the coordination mechanism at regional level without financial support by the Project.

(3) Technical aspect

The key issue to ensure technical sustainability is continuity of activities by SLFs and LFs trained by the Project. Periodical follow-ups by TSTs and CCOs are essential for SLFs and LFs, including technical advice on the ground. Such follow-up activities by TSTs and CCOs can motivate and encourage them to continue their activities to technically support the fellow farmers and to practice new technologies and techniques for catchment management which can benefit their livelihood. At the same time, CCOs and TSTs can identify needs of SLFs and LFs to keep or upgrade their activities.

(4) Financial aspect

The budget sources at any level are very limited and the development budget of Malawi heavily depend on external sources from the donors and NGOs. Although the counterpart budget to cover the recurrent costs related to the project activities should have been allocated by the Malawian side, the very limited amounts were allocated for the first period and no budget was allocated for the last period due to the national budget constraint. Therefore, it is hardly expected to ensure financial sustainability by the budget sources of Malawi without external sources.




Under such situation, the Project introduced the Lean COVAMS approach which minimizes inputs for trainings on the ground. It can help to reduce a required budget for dissemination of the CMFA based on the COVAMS approach. However, the activities can be slowed down and scaled down without external supports.

Also, the Project made efforts to mobilize alternative financial resources, including the Tabaco levy, the Forest Development and Management Fund (FDMF), the Malawi Social Action Fund (MASAF) and the Shire River Basin Management Program. For Blantyre District, the safety net budget can be mobilized for the CFMA. In addition, as higher yield of agricultural production by the improved contour ridge farming without expensive chemical fertilizer, it is expected that a budget for the fertilizer subsidy program, which has not been efficiently disbursed, can be allocated to other programs related catchment management through rolling out of the improved contour ridge farming.

3-6. Conclusion

In the light above, the Project is highly relevant with the National Forest Policy of Malawi and needs for catchment management of the Middle Shire River Basin and the Japan's ODA policy for Malawi. Effectiveness and efficiency of the Project are high because of the very effective capacity development for farmers and broader dissemination of the CMFA technology to the farmer in the four target districts with the minimized inputs. Also, the positive impacts, including the Overall Goal is highly expected to be achieved after the project completion though there are some challenges for sustainability. Therefore, the Project can be evaluated as "highly satisfactory" at the time of terminal evaluation.



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4. Recommendations and Lessons Learned

Based on the above evaluation findings, the following recommendations are proposed for the remaining project period as well as for post project period towards the Overall Goal of “Wide implementation of catchment management through CMFA using the COVAMS approach in the target districts”.

4-1. Recommendations

[For the remaining project period]

1) Finalization and authorization of the drafted guidelines for CMFA based on the COVAMS approach

For ensuring attainment of the Project Purpose, it is inevitable to officially authorize the COVAMS approach guidelines developed by the Project in order to broadly use them on the ground for not only for dissemination of the CMFA introduced by the Project but also other related activities for catchment management in Malawi. It is preferable that the higher rank authorities at the director level of each counterpart ministry will sign of the preface of the guidelines as an official technical document.

[For the remaining project period and the post project period]

2) Preparation of action plans for the next three years at district level to mobilize necessary resources for dissemination and upgrade the CMFA based on the COVAMS approach

As mentioned above, it is recommended for the District Councils in the four target districts to prepare their action plans for the next three years for dissemination of the CMFA based on the COVAMS approach to reach out other villages and TAs and enhancement of the CMFA in the post COVAMS villages. The action plans enable to identify not only necessary resources, including human resource and financial resource and available resources, but also to specify strategies to mobilize external financial resources. Then, annual activity plan and budgeting can be more feasible for training and dissemination activities at district level.

3) Design and introduction of monitoring activities to record changes in the sites with CMFA based on the COVAMS approach

In order to mobilize necessary resources for the sustainable CMFA based on the COVAMS, it is inevitable to verify and give concrete evidence of effects of the CMFA introduced by the Project on catchment management. It is recommended to design and introduce a simple and feasible monitoring system to record changes, including forest coverage and soil conservation, on the sites, by fixed observation by digital photos with geographical information or satellite images. Those records can be clear evidences to make stakeholders understand the positive impacts of the CMFA introduced by the Project in order to facilitate resource mobilization.



4-2. Lessons Learned

1) Effectiveness and efficiency of capacity development by the COVAMS approach

The COVAMS approach realized effective dissemination of CMFA technologies based on farmer to farmer technical transfer through the two-year intensive intervention with limited training inputs which enables to cover more number of villages in a short-run. Also, very simplified, locally appropriate and applicable techniques using locally available resources are another factor for broader dissemination and high adoption rates. While catchment management requires efforts by the broader areas and long-term efforts, the COVAMS approach can be very effectively, efficiently and sustainably address the issues by the community based activities through very effective and efficient capacity development with broader coverage of areas in short-term.

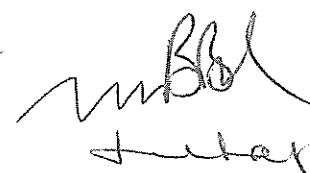
2) Coordination mechanism for efficient implementation of project activities and efficient resource mobilization based on harmonized planning

Since catchment management covers cross sectoral issues, it is essential to establish coordination mechanisms at national, regional and district levels for introduction of effective community based catchment management activities. Such coordination mechanism enables efficient implementation of project activities and efficient resource mobilization based on harmonized planning to cover multi-sectoral efforts although the process of their establishment is quite time consuming. Therefore, at the project designing stage, stakeholder analysis is inevitable to identify which organization can be involved in which issues and how and to make necessary implementation arrangements for the both sides of a recipient side and a Japanese side.

3) Necessity of inventories of villages with interventions for necessary follow-ups for the post project period

Although the Project has brought about great effects through dissemination of the CMFA based on the COVAMS approach, it is difficult to objectively verify them due to no inventories of the villages with interventions. It is necessary to compile inventories of the villages with interventions in order to come up with necessary follow-ups by the counterparts after the project completion since the country like Malawi has difficulty to mobilize domestic resource and necessity to mobilize external resources by convincing other donors and NGOs. Also, since the Project aimed at contributing to catchment management, it is essential to verify how the CMFA contribute to catchment management. Therefore, it is preferable to incorporate a component to make inventories of the villages with interventions in order to follow them up and to verify impacts of the activities introduced by the Project for the goal of catchment management.

(END)



Project Design Matrix (Revision of Project Design Matrix)

ANNEX I
Version 1
Date: 31 May 2010

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines.
Districts: Bantyre, Bataka, Mwanza, and Neno Districts
Target group: Management staff and extension staff of the four districts
Period of Project: Five (5) years: April 2014 - March 2018
Project Site: Four (4) districts in Middle Shire (Bantyre, Bataka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Assessment	Remarks
Overall Goal Catchment management through farmers' activities (CMFA) are widely implemented in target districts	1. CMFA spread to other TAs in target districts 2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts	1. District annual work plans of the target districts 2. Performance reports of the target districts			
Project Purpose CMFA is institutionalized in target districts	1. CMFA included in the District Strategic Development Plan of each target districts 2. The plan of CMFAs using COVAMS approach carried out in each target district	1. Project reports 2. District Strategic Development Plan	Each target district allocates budget for the expansion of the implementation of CMFAs to District Strategic Development Plan is developed and updated in each target district		
Outputs					
1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts	1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district 1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts	1.1. District Implementation Plan/Annual Investment Plan of four districts 1.2.1 Official document related to the CMFA in the districts 1.2.2 Project reports	Consolidated District Annual Work Plan is compiled and updated in each target District Administrative and financial institutional changes in central ministries and local administration do not affect the Project activities	Achievements are provided with the detailed descriptions of the Monitoring Sheet	
2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach	Capacity enhancement Number of training subjects described in the training Plan Number of training conducted at least one time each subject Number of trained DMT members Number of trained TGT members Number of trained COOs Implementation of COVAMS approach Annual working plan prepared in each district Number of village covered by COVAMS approach Number of trained LFs Number of trained CLFs Detail of indicators is described in the attached table Impact as the result of capacity improvement and implementation of COVAMS approach Refer indicators for the output 3 below	Capacity improvement Needs Assessment Report Training plan Training materials Reports on training Implementation of COVAMS approach Annual working plans of four target districts Monthly reports from the districts Monitoring reports Household net Other records and documents Project report			
3. Effectiveness of the COVAMS approach both extension method and extension subjects is verified through research	Extension method - Compiled reports which explain following items - Number of training conducted in the villages by LFs - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA - Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs Detail of indicators is described in the attached table Extension subject - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour ridge planting - Stems growth of planted trees	Research plans Research reports Project Reports Monitoring report from four target districts			
4. Coverage of the COVAMS approach is enhanced among leaders of all levels	Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3 and others) Number of leaders received explanation on COVAMS approach (Number of organizations = 24, 22 and others) Number of training meeting and seminars (4 times x 2years =8) Evaluation reports after the activities	Plan for disseminating information Submitted reports Official document Minutes of Shire River Basin Coordinating Meeting Other Project reports			
	Activities	Inputs	Important Assumptions		
Activities for Output 1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts	The Japanese Side 1) Advisors Team of advisors headed by Chief Advisor Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extension, Publicity, Monitoring and Evaluation 2) Equipment Vehicles, Motorcycles, Training Equipment and other necessary equipment 3) Training courses for counterpart government in Japan 4) Funds A part of operation cost	The Malawian Side 1) Human resource for the expansion of the Project 2) Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Operation Coordinating Officers, Administrative personnel, Vehicle Supporting Staff and drivers 3) Funds - Running expenses necessary for the implementation of the Project such as allowance for COM presed staff, office management costs	Area Users/holders (Parish and Village heads of pilot TAs agree with the purpose of the Project and participate in activities) Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.) Climate conditions do not change drastically Trained management staff and extension staff continue their services in their respective positions		
1.1. Contact stakeholders in the districts on the COVAMS II project and COVAMS approach The Japanese Side The Malawian Side					
1.2. Set up district management team under DECC					
1.3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village. Team of advisors headed by Chief Advisor					
1.4. Implement training sessions for the district staff to strengthen their abilities on formulating activity implementing plan and annual input plan towards budget allocation					
1.5. Integrate CMFA plan into district implementation plan and to annual implementation plan (DIP AIP). Based on VAPs					
1.6. Obtain approval from full council on the DIP AIP					
Activities for Output 2. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts					
2.1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey					
2.2. Prepare capacity improvement plans on COVAMS approach and project management					
2.3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach					
2.3.1. Introduce COVAMS approach to district teams					
2.3.2. Prepare annual working plan					

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Annex 4. Record of Discussion and Minute of Meeting

<p>Activities for Output 1 Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>2-3-3 Implement COVAMS approach according to the annual working plan</p> <p>2-3-4 Monitor progress of implementation of COVAMS approach</p> <p>2-3-5 Review annual activities</p> <p>2-4 Improve capacity of district staff by training</p> <p>2-5 Monitor degree of capacity improvement of district staff</p> <p>2-6 Evaluate capacity improvement plan and improve it if necessary</p> <p>Activities for Output 3 Effectiveness of the COVAMS approach both extension method and extension subjects, is verified through research.</p> <p>3-1 Conduct research on extension method of COVAMS approach</p> <p>3-1-1 Design research</p> <p>3-1-2 Conduct research survey and data collection</p> <p>3-1-3 Compile result of survey and data collection as a report</p> <p>3-2 Conduct research on extension subjects of COVAMS approach</p> <p>3-2-1 Design research</p> <p>3-2-2 Conduct research according to the design</p> <p>3-2-3 Compile result of the research as a report</p> <p>Activities for Output 4 Ownership of the COVAMS approach is enhanced among leaders of all levels</p> <p>4-1 Plan activities to promote understanding of the leaders and organizations on the CMFA using COVAMS</p> <p>4-1-1 List up target groups of the promotion</p> <p>4-1-2 Compile action plans to promote understanding of the target groups</p> <p>4-1-3 Prepare necessary explanation materials for promotion</p> <p>4-2 Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach</p> <p>4-3 Evaluate promotion results and modify/improve plan if necessary</p>	<p>The Japanese Side</p>	<p>The Malayan Side</p>	<p>Area Stakeholders (Parols and village heads of pilot TAs agree with the purpose of the Project and participate in activities</p> <hr/> <p>Pre-conditions</p> <p>Coordinating institutions (RCD, DALS, BCD) are fully supportive</p> <p>DCs of target districts are fully supportive</p> <hr/> <p>Issues and countermeasures</p>
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Project Design Matrix (PDM)

ANNEX I
Version 4
Dated 31 October 2017

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines,
Blantyre, Bataka, Mwanza, and Neno Districts
Target group: Management staff and extension staff of the four districts
Period of Project: Five (5) years. April 2014 - March 2019
Project Site: Four (4) districts in Middle Shire (Blantyre, Bataka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal Catchment management through farmers' activities (CMFA) using COVAMS approach is widely implemented in the target districts.</p>	<p>1. CMFA using COVAMS approach is implemented in at least two (2) TAs other than the target districts. 2. CMFA using COVAMS is approach adopted by at least one (1) project funded by other donors in the target districts</p>	<p>1. Budget document in the four districts 2. Project reports prepared by other donors. interview to residents</p>			
<p>Project Purpose CMFA is institutionalized in the target districts.</p>	<p>1. The annual plan and the budget request for CMFA using the COVAMS approach are prepared and implemented by the district departments 2. The guidelines for the COVAMS approach is acknowledged by ministries concerned</p>	<p>1-1. Project reports prepared by ministries, district departments, donors and the private sector 1-2. interview to the parties concerned and residents of the target villages 2. The guidelines acknowledged</p>	<p>The Government of Malawi maintains current level of fiscal austerity</p>		
<p>Outputs 1. Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS is carried out</p>	<p>1-1. The materials for providing information meeting the needs of at least three (3) organizations, including the guidelines for the COVAMS approach, are prepared 1-2. A seminar for information sharing/ PR inviting the private sector with a stake in catchment management is convened at least two (2) times 1-3. A field visit involving participants from donor/ media is organized at least two (2) times 2-1. Training covering ten (10) designated subjects* is carried out at least once 2-2. At least 80% of participants fulfill the requirements in the post-training evaluation of the training on CMFA using the COVAMS approach 2-3. The COVAMS approach is adopted by at least 80% of the villages (more than 296 villages out of 370 villages) within the pilot TAs 2-4. At least 80% of the LFs (2,910 LFs out of 3,637) elected by fellow farmers are acknowledged 2-5. At least 80% of the selected SLFs (326 SLFs out of 407) are acknowledged</p>	<p>1-1-1. List of the organizations visited and explained 1-1-2. Monitoring sheet 1-1-3. Materials prepared 1-1-4. The guidelines 1-2. List of the private sector, agenda of the seminars, minutes of the seminars 1-3. Monitoring Sheet 2-1-1. Training report 2-1-2. Annual Activity Plan 2-2-1. Training report 2-2-2. Evaluation result 2-3-1. Report prepared by the district departments 2-3-2. Monitoring Sheet 2-4-1. Report prepared by the district departments 2-4-2. Monitoring Sheet 2-5-1. Report prepared by the district departments 2-5-2. Monitoring Sheet 3-1. Questionnaire Survey Report**</p>			
<p>2. Capacity for implementing the COVAMS approach by officers of the target districts is improved</p>					
<p>3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified</p>	<p>3-1. At least 80% of the LFs elected by the fellow farmers carry out minimum of one (1) training each subject on the CMFA using the COVAMS approach**</p>				

<p>3-2. Questionnaire Survey Report</p> <p>3-3. Household Questionnaire Survey Report</p> <p>3-4-1. Report on soil erosion prevention by the long-term experts</p> <p>3-4-2. Literature Study Report</p> <p>3-4-3. Working Paper prepared by the long-term experts</p> <p>3-5. Working Paper prepared by the long-term experts</p> <p>4-1. Monthly Activity Plan</p> <p>4-2. Minute of Meeting</p> <p>4-3. Monitoring Sheet</p> <p>4-4. List of the organizations visited and explained</p>	<p>3-2. At least 80% of the households in the villages covered by the project participate the training on the CMFA using the COVAMS approach carried out by/for</p> <p>3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas</p> <p>3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach is identified</p> <p>3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach is identified</p> <p>4-1. A monthly meeting by the CCO⁴ "TST" is convened regularly by the initiatives of the district forestry</p> <p>4-2. A monthly PM meeting of the target districts is convened regularly by the initiatives of the district forestry departments and other district departments concerned</p> <p>4-3. The field visit involving minimum of 8 officers of the ministries and districts is organized at least once by the district departments</p> <p>4-4. The visit and explanation to the organizations concerned is carried out at least three (3) times by the initiatives of officers of ministry and the district departments</p>	<p>3-2. Questionnaire Survey Report</p> <p>3-3. Household Questionnaire Survey Report</p> <p>3-4-1. Report on soil erosion prevention by the long-term experts</p> <p>3-4-2. Literature Study Report</p> <p>3-4-3. Working Paper prepared by the long-term experts</p> <p>3-5. Working Paper prepared by the long-term experts</p> <p>4-1. Monthly Activity Plan</p> <p>4-2. Minute of Meeting</p> <p>4-3. Monitoring Sheet</p> <p>4-4. List of the organizations visited and explained</p>	<p>3-2. At least 80% of the households in the villages covered by the project participate the training on the CMFA using the COVAMS approach carried out by/for</p> <p>3-3. At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas</p> <p>3-4. The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach is identified</p> <p>3-5. The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach is identified</p> <p>4-1. A monthly meeting by the CCO⁴ "TST" is convened regularly by the initiatives of the district forestry</p> <p>4-2. A monthly PM meeting of the target districts is convened regularly by the initiatives of the district forestry departments and other district departments concerned</p> <p>4-3. The field visit involving minimum of 8 officers of the ministries and districts is organized at least once by the district departments</p> <p>4-4. The visit and explanation to the organizations concerned is carried out at least three (3) times by the initiatives of officers of ministry and the district departments</p>	<p>4. The commitment of the COVAMS approach among leaders of all levels is enhanced</p>	<p>Activities</p> <p>Activities for Output 1: Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out</p> <p>1-1 List the organizations to promote CMFA using COVAMS approach</p> <p>1-2. Prepare a material to explain CMFA using COMVAM approach to the organizations concerned</p> <p>1-3 Make the result of the verification identified by the output 3 into the materials for explanation</p> <p>1-4. List the names of the private sector with a stake in the catchment management</p> <p>1-5. Convene a seminar for information sharing inviting the private sector with stake in catchment management</p> <p>1-6. Organize a field visit inviting personnel of donors, private sector and media with stake in catchment management</p> <p>1-7. Revise the guidelines of the COVAMS approach based on the feedback received through activities 1-5 & 1-6 and follow procedures for an official approvals of the ministries concerned</p>	<p>Important Assumptions</p> <ul style="list-style-type: none"> - Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities - Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.) - Climate conditions do not change drastically. - Trained Management staff and Extension staff continue their services in their respective positions.
<p>Inputs</p> <p>The Malawian Side</p> <p>(1) Human resource for the operation of the Project</p> <ul style="list-style-type: none"> - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and ... <p>(2) Office working environment</p> <ul style="list-style-type: none"> - Suitable office space with necessary equipment (3) Funds 	<p>The Japanese Side</p> <p>(1) Advisors</p> <ul style="list-style-type: none"> - Team of advisors headed by Chief Advisor <p>(2) Equipment</p> <ul style="list-style-type: none"> - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extension, Publicity, Monitoring and Evaluation (3) Vehicles, Motorcycles, Training Equipment and other necessary equipment (3) Training courses for counterpart personnel in Japan 	<p>Inputs</p> <p>The Malawian Side</p> <p>(1) Human resource for the operation of the Project</p> <ul style="list-style-type: none"> - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and ... <p>(2) Office working environment</p> <ul style="list-style-type: none"> - Suitable office space with necessary equipment (3) Funds 	<p>The Japanese Side</p> <p>(1) Advisors</p> <ul style="list-style-type: none"> - Team of advisors headed by Chief Advisor <p>(2) Equipment</p> <ul style="list-style-type: none"> - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extension, Publicity, Monitoring and Evaluation (3) Vehicles, Motorcycles, Training Equipment and other necessary equipment (3) Training courses for counterpart personnel in Japan 	<p>4. The commitment of the COVAMS approach among leaders of all levels is enhanced</p>	<p>Activities</p> <p>Activities for Output 1: Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out</p> <p>1-1 List the organizations to promote CMFA using COVAMS approach</p> <p>1-2. Prepare a material to explain CMFA using COMVAM approach to the organizations concerned</p> <p>1-3 Make the result of the verification identified by the output 3 into the materials for explanation</p> <p>1-4. List the names of the private sector with a stake in the catchment management</p> <p>1-5. Convene a seminar for information sharing inviting the private sector with stake in catchment management</p> <p>1-6. Organize a field visit inviting personnel of donors, private sector and media with stake in catchment management</p> <p>1-7. Revise the guidelines of the COVAMS approach based on the feedback received through activities 1-5 & 1-6 and follow procedures for an official approvals of the ministries concerned</p>	<p>Important Assumptions</p> <ul style="list-style-type: none"> - Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities - Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.) - Climate conditions do not change drastically. - Trained Management staff and Extension staff continue their services in their respective positions.

<p>Activities for Output 1: Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS carried out</p> <p>Activities for Output 2: Capacity for implementing the COVAMS approach by officers of the target districts is improved</p> <p>2-1. Evaluate the ability of implementing the COVAMS approach by the officers of the district departments concerned</p> <p>2-2. Plan training on COVAMS approach and project management</p> <p>2-3. Carry out training on COVAMS approach and project management</p> <p>2-4. Support capacity development through OJT by the officers of the district departments concerned</p> <p>2-4-1. Explain the COVAMS approach to the officers of the district departments concerned</p> <p>2-4-2. Assist the officers of the district departments preparing an annual activity plan</p> <p>2-4-3. Assist the officers of the district departments carrying out activities based on the plan</p> <p>2-4-4. Assist the officers of the district departments implement monitoring the activities</p> <p>2-4-5. Assist the officers of the district departments reviewing the annual activities</p> <p>2-4-6. Assist the officers of the district departments preparing the guidelines of the COVAMS approach</p> <p>2-5. Plan the evaluating the officers of the district departments on understanding of CMFA using COVAMS</p> <p>2-6. Evaluate the officers of the district departments on understanding of CMFA using COVAMS</p>	<p>The Japanese Side</p> <p>(4) Funds</p> <p>- A part of operation cost</p>	<p>The Malawian Side</p> <p>- Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs</p>	
<p>Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified</p> <p>3-1. Plan the questionnaire survey on extension methodology by COVAMS approach.</p> <p>3-2. Carry out the questionnaire survey to collect data according to the plan</p> <p>3-3. Prepare the survey report</p> <p>3-4. Identify the cost of implementing the COVAMS approach</p> <p>3-5. Verify the roles and the effectiveness of the LFs of COVAMS compared to those of LFs employed by other extension approaches</p> <p>3-6. Prepare a plan to verify the technologies to be extended by the COVAMS approach</p> <p>3-7. Verify the technology according to the plan</p> <p>3-8. Report the results of the verification.</p>			
<p>Activities for Output 4: 4. The commitment of the COVAMS approach among leaders of all levels is enhanced</p> <p>4-1. Support the initiatives of the district forestry departments to convene a regular meeting of the COO¹, "TST"²</p> <p>4-2. Support the initiatives of the district forestry departments and other district departments to convene PM meeting of the target districts</p> <p>4-3. Support the district departments to organize field visits involving minimum of 8 officers of the ministries and districts at least once.</p> <p>4-4. Support the initiatives of officers of ministry and the district departments to organize visits and explanation to the organizations concerned listed in the item 1.1 carried out at least three (3) times</p>			

Note:

<p>- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p>	<p>Pre-conditions</p> <p>- Collaborating institutions (LRCD, DAES, DCD) are fully supportive</p>
	<p>Issues and countermeasures</p>

Appendix II List of JICA Experts

Name	Assignment	Period	Office affiliated
[Long-term]			
Mr. Akira SATO	Chief Adviser/ Forest Resource Management	2013 April 10 - 2015 October 3	Nil
Mr. Hiroyuki KANAZAWA	Rural Development	2013 April 10 - 2015 October 3	Primela Ltd.
Ms. Satsuki FUKAI	Coordinator/Forest Resource Management (Watershed Management)	2013 May 27 - 2015 October 17	Nil
[Short-term]			
Dr. Kiyoshi MASUDA	Action Research	2013 May 6 - September 2 2013 October 1 - 2014 January 29	OAFIC Co. Ltd.
Dr. Hiroaki OKADA	Research Design	2013 May 31 - 2013 June 29	Sanyu Consultants INC.
Ms. Etsuko AKABANE	Extension Strategy	2014 June 23 - 2014 December 21 2015 January 9 - 2015 February 23	Japan Development Service Co. Ltd
Mr. Hiroshi KIKUCHI	Extension Material	2015 May 10 - 2015 July 08	CDC International

Name	Name	Title/ Expertise	Assignments		
			From	To	Days
Mr. Masato	Mr. Masato ONOZAWA	Team Leader/ Institutionalization 1	2-Feb-16	1-Mar-16	29
			17-Apr-16	14-Aug-16	120
			1-Jan-17	12-Feb-17	36
			9-May-17	27-Jul-17	80
			28-Oct-17	(19-Dec-17)	4 (53)
Mr. Kikuo	Mr. Kikuo OISHI, PhD	Deputy Tem Leader/ Institutionalization 2	13-Sep-15	22-Sep-15	10
			2-Nov-15	12-Dec-15	41
Mr. Tomoyuki	Mr. Tomoyuki SHO	Deputy Tem Leader/ Institutionalization 2 & 3	15-Nov-15	5-Dec-15	21
			30-Apr-16	19-May-16	26
			16-Oct-16	13-Dec-16	59
			17-Mar-17	23-Apr-17	38
Mr. Tokio	Mr. Tokio KITAMADO, PhD	Extension Technology 1	6-Aug-17	11-Sep-17	37
			17-Jan-16	1-Mar-16	45
			24-Jan-17	9-Mar-17	45
Ms. Naoko	Ms. Naoko OGAWA	Extension Technology 2/ Soil Conservation Technology	3-Sep-17	12-Oct-17	40
			10-Sep-15	16-Sep-15	7
			1-Mar-16	31-Mar-16	31
			7-Jun-16	8-Jul-16	32
			3-Mar-17	16-Apr-17	45
Ms. Mami	Ms. Mami SATO, PhD.	Training Management/ M&E	1-Aug-17	14-Sep-17	45
			2-Oct-15	15-Nov-15	45
			27-May-16	26-Jun-16	31
			13-Jan-17	19-Feb-17	38
			20-Jun-17	3-Aug-17	45
Ms. Kanae	Ms. Kanae TANAKA, J.D.	Project Coordinator/ Assistant Trainer 1	20-Sep-15	26-Nov-15	80
			8-Jan-16	1-Mar-16	59
Ms. Ayumi	Ms. Ayumi UEMATSU	Project Coordinator/ Assistant Trainer 1	15-Mar-16	30-Apr-16	48
			19-Jul-16	4-Sep-16	48
Mr. Keitaro	Mr. Keitaro ASABA	Project Coordinator/ Assistant Trainer 1	28-Oct-17	(27-Nov-17)	4 (31)
Ms. Tomoko	Ms. Tomoko KIDA	Project Coordinator/ Assistant Trainer 2	18-Mar-16	14-Apr-16	28
			30-Sep-16	1-Dec-16	64
Ms. Izumi	Ms. Izumi SHIRAISHI	Project Coordinator/ Assistant Trainer 3	31-Aug-16	1-Oct-16	42
			24-Jan-17	2-Apr-17	69
			28-Apr-17	10-Jul-17	80
			1-Sep-17	15-Oct-17	45

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Appendix III Training for Malawian Counterpart Personnel in Japan and Other Countries

Subject of training		Fiscal Year of Japan		Duration		Participants Name		Position		Output (Project Component)	
Training in Japan											
Rural Community Development by Life Improvement Approach for Africa		FY 2014		2014 Jul. 06 - 2014 Aug. 23		Ms. A. Chagoma		CCO/Senior Community Development Assistant, Blantyre		Output 2	
Regional Development by Systematic and Comprehensive Utilization of Forest Resources through Forest Certification System and Product Branding		FY 2014		2014 Oct. 22 - 2014 Nov. 20		Mr. G. Kamanga		ARPC/Forestry Officer, Regional Forestry Office South		Output 2	
Capacity Improvement in Operation and Management of Extension Activity		FY 2014		2014 Dec. 01 - 2014 Dec. 19		Mr. Gift Rapozo		District Commissioner, Mwanza District		Output 1 & 2	
						Mr. G. Kanyerere		Project Manager/District Forestry Officer, Blantyre			
						Mr. B. Mtambo		Project Manager/District Forestry Officer, Mwanza			
						Mr. C. Masanjala		TST/Forest Officer, Blantyre			
						Mr. E. Kalitsiro		TST/District Land Resources and Conservation Officer, Mwanza			
Farmer-led Extension Method		FY 2014		2015 Jan. 13 - 2015 Feb. 13		Mr. M. Dzumani Ms. C. Kalinga		TST/Agricultural Extension and Development Coordinator, Neno CCO/Agricultural Extension and Development Officer, Neno		Output 2	
Capacity Improvement in Operation and Management of Extension Activity		FY 2014		2014 Dec. 01-19		Mr. Gift Rapozo Mr. G. Kanyerere Mr. B. Mtambo Mr. C. Masanjala Mr. E. Kalitsiro Mr. T. Kamera		District Commissioner, Mwanza District Project Manager/ District Forestry Officer, Blantyre Project Manager/ District Forestry Officer, Mwanza TST/ Forest Officer, Blantyre TST/ District Land Resources and Conservation Officer, Mwanza TST/Land Resources and Conservation Officer, Blantyre		Output 1 & 2	

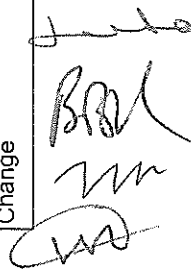
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Subject of training	Fiscal Year of Japan	Duration	Participants Name	Position	Output (Project Component)
Farmer-led Extension Method	FY 2015	2016 Jan. 05- Feb. 05	Mr. Cleopas Lameck Mr. Charles Kalemba Ms. Memory Kaleso Monteiro Mr. Rodrick Mateauma	Agriculture Extension Development Coordinator/ Mwanza District Commissioner, Blantyre District Commissioner, Neno District Commissioner, Balaka Chief Policy and Programme Officer, Performance Enforcement Department, the Office of President and Cabinet Programme Manager, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development Programme Manager, Machinga Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2
Capacity Development in Operation and Management for Extension Activities	FY 2015	2015 Dec. 06- 21	Mr. Hansford Chitenje Yusuf Mr. Martin Kausi Ms. Gertrude Kalinde Thaulo		Output 1 & 2
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	FY 2015	2015 Oct. 12 – Nov. 14	Mr. Drake Chiningwa	TST/ Assistant Director, Mwanza Forestry Department Ministry of Natural Resources Energy and Mines	Output 2

Subject of training	Fiscal Year of Japan	Duration	Participants Name	Position	Output (Project Component)
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	FY 2016	2016 May 01 – Jun. 01	Mr. Maxwell John Moyo	CCO/ Agriculture, Balaka Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2
Capacity Development in Operation and Management for Extension Activities	FY 2016	2016 Sept. 30- Oct. 21	Mr. Baird Simplex Nangwale	PM/District Forestry Officer, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	Output 1 & 2
			Mr. Jafai Chisale	TST/ Assistant Community Development Officer, Balaka, Ministry of Gender Children Disability and Social Welfare	
			Mr. Aubrey Macheso	TST/ Forester, Neno Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Innoce Wandale	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Kalembe Devine Makwati	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Elias Anderson Baison	CCO/ Agriculture Extension Development Officer, Neno, Department of Agricultural Extension Services, Ministry of Agriculture, Irrigation and Water Development	
			Mr. Fyson Livison Seyani	CCO/ Senior Forestry Assistant, Blaka Forestry Department, Ministry of Natural Resources Energy and Mines	
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	FY 2016	2016 Oct. 02- Nov. 05	Mr. Emmanuel William Ngwangwa	District Forestry Officer, Neno, Ministry of Natural Resources Energy and Mines	Output 1 & 2
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	FY 2017	2017 May 01 – Jun. 01	Mr. Earnest Samson Nkonya	CCO/ Agriculture, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	FY 2017	2017 Oct. 01 - Nov. 03	Mr. Gregory Mbawala Kulemeka	District Forestry Officer, Mwanza, Ministry of Natural Resources Energy and Mines	Output 1 & 2
Third-country Training (Kenya)					
Regional Training on Adaptation to Climate Change	FY 2016	2016 Oct. 16 - Nov. 19	Mr. Farai Kafanikhale	TST/Forester, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	Output 1 & 2


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Appendix IV Equipment Provided by JICA

No.	FY	Item	Unit	Amount	Unit	Cost (MKW)	Date	Condition
1		Copier	1	2,627,075.00		2,627,075.00	2013. 06. 25	A
2		Computer and printers	5	830,878.00		4,154,390.00	2013. 07. 30	A
3		Motorbike	25	1,207,134.08		30,178,352.00	2013. 10. 14	B
4	2013	Laptop computer	3	755,069.33		2,265,208.00	2013. 11. 18	A
5		4WD pickup	4	USD 25,817		USD 103,268.00	2014. 01. 16	A x 3, C x 1
			432	Exchange rate		44,611,776.00		
6	2014	Laptop computer	2	538,812.50		1,077,625.00	2014. 11. 18	A
					TOTAL	84,914,426.00	MKW	

Note that all equipment provided were transferred to the Malawian side.

A: Good, B: Passable, C: Out of use

Appendix V

Name	Designation in Government	Designation in Project	Period in Project
Dr. D. Kayambazinthu	Director of Forestry	Project Director	2013. 04 - 2013. 05
Mr. R. Kabwaza	Director of Forestry	Project Director	2013. 05 - 2014. 05
Dr. C. Chilima	Director of Forestry	Project Director	2015. 03 - Present
Mrs. C. M. Chauluka	Regional Forestry Officer (S)	Regional Project Coordinator	2013. 04 - Present
Mr. U. S. Mbandambanda	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2013. 08 - 2014. 10
Mr. S. A. Kamanga	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2014. 11 - Present
Mr. A. Benati	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2013. 08 - 2014. 10
Mr. I. Chipeta	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2015. 01 - Present
Mr. P. M. H. Mkwapatira	Assistant District Forestry Officer	Assistant Regional Project Coordinator (COVAMS approach)	2013. 04 - Present
Mr. G. E. Kamanga	Regional Planning Officer (RFO S)	Assistant Regional Project Coordinator (Research Tree)	2013. 08 - Present
Mr. R. Kwelepete	Chief Agricultural Extension Officer, Blantyre ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - Present
Mr. P. Kabuluzi	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - 2014. xx
Mr. R. Baluwa	Acting Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. xx - 2014. 10
Mr. R. Makungwa	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. 11 - 2015. 05
Mr. T. Chigowo	Chief Land Resource and Conservation Officer, Blantyre ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - 2016
Mr. A. Kawejere	Chief Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - 2014. 09
Mr. F. Kwezani	Senior Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2014. 10 - Present
District Commissioner			
Mr. A. Chibwana	District commissioner, Blantyre	District Coordinator	2013. 04 - 2015. 01
Mr. C. Kalemba	District commissioner, Blantyre	District Coordinator	2015. 01 - 2016
Mr. B. Nkasala	District commissioner, Blantyre	District Coordinator	2016. xx - Present
Mr. G. Rapozo	District commissioner, Mwanza	District Coordinator	2013. 04 - 2016
Mr. J. Nguluwe	District commissioner, Mwanza	District Coordinator	2016. xx - 2017. xx
Mr. H. Gondwe	District commissioner, Mwanza	District Coordinator	2017. xx - Present
Mrs. M. K. Monteiro	District commissioner, Neno	District Coordinator	2013. xx - 2016
Mr. A. Phiri	District commissioner, Neno	District Coordinator	2016. xx - Present
Mr. L. Nhlane	District commissioner, Balaka	District Coordinator	
Mr. R. Mateauma	District commissioner, Balaka	District Coordinator	2014. xx - Present
Blantyre District			
Mr. P. Kantsitsi	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr. G. Kanyerere	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr. M. Kamolomo	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Ms. J. Bondwe	District Community Development Officer	District Management Team	2013. 04 - 2017. xx
Mr. Kuplingu	District Community Development Officer	District Management Team	2017. xx - Present
Mr. M. Mbulaje	District Environment Officer	District Management Team	2013. 04 - Present
Mr. C. Masanjala	Assistant District Forestry Officer	Technical Support Team	2013. 04 - 2016. 09

Appendix V

Name		Designation in Government		Designation in Project		Period in Project	
Mr. J. J.	Chigwiya	Senior Forestry Assistant		Technical Support Team		2013. 04 - Present	
Mr. M.	Simba	District Land Resource and Conservation Officer		Technical Support Team		2013. 04 - 2013. 06	
Mr. T.	Kamera	Assistant District Land Resource and Conservation Officer		Technical Support Team		2013. 06 - 2016. 12	
Mr. C.	Mihyoka	Assistant District Land Resource and Conservation Officer		Technical Support Team		2017. 02 - Present	
Ms. P.	Kadamanja	District Land Resource and Conservation Officer		Technical Support Team		2015. 04 - Present	
Mr. N.	Phiri	Agricultural Extension and Development Coordinator		Technical Support Team		2014. 09 - Present	
Ms. J.	Mulekano	Assistant Community Development Officer		Technical Support Team		2013. 04 - Present	
Mr. K.	Makwati	Forestry Assistant		Conservation Coordinating Officer		2013. 05 - Present	
Mr. I.	Wandale	Forestry Assistant		Conservation Coordinating Officer		2013. 05 - Present	
Mr. M.	Kavalo	Forest Guard		Conservation Coordinating Officer		2014. 04 - Present	
Mr. J.	Andiwochi	Forestry Assistant		Conservation Coordinating Officer		2013. xx - Present	
Mr. P.	Kwachera	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2013. 05 - 2015. xx	
Mr. P.	Kalua	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2013. 05 - 2014. 09	
Mr. E.	Nkonya	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2014. 09 - Present	
Mr. C.	Yesaya	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2015. 03 - Present	
Ms. A.	Chagama	Senior Community Development Assistant		Conservation Coordinating Officer		2013. 05 - Present	
Mr. I.	Qoma	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2016. 04 - Present	
Mr.	Pakundikana	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2016. 04 - Present	
Mwanza District							
Mr. E.	Chihana	Director of Planning and Development		District Management Team			
Mr. B.	Mtambo	District Forestry Officer		District Management Team/Project Manager		2013. 04 - 2016.06	
Mr. G.	Kulemeka	District Forestry Officer		District Management Team/Project Manager		2016. 07 - Present	
Mr. V.	Wandale	District Agriculture Development Officer		District Management Team		2013. 04 - 2014. 03	
Ms. C.	Chisenga	Acting District Agriculture Development Officer		District Management Team		2014. 03 - 2014. 06	
Mr. E.	Mbendera	District Agriculture Development Officer		District Management Team		2014. 06 - 2017. xx	
Mr.	Kamawa	District Agriculture Development Officer		District Management Team		2017. xx - Present	
Mr. P. M.	Banda	District Community Development Officer		District Management Team		2013. 04 - 2017. xx	
Mr.	Mponda	District Community Development Officer		District Management Team		2017. xx - Present	
Mr. J.	Mwenechanya	District Environment Officer		District Management Team		2013. 10 - Present	
Mr. J.	Lichapa	District Agriculture Extension Methodology Officer		Technical Support Team		2013. 05 - 2013. 09	
Ms. M.	Chisale	Assistant District Forestry Officer		Technical Support Team		2015. 03 - 2016. xx	
Mr. D.	Chiningwa	Forestry Assistant		Technical Support Team		2013. 09 - Present	
Mr. C.	Lameck	Agricultural Extension and Development Coordinator		Technical Support Team		2013. 09 - 2016.09	
Mr. S.	Kasambwe	Agricultural Extension and Development Coordinator		Technical Support Team		2015. 03 - Present	
Mr. E. P.	Kalitsiro	District Land Resource and Conservation Officer		Technical Support Team		2013. 05 - Present	
Mr. F.	Chaima	Assistant Community Development Officer		Technical Support Team		2013. 05 - Present	
Mr. L.	Fungulani	Senior Forestry Assistant		Conservation Coordinating Officer		2013. 05 - Present	
Mr. P.	Chakana	Forestry Assistant		Conservation Coordinating Officer		2013. 05 - 2013. 09	

Appendix V

Name	Designation in Government	Designation in Project	Period in Project
Mr. A. Benson	Forest Guard	Conservation Coordinating Officer	2013. 10 - 2016. 12
Mr. F. Banda	Forest Guard	Conservation Coordinating Officer	2013. 03 - Present
Mr. M. Zulu	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. C. Bingala	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 03 - Present
Mr. H. Cherani	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - 2014. 09
Mr. A. Phiri	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 10 - 2015. 09
Mr. M. Ngondo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mrs. S. Sozapanja	Assistant Community Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. M. Ziyambalala	Community Development Assistant	Conservation Coordinating Officer	2015. 03 - 2016. xx
Mr. C. Kaunda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. xx - Present
Mr. K. Tembo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mr. I. Chilanga	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2017. 04 - Present
Neno District			
Mr. M. Mwakhwawa	Director of Planning and Development	District Management Team	2013. 04 - 2016. xx
Mr. H. Chitema	Director of Planning and Development	District Management Team	2016. xx - Present
Mr. E. Nwangwa	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Ms. L. Mphande	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Ms. R. Bvulurumende	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. D. Itimu	Acting District Environment Officer/District Fisheries Office	District Management Team	2013. 04 - 2014. 09
Mr. H. Bolokonya	District Environment Officer	District Management Team	2013. 04 - 2016. xx
Mr. D. Itimu	District Environment Officer	District Management Team	2016. xx - Present
Mr. A. Macheso	Assistant District Forestry Officer	Technical Support Team	2013. 05 - Present
Mr. M. Tandaude	Agricultural Extension and Development Officer	Technical Support Team	2013. 05 - 2013. 10
Mr. A. Siska	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 04 - 2013. 10
Mr. F. Magodi	Assistant District Forestry Officer	Technical Support Team	2016. 12 - Present
Mr. M. Dzumani	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 11 - Present
Mr. S. Mzungu	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 10 - Present
Mr. D. Gonambali	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 04 - 2017. 01
Mr. V. Sambuka	District Land Resource and Conservation Officer	Technical Support Team	2017. 02 - Present
Mr. B. K. Mangulama	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. F. Lopanda	Forest Guard	Conservation Coordinating Officer	2013. 05 - Present
Mr. S. Chapasuka	Forest Guard	Conservation Coordinating Officer	2015. 07 - Present
Mr. J. T. Banda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. E. Baison	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Ms. C. Kalinga	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. T. Y. Nathaniel	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. xx - Present
Mr. L. Mchawa	Community Development Assistant	Conservation Coordinating Officer	2014. 03 - Present
Mr. M. Gazamiyala	Forestry Assistant	Conservation Coordinating Officer	2016. 10 - Present


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Appendix V

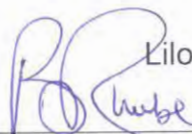
Name		Designation in Government		Designation in Project		Period in Project	
Mr. D.	Mcheka	Forestry Assistant		Conservation Coordinating Officer		2016. 09 - Present	
Balaka District							
Mr. D.	Gondwe	Director of Planning and Development		District Management Team		2013. 04 - 2017. xx	
Ms. V	Kamasumbi Chirwa	Director of Planning and Development		District Management Team		2017. xx - Present	
Mr. D	Zingeni	District Agriculture Development Officer		District Management Team		2018. xx - Present	
Mr. K	Ngulwe	District Community Development Officer		District Management Team		2019. xx - Present	
Mr. C.	Kamwendo	District Forestry Officer/District Environment Officer		District Management Team/Project Manager		2013. 04 - 2013. 10	
Ms. A.	Chilingulo	District Forestry Officer		District Management Team/Project Manager		2013. 04 - 2015. 06	
Mr. B.	Nangwale	District Forestry Officer		District Management Team		2015. 06 - 2017. 02	
Mr. P.	Muhosha	District Forestry Officer		District Management Team		2017. 03 - Present	
Mr. W. D.	Ndhlovu	District Agriculture Development Officer		District Management Team		2013. 04 - 2014. xx	
Mr. E.	Kadunga	District Agriculture Development Officer		District Management Team		2015. 02 - Present	
Mr. M.	Chirambo	District Community Development Officer		District Management Team		2013. 04 - Present	
Mr. B.	Kamanga	District Environment Officer		District Management Team		2013. 04 - Present	
Mr. W. M.	Kalipinde	Assistant District Forestry Officer		Technical Support Team		2013. 08 - 2015. 06	
Mr. G.	Kamwaza	Agricultural Extension and Development Coordinator		Technical Support Team		2013. 05 - Present	
Mr. B.	Chimanya	Assistant District Land Resource and Conservation Officer		Technical Support Team		2013. 05 - 2013. 12	
Mr. C.	Nyirenda	District Land Resource and Conservation Officer		Technical Support Team		2013. 05 - Present	
Mr. J.	Chisale	Senior Community Development Assistant		Technical Support Team		2013. 05 - Present	
Mr. P. S. B.	Zisiyana	Forestry Assistant		Conservation Coordinating Officer		2013. 05 - 2015. 04	
Mr. B.	Mvula	Forestry Assistant		Conservation Coordinating Officer		2015. 05 - Present	
Mr. F.	Seyani	Forestry Assistant		Conservation Coordinating Officer		2013. 05 - Present	
Mr. Z.	Banda	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2013. 05 - Present	
Mr. R. S.	Ndala	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2013. 05 - 2016	
Mr. M.	Moyo	Agricultural Extension and Development Officer		Conservation Coordinating Officer		2014. 03 - Present	
Ms. R.	Mazibuko	Senior Community Development Assistant		Conservation Coordinating Officer		2013. 05 - Present	
Mr. S	Maluwa	Forestry Assistant		Conservation Coordinating Officer		2017. 04 - Present	

MINUTES OF MEETING
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE GOVERNMENT OF MALAWI
FOR
THE PROJECT FOR PROMOTING CATCHMENT MANAGEMENT
ACTIVITIES IN MIDDLE SHIRE

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Government of Malawi hereby agreed upon the matters referred to in the document attached here to.

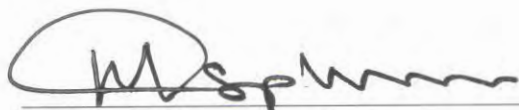


Mr. Koichi Kito
Resident Representative, Malawi
Office
Japan International Cooperation
Agency

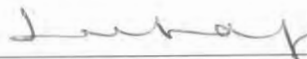


Lilongwe, 27th March 2018

Mr. Bright Kumwembe
Chief Director, Environment
Ministry of Natural Resources, Energy
and Mining



Mr. Gray Nyandule Phiri
Principal Secretary
Ministry of Agriculture Irrigation
and Water Development



Mrs. Ivy J. Luhanga
Principal Secretary
Ministry of Civic Education, Culture and
Community Development



Mr. David Wilima
Acting Director
Debt and Aid Division
Ministry of Finance and Economic
Planning

Matters Discussed

1. Approval of the Project Completion Report

The Project Completion Report (Attachment 1) submitted in March 2018 was approved.

2. Approval of COVAMS Guidelines

The COVAMS Guidelines (Attachment 2) prepared in March 2018 was approved.

3. The status of the recommendation addressed by the Terminal Evaluation Team submitted in November 2017

The status of the recommendation was explained as follows:

(1) The preparation of the Guidelines was completed and endorsed by the Departments concerned,

(2) Total of 12 monitoring sites were identified and set-up markers for tracking the change of vegetation and tree cover for long-term monitoring. Each district has 3 sites to be monitored. The District Forestry Officers will monitor the sites once every year and report to the Director of Forestry (DoF); evidence of vegetation change will be provided by digital photographs,

(3) A variety of promotion materials such as banners, T-shirts and a brochure have been prepared and delivered to districts to improve on dissemination of CMFA using the COVAMS approach.

4. Approval of future Action Plans for districts

A summary of Action Plans for the districts covering 3 years was presented to the JCC Meeting. It was agreed that electronic versions of detailed District Action Plans would be circulated to JCC members and concerned Departments.

5. Implementation structures at district and national levels

Coordination structures should be strengthened at the district council and a similar structure be established at national level involving the three main Ministries to monitor implementation of activities. These coordination structures should assist in

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implementation, lobbying and mobilizing resources to ensure the sustainability of activities in the districts and elsewhere;

6. Financial support from Government

The last JCC Meeting agreed that the Ministry of Finance should endeavor to provide requisite financial resources to support the districts in implementing their activities; in addition, District Councils should prioritize financing the CMFAs

7. Establishment of partnerships

The Department of Forestry and coordinating Departments, should take lead in creating partnerships with the private sector, civil society organizations, Non Governmental Organizations (NGOs) and others towards mobilizing technical and financial support for the sustainability of the CMFAs

8. Termination of the Project

The Project support by JICA will be terminated on 31st March 2018 as agreed in the Record of Discussions on the Project for Promoting Catchment Management Activities in Middle Shire dated 10th January 2013.

List of Attachments

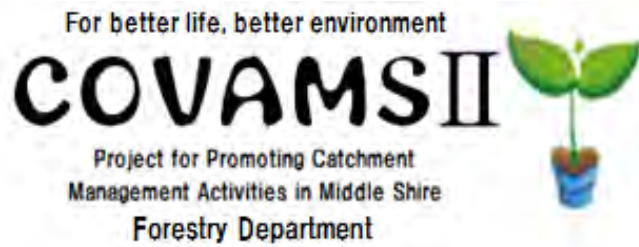
1. Project Completion Report
2. COVAMS Guidelines

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REPUBLIC OF MALAWI

OFFICE OF THE PRESIDENT AND CABINET

**COVAMS II PROJECT MISSION
FINAL REPORT**

Office of the President and Cabinet
Performance Enforcement Department
Private Bag 301
Lilongwe 3
Malawi
Tel: (+265) 1 794 233

November 27, 2015

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LIST OF ACROYNMS

ADFO	-	Assistant District Forestry Officer
ARPC	-	Assistant Regional Project Coordinator
CCO	-	Conservation Coordinating Officer
CMFA	-	Catchment Management through Farmer Activities
COVAMS	-	Community Vitalisation and Afforestation in Middle Shire
DAES	-	Department of Agriculture Extension Services
DADO	-	District Agriculture Development Officer
DC	-	District Commissioner
DCDO	-	District Community Development Officer
DDF	-	District Development Funds
DFO	-	District Forestry Officer
DIP	-	District Implementation Plan
DMT	-	District Management Team
DPD	-	Director of Planning and Development
EDO	-	District Environmental Officer
EPA	-	Extension Planning Area
GoM	-	Government of Malawi
GVH	-	Group Village Headman/woman
JICA	-	Japan International Cooperation Agency
LF	-	Lead Farmer
LRCO	-	Land Resources Conservation Officer
MADD	-	Machinga Agriculture Development Division
MW	-	Malawi
OPC	-	Office of the President and Cabinet
PM	-	Project Manager
PED	-	Performance Enforcement Department
RFO	-	Regional Forestry Office
RMT	-	Regional Management Team
SLRCO	-	Senior Land Resources Conservation Officer
TST	-	Technical Support Team
VH	-	Village Headman/woman

1. INTRODUCTION

The Office of the President and Cabinet, Performance Enforcement Department (OPC - PED) undertook a mission to COVAMS II Project implementing districts from the 7th to 11th September 2015 following a meeting that was held between the COVAMS II Project Management Team and OPC-PED on 17th July 2015 on the challenges that the project was facing. The mission incorporated representation from the Ministry of Finance, Economic Planning & Development. The mission comprised of Mr. Elliot Phiri (Deputy Director for Policy, Programmes and Projects Assessment) who was the mission team leader from PED, Mr. Hansford Yusufu (Chief Policy, Programs and Projects Assessment Officer from PED), and Mr. Moses Chirwa (Assistant Director from Debt and Aid Division in the Ministry of Finance, Economic Planning and Development Headquarters). The mission was joined by Mr. Moses Millinyu (Programs Officer from JICA Office in Lilongwe) in an observer capacity.

The mission wishes to express its gratitude to the COVAMS II Project and the Japanese Government for the financial and technical assistance towards the implementation of the project and for facilitating communication, good collaboration and support with the implementing districts.

This report presents key findings and recommendations arising from the mission on the basis of discussions held with relevant project stakeholders listed in annex 1. The first section of the report gives an introduction, background and justification of the mission, the mission objectives and expected results. The second section dwells on the approach used to gather information while the third section gives a brief description of the COVAMS II Project. Key findings/lessons are presented in section four (*findings for specific districts are presented in appendix 1*) followed by mission advice to districts in section five. Key recommendations for districts are discussed in section six while those for central line ministries are presented in section seven followed by a conclusion in eight.

1.1. Background and Justification of the Mission

The COVAMS II Project has been in progress since inception in 2013. It has registered reasonable success. However, there are inter-departmental management-related challenges that prompted the COVAMS II Project management core team to raise an alarm for intervention. The fact was that there was lack of or limited collaboration and cooperation among members of the District Management Team (DMT) who happen to be District Departmental Heads of sectors taking part in the project implementation. DMT is the body entrusted with providing guidance and offering overall management solutions at the District.

It was a concern because this is a team that would ensure and promote mainstreaming and sustainability of the environmental conservation package (COVAMS Approach) the project

was introducing in the communities of the Middle Shire River Catchment. The DMT's lack of commitment and failure to participate in the project processes in relation to its management spelt doom to a critical step in the cycle of operations and diminished the probability of continued support for institutionalisation and sustainability of the COVAMS Approach once the Project winds up.

This situation was brought to the attention of the Performance Enforcement Department (PED) in the Office of the President and Cabinet for an appropriate and decisive intervention and direction.

1.2.Objectives of the Mission

The mission was aimed at achieving the following specific objectives:

- To identify origin and nature of the challenges faced by the members of the DMT that resulted in their failure to undertake their monthly management meetings;
- To understand the project institutionalization measures put in place and the challenges that the districts might face in the process.
- To determine and enforce solutions for addressing the management deficiency and lapses at the DMT level; and
- To identify any other factors affecting the operations and propose a way forward.

1.3.Expected Results

The mission would be expected to produce a report with key findings, recommendations and direction given to the DMT and any relevant intervention to improve project implementation from the perspective of the district staff. The report would be shared with COVAMS II Project staff, the districts implementing the COVAMS II Project, the Ministry of Finance, Economic Planning & Development, the Ministry of Natural Resources, Energy and Mines for their positive action in a bid to resolve the challenges to make all operations of the project especially at the district smooth and effective. The report will also be shared with any other concerned and relevant authorities for their appreciation and support in certain cases.

2. MISSION APPROACH

In an effort to find solutions to the challenges, the mission conducted stakeholder consultations in all the districts where the project is being implemented to understand the magnitude of the challenges that the COVAMS II Project Implementation Team is facing. During the consultative process which was done for five days (from 7th to 11th September, 2015), the mission held discussions with management, technical and field staff, and the beneficiaries (farmers) to appreciate the impact of the project on their livelihoods and the challenges associated with the implementation of COVAMS II Project in the four implementing districts of Blantyre, Balaka, Mwanza and Neno. In Blantyre and Balaka, the mission had the opportunity of meeting and hearing views of the District Commissioners.

The mission held discussions with District Management Team (DMT) in each district to appreciate and resolve challenges faced *vis-à-vis* the implementation of the Project. After discussing with each DMT, the mission visited some selected villages participating in the project in three districts except Neno to appreciate and verify the actual progress of project activities on the ground. At every site, sentiments and observations of the mission were shared with the district staff present at the meeting and encouragement extended to the farmers to sustain participation in the project and internalization of the practice as a livelihood principle. The mission gave decisive direction for the next steps for addressing the management apathy or deficiency. Annex 1 presents a list of officials and persons met during the consultation process. The Mission visited all the four districts of Blantyre, Balaka, Mwanza and Neno (refer to annex 2 for the mission programme). At the end of the visit in each district, the DMT was urged to implement the proposed resolutions.

The last day of the mission, 11th September, was reserved for a wrap-up where findings and some initial recommendations were shared with the COVAMS core-team members including the technical experts.

Subsequent to this, further consultations were done at the central level with the office of the Director of Forestry in the Ministry of Natural Resources, Energy and Mines who are coordinating implementation of the project, office of the Budget Director and that of the Debt and Aid Division in the Ministry of Finance, Economic Planning and Development and the Department of the Agriculture Extension Service in the Ministry of Agriculture, Irrigation and Water Development on 12th and 17th November 2015.

3. BRIEF PROJECT DESCRIPTION AND OBJECTIVES

The COVAMS II Project is as a result of the successful implementation of the COVAMS Project in Blantyre District which achieved increased crop yields and significant reductions in soil erosion through three technologies of soil conservation, tree growing and gully control between the years 2007 and 2012. Following this, the Government of Malawi requested the Government of Japan further cooperation to scale up the approach developed by COVAMS to other areas of the Middle Shire Catchment.

The Project was scaled up to include additional areas in Blantyre District and select sites in Balaka, Mwanza and Neno in 2013 which are increased over time. The COVAMS II Project is aimed at promoting wide implementation of catchment management through farmers' activities (CMFAs) in target districts by building capacity of everyone in targeted communities in three technologies of tree growing, soil conservation and gully control. The purpose is to have CMFAs institutionalised in the target districts to ensure sustained implementation of the approaches by districts and communities. The immediate benefits of the project include prevention of soil erosion, improved natural environment by tree growing and increased crop yields.

4. KEY FINDINGS

The findings have been subdivided into three, namely: community observations / lessons, institutionalisation issues, and key challenges on coordination and commitment towards implementation of the project. District-specific findings are presented in Appendix 1. This section focuses on the common observations.

4.1. Community Observations / Lessons

Observations and lessons drawn from the engagement of the Office of the President and Cabinet mission are summarised below.

- a) The mission observed a great deal of commitment and ownership at the community level to continue with and sustain the implementation of COVAMS Approach owing to the visible benefits to the farmers' livelihoods. The mission was of the view that this deserves to be supported and encouraged to the benefit of the participating communities and Malawi as a nation.
- b) New members and village heads are willingly and massively joining the project after seeing the benefits that their colleagues have realised. Before this, many village heads and villagers refused or resisted to join but now they are encouraged by the attractive and convincing results they have seen on the ground e.g. increase in crop yield. The approaches, if fully supported financially and materially, may eventually reduce dependency on hand-outs. Over time, Government would only assume the role of advisor and supervisor to the communities.
- c) The COVAMS approaches are gaining maximum support from Village heads and other traditional leaders who are poised to embrace and sustain them.
- d) The Mission also observed that utilization of locally available materials has been vital to the catchment management. The implication is that communities will be able to continue with the catchment management activities in their areas thereby realizing more benefits at a lower cost.
- e) The rising demand for the COVAMS approaches in some districts has been attributed to the changes in the distribution of subsidized farm inputs. Communities are turning to the COVAMS approaches as a more sustainable means of realizing bumper yields which, at the same time, are assisting in conserving soil, water and the environment.
- f) There is reduction in staff turnover amongst extension workers at the grassroots due to some form of motivation under COVAMS such as provision of motor cycles that has eased official mobility challenges.
- g) The mission observed that community participation was all-inclusive and gender-sensitive.

4.2. Institutionalisation

- a) All districts gave the assurance that they would integrate COVAMS activities in their District Implementation Plans (DIPs) or Annual Work Plans of the participating departments at the district and allocate a budget to sustain and institutionalise the approaches.
- b) The Project has increased collaboration and networking amongst extension workers at the grassroots levels. The mission was of the view that multi-skilling for the extension service workers should, therefore, be encouraged to ensure greater impact and optimal utilisation of front line staff. This could be one way of reducing front line staff shortages. For example, Community Development Assistants are able to train farmers to construct soil conservation structures on the ground yet their original basic training does not cover that component. It is a skill acquired post-training in the field as a response to a felt need in communities they assistants serve.

4.3. Keys Challenges on Coordination & Commitment at District Level

- i. The ineffective collaboration and dodgy cooperation among senior officials from the departments that constitute District Management Team (DMT) make the COVAMS II Project coordination, guidance and crucial decision making problematic. Departments are, therefore, unable to respond decisively to issues concerning the Project which could have implications on institutionalisation and sustainability later. The DMT is made up of Director of Planning and Development (DPD), District Forestry Officer (DFO), District Agriculture Development Officer (DADO), District Community Development Officer (DCDO) and Environmental District Officer (EDO). The DPD is the Chairperson and DFO is the Project Manager. The secretariat is assumed by the District Forestry Office.
- ii. There are communication challenges in scheduling of activities for DMT which is usually done by the secretariat without consulting with other DMT members and securing consensus. The districts also do not have calendar of events to inform DMT members of the schedule of activities.
- iii. There is lack of personal commitment by DMT Members to attend meetings.
- iv. In certain cases, DMT officials claim that they are not familiar with their terms of reference and are not clearly aware of their role in the COVAMS activities at the grassroots. In some cases, it was indicated that the work of CCOs and lead farmers was progressing very well. As such, the DMT saw no reason to be meeting with the assumption that the project could progress even without them. This mentality, however, militates against the idea of promoting sustainability and institutionalisation that will have to be later spearheaded by them as sector heads at the district.
- v. There is apparent constant comparison of projects being implemented within the districts. Projects with a lot of resources attract more enthusiastic and greater participation than technical cooperation projects; at times, DMT members show little or no commitment to the latter type of projects. On such a basis, there is lack

- of dedication to the COVAMS II Project despite the fact that it is a Government Project only receiving technical support from the Japanese Government.
- vi. Counterpart operational funds from the Government of Malawi (GoM) to the project had not been forthcoming as required and as per agreement. According to the Project Agreement, GoM was supposed to fully fund the operations while the Government of Japan through Japan International Cooperation Agency (JICA) would meet the cost of and provide technical assistance. Because the GoM delayed to disburse the required funding, JICA went out of the way to backstop the Government using its own resources to run the operations in order to facilitate and guarantee dynamic progress. In addition, the total funding contribution to be made by the GoM up to the end of the Project was not known to the core team.
 - vii. Funds from Government are channelled through the Regional Forestry Office but the districts officials are not quite sure. Funding channels and amounts to be received are not clear to the district team which poses challenges of follow-up on the release of funds. Delays in accessing the Development Budget Part II funding from the Ministry Headquarters are frustrating the operations at the district level. The funds are also not enough to cater for the planned activities by the District Forestry Office (DFO) towards the project.
 - viii. The channel of resources through the DFO seems to alienate and disappoint other sectors who are used to receiving funds through the District Development Fund (DDF).
 - ix. The model of implementation of COVAMS II Project was seen as unique and different from the other projects the districts were implementing or responsible for in that funds seemed hard to come by to facilitate operations. Members were silently expressing disenchantment with this reality and experience. During some field operations, field officers spent the whole day in the field without being provided meal/lunch allowances to cater for lunch when they operate away from home. Guidelines from Ministry of Local Government can regulate how the lunch allowances issue should be handled.
 - x. Failure to harmonise the COVAMS approach with other programs that are being implemented at the district level makes coordination and management of the Project awkward. Programmes with similar goals at the district are operating in isolation, hence not synergising for greater impact.
 - xi. In certain areas, such as Blantyre and Balaka, farmers have a challenge to raise local seedlings of some important tree species and acquire polythene tubes for raising seedlings. Such species are rarely available in the areas.
 - xii. Dropping out of lead farmers inconveniences, frustrates and delays the promotion of the approaches since more training is conducted for the incoming lead farmers to prepare them for their role.

5. MISSION ADVICE AND DECISION ON HOW TO TACKLE THE DMT CHALLENGES

- i. The DMT members were reminded that the COVAMS II Project was uniquely designed, as per their observation, because its operations were basically designed to be funded by the GoM. However, the Government is currently experiencing financial challenges. The Government of Japan provides Technical Support and some capital equipment to facilitate the implementation. This means that the comparison that is being made between the Project and other projects that the districts are implementing is untenable and unnecessary. Implementation and participation in the Project should therefore be taken as one of the tasks in the regular operation of the respective sectors/departments. In this connection, the mission commended and encouraged the districts for conceiving institutionalization plans for the coming financial year that would promote mainstreaming and sustainability of COVAMS Approach.
- ii. The mission assured the district staff that the funding issue would still be pursued with the relevant authorities to ensure that financing pressures are eased off to some degree.
- iii. Notwithstanding this, the DMT was requested to draw up an acceptable calendar and use effective means of communication in reminding members of the forthcoming pre-scheduled meetings. The calendar and minutes of every meeting should be shared with the DC being the District Coordinator of the Project.
- iv. The PED mission would keenly follow the implementation of the recommendation and make another important visit after three months. Meanwhile COVAMS II Project management should be duty-bound to update PED on whatever would be happening to keep it in the loop.

6. OBSERVATIONS WITH RESPECT TO CENTRAL GOVERNMENT INSTITUTIONS

Three central government institutions were consulted, namely office of the Director of Forestry in the Ministry of Natural Resources, Energy and Mines who are coordinating implementation of the Project, office of the Budget Director and that of the Debt and Aid Division in the Ministry of Finance, Economic Planning and Development and the Department of the Agriculture Extension Service in the Ministry of Agriculture, Irrigation and Water Development. Issues that came out of the consultations are presented hereunder.

6.1. Department of Forestry

- i. The project experienced funding challenges and has been unable to fund district activities adequately. The project is supposed to get Development Part II funding from Treasury. However, funding levels have been a challenge. For 2014/15 Financial Year, the Department only got MK15million out of the budgeted MK50million. For the current financial year 2015/16, the project has so far been funded MK10million. The total budget for this year is MK50million.
- ii. With inadequate funding, the Department had to ask for extra support from JICA to insure COVAMS II Project motor cycles for field staff in the districts.
- iii. The Department has been working a lot with the Land Resources Department in the Ministry of Agriculture. It was indicated that the Department of Agriculture Extension Services has not been able to participate in most of the project activities. Thus participation from DAES is extremely limited. Ironically, the project is building capacity of extension workers in executing their services in the implementing districts and these are under the DAES. PED is, therefore, of the view that such disjointed coordination may affect concomitant institutionalisation and subsequent sustainability of the COVAMS technologies.
- iv. In terms of financial resource flows, it was indicated that as soon as the Department is notified of funds by Treasury, it relays the message to the Regional Forestry Office. The RFO is expected to hold a meeting with all the four implementing districts to discuss the availability of funds and plan for the expenditures. Once this has been done, implementing districts are then requested to submit funding requirements through the RFO to the Department of Forestry Headquarters that then verifies the vouchers before submitting them to the Ministry of Natural Resources, Energy and Mines (MoNREM) Headquarters. At the MoNREM, the vouchers are processed for payments then submitted through the government accounting system to the Department of Accountant General for printing of cheques. This is contrary to what was learnt in the districts. Evidently, the districts are not aware of or unfamiliar with the funding channels.
- v. Department of Forestry acknowledged the vital role of the COVAMS technologies in tree growing and soil conservation. It proposed that the technologies be maintained in the communities.

6.2. Ministry of Finance (Budget and Debt & Aid Division)

- i. The project team does not provide or submit progress reports to Ministry of Finance, Economic Planning and Development. This affects funding levels as the

MoFEPD does not exactly have a clear picture of how the funds have been utilised or if the funds are being used for the intended purpose.

- ii. It appears that Department of Forestry does not have an annual work plan on how to use the COVAMS II Project funds. This was evident through the fact that in the current financial year 2015/16 in July, when Treasury disbursed the first tranche of MK10million, the Department of Forestry has been unable to utilise all funds. This gives Treasury the impression that the Department of Forestry is unable to absorb all the funds under the Development Part II. As such, Treasury felt justified to change the funding levels hence the erratic and reduced funding to the Project.

6.3. Department of Agriculture Extension Services

- i. The Department of Agricultural Extension Services is not directly involved in the coordination and implementation of the project at the central level. PED observed that perhaps this could explain why the Department is not represented in most of the COVAMS undertakings.
- ii. There are coordination and communication challenges at the central level as some key stakeholders in the project are not aware of the specific details of the COVAMS II Project.
- iii. PED is proposing the need for a joint meeting of the key stakeholders in the project: Department of Forestry, Land Resources, and DAES to iron out coordination issues at the central level.
- iv. The Directorate of Agriculture Extension Services (DAES) needs to support the desk officer on COVAMS within the Department to coordinate COVAMS II Project issues or attend COVAMS joint meetings.
- v. DAES is very critical in ensuring that the COVAMS technologies are institutionalised and sustained. It will also play a key role in replicating the COVAMS technologies elsewhere in the country. As such, its involvement is crucial.

7. RECOMMENDATIONS

Recommendations have been categorised thus; those to be attended to by the Project and those that are directed to the central government institutions. They have been presented like that to ease referencing by the concerned entities.

7.1.KEY RECOMMENDATIONS FOR DISTRICT MANAGEMENT TEAM

The following key recommendations were made in line with the observations on DMT operations at the district:

- i. It has been observed that DMT meetings hardly take place. When the meetings are convened, only very few key DMT members turn up. The following recommendations have been put forward:
 - a. The DMT should draw up an agreeable calendar of events through wider consultations to ensure member accommodation and buy-in. It must be circulated to all stakeholders once approved by the chairperson and endorsed by the DC.
 - b. Formal reminders should be made to DMT members probably three days before the meeting and statement of confirmation or otherwise secured.
 - c. DMT meetings must take place every month and minutes of the DMT meetings must be shared with the District Commissioner.
 - d. Time management at the DMT meetings is of essence so that they are not inadvertently prolonged to the discomfort of other members with pressing official matters to attend to.
 - e. In Blantyre, the venue for the DMT meetings must be identified and jointly agreed upon amongst the DMT members.
- ii. OPC PED will follow up on the implementation of the recommendations. The first follow up will be done after three months which will guide subsequent follow ups.
- iii. District officials need to assist farmers at the grassroots to solve local level challenges in relation to environmental conservation and management practices. During discussions with some of the lead farmers, the mission observed that the communities need support, encouragement and proper training in order to internalize the approaches and be persuaded to buy their own tools and inputs for use during implementation. However, in certain cases, farmers need support from the project especially on seedlings and tools that would be difficult for them to acquire.
- iv. Multi-skilling should be encouraged for field staff / extension workers to overcome the challenges of staff shortages.
- v. Districts should mainstream COVAMS Approaches in the environmental conservation practices by integrating into the District Implementation Plans as a way of institutionalising and sustaining the approaches. District Project staff must have access to the Project Document so that they appreciate that this is a Malawi Government project whose operations are to be funded from local resources.
- vi. There should be proper and effective documentation of results of the project in order to be able to demonstrate success and serve as a base for continuous learning.
- vii. Exchange visits should be encouraged and arranged for COVAMS district team members and lead farmers.

7.2. KEY RECOMMENDATIONS FOR CENTRAL GOVERNMENT INSTITUTIONS

Below are recommendations for various ministries for improving their role *vis-à-vis* the COVAMS II Project operations and subsequent mainstreaming and adaptation of COVAMS approach.

- a) There is need for Ministry of Local Government to coordinate program initiatives at the district council to avoid multiplicity of projects that operate independently and in a rather confusing manner. As such, there is need for a Development Partners Policy for local councils to guide districts on entry, coordination and implementation of projects.
- b) The funding channel for resources from Government need to be revisited to avoid delays in disbursements of funds, promote accountability and transparency. It is essential to enlighten stakeholders on the funding modalities and channels and how much resources they have been allocated to prevent disillusionment and speculation among them.
- c) The networking observed at the frontline staff level should be replicated with respect to various other government services supported by different ministries in the districts. This is likely to address the challenges of staff shortages and also promote coordination of programmes for greater impact. Even the initiative-specific operational, administrative and management structures of the COVAMS can be adapted to enrich focus in other district initiatives.
- d) The COVAMS II Project approaches have potential to increase productivity and be sustainable since most of the activities require only personal commitment from the farmers. As such, it is recommended that the ministry responsible for agriculture should look into the approaches with all the seriousness they deserve in order to improve on food security and promote replication to other areas. Progressive rolling out of COVAMS approach has the potential to facilitate phasing out of the Farm Input Subsidy Programme.
- vi. The tree-growing practice incorporated in COVAMS should be encouraged to address the rampant deforestation and control siltation of important rivers in the country. It is imperative that the Ministry responsible for forestry and environment management takes this matter seriously.
- vii. There is need for a joint meeting of the key stakeholders in the project: Department of Forestry, Land Resources, and DAES to iron out coordination issues at the central level.
- viii. The Director of Agriculture Extension Services (DAES) needs to support the desk officer within the Department to coordinate COVAMS II Project issues or attend COVAMS joint meetings.
- ix. DAES is very critical in ensuring that the COVAMS technologies are institutionalised and sustained. It will also play a key role in replicating the COVAMS technologies elsewhere in the country. As such, its involvement is absolutely crucial.

- x. Introduction of COVAMS approach in various colleges and other tertiary training institutions that provide soil and environmental conservation training should be strongly considered. The onus for this lies with the Ministry responsible for environmental conservation and management.
- xi. Ministry of Natural Resources, Energy and Mines should submit status and progress reports to the Ministry of Finance, Economic Planning and Development
- xii. Ministry of Finance, Economic Planning and Development specifically Treasury should honour its obligation in releasing finances for the Project to facilitate its operations. This does not prevent Treasury to insist on the accountability of the disbursed resources.

8. CONCLUSION

The COVAMS approach is a very good initiative for Malawi as a country. The benefits that farmers are realising on the ground are significant and telling. The approach can also help the country tackle some of its serious common environmental and soil conservation and food security challenges. Implementation of the recommendations outlined in this report would help ease the challenges that the project is currently facing. This report has described what was obtaining in the COVAMS II project sites, what should be done to address challenges that face the project and what is being done to promote institutionalization of the COVAMS approach in the project areas. In addition, a number of recommendations that have been advanced will be shared with project and concerned ministries to renew their interest and draw practical lessons for further consideration in the current project and future endeavours and initiatives. Above all, it has indicated the direction the Office of the President and Cabinet has given to restore discipline in the DMT so that confidence of the project coordinating and core team in the desirable possibility of mainstreaming and sustainability of COVAMS approach is reinforced and firmly cemented.

ANNEX I: LIST OF KEY STAKEHOLDERS CONSULTED

COVAMS II PROJECT

7th September 2015

Venue: Blantyre DFO – COVAMS II Project Office – Mission Briefing Meeting

No.	Name	Institution	Designation	Tel	Email
1	Hansford Yusufu	OPC-PED	Chief Policy and Programs Officer	0999428996	hyusufu@gmail.com
2	Elliot Phiri	OPC-PED	Deputy Director	0999392768	efjphiri@yahoo.com
3	Moses Chirwa	Ministry of Finance	Assistant Director	0888748959	mochinb@yahoo.com
4	Peter Mkwapatira	Forestry	Assistant Regional Project Coordinator	0888867647	pmkwaps@yahoo.co.uk
5	Hiroyuki Kanazawa	COVAMS II	Rural Development Advisor	0888191034	
6	Moses Millinyu	JICA MW	Program Officer	0888207362	Millinyumoses.mw@jica.go.jp
7	Chisomo C. Masanjala	Forestry	TST	0888618105	chisomomasanjala@yahoo.co.uk
8	Feston Kwezani	Agriculture – MADD	SLRCO	0888865297	fkwezani@gmail.com
9	Akira Sato	COVAMS II	Chief Advisor	0888161956	

7th September 2015

Venue: Blantyre District Council – DMT Meeting

No.	Name	Institution	Designation	Tel	Email
1	Precious Kantsitsi	Blantyre District Council	Director of Planning & Development	0888868656	pkantsitsi@yahoo.co.uk
2	Charles Kalemba	Blantyre District Council	District Commissioner	0888838901	ckalemba@hotmail.com

3	Chisomo Masanjala C.	Forestry	TST	0888618105	chisomasanjala@yahoo.co.uk
4	Jean Bandawe	Community Development	District Community Development Officer	0888344002	jbondwe@yahoo.com
5	Maxwell Mbulanje	Blantyre District Council	Environmental District Officer	0999942117	mbulaje@yahoo.co.uk
Blantyre District - Field Visit in area around Lirangwe – Gombe Village (T.A. Lundu)					
6	Innoce Wandale	Forestry	CCO	0995451626	
7	Aubrey Kachingwe	Community Member	Lead Farmer		
8	Maston Kabvalo	Forestry	CCO	0994958062	
9	Gombe Village Headwoman	Village Leader	Village Headwoman		

8th September 2015**Venue: Balaka District Council – DMT Meeting**

No.	Name	Institution	Designation	Tel	Email
1	Rodrick Mateauma	Balaka District Council	District Commissioner	0999214268	mateauma@ymail.com
2	Moses Chirambo	Community Development	DCDO	0999421549	mosesachirambo@gmail.com
3	Jafali Chisale	Community Development	ACDO	0999276890	jchisale74@gmail.com
4	Edward Katunga	Agriculture	DADO	0885330912	edwardkatunga@ymail.com
5	Alinane Chilingulo	Forestry	DFO	0995607367	achilingulo@yahoo.com
6	David Gondwe	Balaka District Council	Director of Planning & Development	0999400631	davidkgondwe@gmail.com

Balaka District – Field Visit					
7	Meria Sanjika	Mfulanjobvu Village - Community Member	Senior Lead Farmer		
8	Grace Laston	Mfulanjobvu - Community Member	Senior Lead Farmer		
9	Annie Sishoni	Mfulanjobvu Village - Community Leader	Village Head		
10	Emily Thombodzi	Thombodzi Village – Community Leader	Village Head		
11	Dunken Abi	Thombodzi Village – Community Member	Lead Farmer		
12	L. Kaimfa	Masenjele Village – Community Member	Lead Farmer		
13	Mary Wosani	Masenjele Village – Community Member	Lead Farmer		
14	Loveness Mahenge	Mpambira Village – Community Member	Lead Farmer – also presented on behalf of all lead farmers at Phalula E.P.A.		
15	<p>Also met a group of chiefs, lead farmers and extensions workers at Phalula E.P.A. Their numbers were as follows:</p> <ul style="list-style-type: none"> • 14 Group Village Headmen and Village Headmen • 3 Extension Workers • 37 Female Lead Farmers • 25 Male Lead Farmers 				

9th September 2015

Venue: Mwanza District Council – DMT Meeting

No.	Name	Institution	Designation	Tel	Email
1	Mary Chisale	Forestry	ADFO	0888523523	marychisale@yahoo.co.uk
2	Edgar Chihana	Mwanza District Council	Director of Planning & Development	0888544991	edgarchihana@gmail.com
3	Brian Mtambo	Forestry	DFO (PM)	0884629881	brmtambo@gmail.com
4	Jarvis Mwenechanya	Environment	EDO	0999808320	jarvismwenechanya@gmail.com
5	Phillip Mponela Banda	Community Development	DCDO	0888314629	phillipmponelabanda@gmail.com
Mwanza District – Field Visit					
6	Susan Sodzapanja	Agriculture	Extension Worker/CCO		
7	Ellen Kudzenje	Sembedzera Village - Community Member	Senior Lead Farmer		
8	George Mulembe	Sembedzera Village – Community Member	Senior Lead Farmer		
9	Msinkhu	Sembedzera Village – Community Member	Senior Lead Farmer		
10	Limbani Silika	Sembedzera Village – Community Member	Senior Lead Farmer		
11	Wilson Mpenda	Sembedzera Village – Community Member	Seniro Lead Farmer		
12	Georgina Nowa	Community Member	Lead Farmer		
13	Aliki Zangakandifa	Community	Senior Lead Farmer		

		Member			
14	Senior GVH Sembedzera	Sembedzera Village	Group Village Headman		
15	GVH Kanyani II	Kanyani II Village	Group Village Headman		
16	Mr. Kadaona	Kadaona Village	Village Headman		

10th September 2015

Venue: Neno District Council – DMT Meeting

No.	Name	Institution	Designation	Tel	Email
1	Aubrey Macheso	Neno	TST	0884229725	aubreymacheso@gmail.com
2	Shadreck T. Mzungu	LRCO –TST	TST	0888103623	shadreckmzungu@yahoo.co.uk
3	Alexues Chipendo	Neno Council	Ag. Director of Administration	0882945292	alexueschipendo@gmail.com
4	Herbert Bolomonya	Neno	EDO	0999227693	chiwalo@outlook.com
5	Emmanuel Ngwangwa	Forestry	DFO (PM)	0888304843	Engwangwa50@gmail.com
6	Davie Itimu	Fisheries	District Fisheries Officer	0888706381	davieitimu@yahoo.com

11th September 2015

Venue: Blantyre DFO – COVAMS II Project Office _ RMT WRAP-UP Meeting

No.	Name	Institution	Designation	Tel	Email
1	Feston Kwezani	MADD	SLRCO	0888865297	fkwezani@gmail.com
2	Satsuki Fukai	JICA-COVAMS	Project Coordinator	0881349046	satsukifukai@outlook.jp
3	Peter Mkwapatira	Forestry	ARPC	0888867647	pmkwapa@yahoo.co.uk
4	Akira Sato	COVAMS II	Chief Advisor	0888161986	
5	Gerald Kamanga	Forestry	ARPC	0884281689	gerriekamanga@hotmail.com

After the Wrap up meeting, the team met Mr. J. Kanyerere, the Blantyre District Forestry Officer because he was tied up with other activities initially when the team was meeting Blantyre District Management Team.

ANNEX 2: OPC – PED COVAMS II PROJECT MISSION PROGRAMME

Date	Day	Time	Activity	Accommodation
6 th Sept.	Sunday	1:00pm	Travel to Blantyre (pick up by the Project Vehicle)	Blantyre
7 th Sept.	Monday	8:30am -	Meeting with RMT and Japanese Staff at RFO	Blantyre
		9:30am -	Moving to Blantyre District Council	
		10:00am -	Meeting with DC, DMT and other project staff at DC's conference room	
		1:00pm -	Moving to the village	
		2:00pm -	Visit villages under COVAMS II and meet with VH. LF e.t.c at Lirangwe	
		3:30pm -	Travel to Blantyre	
8 th Sept.	Tuesday	8:00am -	Travel to Balaka District Council	Blantyre
		10:00am -	Meeting with DMT at DC's conference room	
		1:00pm -	Moving to the village	
		1:30pm -	Visit villages under COVAMS II and meet VH. LF e.t.c at Phalula	
		3:30pm -	Travel to Blantyre	
9 th Sept.	Wednesday	7:30am -	Travel to Mwanza District Council	Blantyre
		9:30am -	Meeting with DMT at DC's conference room	
		11:30am -	Travel to the village	
		1:00pm -	Visit villages under COVAMS II and meet with VH. LF e.t.c	
		3:00pm -	Travel to Blantyre	
10 th Sept.	Thursday	7:00am -	Travel to Neno District Council	Blantyre
		10:00am -	Meeting with DMT at DC's conference room	
		12:30pm -	Travel to the village – cancelled due to time constraints	
		1:30pm -	Visit villages under COVAMS II and meet with VH. LF e.t.c – cancelled	
		3:30pm -	Travel to Blantyre	
11 th Sept.	Friday	8:00am -	Meeting with Blantyre DFO at DFO	
		8:30am -	Meeting with RMT and Japanese staff at RFO	
		10:30am -	Travel to Lilongwe	

APPENDIX I – KEY FINDINGS PER DISTRICT

Day 1: Blantyre District

The first Project site to be visited was Blantyre district. On the first day of the Performance Enforcement Department (PED) mission, 7th September 2015 consultations took place at three separate venues. First, a preparatory meeting was conducted in the Blantyre District Forestry Office Conference Room in Kanjedza in the presence of the COVAMS II Project management core team and other members of the district secretariat as shown in the annex. Next meeting took place in the Blantyre District Council Office Conference room which was preceded by a courtesy call at the District Commissioner's office. Lastly, a field visit was conducted around Lirangwe in Gombe Village, TA Lundu (Blantyre Rural). Ensuang from stakeholder consultations in Blantyre District, the PED mission made a number of observations and key findings which are highlighted below.

1. The COVAMS II Project management core team stated that counterpart operational funds from the Government of Malawi (GoM) to the Project had not been forthcoming since inception. In addition, the total funding contribution the GoM is expected to make up to the end of the Project was not known. According to the Project Agreement, GoM was supposed to fully fund the operations while the Japanese Government through JICA would meet the cost of and provide technical assistance. Because the GoM delayed to disburse the required funding, JICA went out of the way to backstop the Government using its own resources to run the operations in order to facilitate and guarantee dynamic progress.
2. The ineffective collaboration and dodgy cooperation among senior officials from the departments that constitute District Management Team (DMT) make the COVAMS II Project coordination, guidance and crucial decision making problematic. Departments are, therefore, unable to respond decisively to issues concerning the Project which could have implications on institutionalisation and sustainability later. The DMT is made up of Director of District Planning (DPD), District Forestry Officer (DFO), District Agriculture Development Officer (DADO), District Community Development Officer (DCDO) and Environmental District Officer (EDO). The DPD is the Chairperson and DFO is the Project Manager. Secretariat is assumed by the District Forestry Office. As highlighted during the consultations, the difficulties in coordination could possibly arise from the following:
 - a. The *de facto* venue for the District Management Team Meetings (at the District Forestry Office) was considered not suitable for the participation of all the stakeholders due to long distances to be travelled. The proposal to change the venue to the District Council, considered as the *de jure* venue, did not seem to solve the challenge of poor or unsatisfactory attendance by members from the other constituent Departments of the DMT i.e. DPD, DADO, DCDO and EDO. However, when the District Forestry Office reverted to the former venue of meetings without formality or announcement, this inadvertently attracted alienation and resentment from the rest of the members.
 - b. The other members also cited lack of fuel as the major contributing factor. However, since it was observed that there was already a degree of non-commitment amongst the other team members, as such, no fuel support was extended to them. With respect to other meetings, choice of alternative venues in Blantyre necessitated that officers take up accommodation at the meeting or event venue to ease logistics and facilitate attendance. Nonetheless, COVAMS II Project management was considered inflexible to

permit some members to operate from home in that such choices were not supported with alternative arrangements because that was considered to contravene JICA policy, regulation and practice.

3. The model of implementation of COVAMS II Project was seen as unique and different from the other projects the district is implementing or responsible for in that funds seem hard to come by to facilitate operations. Members are silently expressing disenchantment with this reality. During some field operations, meal allowances are not provided or the officers are not allowed an opportunity to take or go to look for lunch. Members of the field staff are not given lunch allowances to cater for lunch when they operate away from home.
4. Delays in accessing the development budget part II funding from the Ministry Headquarters are frustrating the operations at the district level. The funds are also not enough to cater for the planned activities by the District Forestry Office. It is claimed that funds are processed through the Department of Forestry headquarters in Lilongwe posing challenges of follow-up on the physical release of the funds.
5. Failure to harmonise the COVAMS Approach with other programs that are being implemented at the district level makes coordination and management of the Project awkward. Programmes with similar goals at the district are operating in isolation, hence not synergising for greater impact.
6. The DC was of the view that there is need for Ministry of Local Government to provide policy guidance to facilitate coordination of program initiatives at the district council to avoid multiplicity of projects that operate in parallel and in the process fail to reinforce or complement each other.
7. The DC gave the assurance that the next annual planning round would witness the integration of the COVAMS activities in district implementation plans of the participating departments at the district.
8. There was a strong disposition that COVAMS Approach should be part of the training curriculum for forestry officers to ensure sustainability.
9. There is a great deal of commitment at the community level to continue with the implementation of COVAMS Approach. This deserves to be supported and encouraged to the benefit of the participating communities and Malawi as a nation.
10. Mind-set change of the villagers is a challenge. Households are not adopting the technologies with anticipated speed but prefer to carry on with the methods they are familiar with. Nevertheless, new members are joining as they observe the benefits accruing to those that have adopted and are practising the novel technologies that are progressively paying off.
11. Farmers are in need of seeds of other important tree species and polythene tubes for raising seedlings.
12. Village heads and other traditional leaders are poised to embrace, support and sustain the approach.
13. At the conclusion of the meeting, the mission left with a sense that the DMT would resume meeting by following their schedule which would be consultatively determined.

Day 2: Balaka

On the second day of the PED mission, 8th September 2015, consultations took place at two separate venues in Balaka District. The first venue was the DC's office where the meeting was patronised by the majority of the members of the DMT in the presence of the DC. The next venue was the field at three separate localities: the first field visit occurred at a senior lead farmer's garden in Fulanjobvu village that is under the Group Village Headman Chanthunya II in TA Chanthunya, the second was a stopover at Thombozi village in TA Chanthunya where the mission was briefed on manure-making and last point was at Phalula EPA where farmers, lead farmers and senior lead farmers gathered and made a presentation of successes and challenges of COVAMS in the presence of Group Village Headmen and Village Headmen.

Proceeding from the stakeholder consultations in Balaka District, the PED mission made some observations and key findings thereof are summarized below.

1. There is a communication concern amongst the top level officials of the District Management Team (DMT). The communication that is used is not effective. Invitation to the meeting is made through SMS (mobile cellphone short message system).
2. Secretariat develops schedules for the DMT meetings without consulting with other DMT members and securing consensus.
3. There is lack of personal commitment by DMT Members to attend meetings.
4. The DC was not updated on the challenges DMT was facing with respect to its failure to hold scheduled meetings.
5. There is constant comparison of projects being implemented within the districts. Projects with a lot of resources to attract greater participation than technical cooperation projects. There is lack of ownership of the COVAMS II Project despite the fact that it is a government project only receiving technical support from the Japanese Government.
6. The high-level DMT officials claim that they are not familiar with their terms of reference (ToRs).
7. The channel of resources through the DFO seems to alienate and disappoint other sectors who are used to receiving funds through the District Development Fund (DDF).
8. Support from other sectors is made available in complementing COVAMS II project resources e.g. from DADO Office. Such support can entrench the inclination towards institutionalisation of the COVAMS Approach.
9. The district institutional arrangements for COVAMS II are well structured and the most effective. They may just need to be reinforced and respected.
10. The district is considering including COVAMS activities in the annual work plans (Development Implementation Plans) to institutionalise the approaches.
11. There is enthusiastic commitment at the community level to continue implementation of COVAMS Approach. The mission in the discussion with some of the lead farmers observed that the communities need support, encouragement and proper training in order to internalize the approach and be persuaded to buy their own tools for use during implementation.
12. The senior lead farmers and lead farmers made a request for the following items to enable smoothing operations:
 - a. Polythene tubes
 - b. Lining level
 - c. Strings
 - d. Watering canes

- e. Wheelbarrows
- f. Picks
- g. Shovels
- h. Bicycles for lead farmers who do not have
- i. Starter packs as farmers failed to yield a good crop due to drought

Day 3: Mwanza

On the third day of the PED mission, 9th September 2015, consultations took place at two separate venues also in Mwanza District. The first venue was the District Council's Conference Room where the meeting was patronised by some of the members of the DMT. The next venue was the field at two separate localities in TA Govati: the first locality was the community clinic where there were presentations from senior lead farmers and a discussion at Group Village Headman Sembedzera in the presence of some lead farmers and traditional leaders including GVH Sembedzera himself. A visit was also made at the garden of a senior lead farmer to show swales and a re-orientation of ridges.

Ensuing from stakeholder consultations in Mwanza District, the PED mission made a number of observations and key findings thereof are highlighted below.

1. There are challenges in scheduling of activities for DMT which is usually done by Forestry in isolation of other DMT members and that there is limited communication within the DMT set up.
2. The issue of comparison between projects is still apparent and at times does affect commitment by DMT members.
3. The issue of allowances did not appear prominently but remains an issue. Guidelines from Ministry of Local Government can regulate how the allowances issue should be handled.
4. The DMT is aware of their Terms of Reference and participated in their revision to suit the situation. The ToRs were adapted from a prototype developed by Japanese Government and Malawi Government during the preparation of the project.
5. The issue of absenteeism at crucial DMT meeting by DMT members has been resolved when COVAMS II project management permitted delegation of *bona fide* members at meetings. However, DMT Members were advised to keep delegation to a minimum to ensure consistent participation of the *bona fide* members during passing of key decisions concerning the COVAMS Project.
6. Funds from Government are channelled through the Forestry Regional Office but the districts officials are not quite sure.
7. Maintenance of motor vehicles and motor cycles is a challenge due to the government requirement to have the vehicles certified by PHVO Personnel in Blantyre.
8. The district has planned to include COVAMS activities in the development implementation plans and allocate a budget to institutionalise the approaches.
9. New members and village headmen are willingly and massively joining the project after seeing the benefits that their colleagues have realised. Before this, many village headmen and villagers refused or resisted to join but now they are encouraged by the attractive and convincing results they have seen on the ground e.g. increase in crop yield.
10. There is reduction in staff turnover amongst extension workers at the grassroots due to some form of motivation such as provision of motor cycles that eased their mobility challenges.
11. The Project has increased collaboration and networking amongst extension workers at the grassroots. Multi-skilling for the extension service workers should, therefore, be encouraged to ensure greater impact and optimal utilisation of front line staff. This could be one way of reducing front line staff shortages. For example, Community Development Assistants are able to train farmers to construct soil conservation structures on the ground yet their original basic training does not cover that component.

12. The project has enabled collaboration amongst various sectors at the district level which can be adopted in the overall general operations at the district.
13. There is need to organise exchange visits for lead farmers amongst implementing districts to learn from each other.
14. Entry point of development partners should be the District Commissioner. There should be guidelines from the Ministry of Local Government which should be adapted to the district context to cater for standardization and synergies in project implementation e.g. the issue of allowances, fuel management etc.

Day 4: Neno

On the fourth day of the PED mission, 10th September 2015, consultations took place at only Neno District Commissioner's office. Due time constraints, field visits were called off. Proceeding from the stakeholder consultations in Neno District, the PED mission made some observations and key findings thereof are summarized below.

1. DMT members do not attend DMT meetings. They claim to be busy. The district never had a full DMT meeting before.
2. The district indicated that they will be taking COVAMS Activities into their development implementation plans.
3. The motor cycles under the COVAMS approaches has eased mobility challenges.
4. The challenges with farm input subsidy have forced people to adopt manure making under COVAMS II Approaches. The approaches under the project will eventually reduce dependency on handouts.
5. After the first year of implementation, there has been overwhelming response from farmers who are eager to adopt COVAMS Approach.
6. Field officers spend the whole day in the field while not getting any lunch allowances.
7. Funding channels and amount to be received are not clear to the district team.
8. Dropping out of lead farmers inconveniences, frustrates and delays the promotion of the approaches for more training is required for incoming lead farmers.
9. The district has no calendar of events to inform DMT members of the schedule of activities.
10. There are challenges with the role of DMT involvement in the COVAMS activities at the grassroots. There is need to find a way to involve DMT members for active participation. It was observed that the work of CCOs and lead farmers was progressing very well, as such the DMT saw no reason to be meeting with the assumption that the project can progress even without them. This mentality however militates against the idea of promoting sustainability and institutionalisation that will have to be later spearheaded by them.

APPENDIX 2: KEY FINDINGS PER CENTRAL GOVERNMENT INSTITUTION

Department of Forestry 12th November, 2015

The following key issues were observed during the consultations with the Department of Forestry in Lilongwe District on COVAMS II Project.

- i. The project experienced funding challenges and has been unable to fund district activities adequately. The project is supposed to get Development Part II funding from Treasury. However, funding levels have been a challenge. For 2014/15 Financial Year, the Department only got MK15million out of the budgeted MK50million. For the current financial year 2015/16, the project has so far been funded MK10million. The total budget for this year is MK50million.
- ii. With inadequate funding, the Department had to ask for extra support from JICA to insure COVAMS II Project motor cycles for field staff in the districts.
- iii. The Department has been working a lot with the Land Resources Department in the Ministry of Agriculture. It was indicated that the Department of Agriculture Extension Services do not participate in most of the project activities. Thus participation from DAES is extremely limited. Ironically, the project is building capacity of extension workers in executing their services in the implementing districts and these are under the DAES. PED is, therefore, of the view that such disjointed coordination may affect concomitant institutionalisation and subsequent sustainability of the COVAMS technologies.
- iv. In terms of financial resource flows, it was indicated that as soon as the Department is notified of funds by Treasury, it relays the message to the Regional Forestry Office. The RFO is expected to hold a meeting with all the four implementing districts to discuss the availability of funds and plan for the expenditures. Once this has been done, implementing districts are then requested to submit funding requirements through the RFO to the Department of Forestry Headquarters that then verifies the vouchers before submitting them to the Ministry of Natural Resources, Energy and Mines (MoNREM) Headquarters. At the MoNREM, the vouchers are processed for payments then submitted through the government accounting system to the Department of Accountant General for printing of cheques. This is contrary to what was learnt in the districts. Evidently, the districts are not aware of or unfamiliar with the funding channels.
- v. Department of Forestry acknowledged the vital role of the COVAMS technologies in tree growing and soil conservation. It proposed that the technologies be maintained in the communities.

Ministry of Finance, Economic Planning and Development **12th November, 2015**

The following key issues were observed during the consultation with the Ministry of Finance, Economic Planning and Development in Lilongwe District on COVAMS II Project.

- i. The project team does not provide or submit progress reports to Ministry of Finance. This affects funding levels as the MoF does not exactly have a clear picture of how the funds have been utilised or if the funds are being used for the intended purpose.
- ii. It appears that Department of Forestry does not have an annual work plan on how to use the COVAMS II Project funds. This was evident in the fact that in the current financial year 2015/16 in July, when Treasury disbursed the first tranche of MK10million, the Department of Forestry has been unable to utilise all funds. This gives Treasury the impression that the Department of Forestry does not require all the funds under the Development Part II. As such, Treasury felt justified to change the funding levels hence the erratic and reduced funding to the Project.

Department of Agriculture Extension Services **17th November, 2015**

The following key issues were observed during the consultation with the Department of Agriculture Extension Services in Lilongwe District on COVAMS II Project.

- i. The Department of Agricultural Extension Services is not directly involved in the coordination and implementation of the project at the central level. PED observed that perhaps this could explain why the Department is not represented in most of the COVAMS undertakings.
- ii. There are coordination and communication challenges at the central level as some key stakeholders in the project are not aware of the specific details of the COVAMS II Project.
- iii. PED is proposing the need for a joint meeting of the key stakeholders in the project: Department of Forestry, Land Resources, and DAES to iron out coordination issues at the central level.
- iv. The Director of Agriculture Extension Services (DAES) needs to support the desk officer within the Department to coordinate COVAMS II Project issues or attend COVAMS joint meetings.
- v. DAES is very critical in ensuring that the COVAMS technologies are institutionalised and sustained. It will also play a key role in replicating the COVAMS technologies elsewhere in the country. As such, their involvement is crucial.

PM Form 3-1 Monitoring Sheet Summary

TO CR of JICA MALAWI OFFICE**PROJECT MONITORING SHEET****Project Title : Promoting Catchment Management Activities in Middle Shire****Version of the Sheet: Ver.01 (Term: April, 2015 - September, 2015)****Name:** _____**Title:** _____**Submission Date:** ● **November, 2015****I. Summary****1 Progress****1-1 Progress of Inputs**

From September, Japanese project members of the latter half of the project has been dispatched as scheduled, and the inputs from the members of the first half of the project were implemented as scheduled.

1-2 Progress of Activities

Capacity improvement of district staff is in progress through several sessions of trainings implemented during this term, as well as the institutionalization of COVAMS approach has been taken into action.

1-3 Achievement of Output

Output 1: No progress since the last term.

Output 2: Trainings for the district staff on the management of the implementation of COVAMS were conducted. The topics of the trainings were: Facilitation Skill; Motivation Study; Report Writing; Data Analysis; and COVAMS approach orientating skill. The trainings were all in-class trainings, and the last training on the COVAMS approach orientation was implemented along with the actual orientation towards the new staff members of the COVAMS in the district.

Output 3: Reports on Soil Loss Study and Gully Control practices has been issued with the analyzed data collected during the research.

Output 4: Short-term expert was dispatched to develop materials for institutionalization of COVAMS approach. During the dispatch, power point presentation, brochure, and a poster were developed as the means of promotion materials. Along with the materials produced, radio programs were broadcasted with the aim to encourage and motivate the farmers practicing COVAMS approach, and a PR to those who are not practicing the COVAMS approach.

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1-4 Achievement of the Project Purpose

Institutionalization is divided into three factors; authorization of approach, secure human resource, and funds.

As of the human resources, the trainings are been implemented, and there are little improvements that can be seen through the monthly reports and documents submitted from the districts.

As of the funding, the cooperation from the C/Ps in the central government are fundamental, and therefore, a visit to the office of the President and Cabinet was made to gain support on the coordination amount the different Ministry C/Ps.

1-5 Changes of Risks and Actions for Mitigation

In Balaka district, due to the failure of proper management by the PM and one of the TST, the project activity situation has deteriorated during September. Most activities by the CCOs and TST had been stopped during the month. This was revealed at the PM Meeting on 30th September, and therefore, meetings and problem analysis has been scheduled at the begging of October by both the RMT and Japanese Experts to resolve the situation, and bring back the activities on track.

For the actions to be taken to mitigate the situation of lack of funding from the GoMW side, the involvement of the central government are fundamental and their coordination is crucial. Thus, from October onwards, approaches towards the Central Government agencies will be made frequently, starting with the first step of explaining the COVAMS approach.

1-6 Progress of Actions undertaken by JICA

Short term experts were dispatched as scheduled.

1-7 Progress of Actions undertaken by Gov. of Malawi

New district staffs of Balaka has been allocated, however, the replacement has not been processed yet, and is causing deterioration in the OCVAMS activities in Balaka district.

1-8 Progress of Environmental and Social Considerations (if applicable)

NIL

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Progress has been seen during the harvesting season of Maize in the previous term of monitoring sheet.

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

In district such as Neno and Balaka where projects by other organizations are implemented, there are times where the meetings which has been scheduled under the

PM Form 3-1 Monitoring Sheet Summary

COVAMS activities are canceled due to other activities of other projects.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

- 1) Four courses of trainings were not implemented as scheduled during 2014/2015.
- 2) Approaches towards the Central Government C/Ps were not implemented proactively.

2-2 Cause

- 1) RMT members who were scheduled to be the lecturers and district staffs who were to be the participants could not manage to secure time to participate in the training, due to their other activities. Also the funds which were supposed to be supported from the GoMW side was not allocated.
- 2) The activities throughout the project were much focused on the district level, and therefore, including the funding allocation issue, the approaches were not made towards the Central Government.

2-3 Action to be taken

- 1) As the training was not the crucial course to be implemented, it can be rescheduled if the training is still observed to be necessary.
- 2) As mentioned earlier, from October, Japanese Experts will make frequent visits to the C/Ps and related agencies promoting the COVAMS approach.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Malawi, etc.)

New members of the project from IC Net Limited, C/Ps in the Central Government, Governors of the target districts.

3 Modification of the Project Implementation Plan

3-1 PO

Modified in the activities of the project Outputs (see the attachment).

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

The modification of the PDM is suggested with the additional activity proposed.

4 Preparation of Gov. of Malawi toward after completion of the Project


Allocation of the funding is crucial in the institutionalization of the COVAMS approach activities. Therefore, actions for the CMFA to be included in the District Implementation Plan/ Annual Investment Plan will need to be continuously implemented.

II. Project Monitoring Sheet I & II as Attached

Project Design Matrix (Revision of Project Design Matrix)

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines, Blantyre, Balaka, Mwanza, and Neno Districts
Target group: Management staff and extension staff of the four districts
Period of Project: Five (5) years. April 2014 - March 2018
Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	1. CMFA spread to other TAs in target districts 2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts	1. District annual work plans of the target districts 2. Performance reports of the target districts			
Project Purpose CMFA is institutionalized in target districts.	1. CMFA included in the District Strategic Development Plan of each target districts 2. The plan of CMFAs using COVAMS approach carried out in each target district.	1. Project reports 2. District Strategic Development Plan	- Each target district allocates budget for the indicators - District Strategic Development Plan is developed and updated in each target district.		
Outputs 1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach. 3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research. 4. Ownership of the COVAMS approach is enhanced among leaders of all levels.	1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district. 1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts <u>Capacity improvement</u> Number of training subjects described in the training Plan Number of training conducted, at least one time each subject Number of trained DMT members Number of trained TST members Number of trained CCOs <u>Implementation of COVAMS approach</u> Annual working plan prepared in each Number of village covered by COVAMS approach Number of trained LFs Number of trained SLFs Detail of indicators is described in the attached table <u>Impact as the result of capacity improvement and implementation of COVAMS approach</u> Refer indicators for the output 3 below <u>Extension method</u> -Compiled reports which explain following items - Number of training conducted in the villages by LFs - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA -Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs Detail of indicators is described in the attached table. Extension subject - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour - Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3, and others) - Number of leaders received explanation on COVAMS approach (Number of organizations x 2= 22 and others) - Number of sharing meeting and seminars (4 times x 2years =8)	1.1 District Implementation Plan/Annual Investment Plan of four districts 1.2.1 Official document related to the CMFA in the districts 1.2.2 Project reports <u>Capacity improvement</u> Needs Assessment Report Training plan Training materials Reports on training <u>Implementation of COVAMS approach</u> annual working plans of four target Monthly reports from the districts Monitoring reports Households list Other records and documents Project report Research plans Research reports Project Reports Monitoring report from four target districts - Plan for disseminating information - Submitted reports - Official document - Minutes of Shire River Basin Coordinating Meeting - Other Project reports	- Consolidated District Annual Work Plan is compiled and updated in each target District - Administrative and financial institutional changes in central ministries and local administration do not affect the Project activities	Achievements are provided with the detailed descriptions of the	

Activities	Inputs		Important Assumptions
<p>Activities for Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>1-1. Orient stakeholders in the districts on the COVAMS II project and COVAMS approach</p> <p>1-2. Set up district management team under DESC</p> <p>1-3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village - Team of advisors headed by Chief Advisor</p> <p>1-4. Implement training sessions for the district staff to strengthen their abilities on formulating activity implementing plan and annual input plan towards budget allocation</p> <p>1-5. Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on VAPs</p> <p>1-6. Obtain approval from full council on the DIP/AIP</p>	<p>The Japanese Side</p> <p>(1) Advisors - Team of advisors headed by Chief Advisor - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extension, Publicity, Monitoring and Evaluation</p> <p>(2) Equipment - Vehicles, Motorcycles, Training Equipment and other necessary</p> <p>(3) Training courses for counterpart personnel in Japan</p> <p>(4) Funds - A part of operation cost</p>	<p>The Malaian Side</p> <p>(1) Human resource for the operation of the Project</p> <p>- Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and</p> <p>(2) Office working environment - Suitable office space with necessary equipment</p> <p>(3) Funds</p> <p>- Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs,</p>	<p>- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p> <p>- Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.)</p> <p>- Climate conditions do not change drastically.</p> <p>- Trained management staff and extension staff continue their services in their respective positions.</p>
<p>Activities for Output 2: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>2-1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey.</p> <p>2-2. Prepare capacity improvement plans on COVAMS approach and project management</p> <p>2-3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach</p> <p>2-3-1. Introduce COVAMS approach to district teams</p> <p>2-3-2. Prepare annual working plan</p> <p>2-3-3. Implement COVAMS approach according to the annual working plan</p> <p>2-3-4. Monitor progress of implementation of COVAMS approach</p> <p>2-3-5. Review annual activities</p> <p>2-4. Improve capacity of district staff by training</p> <p>2-5. Monitor degree of capacity improvement of district staff</p> <p>2-6. Evaluate capacity improvement plan and improve it if necessary</p>			
<p>Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.</p> <p>3-1. Conduct research on extension method of COVAMS approach</p> <p>3-1-1. Design research</p> <p>3-1-2. Conduct research survey and data collection</p> <p>3-1-3. Compile result of survey and data collection as a report</p> <p>3-2. Conduct research on extension subjects of COVAMS approach</p> <p>3-2-1. Design research</p> <p>3-2-2. Conduct research according to the design</p> <p>3-2-3. Compile result of the research as a report</p>			<p>Pre-conditions</p> <p>- Collaborating institutions (LRCD, DAES, DCD) are fully supportive.</p> <p>- DCs of target districts are fully supportive.</p>
<p>Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels.</p> <p>4-1. Plan activities to promote understanding of the leaders and organizations on</p> <p>4-1-1. List up target groups of the promotion</p> <p>4-1-2. Compile action plan to promote understanding of the target groups</p> <p>4-1-3. Prepare necessary explanation materials for promotion</p> <p>4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach</p> <p>4-3. Evaluate promotion results and modify/ improve plan if necessary</p>			<p style="text-align: center;"></p> <p>Issues and countermeasures</p>

Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.													
3-1. Conduct research on extension method of COVAMS approach	Plan											J	M
	Actual												
3-1-1. Design research	Plan											J	M
	Actual												
3-1-2. Conduct research survey and data collection	Plan											J	M
	Actual												
3-1-3. Compile result of survey and data collection as a report	Plan											J	M
	Actual												
3-2. Conduct research on extension subjects of COVAMS approach	Plan											J	M
	Actual												
3-2-1. Design research	Plan											J	
	Actual												
3-2-2. Conduct research according to the design	Plan											J	M
	Actual												
3-2-3. Compile result of the research as a report	Plan											J	M
	Actual												
Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels.													
4-1. Plan activities to promote understanding of the leaders and organizations on the CMFA using COVAMS	Plan											J	M
	Actual												
4-1-1. List up target groups of the promotion	Plan											J	M
	Actual												
4-1-2. Compile action plan to promote understanding of the target groups	Plan											J	M
	Actual												
4-1-3. Prepare necessary explanation materials for promotion	Plan											J	M
	Actual												
4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach	Plan											J	M
	Actual												
4-3. Evaluate promotion results and modify/ improve plan if necessary	Plan											J	M
	Actual												

Meetings have been organized to visit the C/Ps and the related agencies to promote and seek for coordination of the COVAMS approach

TO CR of JICA MALAWI OFFICE**PROJECT MONITORING SHEET****Project Title: Promoting Catchment Management Activities in Middle Shire****Version of the Sheet: Ver.01 (Term: September, 2015 - May, 2016)****Name: Masato Onozawa****Title: Team Leader/ Institutionalization 1****Submission Date: May 31, 2016****I. Summary****1 Progress`**

The Japan International Cooperation Agency (JICA) has entrusted IC Net Ltd. to carry out the latter half of the Project for Promoting Catchment Management Activities in Middle Shire Phase II (COVAMS II) since September 2015. A team of consultants led by Mr. Masato Onozawa has been dispatched to the Forestry Department in Limbe, Blantyre and have taken over the project activities from the long-term Japanese experts dispatched since 2013 by JICA.

1-1 Progress of Inputs

1-1-1 Assignment of Counterpart Personnel

(See Appendix for the list of counterpart)

Table 1 List of Key Counterpart Personnel

Title/ Responsibilities	Affiliate/ Ministry	Name
Principle Secretary	Ministry of Natural Resource Energy and Mining (MoNREM)	Mr. Kester Kaphaizi Botolo
Deputy Director of Forestry Department	MoNREM, Forestry Department	Mr. Thomas Makhambere Francis Chilimampungwa
Director of Agricultural Extension Service, Agricultural Extension Service Department	Ministry of Agriculture, Irrigation and Water Development (MoAIWD),	Mrs. Stella Kankwamba
Director of Community Development Dept. Of Community Development	(MoGCDSW)	Mrs. Clotilda Sawasawa
Deputy Director, Department of Performance Enforcement	Office of the President and Cabinet (OPC)	Mr. Elliot Phiri
Regional Forestry Officer (South)-RFO (S), Department of Forestry,	MINISTRY OF NATURAL RESOURCE ENERGY AND MINING (MoNREM)	Mrs. Cecilia Chauluka
District Forestry Officer, Balaka	MoNREM	Mr. Baird Nangwale
District Forestry Officer, Blantyre	MoNREM	Mr. Geoffrey Kanyerere
District Forestry Officer, Mwanza	MoNREM	(Late) Mr. Brian Mtambo (As of June 2016, vacant). Mr. Gregory Kulemeka (from July, 2016)
District Forestry Officer, Neno	MoNREM	Mr. Emmanuel Ngwangwa
Assistant District Forestry Officer, Blantyre, Regional Management Team	MoNREM	Mr. Peter Mkwapatira

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(RMT)				
1-1-2 Assignment of Japanese Experts				
The Project inaugurated in October 2013 followed by the dispatch of long-term experts from JICA (Table 2). Since September 2015, the consultant team has been dispatched and taken over the Project (Table 3). The following is the summary of the assignment of the experts as of the end of May 2016.				
1) Experts (Dispatched by JICA)				
Table 2 List of Experts (April 2013-October 2015)				
Title/ Expertise	Name	Affiliation	Assignment	
			From	To
i) Long-term Experts				
Chief Adviser/ Forest Resource Management	Mr. Akira SATO		April 10, 2013	October 3, 2015
Rural Development	Mr. Hiroyuki KANAZAWA	Primela Ltd.	April 10, 2013	October 3, 2015
Coordinator/Forest Resource Management (Watershed Management)	Ms. Satsuki Fukai		May 27, 2013	October 17, 2015
ii) Short-term Experts				
Action Research	Dr. Kiyoshi MASUDA	OAFIC Co. Ltd.	May 6, 2013 October 1, 2013	September 2, 2013 January 29, 2014
Research Design	Dr. Hiroaki OKADA	Sanyu Consultants INC.	May 31, 2013	June 29, 2013
Extension Strategy	Ms. Etsuko AKABANE	Japan Development Service Co. Ltd	June 23, 2014 January 9, 2015	December 21, 2014 February 23, 2015
	Mr. Hiroshi KIKUCHI	CDC International	May 10, 2015	July 8, 2015
2) Experts Dispatched under the Contract Between JICA and IC Net Ltd.				
Table 3 List of Experts (September 2015 – May 2018)				
Title/ Expertise	Name	Assignments		
		From	To	Days
Team Leader/ Institutionalization 1	Mr. Masato ONOZAWA	February 2, 2016 April 17, 2016	March 1, 2016 (August 14, 2016)	29 (45)
Deputy Tem Leader/ Institutionalization 2	Mr. Kikuo OISHI, PhD	September 13, 2015 November 2, 2015	September 22, 2015 December 12, 2015	10 26
Deputy Tem Leader/ Institutionalization 2 & 3	Mr. Tomoyuki SHO	November 15, 2015 April 30, 2015	December 5, 2015 May 19, 2016	21 26
Extension Technology 1	Mr. Tokio KITAMADO, PhD	January 17, 2016	March 1, 2016	45

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Extension Technology 2/ Soil Conservation Technology	Ms. Naoko OGAWA	September 10, 2015 March 1, 2016	September 16, 2015 March 31, 2016	7 31
Training Management/ M&E	Ms. Mami SATO, Ph D.	October 2, 2015 May 27, 2016	November 1, 2015 (June 26, 2016)	31 (4)
Project Coordinator/ Assistant Trainer 1	Ms. Kanae TANAKA, J.D.	September 20, 2015 January 8, 2016	November 26, 2015 March 1, 2016	80 59
Project Coordinator/ Assistant Trainer 1	Ms. Ayumi UEMATSU	March 15, 2016	April 30, 2016	47
Project Coordinator/ Assistant Trainer 2	Ms. Tomoko KIDA	March 18, 2016	April 14, 2016	28
(As of May 31, 2016)				489
Project Coordinator (Trainee, Cost borne by IC Net Ltd.)	Ms. Izumi SHIRAIISHI	May 21, 2016	July 28, 2016	9 (69)

1-1-3 Materials and Equipment

The following materials and equipment are provided to facilitate the project Activities.

Table 4 List of Materials and Equipment

#	Year	Item/ Description	Price (MKW/US \$)	Qty	Total	Date of Delivery
1	2013	Copier	2,627,075.00	1	2,627,075.00	June 25, 2013
2		Computer and printers	830,878.00	5	4,154,390.00	July 30, 2013
3		Motorbike	1,207,134.08	25	30,178,352.00	October 14, 2013
4		Laptop computer	755,069.33	3	2,265,208.00	November 18, 2013
5		4WD pickup	USD25,817 (Exchange rate)	4 432	USD103,268.00 44,611,776.00	January 14, 2014
6	2014	Laptop computer	538,812.50	2	1,077,625.00	November 18, 2014

1-1-4 Training in Japan

For the enhancement of the capacity of the counterpart personnel, the following training have taken place in Japan.

Table 5 Training in Japan

Subject of training	JFY	Duration	Participants Name	Position	Output
Rural Community Development by Life Improvement Approach for Africa	2014	July 6- August 23, 2014	Mrs. A. Chagoma	CCO/Senior Community Development Assistant, Blantyre	Output 2

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Regional Development by Systematic and Comprehensive Utilization of Forest Resources through Forest Certification System and Product Branding	2014	October 22-November 20, 2014	Mr. G. Kamanga	ARPC/Forestry Officer, Regional Forestry Office South	Output 2
Farmer-led Extension Method	2014	January 13-February 13, 2015	Mr. M. Dzamani	TST/Agricultural Extension and Development Coordinator, Neno	Output 2
			Mrs. C. Kalinga	CCO/Agricultural Extension and Development Officer, Neno	
Capacity Improvement in Operation and Management of Extension Activity	2014	December 1-19, 2014	Mr. Gift Rapozo	District Commissioner, Mwanza District	Output 1 & 2
			Mr. G. Kanyerere	Project Manager/ District Forestry Officer, Blantyre	
			Mr. B. Mtambo	Project Manager/ District Forestry Officer, Mwanza	
			Mr. C. Masanjala	TST/ Forest Officer, Blantyre	
			Mr. E. Kalitsiro	TST/ District Land Resources and Conservation Officer, Mwanza	
			Mr. T. Kamera	TST/Land Resources and Conservation Officer, Blantyre	
Farmer-led Extension Method	2015	January 5-February 5, 2016	Mr. Cleopas Lameck	Agriculture Extension Development Coordinator/ Mwanza	Output 2
Capacity Development in Operation and Management for Extension Activities	2015	December 6- 21, 2015	Mr. Charles Kalemba	District Commissioner, Blantyre	Output 1 & 2
			Mrs. Memory Kaleso Monteiro	District Commissioner, Neno	
			Mr. Rodrick Mateauma	District Commissioner, Balaka	
			Mr. Hansford Chitenje Yusuf	Chief Policy and Programme Officer, Performance Enforcement Department, the Office of President and Cabinet	
			Mr. Martin Kausi	Programme Manager, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	

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			Mrs. Gertrude Kalinde Thaulo	Programme Manager, Machinga Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	2015	October 12 – November 14, 2015	Mr. Drake Chiningwa	TST/ Forestry, Assistant Director, Mwanza Forestry Department Ministry of Natural Resources Energy and Mines	Output 2
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	2016	May 1 – June 1, 2016	Mr. Maxwell John Moyo	CCO/ Agriculture, Balaka Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2

1-2 Progress of Activities

Capacity improvement of district staff is in progress through several sessions of trainings implemented during this term. In addition, the institutionalization of COVAMS approach has been taken into action. Details are explained as shown in the following section (1-3 Achievement of Outputs).

1-3 Achievement of Output

1-3-1 Output 1: “Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.”

- i) In the Work Plan submitted in September 2015, the Team defined “institutionalization” from the following three elements: (1) extension; (2) administration; and (3) finance. The elements are closely related to each other and essential for achieving the “Institutionalization” of the COVAMS approach. In “Extension”, the COVAMS approach is expected to be extended steadily, and policy-makers will get to acknowledge its positive impact. In “Administration”, preparation of annual activity plan, budgeting and allocation, project implementation and regular M&E are to be implemented, and a system for the implementation will be in place. Finally, in “Budget”, activity plans (including budgeting and finance) are to be prepared at the local levels and been approved based on the existing annual budget cycle of Malawi.
- ii) The Team has examined Malawi’s government budget processes and financial conditions through interviews with government officials and politicians to identify potential funding sources and prioritize actions for securing funds. In addition, the Team has worked with the Department of Forestry to support them to complete the submission of PSIP budget request.
- iii) Through a series of interviews to COVAMS key personnel, including DMTs/ TSTs/ CCOs/ DMT/ TST/ CCO, the Team has reviewed the current district-level administrative procedures. Challenges

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and difficulties likely to happen when all COVAMS activities were transferred to GOM have been derived from the analysis. Based on above, a roadmap for transfer of the work responsibility toward the end of the technical cooperation project will be proposed for further discussion.

- iv) One important and prospective area of capacity development with high level of needs and priority in Output 1 is strengthening of accounting-related capacity of the four districts. The existing reporting procedures on COVAMS activities are mostly carried out through paper-based means. Thus information sharing is not necessarily transparent and lacks full accountability, remaining one of weak points of district-level administration. Based on the analysis, the objectives and detailed activities for the proposed capacity development shall be further analyzed and proposed.

1-3-2 Output 2: "Capacity of management and extension staff in target districts is improved in operation of COVAMS approach."

- i) As of March 2016, the four target-districts prepares annual implementation plan of catchment management through farmers' activities (CMFA) using COVAMS approach. The budget plan has been prepared accordingly and they are submitted to MoNREM through DFO in Blantyre for annual budget planning for final approval expected in June.
- ii) The total number of the target villages has increased by 319 from 50 in 2013. (see the Table 6). Total households currently working with are estimated as much as 34,000.

Table 6 Changes of the Number of the Target Villages (2013-2017)

	Balaka	Blantyre	Mwanza	Neno	Total
2013/14	20	10	10	10	50
2014/15	43	28	28	30	128
2015/16	17	25	6	0	40
2016/17	28	48	22	11	101
Total	108	111	66	51	319

- iii) Based on the observation and the interview with farmers, farmers' attainment level of adopting conservation technologies (i.e. galley control, tree planning and contour ridge cultivation, check dam, etc.) varies from one farmer to another. This is because extension relies on LFs' interest and intensity of direct communication between LFs and farmers and/or among farmers in the field rather than specific training intentionally and specifically organized. For example, a LF who demonstrates relatively good results in his/her field can communicate the technology better to other farmers because fellow farmers become more interested in because of his/ her better yields and results. Another good practice is that LFs forming a group can teach better because it enhances the strength of the member LFs to transfer knowledge by reducing anxiety and increased confidence.

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1-3-3 Output 3: "Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research."

- i) Based on the advise from the long-term experts, soil erosion testing has been carried out with the following four plot categories: a) 45 degree straight ridge (plot made "business as usual" practice for comparison), b) contour ridge, c) soil conservation employing mulching by various organic matters, and d) a plot using manure. The yield of each experiment plot varies due to the serious draught hit in Southern Africa in 2016. Based on the observation, the plots using mulching (type c above) yields better this year because the organic matters covering the plot have conserved and retained moisture in the soil. Applying the farming technique depends on weather conditions particularly the precipitation. When much rainfall is expected, contour ridge farming is effective. Whereas when draught is expected mulching is the most appropriate technique. The challenge for ordinary farmers is to collect and apply appropriate amount of organic materials because they are an integral part of animal feed for raising cattle, goats, etc.
- ii) Household questionnaire survey is scheduled in June-July 2014. 760 households were randomly selected and they are to be interviewed. A team of researcher to conduct the survey employing structured questionnaire has been recruited to ensure the quality of data collection. Currently preparation of the survey is undertaking.

1-3-4 Output 4: "Ownership of the COVAMS approach is enhanced among leaders of all levels."

The main activity in this period is to identify the procedures and available resources for promoting and disseminating COVAMS to broad audiences and patronages.

- i) Promotion using radio is considered as one of promising approaches for disseminating sustainable conservation practice. It is the most popular medium reaching mass population in rural Malawi. The team investigated the procedures and challenge to use broadcasting. The team requested MBC, the national broadcasting system in Malawi, to broadcast two trial radio programs to introduce COVAMS activities. The programs were planned and developed by the long-term experts in 2015. They were on the air from the Blantyre Station on a regular evening agricultural program supported by the Ministry of Agriculture, Irrigation and Water Development (MoAIWD) on April 18 and 20, 2016. The broadcasting was supported by the efforts of the extension department of MoAIWD. It was found that the regular broadcasting are subject to fee payment while reduced tariff may be applied to public broadcasting program officially requested by the public sector. In addition, development and production of the program (e.g. planning, recording, editing, etc.) requires additional cost paid to MBC. Further discussion and review for possible production and broadcasting regular radio program on COVAMS via MBC is continued.

1-4 Achievement of the Project Purpose

Overall, judging the achievement of the Project Purpose is still premature. The current status is explained as

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following:

- i) The Project Purpose is defined as “Catchment Management through Farmers Activities (CMFA) is institutionalized in target districts”. There are two indicators along the purpose; “(1) CMFA included in the District Strategic Development Plan of each target district” and “(2) The plan of CMFAs using COVAMS approach carried out in each target district.”
- ii) Achievement of the Project Purpose against the former indicator is that each district is able to prepare district development plan based on the annual work plan. The plan is the basis for preparing the budget plan. The achievement against the second indicator is the coverage of villages using and adopting the COVAMS approach is still in progress. As shown in the Table 6, mere 300 villages in the four target-districts are currently actively involved in the COVAMS approach.
- iii) In addition, achievement through three elements of institutionalization, namely administration, extension and budget/finance, may be discussed. Firstly, in the administration area, capacity development activities are being implemented since the beginning of the training. Interaction with expert team as well as among the counterparts of all levels and organizations in the day-to-day business transaction will help the project members to improve management. The current status, however is still much to improve. Reporting as well as fuel request, for example need to be submitted on time. Secondly, in the finance area, cooperation among different ministries is well established in the Project. The Office of President and Cabinet (OPC) in the central government is supportive to the project activities.

1-5 Changes of Risks and Actions for Mitigation

It should be noted that the current status of the activities and the achievement varies from one district to another due to the difference in their conditions and circumstances (e.g. staffing, physical location, climate conditions in a particular year, etc.).

- i) For example, project activities in Balaka were completely stopped in September, 2015 due to late disbursement of resource by mistakes and failure. The situation, however, was revealed at the PM meeting on September 30 and ad-hoc meeting by RMT and Japanese experts to assist the Balaka district were scheduled in the first week of October. With help from other district members, the cause of the problem and challenges were analyzed and the situation was back on the track. As seen on the incident, peer-to-peer learning as well as oversight from the Regional Forestry Officer is a key for maintaining collaboration.
- ii) Another challenge the project faces is weak and irregular disbursement of funding from the GOM. This has been a persistent challenge for the project for the current project activities is aiming at the termination scheduled in March 2018 and beyond. For the actions to be taken to mitigate such situation, involvement, acknowledgement as well as coordination of the central government are the key.

1-6 Progress of Actions undertaken by JICA

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<p>The transitional period of change of management from the long-term experts to IC Net Ltd. has been supported properly. Activities related to the take-over has completed smoothly.</p>
<p>1-7 Progress of Actions undertaken by Gov. of Malawi</p> <p>The assignment of Balaka district for new staff was completed in a prompt manner. The assignment of the new project manager of Mwanza is expected soon (Mr. Mtambo of Mwanza District, passed in February, 2016.) Fuel from the Government of Malawi delivered from April to 1st week of June.</p>
<p>1-8 Progress of Environmental and Social Considerations (if applicable)</p> <p>NIL</p>
<p>1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)</p> <p>Progress has been seen during the harvesting season of Maize in the previous term of monitoring sheet.</p>
<p>1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)</p> <p>In Balaka and Neno districts, a variety of activities funded by various international organizations and NGOs has been carried out. The key personnel at these districts tend to be preoccupied with the activities of such agencies and organizations. This is because of lack of communication and coordination among the projects and because of shortage of competent personnel at the local level.</p>
<p>2 Delay of Work Schedule and/or Problems (if any)</p> <p>2-1 Detail</p> <p>Training courses originally planned have not been implemented in 2014/2015.</p>
<p>2-2 Causes</p> <p>RMT members who were scheduled to become the lecturers were not able to spare the time for the course. In addition, the participants from districts were not able to manage the appropriate time to match with the lecturer. In addition, local funding that should be provided from the Government of Malawi was not provided to some prospective participants especially in Neno and Balaka.</p>
<p>2-3 Action to be Taken</p> <p>For the scheduling issue, the planning and announcement of such training will be announced ahead of time to avoid overlapping schedule and immediate notice to the participants. As the theme and topic of the proposed training was not significantly important one, according to the long-term experts, these courses may be rescheduled if it is still considered necessary. The current consultant team has been reviewing the local-level transaction and administrative procedures. The plan of capacity development along the line of institutionalization will be proposed.</p> <p>As mentioned earlier, from October, Japanese Experts will make frequent visits to the C/Ps and related agencies promoting the COVAMS approach.</p> <p>For the funding issue, the current activities are aimed at and focused on the activities of district level. In this arrangement, most funding comes from the Project and self-sufficient to allocate fund to participants.</p>

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<p>2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Malawi,etc.)</p> <p>None</p>
<p>3 Modification of the Project Implementation Plan</p> <p>3-1 PO</p> <p>Modified in the activities of the project Outputs (see the attachment).</p>
<p>3-2 Other modifications on detailed implementation n plan</p> <p>(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)</p> <p>The modification of the PDM (indicators) may be necessary in addition to additional activity proposed. The team will propose such modification as soon as the preliminary result of the household survey is completed.</p>
<p>3-3 Preparation of Gov. of Malawi toward after completion of the Project</p> <p>The team considers that allocation and securing financial resources is integral part of achieving “institutionalization”. Thus, the CMFA shall be included in the District Implementation Plan/ Annual Investment Plan and they need to be implemented accordingly.</p>

II. Project Monitoring Sheet I & II

As Attached

Project Design Matrix (Revision of Project Design Matrix)

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)


Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines, Blantyre, Balaka, Mwanza, and Neno Districts

Target group: Management staff and extension staff of the four districts

Period of Project: Five (5) years. April 2014 - March 2018

Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	1. CMFA spread to other TAs in target districts 2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts	1. District annual work plans of the target districts 2. Performance reports of the target districts			
Project Purpose CMFA is institutionalized in target districts.	1. CMFA included in the District Strategic Development Plan of each target districts 2. The plan of CMFAs using COVAMS approach carried out in each target district.	1. Project reports 2. District Strategic Development Plan	- Each target district allocates budget for the indicators expansion of the implementation of CMFAs to - District Strategic Development Plan is developed and updated in each target district.		
Outputs 1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach. 3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research. 4. Ownership of the COVAMS approach is enhanced among leaders of all levels.	1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district. 1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts <u>Capacity improvement</u> Number of training subjects described in the training Plan Number of training conducted, at least one time each subject Number of trained DMT members Number of trained TST members Number of trained CCOs <u>Implementation of COVAMS approach</u> Annual working plan prepared in each district Number of village covered by COVAMS approach Number of trained LFs Number of trained SLFs Detail of indicators is described in the attached table <u>Impact as the result of capacity improvement and implementation of COVAMS approach</u> Refer indicators for the output 3 below <u>Extention method</u> -Compiled reports which explain following items - Number of training conducted in the villages by LFs - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA -Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs Detail of indicators is described in the attached table. Extension subject - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour ridge planting - Stand growth of planted trees - Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3, and others) - Number of leaders received explanation on COVAMS approach (Number of organizations x 2= 22 and others) - Number of sharing meeting and seminars (4 times x 2years =8) - Evaluation reports after the activities	1.1 District Implementation Plan/Annual Investment Plan of four districts 1.2.1 Official document related to the CMFA in the districts 1.2.2 Project reports <u>Capacity improvement</u> Needs Assessment Report Training plan Training materials Reports on training <u>Implementation of COVAMS approach</u> annual working plans of four target districts Monthly reports from the districts Monitoring reports Households list Other records and documents Project report Research plans Research reports Project Reports Monitoring report from four target districts	- Consolidated District Annual Work Plan is compiled and updated in each target District - Administrative and financial institutional changes in central ministries and local administration do not affect the Project activities	Achievements are provided with the detailed descriptions of the Monitoring Sheet	
Activities	Inputs	Important Assumptions			
Activities for Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 1-1. Orient stakeholders in the districts on the COVAMS II project and COVAMS approach The Japanese Side The Malawian Side 1-2. Set up district management team under DESC 1-3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village - Team of advisors headed by Chief Advisor 1-4. Implement training sessions for the district staff to strengthen their abilities on formulating activity implementing plan and annual input plan towards budget allocation 1-5. Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on VAPs 1-6. Obtain approval from full council on the DIP/AIP	The Japanese Side (1) Advisors - Team of advisors headed by Chief Advisor - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extention, Publicity, Monitoring and Evaluation (2) Equipment - Vehicles, Motorcycles, Training Equipment and other necessary equipment (3) Training courses for counterpart personnel in Japan (4) Funds - A part of operation cost	The Malaian Side (1) Human resource for the operation of the Project - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers (2) Office working environment - Suitable office space with necessary equipment (3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs,	- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities. - Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.) - Climate conditions do not change drastically. - Trained management staff and extension staff continue their services in their respective positions.		
Activities for Output 2: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 2-1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey. 2-2. Prepare capacity improvement plans on COVAMS approach and project management 2-3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach 2-3-1. Introduce COVAMS approach to district teams 2-3-2. Prepare annual working plan					

Activities for Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 2-3-3. Implement COVAMS approach according to the annual working plan	The Japanese Side	The Malaian Side	- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.
2-3-4. Monitor progress of implementation of COVAMS approach 2-3-5. Review annual activities 2-4. Improve capacity of district staff by training 2-5. Monitor degree of capacity improvement of district staff 2-6. Evaluate capacity improvement plan and improve it if necessary Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research. 3-1. Conduct research on extension method of COVAMS approach 3-1-1. Design research 3-1-2. Conduct research survey and data collection 3-1-3. Compile result of survey and data collection as a report 3-2. Conduct research on extension subjects of COVAMS approach 3-2-1. Design research 3-2-2. Conduct research according to the design 3-2-3. Compile result of the research as a report Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels. 4-1. Plan activities to promote understanding of the leaders and organizations on the CMFA using COVAMS 4-1-1. List up target groups of the promotion 4-1-2. Compile action plan to promote understanding of the target groups 4-1-3. Prepare necessary explanation materials for promotion 4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach 4-3. Evaluate promotion results and modify/ improve plan if necessary			<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">Pre-conditions</p> <p>- Collaborating institutions (LRCD, DAES, DCD) are fully supportive. - DCs of target districts are fully supportive.</p> <p style="text-align: center;"></p> <p style="text-align: center;">Issues and countermeasures</p> </div>

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Name			Designation in Government	Designation in Project	Period in Project
Dr.	D.	Kayambazinthu	Director of Forestry	Project Director	2013. 04 - 2013.05
Mr.	R.	Kabwaza	Director of Forestry	Project Director	2013. 05 - 2014.05
Dr.	C.	Chilima	Director of Forestry	Project Director	2015. 03 - Present
Mrs.	C. M.	Chauluka	Regional Forestry Officer (S)	Regional Project Coordinator	2013. 04 - Present
Mr.	U. S.	Mbandambanda	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2013. 08 - 2014.10
Mr.	S. A.	Kamanga	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2014. 11 - Present
Mr.	A.	Benati	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2013. 08 - 2014.10
Mr.	I.	Chipeta	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2015. 01 - Present
Mr.	P. M. H.	Mkwapatira	Assistant District Forestry Officer	Assistant Regional Project Coordinator (COVAMS approach)	2013. 04 - Present
Mr.	G. E.	Kamanga	Regional Planning Officer (RFO S)	Assistant Regional Project Coordinator (Research Tree)	2013. 08 - Present
Mr.	R.	Kwelepete	Chief Agricultural Extension Officer, Blantyre ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - Present
Mr.	P.	Kabuluzi	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - 2014. xx
Mr.	R.	Baluwa	Acting Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. xx - 2014. 10
Mr.	R.	Makungwa	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. 11 - 2015. 05
Mr.	T.	Chigowo	Chief Land Resource and Conservation Officer, Blantyre ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - Present
Mr.	A.	Kawejere	Chief Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - 2014.09
Mr.	F.	Kwezani	Senior Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2014. 10 - Present
District Commissioner					
Mr.	A.	Chibwana	District commissioner, Blantyre	District Coordinator	2013. 04 - 2015. 01
Mr.	C.	Kalemba	District commissioner, Blantyre	District Coordinator	2015. 01 - Present
Mr.	G.	Rapozo	District commissioner, Mwanza	District Coordinator	2013. 04 - Present
Mrs.	M. K.	Monteiro	District commissioner, Neno	District Coordinator	2013. xx - Present
Mr.	L.	Nhlane	District commissioner, Balaka	District Coordinator	
Mr.	R.	Mateauma	District commissioner, Balaka	District Coordinator	2014. xx - Present
Blantyre District					
Mr.	P.	Kantsitsi	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr.	G.	Kanyerere	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr.	M.	Kamolomo	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Mrs.	J.	Bondwe	District Community Development Officer	District Management Team	2013. 04 - Present
Mr.	M.	Mbulaje	District Environment Officer	District Management Team	2013. 04 - Present
Mr.	C.	Masanjala	Assistant District Forestry Officer	Technical Support Team	2013. 04 - Present
Mr.	J. J.	Chigwiya	Senior Forestry Assistant	Technical Support Team	2013. 04 - Present
Mr.	M.	Simba	District Land Resource and Conservation Officer	Technical Support Team	2013. 04 - 2013. 06
Mr.	T.	Kamera	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 06 - Present
Mrs.	P.	Kadamanja	District Land Resource and Conservation Officer	Technical Support Team	2015. 04 - Present
Mr.	N.	Phiri	Agricultural Extension and Development Coordinator	Technical Support Team	2014. 09 - Present
Mrs.	J.	Mulekano	Assistant Community Development Officer	Technical Support Team	2013. 04 - Present
Mr.	K.	Makwate	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr.	I.	Wandale	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr.	M.	Kavalo	Forest Guard	Conservation Coordinating Officer	2014. 04 - Present
Mr.	J.	Andiwochi	Forestry Assistant	Conservation Coordinating Officer	2014. xx - Present
Mr.	P.	Kwachera	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr.	P.	Kalua	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - 2014. 09
Mr.	E.	Nkonya	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 09 - Present
Mr.	C.	Yesaya	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mrs.	A.	Chagoma	Senior Community Development Assistant	Conservation Coordinating Officer	2013. 05 - Present

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Name	Designation in Government	Designation in Project	Period in Project
Mwanza district			
Mr. E. Chihana	Director of Planning and Development	District Management Team	
Mr. B. Mtambo	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr. V. Wandale	District Agriculture Development Officer	District Management Team	2013. 04 - 2014. 03
Ms. C. Chisenga	Acting District Agriculture Development Officer	District Management Team	2014. 03 - 2014. 06
Mr. E. Mbendera	District Agriculture Development Officer	District Management Team	2014. 06 - Present
Mr. P. M. Banda	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. J. Mwenechanya	District Environment Officer	District Management Team	2013. 10 - Present
Mr. J. Lichapa	District Agriculture Extension Methodology Officer	Technical Support Team	2013. 05 - 2013. 09
Ms. M. Chisale	Assistant District Forestry Officer	Technical Support Team	2015. 03 - Present
Mr. D. Chiningwa	Forestry Assistant	Technical Support Team	2013. 09 - Present
Mr. C. Lameck	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 09 - Present
Mr. S. Kasambwe	Agricultural Extension and Development Coordinator	Technical Support Team	2015. 03 - Present
Mr. E. P. Kalitsiro	District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - Present
Mr. F. Chaima	Assistant Community Development Officer	Technical Support Team	2013. 05 - Present
Mr. L. Fungulani	Senior Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. P. Chakana	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - 2013. 09
Mr. A. Benson	Forest Guard	Conservation Coordinating Officer	2013. 10 - Present
Mr. F. Banda	Forest Guard	Conservation Coordinating Officer	2015. 03 - Present
Mr. M. Zulu	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. C. Bingala	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 03 - Present
Mr. H. Cherani	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - 2014. 09
Mr. A. Phiri	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 10 - 2015. 09
Mr. M. Ngondo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mrs. S. Sodzapanja	Assistant Community Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. M. Zilambalala	Community Development Assistant	Conservation Coordinating Officer	2015. 03 - Present
Neno			
Mr. M. Mwakhwawa	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr. E. Ngwangwa	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mrs. L. Mphande	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Mrs. R. Bvulumende	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. D. Itimu	Acting District Environment Officer/District Fisheries Office	District Management Team	2013. 04 - 2014. 09
Mr. H. Bolokonya	District Environment Officer	District Management Team	2014. 10 - Present
Mr. A. Macheso	Assistant District Forestry Officer	Technical Support Team	2013. 05 - Present
Mr. M. Tandaude	Agricultural Extension and Development Officer	Technical Support Team	2013. 05 - 2013. 10
Mr. A. Siska	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 04 - 2013. 10
Mr. M. Dzumani	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 11 - Present
Mr. S. Mzungu	District Land Resource and Conservation Officer	Technical Support Team	2013. 10 - Present
Mr. D. Gonambali	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 04 - Present
Mr. B. K. Mangulama	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. F. Lopanda	Forest Guard	Conservation Coordinating Officer	2013. 05 - Present
Mr. Chapasuka	Forest Guard	Conservation Coordinating Officer	2015. 07 - Present
Mr. J. T. Banda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. E. Baison	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. C. Kalinga	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. L. Mchawa	Community Development Assistant	Conservation Coordinating Officer	2014. 03 - Present
Balaka			
Mr. D. Gondwe	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr. C. Kamwendo	District Forestry Officer/District Environment Officer	District Management Team/Project Manager	2013. 04 - 2013. 10
Mrs. A. Chilingulo	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr. W. D. Ndhlovu	District Agriculture Development Officer	District Management Team	2013. 04 - 2014. xx

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Name	Designation in Government		Designation in Project	Period in Project
Mr. E.	Kadunga	District Agriculture Development Officer	District Management Team	2015. 02 - Present
Mr. M.	Chirambo	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. B.	Kamanga	District Environment Officer	District Management Team	2013. 04 - Present
Mr. W. M.	Kalipinde	Assistant District Forestry Officer	Technical Support Team	2013. 08 - 2015. 06
Mr.	Nangwale	Assistant District Forestry Officer	Technical Support Team	2015. 06 - Present
Mr. G.	Kamwaza	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 05 - Present
Mr. B.	Chimenya	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - 2013. 12
Mr. C.	Nyirenda	District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - Present
Mr. J.	Chisale	Senior Community Development Assistant	Technical Support Team	2013. 05 - Present
Mr. P. S. B.	Zisiyana	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - 2015. 04
Mr. B.	Mvula	Forestry Assistant	Conservation Coordinating Officer	2015. 05 - Present
Mr. F.	Seyani	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. Z.	Banda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. R. S.	Ndala	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. M.	Moyo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 03 - Present
Mrs. R.	Mazibuko	Senior Community Development Assistant	Conservation Coordinating Officer	2013. 05 - Present

TO CR of JICA MALAWI OFFICE**PROJECT MONITORING SHEET****Project Title: Promoting Catchment Management Activities in Middle Shire****Version of the Sheet: Ver.01 (Term: June, 2015 - Oct, 2016)****Name: Masato Onozawa****Title: Team Leader/ Institutionalization 1****Submission Date: Oct 31, 2016****I. Summary****1 Progress`**

This is the second report since IC Net Ltd. was entrusted the latter half of the Project for Promoting Catchment Management Activities in Middle Shire Phase II (COVAMS II) by Japan International Cooperation Agency (JICA) in September 2015. The project has been carried out by a team of consultants led by Mr. Masato Onozawa, Team Leader of the Project, and has been collaborating with officers of the ministries concerned in the Southern Region of Malawi.

1-1 Progress of Inputs

1-1-1 Assignment of Counterpart Personnel

(See Appendix for the list of counterpart)

Table 1 List of Key Counterpart Personnel

Title/ Responsibilities	Affiliate/ Ministry	Name
Principle Secretary	Ministry of Natural Resource Energy and Mining (MoNREM)	Mr. Kester Kaphaizi
	(until September 2016)	Mr. Kester Kaphaizi Botolo
Deputy Director of Forestry Department	MoNREM, Forestry Department	Mr. Thomas Makhambere Francis Chilimampungwa
Director of Agricultural Extension Service, Agricultural Extension Service Department	Ministry of Agriculture, Irrigation and Water Development (MoAIWD),	Mrs. Stella Kankwamba
Director of Community Development Dept. Of Community Development	(MoGCDSW)	Mrs. Clotilda Sawasawa
Deputy Director, Department of Performance Enforcement	Office of the President and Cabinet (OPC)	Mr. Elliot Phiri
Regional Forestry Officer (South)-RFO (S), Department of Forestry,	MINISTRY OF NATURAL RESOURCE ENERGY AND MINING (MoNREM)	Mrs. Cecilia Chauluka
District Forestry Officer, Balaka	MoNREM	Mr. Baird Nangwale
District Forestry Officer, Blantyre	MoNREM	Mr. Geoffrey Kanyerere
District Forestry Officer, Mwanza	MoNREM	Mr. Gregory Kulemeka (from July, 2016)
		(Vacant until June 2016) Mr. Brian Mtambo (upto June 2016,).

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District Forestry Officer, Neno	MoNREM	Mr. Emmanuel Ngwangwa
Assistant District Forestry Officer, Blantyre, Regional Management Team (RMT)	MoNREM	Mr. Peter Mkwapatira

1-1-2 Assignment of Japanese Experts

The Project inaugurated in October 2013 followed by the dispatch of long-term experts from JICA (Table 2). Since September 2015, the consultant team has been dispatched and taken over the Project (Table 3). The following is the summary of the assignment(s) of the experts as of the end of October 2016.

1) Experts (Dispatched by JICA)

Table 2 List of Experts (April 2013-October 2015)

Title/ Expertise	Name	Affiliation	Assignment	
			From	To
i) Long-term Experts				
Chief Adviser/ Forest Resource Management	Mr. Akira SATO		April 10, 2013	October 3, 2015
Rural Development	Mr. Hiroyuki KANAZAWA	Primela Ltd.	April 10, 2013	October 3, 2015
Coordinator/Forest Resource Management (Watershed Management)	Ms. Satsuki Fukai		May 27, 2013	October 17, 2015
ii) Short-term Experts				
Action Research	Dr. Kiyoshi MASUDA	OAFIC Co. Ltd.	May 6, 2013 October 1, 2013	September 2, 2013 January 29, 2014
Research Design	Dr. Hiroaki OKADA	Sanyu Consultants INC.	May 31, 2013	June 29, 2013
Extension Strategy	Ms. Etsuko AKABANE	Japan Development Service Co. Ltd	June 23, 2014 January 9, 2015	December 21, 2014 February 23, 2015
	Mr. Hiroshi KIKUCHI	CDC International	May 10, 2015	July 8, 2015

2) Experts Dispatched under the Contract Between JICA and IC Net Ltd.

Table 3 List of Experts (September 2015 – October 2018)

Title/ Expertise	Name	Assignments		
		From	To	Days
Team Leader/ Institutionalization 1	Mr. Masato ONOZAWA	February 2, 2016	March 1, 2016	29
		April 17, 2016	August 14, 2016	120
Deputy Tem Leader/ Institutionalization 2	Mr. Kikuo OISHI, PhD	September 13, 2015. November 2, 2015	September 22, 2015 December 12, 2015	10 26
Deputy Tem Leader/ Institutionalization 2 & 3	Mr. Tomoyuki SHO	November 15, 2015 April 30, 2016	December 5, 2015 May 19, 2016	21 26

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		October 16, 2016	(December 13, 2016)	(16)
Extension Technology 1	Mr. Tokio KITAMADO, PhD	January 17, 2016	March 1, 2016	45
Extension Technology 2/ Soil Conservation Technology	Ms. Naoko OGAWA	September 10, 2015	September 16, 2015	7
		March 1, 2016 June 7, 2016	March 31, 2016 July 8, 2016	31 32
Training Management/ M&E	Ms. Mami SATO, Ph D.	October 2, 2015	November 1, 2015	31
		May 27, 2016	June 26, 2016	31
Project Coordinator/ Assistant Trainer 1	Ms. Kanae TANAKA, J.D.	September 20, 2015	November 26, 2015	80
		January 8, 2016	March 1, 2016	59
Project Coordinator/ Assistant Trainer 1	Ms. Ayumi UEMATSU	March 15, 2016	April 30, 2016	48
		July 19, 2016	September 4, 2016	48
Project Coordinator/ Assistant Trainer 2	Ms. Tomoko KIDA	March 18, 2016	April 14, 2016	28
		September 30, 2016	(December 1, 2016)	32 (63)
Project Coordinator/ Assistant Trainer 3	Ms. Izumi SHIRAISHI	August 31, 2016	October 1, 2016	42
(As of October 31, 2016)				793
Project Coordinator (Trainee, Cost borne by IC Net Ltd.)	Ms. Izumi SHIRAISHI	May 21, 2016	July 28, 2016	69

1-1-3 Materials and Equipment

The following materials and equipment are provided to facilitate the project Activities.

Table 4 List of Materials and Equipment

#	Year	Item/ Description	Price (MKW/US \$)	Qty	Total	Date of Delivery
1	2013	Copier	2,627,075.00	1	2,627,075.00	June 25, 2013
2		Computer and printers	830,878.00	5	4,154,390.00	July 30, 2013
3		Motorbike	1,207,134.08	25	30,178,352.00	October 14, 2013
4		Laptop computer	755,069.33	3	2,265,208.00	November 18, 2013
5		4WD pickup	USD25,817	4	USD103,268.00	January 14, 2014
		(Exchange rate)		432	44,611,776.00	
6	2014	Laptop computer	538,812.50	2	1,077,625.00	November 18,

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2014

1-1-4 Training in Japan

For the enhancement of the capacity of the counterpart personnel, the following training have taken place in Japan.

Table 5 Training in Japan

Subject of training	JFY	Duration	Participants Name	Position	Output
Rural Community Development by Life Improvement Approach for Africa	2014	July 6-August 23, 2014	Mrs. A. Chagoma	CCO/Senior Community Development Assistant, Blantyre	Output 2
Regional Development by Systematic and Comprehensive Utilization of Forest Resources through Forest Certification System and Product Branding	2014	October 22-November 20, 2014	Mr. G. Kamanga	ARPC/Forestry Officer, Regional Forestry Office South	Output 2
Farmer-led Extension Method	2014	January 13-February 13, 2015	Mr. M. Dzumani	TST/Agricultural Extension and Development Coordinator, Neno	Output 2
			Mrs. C. Kalinga	CCO/Agricultural Extension and Development Officer, Neno	
Capacity Improvement in Operation and Management of Extension Activity	2014	December 1-19, 2014	Mr. Gift Rapozo	District Commissioner, Mwanza District	Output 1 & 2
			Mr. G. Kanyerere	Project Manager/ District Forestry Officer, Blantyre	
			Mr. B. Mtambo	Project Manager/ District Forestry Officer, Mwanza	
			Mr. C. Masanjala	TST/ Forest Officer, Blantyre	
			Mr. E. Kalitsiro	TST/ District Land Resources and Conservation Officer, Mwanza	
			Mr. T. Kamera	TST/Land Resources and Conservation Officer, Blantyre	
Farmer-led Extension Method	2015	January 5-February 5, 2016	Mr. Cleopas Lameck	Agriculture Extension Development Coordinator/ Mwanza	Output 2
Capacity Development in Operation and Management for Extension Activities	2015	December 6- 21, 2015	Mr. Charles Kalemba	District Commissioner, Blantyre	Output 1 & 2
			Mrs. Memory Kaleso Monteiro	District Commissioner, Neno	
			Mr. Rodrick Mateauma	District Commissioner, Balaka	

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			Mr. Hansford Chitenje Yusuf	Chief Policy and Programme Officer, Performance Enforcement Department, the Office of President and Cabinet	
			Mr. Martin Kausi	Programme Manager, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
			Mrs. Gertrude Kalinde Thaulo	Programme Manager, Machinga Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	2015	October 12 – November 14, 2015	Mr. Drake Chiningwa	TST/ Assistant Director, Mwanza Forestry Department Ministry of Natural Resources Energy and Mines	Output 2
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	2016	May 1 – June 1, 2016	Mr. Maxwell John Moyo	CCO/ Agriculture, Balaka Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2
Capacity Development in Operation and Management for Extension Activities	2016	September 30- October 21, 2016	Mr. Baird Simplex Nangwale	PM/ District Forestry Officer, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	Output 1 & 2
			Mr. Jafali Chisale	TST/ Assistant Community Development Officer, Balaka, Ministry of Gender Children Disability and Social Welfare	
			Mr. Aubrey Macheso	TST/ Forester, Neno Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Innoce Wandale	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural	

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				Resources Energy and Mines
			Mr. Kalembwe Devine Makwati	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines
			Mr. Elias Anderson Baison	CCO/ Agriculture Extension Development Officer, Neno, Department of Agricultural Extension Services, Ministry of Agriculture, Irrigation and Water Development
			Mr. Fyson Livison Seyani	CCO/ Senior Forestry Assistant, Blaka Forestry Department, Ministry of Natural Resources Energy and Mines

1-2 Progress of Activities

Capacity improvement of district staff is in progress through several sessions of trainings implemented during this term. In addition, the institutionalization of COVAMS approach has been taken into action. Details are explained as shown in the following section (1-3 Achievement of Outputs).

1-3 Achievement of Output

1-3-1 Output 1: "Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts."

- i) In the Work Plan submitted in September 2015, the Team defined "institutionalization" from the following three elements: (1) extension; (2) administration; and (3) finance. The elements are closely related to each other and essential for achieving the "Institutionalization" of the COVAMS approach. In "Extension", the COVAMS approach is expected to be extended steadily, and policy-makers will get to acknowledge its positive impact. In "Administration", preparation of annual activity plan, budgeting and allocation, project implementation and regular M&E are to be implemented, and a system for the implementation will be in place. Finally, in "Budget", activity plans (including budgeting and finance) are to be prepared at the local levels and been approved based on the existing annual budget cycle of Malawi.
- ii) The Team has examined the budget processes of the Government of Malawi and financial conditions through interviews with government officials and politicians to identify potential funding sources and prioritize actions for securing funds. In addition, the Team has worked with the Department of Forestry to support them to complete the submission of PSIP budget request.
- iii) The Team discussed with district officers who is responsible for the financial affairs regarding the

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most updated “Annual Investment Plan”. It was found that the plan is no longer prepared at the district-level as stated in the PDM. The plan is replaced by PSIP. Currently, district offices of ministries prepare and compile annual budget proposal for submission using the PSIP budget template every year. For the budgeting of COVAMS, the Regional Forestry Office is primarily responsible for preparation of budget proposal through PSIP.

- iv) Through a series of interviews to COVAMS key personnel, e.g. DMTs/ TSTs/ CCOs, the Team has reviewed the current district-level administrative procedures. Based on above, a roadmap for transfer of the work responsibility toward the end of the technical cooperation project has been proposed and discussed through the monthly regular PM meetings. The
- v) One important and prospective area of capacity development with high level of needs and priority in Output 1 is strengthening of accounting-related capacity of the four districts. The existing reporting procedures on COVAMS activities are mostly carried out through paper-based means. Thus information sharing is not necessarily transparent and lacks full accountability, remaining one of weak points of district-level administration. Based on the analysis, the objectives and detailed activities for the proposed capacity development shall be further analyzed and proposed.

1-3-2 Output 2: “Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.”

- i) By March 2016, the four target-districts prepares annual implementation plan of catchment management through farmers’ activities (CMFA) using COVAMS approach. The budget plan has been prepared accordingly and they are submitted to MoNREM through DFO in Blantyre for annual budget planning for final approval expected in June. The disbursement for the counterpart budget (Part II Budget), however, has been MWK0.0 (zero) while the original budget request for the FY2016/17 on the PSIP was MWK120 million.¹ This is also causing dependency to external support such as financial support to COVAMS II. The Project needs to diversify funding other than ordinary Part II Budget through PSIP.
- ii) Shortage of local financial resources makes the attitude of people concerning of COVAMS II complex. Although utilization of locally available resources is the principle of COVAMS approach, people involving the project tends to be dependent to a various support from the Japanese side. Because such external support (e.g. fuel for extension works and monitoring, provision of various incentives including materials, allowance, etc.) makes the lives of CCOs easier because such support works well for recruiting LFs and SLFs easier. In this sense, the government officers are more dependent² to external input than farmers. Officers see that the external input is essential

¹ The total budget disbursement in the FY 2015/16 was only 15 million for COVAMS II while its original request on the PSIP was MWK150 million and its approved budget plan was MWK50 million. According to the officers responsible for district finance, a priority was given to physical investment projects to avoid contractual

² Japanese experts see that government officers (CCO, TST, PM, etc.) are dependent than farmers to material and financial support provided mainly by the Japanese side to COVAMS project. Not all such support is considered absolutely essential for people participating COVAMS project. They are, however, to facilitate the process.

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- element of implementing COVAMS approach despite the principle of COVAMS avoiding such dependency to external resources.
- iii) The Team has been communicating deliberately with counterparts on the issue of minimizing inputs because the current setup creates the dependency and is not sustaining when the Project terminates in March 2018. The situation is even more complex because of the persistent shortage of financial resources due to the on-going budget restriction across the public sector in Malawi.
- iv) The project initially proposed to strengthen the capacity of utilizing Malawi's PSIP procedure for secreting financial resources for implementing and sustaining activities derived from all phases of COVAMS. During the FY2015/16, the Team has reviewed and analyzed the existing procedures and practices for implementing COVAMS II. In the aspect of the funding, complying PSIP alone does not ensure and guarantee the financial resources aiming at the post-COVAMS project activities, because the allocation of financial resources that may be used by the Government of Malawi when necessary is very limited and declining. It is projected that on-going austerity will continue because the development partners (e.g. IMF, The World Bank, and EU) will no longer finance the general account in FY2017/18 and beyond.
- v) The total number of the target villages as of FY 2016/17 has increased by 345 from the initial 50 in 2013. (See the Table 6). Total households currently working with are estimated as much as 45,000 through 3,000 LFs and 32 CCOs.

Table 6 Changes of the Number of the Target Villages (2013-2017)

District	Year	No of CCOs	No. of Target Villages	No. of Household	No. of LF
Blantyre	2013/14	5	10	2,478	99
	2014/15	7	36	9,217	600
	2015/16	8	62	12,020	803
	2016/17	9	111	26,835	1,789
Mwanza	2013/14	5	10	1,314	63
	2014/15	6	37	4,586	310
	2015/16	9	43	6,052	426
	2016/17	9	72	9,915	661
Neno *	2013/14	5	10	2,675	115
	2014/15	6	38	7,567	495
	2015/16	7	38	7,567	495
	2016/17	8	46	—	—
Balaka	2013/14	5	20	1,696	70
	2014/15	6	60	4,466	300
	2015/16	6	87	6,694	462
	2016/17	6	116	8,955	597
Total	2013/14	20	50	8,163	347
	2014/15	25	171	25,836	1,705
	2015/16	30	230	32,333	2,186
	2016/17	32	345	45,705	3,047

● Note that the data from Neno is still counting.

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- vi) Based on the observation and the interview with farmers, farmers' attainment level of adopting conservation technologies (i.e. galley control, tree planning and contour ridge cultivation, check dam, etc.) varies from one farmer to another. This is because extension relies on LFs' interest and intensity of direct communication between LFs and farmers and/or among farmers in the field rather than specific training intentionally and specifically organized. For example, a LF who demonstrates relatively good results in his/her field can communicate the technology better to other farmers because fellow farmers become more interested in because of his/ her better yields and results. Another good practice is that LFs forming a group can teach better because it enhances the strength of the member LFs to transfer knowledge by reducing anxiety and increased confidence.

1-3-3 Output 3: "Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research."

- i) An experiment for soil erosion was carried out based on the advice from the long-term experts. , with the following four plot categories: a) 45 degree straight ridge (plot made "business as usual" practice for comparison), b) contour ridge, c) soil conservation employing mulching by various organic matters, and d) a plot using manure.
- ii) The field-based experiment through different plot preparation did not see significant impact because the mechanism of sediment production caused by runoff water is influenced by many different factors and parameters. The model employed in COVAMS was too simple that factors such as soil type, strength of rainfall, slopes, etc. were not taken into account³. In addition the site design and the locations designated by the experts have not carefully calibrated⁴. For example, eroded soil made by the runoff water of each plot were mixed by soils felled the walls of trenches and excavated banks surrounding the pit. Apart from the physical design of the sites advised by the long-term experts, the plan of the experiment lacks literature study on hydrology⁵. According to literature study conducted by the Team, an erosion estimation model predicting long-term average soil loss resulting from raindrop splash and runoff from specific field slopes in specific cropping and management systems and rangeland. In light of such short-coming o appropriate approach to analyze long-term example is the Revised Universal Soil Loss Equation⁶ (RUSLE) developed by

³ The subject is complex and few textbooks or manuals provide much in the way of guidance. As a result, much time, effort and money have been wasted on work that has yielded little useful information. Many experiments, particularly those involving runoff plots and measuring weirs, have been abandoned because they proved to be impractical to operate, faulty in design or too slow in providing the type of information needed. (Source: N. W. Hudson (1993) . Field measurement of soil erosion and runoff. . Food and Agriculture Organization of the United Nations. Rome)

⁴ Multiple testing sites and the plots should have been chosen as similar as possible, for no plots are ever identical, and the two plots are calibrated, i.e., the difference between the two is measured by plotting values of some suitable parameter of one plot against the other

⁵ According to Mr. Sato, former Chief Advisor of COVAMS II, the previous experiments was based on no literate study on hydrology or River Engineering, etc.

⁶ The Universal Soil Loss Equation (USLE) is a widely used mathematical model that describes soil erosion processes. It was developed in the U.S. based on soil erosion data collected beginning in the 1930s by the U.S. Department of

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US Department of Agriculture.

- iii) According to interviews during monitoring visits made by experts, the yield of each experiment plot varies due to the serious draught hit in Southern Africa in 2016. Based on the observation, the plots using mulching (type c above) yields better this year because the organic matters covering the plot have conserved and retained moisture in the soil. Applying the farming technique depends on weather conditions particularly the precipitation. When much rainfall is expected, contour ridge farming is effective. Whereas when draught is expected mulching is the most appropriate technique. The challenge for ordinary farmers is to collect and apply appropriate amount of organic materials because they are an integral part of animal feed for raising cattle, goats, etc.
- iv) **Household questionnaire survey was carried out in June-July 2014. 760 households were randomly selected and were interviewed by a team of researchers. The finding is summarized as following:**
- ♦ **COVAMS approach shows effectiveness and strength in extending agricultural practices within relatively short period of time.**
 - ♦ **Adoption of techniques (e.g. soil conservation, building check dam) exceeds 50% level within one year from the beginning of intervention.**
 - ♦ **Seedling production within 2 years from the beginning of intervention totals over 2.3 million; average seedling production per household is 67.**

1-3-4 Output 4: "Ownership of the COVAMS approach is enhanced among leaders of all levels."

The main activity in this period is to identify the procedures and available resources for promoting and disseminating COVAMS to broad audiences and patronages.

- i) Promotion using radio is considered as one of promising approaches for disseminating sustainable conservation practice. It is the most popular medium reaching mass population in rural Malawi. The team investigated the procedures and challenge to use broadcasting. The team requested MBC, the national broadcasting system in Malawi, to broadcast two trial radio programs to introduce COVAMS activities. The programs were planned and developed by the long-term experts in 2015. They were on the air from the Blantyre Station on a regular evening agricultural program supported by the Ministry of Agriculture, Irrigation and Water Development (MoAIWD) on April 18 and 20, 2016. The broadcasting was supported by the efforts of the extension department of MoAIWD.
- ii) **A regular broadcasting that attracts farmers and other broad audience is subject to skillful development and professional production (e.g. planning, scripting, recording, editing, etc.) by such organizations as MBC and local contractors. It was found that a reduced tariff may be applied to public broadcasting program at MBC, the national broadcasting corporation, when a special arrangement was made between the Forestry Department and the Ministry of Agriculture, Irrigation**

Agriculture (USDA) Soil Conservation Service (now the USDA Natural Resources Conservation Service). The model has been used for decades for purposes of conservation planning both in the United States where it originated and around the world (Source: USDA; URL= <https://www.ars.usda.gov/southeast-area/ford-ms/national-sedimentation-laboratory/watershed-physical-processes-research/docs/revised-universal-soil-loss-equation-rusle-welcome-to-rusle-1-and-rusle-2/>)

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and Water Development. A professional work made by the production side requires additional cost beyond the reduced airtime. Given difficulty of securing financial resources of the public sector in Malawi, securing the cost of sustainable radio program is highly challenging.

- iii) Collaboration with the private sector is another untouched area to explore since the beginning of COVAMS II. The Team has contacted a couple of major corporations in Blantyre to see their interest in investing in some of COVAMS activities. The response varies due to the causes those companies have. As for the marketing tools, A flyer (brochure) produced by the previous team was updated and the designed were revised by a local designer for distribution in Malawi. Printing completed. The team continues to communicate with the prospective partners with a relatively long-term commitment.
- iv) Collaboration with other development partners (donor agencies, etc.) is another issue to see if any opportunities arise. The team worked with WFP and WRI by introducing COVAMS approaches as a means for extension technique. CCOs have been visiting respective project site for exchange of techniques. Relevant technical document of COVAMS was given to the counterpart organizations.
- v) Further discussion and review for possible collaboration with different agencies and organization shall be continued.

1-4 Achievement of the Project Purpose

Overall, judging the achievement of the Project Purpose is still premature. The current status is explained as following:

- i) The Project Purpose is defined as “Catchment Management through Farmers Activities (CMFA) is institutionalized in target districts”. There are two indicators along the purpose; “(1) CMFA included in the District Strategic Development Plan of each target district” and “(2) The plan of CMFAs using COVAMS approach carried out in each target district.”
- ii) Achievement of the Project Purpose against the former indicator is that each district is able to prepare the annual work plan. The plan is the basis for preparing the budget plan. The District Strategic Development Plan, which was originated by GTZ, is no longer produced, according to officers of Blantyre District. Further confirmation is necessary for the next fiscal year. The achievement against the second indicator is the coverage of villages using and adopting the COVAMS approach is still in progress. As shown in the Table 6, 345 villages in the four target-districts are currently actively involved in the COVAMS approach.
- iii) In addition, achievement through three elements of institutionalization, namely administration, extension and budge/finance, may be discussed. Firstly, in the administration area, capacity development activities are being implemented since the beginning of the training. Interaction with expert team as well as among the counterparts of all levels and organizations in the day-to-day business transaction will help the project members to improve management. Presently, there is a much room for improvement. For example, reporting as well as fuel request need to be submitted on time. Secondly, in the finance area, cooperation among different ministries is well established in the

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Project. The Office of President and Cabinet (OPC) in the central government is supportive to the project activities.

1-5 Changes of Risks and Actions for Mitigation

Overall, the major risk associated to implementation of COVAMS is funding as discussed in the section 1-3-2 Output 2. In addition, it should be noted that the current status of the activities and the achievement varies from one district to another due to the difference in their conditions and circumstances (e.g. staffing, physical location, climate conditions in a particular year, etc.).

- i) Project activities in Balaka were completely stopped in September, 2015 due to late disbursement of resource by mistakes and failure. The situation, however, was revealed at the PM meeting on September 30 and ad-hoc meeting by RMT and Japanese experts to assist the Balaka district were scheduled in the first week of October. With help from other district members, the cause of the problem and challenges were analyzed and the situation was back on the track. As seen on the incident, peer-to-peer learning as well as oversight from the Regional Forestry Officer is a key for maintaining collaboration.
- ii) A stoppage occurred in Neno in October 2016 due to absence of core management team during the counterpart training in Japan. The responsibility of implementing activities was transferred to the substitute while they were out of country. The operation of TOT is too complex for un-skilled individuals when PM and core management was out of office. Back log of the planned TOT is to be cleared by the end of November.
- iii) Another challenge the project faces is weak and irregular disbursement of funding from the GOM. This has been a persistent challenge for the project for the current project activities is aiming at the termination scheduled in March 2018 and beyond. For the actions to be taken to mitigate such situation, involvement, acknowledgement as well as coordination of the central government are the key.

1-6 Progress of Actions undertaken by JICA

- i) The Team acknowledges the support from JICA on the various changes and difficulties during the transitional period from the long-term experts to IC Net Ltd. As a result, activities related to the take-over has completed smoothly.
- ii) The funding issue discussed in this report is the single most difficult persistent challenge for the Team. Financial independence is the center of transferring the project activities for institutionalization. The issues shall be discussed in any occasions between GOM and JICA.

1-7 Progress of Actions undertaken by Gov. of Malawi

- i) The assignment of Balaka district for new staff was completed in a prompt manner. The assignment of the new project manager of Mwanza was also completed.
- ii) As discussed in the previous section, the funding allocation has been persistent challenge to all parties concerned. The transfer of the project activities depends on local financial resources to sustain COVAMS technologies and the institutions.

PM Form 3-1 Monitoring Sheet Summary

<p>1-8 Progress of Environmental and Social Considerations (if applicable)</p> <p>NIL</p>
<p>1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)</p> <p>i) Progress has been seen during the harvesting season of Maize in the previous term of monitoring sheet.</p>
<p>1-10 Other remarkable/considerable issues related/affected to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)</p> <p>i) In Balaka and Neno districts, a variety of activities funded by development partners (e.g. international organizations and NGOs) has been carried out. The key personnel at these districts tend to be preoccupied with the activities of such agencies and organizations. This is because of lack of communication and coordination among the projects and because of shortage of competent personnel at the local level.</p>
<p>2 Delay of Work Schedule and/or Problems (if any)</p> <p>2-1 Detail</p> <p>i) Only problem observed in this reporting period was the delay of TOT schedule in Neno as discussed in 1-3-2</p>
<p>2-2 Causes</p> <p>i) It was caused by the participation of the counterpart training in Japan.</p>
<p>2-3 Action to be Taken</p> <p>i) As mentioned earlier, from November this year the delayed TOT has been carried out to catch up the back log. CCOs from neighboring districts were helping Neno to carry out the TOT.</p>
<p>2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Malawi, etc.)</p> <p>None</p>
<p>3 Modification of the Project Implementation Plan</p> <p>3-1 PO</p> <p>No modification was made during this reporting period. (see the attachment).</p>
<p>3-2 Other modifications on detailed implementation n plan</p> <p>(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)</p> <p>No modification was made during this reporting period.</p>
<p>3-3 Preparation of Gov. of Malawi toward after completion of the Project</p> <p>The team considers that allocation and securing financial resources is integral part of achieving "institutionalization". The current funding mechanism including PSIP is not reflecting the project and the sector's needs due to the shortage of revenue, etc.</p>

II. Project Monitoring Sheet I & II

As Attached


Project Design Matrix (Revision of Project Design Matrix)

ANNEX I
Version 1
Dated ●●, November 2015

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines, Blantyre, Balaka, Mwanza, and Neno Districts
Target group: Management staff and extension staff of the four districts
Period of Project: Five (5) years. April 2014 - March 2018
Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	1. CMFA spread to other TAs in target districts 2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts	1. District annual work plans of the target districts 2. Performance reports of the target districts			
Project Purpose CMFA is institutionalized in target districts.	1. CMFA included in the District Strategic Development Plan of each target districts 2. The plan of CMFAs using COVAMS approach carried out in each target district.	1. Project reports 2. District Strategic Development Plan	- Each target district allocates budget for the indicators - expansion of the implementation of CMFAs - District Strategic Development Plan is developed and updated in each target district.		
Outputs 1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.	1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district. 1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts <u>Capacity improvement</u> Number of training subjects described in the training Plan Number of training conducted, at least one time each subject Number of trained DMT members Number of trained TST members Number of trained CCOs <u>Implementation of COVAMS approach</u> Annual working plan prepared in each Number of village covered by COVAMS approach Number of trained LFs Number of trained SLFs Detail of indicators is described in the attached table <u>Impact as the result of capcacity improvement and implementation of COVAMS approach</u> Refer indicators for the output 3 bellow	1.1 District Implementation Plan/Annual Investment Plan of four districts 1.2.1 Official document related to the CMFA in the districts 1.2.2 Project reports <u>Capacity improvement</u> Needs Assessment Report Training plan Training materials Reports on training <u>Implementation of COVAMS approach</u> annual working plans of four target districts Monthly reports from the districts Monitoring reports Households list Other records and documents Project report	- Consolidated District Annual Work Plan is compiled and updated in each target District - Administrative and financial institutional changes in central ministries and local administration do not affect the Project activities	Achievements are provided with the detailed descriptions of the	

<p>3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.</p>	<p><u>Extention method</u> -Compiled reports which explain following items - Number of training conducted in the villages by LFs - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA -Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs</p> <p>Detail of indicators is described in the attached table.</p> <p>Extention subject - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour ridge planting</p>	<p>Research plans Research reports Project Reports Monitoring report from four target districts</p>			
<p>4. Ownership of the COVAMS approach is enhanced among leaders of all levels.</p>	<p>- Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3, and others) - Number of leaders received explanation on COVAMS approach (Number of organizations x 2= 22 and others) - Number of sharing meeting and seminars (4 times x 2years =8)</p>	<p>- Plan for disseminating information - Submitted reports - Official document - Minutes of Shire River Basin Coordinating Meeting - Other Project reports</p>			

Activities	Inputs		Important Assumptions
<p>Activities for Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>1-1. Orient stakeholders in the districts on the COVAMS II project and COVAMS approach The Japanese Side The Malawian Side</p> <p>1-2. Set up district management team under DESC</p> <p>1-3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village - Team of advisors headed by Chief Advisor</p> <p>1-4. Implement training sessions for the district staff to strengthen their abilities on formulating activity implementing plan and annual input plan towards budget allocation</p> <p>1-5. Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on VAPs</p> <p>1-6. Obtain approval from full council on the DIP/AIP</p>	<p>The Japanese Side</p> <p>(1) Advisors - Team of advisors headed by Chief Advisor - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extention, Publicity, Monitoring and Evaluation</p> <p>(2) Equipment - Vehicles, Motorcycles, Training Equipment and other necessary equipment</p> <p>(3) Training courses for counterpart personnel in Japan</p> <p>(4) Funds - A part of operation cost</p>	<p>The Malaian Side</p> <p>(1) Human resource for the operation of the Project - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers</p> <p>(2) Office working environment - Suitable office space with necessary equipment</p> <p>(3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs,</p>	<p>- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p> <p>- Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.)</p> <p>- Climate conditions do not change drastically.</p> <p>- Trained management staff and extension staff continue their services in their respective positions.</p>
<p>Activities for Output 2: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>2-1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey.</p> <p>2-2. Prepare capacity improvement plans on COVAMS approach and project management</p> <p>2-3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach</p> <p>2-3-1. Introduce COVAMS approach to district teams</p> <p>2-3-2. Prepare annual working plan</p> <p>2-3-3. Implement COVAMS approach according to the annual working plan</p> <p>2-3-4. Monitor progress of implementation of COVAMS approach</p> <p>2-3-5. Review annual activities</p> <p>2-4. Improve capacity of district staff by training</p> <p>2-5. Monitor degree of capacity improvement of district staff</p> <p>2-6. Evaluate capacity improvement plan and improve it if necessary</p>			
<p>Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.</p> <p>3-1. Conduct research on extension method of COVAMS approach</p> <p>3-1-1. Design research</p> <p>3-1-2. Conduct research survey and data collection</p> <p>3-1-3. Compile result of survey and data collection as a report</p> <p>3-2. Conduct research on extension subjects of COVAMS approach</p> <p>3-2-1. Design research</p> <p>3-2-2. Conduct research according to the design</p> <p>3-2-3. Compile result of the research as a report</p>			<p style="text-align: center;">Pre-conditions</p> <p>- Collaborating institutions (LRCD, DAES, DCD) are fully supportive.</p> <p>- DCs of target districts are fully supportive.</p>
<p>Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels.</p> <p>4-1. Plan activities to promote understanding of the leaders and organizations on</p> <p>4-1-1. List up target groups of the promotion</p> <p>4-1-2. Compile action plan to promote understanding of the target groups</p> <p>4-1-3. Prepare necessary explanation materials for promotion</p> <p>4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach</p> <p>4-3. Evaluate promotion results and modify/ improve plan if necessary</p>			<p style="text-align: center;"></p> <p style="text-align: center;">Issues and countermeasures</p>

Indicators 1/3

Progress by 20150930

Output 02Capacity improvement

- Number of training subjects described in the training plan: 10 subjects

Category		Subject		
1	Administrative management capacity	1	Induction course for general management	done 1/1
		2	Computer course (Word, Excel and Powerpoint)	done 1/2
2	Organizational management capacity	1	Motivation study for government staff	done 1/1
		2	Motivation study for farmers	done 1/1
		3	Importance of division of roles	done in each district
		4	Review of job description and establishment of roles for effective management/monitoring method	done in each district
		5	Effective report writing	done 1/1
3	Strategic skill	1	Logical frame/assessment of achievement/communication system	not yet
4	Extension skill	1	Effective delegation in extension work	not yet
5	COVAMS approach	1	Re-orientation to COVAMS approach	done every year

- Number of training conducted	10 training sessions, each subject at least one time as minimum number.	done 8/10
- Number of trained DMT member	20 members, as 5 in one district times 4 districts, and it is fixed.	done 20/20
- Number of trained TST member	6 in Blantyre (FO, FA, DLRCO, LRCO, AEDC, CDA)	6
	6 in Mwanza (ADFO, FA, DLRCO, AEDC, AEDC, CDA)	6
	4 in Neno (ADFO, DLRCO, LRCO, AEDC)	4
	4 in Balaka (ADFO, DLRCO, AEDC, CDA)	4
	Total 20 members at 2015 March, it may be increased as the area (EPA and TA) expanded.	20
- Number of trained CCOs	8 in Blantyre (FA x 2, FG x 2, AEDO x 3, CDA x 1)	8
	9 in Mwanza (FA x 1, FG x 2, AEDO x 4, CDA x 2)	11
	6 in Neno (FA x 1, FG x 1, AEDO x 3, CDA x 1)	8
	6 in Balaka (FA x 2, AEDO x 3, CDA x 1)	7
ob training and training session total	29 CCOs at 2015 March, it may be increased as the area (EPA and TA) expanded.	34
	161 Including additional CCOs for future expansion trained on COVAMS approach through lecture	

Indicators 2/3Implementation of COVAMS approach

- Annual working plan prepared in each district.

- Number of villages covered by COVAMS approach

	62 in Blantre (TA Lundu all 54 villages, TA Chigaru 8 out of 33 villages)	62
	44 in Mwanza (TA Govati all 38 villages, TA Nthache 6 out of 48 villages)	43
	38 in Neno (TA Mulauli all 38 villages, TA Dambe 0 out of 50 villages)	38
	91 in Balaka (TA Chantunya 91 out of 109 villages)	87
Total lower side	235 villages at 2015 March, it may be increased according to the available resources for operation.	230
Total higher side	370 villages including remaining number in pilot TA	

- Numbers of trained LFs and qualified (certified) LFs

	1,000 in Blantyre (600 in 37 villages and estimated 400 in 25 villages)	803
	360 in Mwanza (310 in 38 villages and estimated 50 in 6 villages)	426
	495 in Neno (495 in 38 villages)	495
	455 in Balaka (300 in 60 villages and estimated 155 in 31 villages)	462
Total lower side	2,310 LFs at 2015 March, subject to confirm after election of new LFs in new villages.	2186
Total higher side	3,637 LFs estimated from 370 villages	

- Numbers of trained SLFs and qualified (certified) SLFs (one in one village at least in second year)

	62 in Blantyre	58
	44 in Mwanza	41
	38 in Neno	50
	91 in Balaka	60
Total lower side	235 SLFs estimated by the end of March 2015. It is subject to confirm after selection of SLFs in second year of intervention.	209
Total higher side	407 SLFs estimated from total number of villages and added 10%	

Impact as the result of capacity improvement and implementation of COVAMAS approach

Figures of impact are representing quality of extension approach and it will be measured under Output 3 activities.

Indicators 3/3**Output 03**Extension method

- Compiled reports
 - 1 report in each season from the 2014/2015 season.
- Number of training conducted in the villages by LFs (at least one time each subject by one LF)
 - 2,310 training sessions in contour planting
 - 2,310 training sessions in small scale gully control
 - 2,310 training sessions in tree growing
- Total lower side 6,930 training sessions
- Total higher side 10,911 training sessions
- Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA
 - 80 % in each subject
- Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA
 - 50 % in each subject
- Cost of COVAMS approach operation
 - 1 report in each season from the 2014/2015 season
- Comparison between COVAMS LFs and other LFs
 - 1 report after study in 2015 by short term expert
 - Prepared one by short term expert as a working paper No. 6
- Extension subject
- Compiled reports
 - 3 reports, for the seasons of 2013/2014, 2014/2015 and 2015/2016
- Soil volume protected from erosion from gardens and small scale gully
- Yield increased after adopting contour ridge planting
- Stand growth of planted trees

Working paper No. 4, No. 5 and No. 6

By the end of 2015/03

3844 (Refer Working paper No. 4, 5 and 6)

Working paper No. 4 and No. 5

32 - 40 %

Working paper No. 4 and No. 5

27% in soil conservation

29% in tree growing

17% in gully control

Working paper No.4

Not yet

Calculated for 2013/2014 and 2014/2015

Changed to literature study

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Name			Designation in Government	Designation in Project	Period in Project
Dr.	D.	Kayambazinthu	Director of Forestry	Project Director	2013. 04 - 2013.05
Mr.	R.	Kabwaza	Director of Forestry	Project Director	2013. 05 - 2014.05
Dr.	C.	Chilima	Director of Forestry	Project Director	2015. 03 - Present
Mrs.	C. M.	Chauluka	Regional Forestry Officer (S)	Regional Project Coordinator	2013. 04 - Present
Mr.	U. S.	Mbandambanda	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2013. 08 - 2014.10
Mr.	S. A.	Kamanga	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2014. 11 - Present
Mr.	A.	Benati	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2013. 08 - 2014.10
Mr.	I.	Chipeta	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2015. 01 - Present
Mr.	P. M. H.	Mkwapatira	Assistant District Forestry Officer	Assistant Regional Project Coordinator (COVAMS approach)	2013. 04 - Present
Mr.	G. E.	Kamanga	Regional Planning Officer (RFO S)	Assistant Regional Project Coordinator (Research Tree)	2013. 08 - Present
Mr.	R.	Kwelepete	Chief Agricultural Extension Officer, Blantyre ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - Present
Mr.	P.	Kabuluzi	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - 2014. xx
Mr.	R.	Baluwa	Acting Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. xx - 2014. 10
Mr.	R.	Makungwa	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. 11 - 2015. 05
Mr.	T.	Chigowo	Chief Land Resource and Conservation Officer, Blantyre ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - Present
Mr.	A.	Kawejere	Chief Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - 2014.09
Mr.	F.	Kwezani	Senior Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2014. 10 - Present
District Commissioner					
Mr.	A.	Chibwana	District commissioner, Blantyre	District Coordinator	2013. 04 - 2015. 01
Mr.	C.	Kalemba	District commissioner, Blantyre	District Coordinator	2015. 01 - Present
Mr.	G.	Rapozo	District commissioner, Mwanza	District Coordinator	2013. 04 - Present
Mrs.	M. K.	Monteiro	District commissioner, Neno	District Coordinator	2013. xx - Present
Mr.	L.	Nhlane	District commissioner, Balaka	District Coordinator	
Mr.	R.	Mateauma	District commissioner, Balaka	District Coordinator	2014. xx - Present
Blantyre District					
Mr.	P.	Kantsitsi	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr.	G.	Kanyerere	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr.	M.	Kamolomo	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Mrs.	J.	Bondwe	District Community Development Officer	District Management Team	2013. 04 - Present
Mr.	M.	Mbulaje	District Environment Officer	District Management Team	2013. 04 - Present
Mr.	C.	Masanjala	Assistant District Forestry Officer	Technical Support Team	2013. 04 - Present
Mr.	J. J.	Chigwiya	Senior Forestry Assistant	Technical Support Team	2013. 04 - Present
Mr.	M.	Simba	District Land Resource and Conservation Officer	Technical Support Team	2013. 04 - 2013. 06
Mr.	T.	Kamera	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 06 - Present
Mrs.	P.	Kadamanja	District Land Resource and Conservation Officer	Technical Support Team	2015. 04 - Present
Mr.	N.	Phiri	Agricultural Extension and Development Coordinator	Technical Support Team	2014. 09 - Present
Mrs.	J.	Mulekano	Assistant Community Development Officer	Technical Support Team	2013. 04 - Present
Mr.	K.	Makwate	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr.	I.	Wandale	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr.	M.	Kavalo	Forest Guard	Conservation Coordinating Officer	2014. 04 - Present
Mr.	J.	Andiwochi	Forestry Assistant	Conservation Coordinating Officer	2014. xx - Present
Mr.	P.	Kwachera	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr.	P.	Kalua	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - 2014. 09
Mr.	E.	Nkonya	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 09 - Present
Mr.	C.	Yesaya	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mrs.	A.	Chagoma	Senior Community Development Assistant	Conservation Coordinating Officer	2013. 05 - Present

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Name	Designation in Government	Designation in Project	Period in Project
Mwanza district			
Mr. E. Chihana	Director of Planning and Development	District Management Team	
Mr. B. Mtambo	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr. V. Wandale	District Agriculture Development Officer	District Management Team	2013. 04 - 2014. 03
Ms. C. Chisenga	Acting District Agriculture Development Officer	District Management Team	2014. 03 - 2014. 06
Mr. E. Mbendera	District Agriculture Development Officer	District Management Team	2014. 06 - Present
Mr. P. M. Banda	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. J. Mwenechanya	District Environment Officer	District Management Team	2013. 10 - Present
Mr. J. Lichapa	District Agriculture Extension Methodology Officer	Technical Support Team	2013. 05 - 2013. 09
Ms. M. Chisale	Assistant District Forestry Officer	Technical Support Team	2015. 03 - Present
Mr. D. Chiningwa	Forestry Assistant	Technical Support Team	2013. 09 - Present
Mr. C. Lameck	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 09 - Present
Mr. S. Kasambwe	Agricultural Extension and Development Coordinator	Technical Support Team	2015. 03 - Present
Mr. E. P. Kalitsiro	District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - Present
Mr. F. Chaima	Assistant Community Development Officer	Technical Support Team	2013. 05 - Present
Mr. L. Fungulani	Senior Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. P. Chakana	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - 2013. 09
Mr. A. Benson	Forest Guard	Conservation Coordinating Officer	2013. 10 - Present
Mr. F. Banda	Forest Guard	Conservation Coordinating Officer	2015. 03 - Present
Mr. M. Zulu	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. C. Bingala	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 03 - Present
Mr. H. Cherani	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - 2014. 09
Mr. A. Phiri	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 10 - 2015. 09
Mr. M. Ngondo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mrs. S. Sodzapanja	Assistant Community Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. M. Zilambalala	Community Development Assistant	Conservation Coordinating Officer	2015. 03 - Present
Neno			
Mr. M. Mwakhwawa	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr. E. Ngwangwa	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mrs. L. Mphande	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Mrs. R. Bvulumende	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. D. Itimu	Acting District Environment Officer/District Fisheries Office	District Management Team	2013. 04 - 2014. 09
Mr. H. Bolokonya	District Environment Officer	District Management Team	2014. 10 - Present
Mr. A. Macheso	Assistant District Forestry Officer	Technical Support Team	2013. 05 - Present
Mr. M. Tandaude	Agricultural Extension and Development Officer	Technical Support Team	2013. 05 - 2013. 10
Mr. A. Siska	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 04 - 2013. 10
Mr. M. Dzumani	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 11 - Present
Mr. S. Mzungu	District Land Resource and Conservation Officer	Technical Support Team	2013. 10 - Present
Mr. D. Gonambali	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 04 - Present
Mr. B. K. Mangulama	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. F. Lopanda	Forest Guard	Conservation Coordinating Officer	2013. 05 - Present
Mr. Chapasuka	Forest Guard	Conservation Coordinating Officer	2015. 07 - Present
Mr. J. T. Banda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. E. Baison	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. C. Kalinga	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. L. Mchawa	Community Development Assistant	Conservation Coordinating Officer	2014. 03 - Present
Balaka			
Mr. D. Gondwe	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr. C. Kamwendo	District Forestry Officer/District Environment Officer	District Management Team/Project Manager	2013. 04 - 2013. 10
Mrs. A. Chilingulo	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr. W. D. Ndhlovu	District Agriculture Development Officer	District Management Team	2013. 04 - 2014. xx

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Name	Designation in Government		Designation in Project	Period in Project
Mr. E.	Kadunga	District Agriculture Development Officer	District Management Team	2015. 02 - Present
Mr. M.	Chirambo	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. B.	Kamanga	District Environment Officer	District Management Team	2013. 04 - Present
Mr. W. M.	Kalipinde	Assistant District Forestry Officer	Technical Support Team	2013. 08 - 2015. 06
Mr.	Nangwale	Assistant District Forestry Officer	Technical Support Team	2015. 06 - Present
Mr. G.	Kamwaza	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 05 - Present
Mr. B.	Chimenya	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - 2013. 12
Mr. C.	Nyirenda	District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - Present
Mr. J.	Chisale	Senior Community Development Assistant	Technical Support Team	2013. 05 - Present
Mr. P. S. B.	Zisiyana	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - 2015. 04
Mr. B.	Mvula	Forestry Assistant	Conservation Coordinating Officer	2015. 05 - Present
Mr. F.	Seyani	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. Z.	Banda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. R. S.	Ndala	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. M.	Moyo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 03 - Present
Mrs. R.	Mazibuko	Senior Community Development Assistant	Conservation Coordinating Officer	2013. 05 - Present

TO CR of JICA MALAWI OFFICE**PROJECT MONITORING SHEET****Project Title: Promoting Catchment Management Activities in Middle Shire****Version of the Sheet: Ver.01 (Term: June, 2015 - Oct, 2016)****Name: Masato Onozawa****Title: Team Leader/ Institutionalization 1****Submission Date: Oct 31, 2016****I. Summary****1 Progress`**

This is the second report since IC Net Ltd. was entrusted the latter half of the Project for Promoting Catchment Management Activities in Middle Shire Phase II (COVAMS II) by Japan International Cooperation Agency (JICA) in September 2015. The project has been carried out by a team of consultants led by Mr. Masato Onozawa, Team Leader of the Project, and has been collaborating with officers of the ministries concerned in the Southern Region of Malawi.

1-1 Progress of Inputs

1-1-1 Assignment of Counterpart Personnel

(See Appendix for the list of counterpart)

Table 1 List of Key Counterpart Personnel

Title/ Responsibilities	Affiliate/ Ministry	Name
Principle Secretary	Ministry of Natural Resource Energy and Mining (MoNREM)	Mr. Kester Kaphaizi
	(until September 2016)	Mr. Kester Kaphaizi Botolo
Deputy Director of Forestry Department	MoNREM, Forestry Department	Mr. Thomas Makhambere Francis Chilimampungwa
Director of Agricultural Extension Service, Agricultural Extension Service Department	Ministry of Agriculture, Irrigation and Water Development (MoAIWD),	Mrs. Stella Kankwamba
Director of Community Development Dept. Of Community Development	(MoGCDSW)	Mrs. Clotilda Sawasawa
Deputy Director, Department of Performance Enforcement	Office of the President and Cabinet (OPC)	Mr. Elliot Phiri
Regional Forestry Officer (South)-RFO (S), Department of Forestry,	MINISTRY OF NATURAL RESOURCE ENERGY AND MINING (MoNREM)	Mrs. Cecilia Chauluka
District Forestry Officer, Balaka	MoNREM	Mr. Baird Nangwale
District Forestry Officer, Blantyre	MoNREM	Mr. Geoffrey Kanyerere
District Forestry Officer, Mwanza	MoNREM	Mr. Gregory Kulemeka (from July, 2016)
		(Vacant until June 2016) Mr. Brian Mtambo (upto June 2016,).

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District Forestry Officer, Neno	MoNREM	Mr. Emmanuel Ngwangwa
Assistant District Forestry Officer, Blantyre, Regional Management Team (RMT)	MoNREM	Mr. Peter Mkwapatira

1-1-2 Assignment of Japanese Experts

The Project inaugurated in October 2013 followed by the dispatch of long-term experts from JICA (Table 2). Since September 2015, the consultant team has been dispatched and taken over the Project (Table 3). The following is the summary of the assignment(s) of the experts as of the end of October 2016.

1) Experts (Dispatched by JICA)

Table 2 List of Experts (April 2013-October 2015)

Title/ Expertise	Name	Affiliation	Assignment	
			From	To
i) Long-term Experts				
Chief Adviser/ Forest Resource Management	Mr. Akira SATO		April 10, 2013	October 3, 2015
Rural Development	Mr. Hiroyuki KANAZAWA	Primela Ltd.	April 10, 2013	October 3, 2015
Coordinator/Forest Resource Management (Watershed Management)	Ms. Satsuki Fukai		May 27, 2013	October 17, 2015
ii) Short-term Experts				
Action Research	Dr. Kiyoshi MASUDA	OAFIC Co. Ltd.	May 6, 2013 October 1, 2013	September 2, 2013 January 29, 2014
Research Design	Dr. Hiroaki OKADA	Sanyu Consultants INC.	May 31, 2013	June 29, 2013
Extension Strategy	Ms. Etsuko AKABANE	Japan Development Service Co. Ltd	June 23, 2014 January 9, 2015	December 21, 2014 February 23, 2015
	Mr. Hiroshi KIKUCHI	CDC International	May 10, 2015	July 8, 2015

2) Experts Dispatched under the Contract Between JICA and IC Net Ltd.

Table 3 List of Experts (September 2015 – October 2018)

Title/ Expertise	Name	Assignments		
		From	To	Days
Team Leader/ Institutionalization 1	Mr. Masato ONOZAWA	February 2, 2016	March 1, 2016	29
		April 17, 2016	August 14, 2016	120
Deputy Tem Leader/ Institutionalization 2	Mr. Kikuo OISHI, PhD	September 13, 2015. November 2, 2015	September 22, 2015 December 12, 2015	10 26
Deputy Tem Leader/ Institutionalization 2 & 3	Mr. Tomoyuki SHO	November 15, 2015 April 30, 2016	December 5, 2015 May 19, 2016	21 26

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		October 16, 2016	(December 13, 2016)	(16)
Extension Technology 1	Mr. Tokio KITAMADO, PhD	January 17, 2016	March 1, 2016	45
Extension Technology 2/ Soil Conservation Technology	Ms. Naoko OGAWA	September 10, 2015	September 16, 2015	7
		March 1, 2016 June 7, 2016	March 31, 2016 July 8, 2016	31 32
Training Management/ M&E	Ms. Mami SATO, Ph D.	October 2, 2015	November 1, 2015	31
		May 27, 2016	June 26, 2016	31
Project Coordinator/ Assistant Trainer 1	Ms. Kanae TANAKA, J.D.	September 20, 2015	November 26, 2015	80
		January 8, 2016	March 1, 2016	59
Project Coordinator/ Assistant Trainer 1	Ms. Ayumi UEMATSU	March 15, 2016	April 30, 2016	48
		July 19, 2016	September 4, 2016	48
Project Coordinator/ Assistant Trainer 2	Ms. Tomoko KIDA	March 18, 2016	April 14, 2016	28
		September 30, 2016	(December 1, 2016)	32 (63)
Project Coordinator/ Assistant Trainer 3	Ms. Izumi SHIRAISHI	August 31, 2016	October 1, 2016	42
(As of October 31, 2016)				793
Project Coordinator (Trainee, Cost borne by IC Net Ltd.)	Ms. Izumi SHIRAISHI	May 21, 2016	July 28, 2016	69

1-1-3 Materials and Equipment

The following materials and equipment are provided to facilitate the project Activities.

Table 4 List of Materials and Equipment

#	Year	Item/ Description	Price (MKW/US \$)	Qty	Total	Date of Delivery
1	2013	Copier	2,627,075.00	1	2,627,075.00	June 25, 2013
2		Computer and printers	830,878.00	5	4,154,390.00	July 30, 2013
3		Motorbike	1,207,134.08	25	30,178,352.00	October 14, 2013
4		Laptop computer	755,069.33	3	2,265,208.00	November 18, 2013
5		4WD pickup	USD25,817	4	USD103,268.00	January 14, 2014
		(Exchange rate)		432	44,611,776.00	
6	2014	Laptop computer	538,812.50	2	1,077,625.00	November 18,

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2014

1-1-4 Training in Japan

For the enhancement of the capacity of the counterpart personnel, the following training have taken place in Japan.

Table 5 Training in Japan

Subject of training	JFY	Duration	Participants Name	Position	Output
Rural Community Development by Life Improvement Approach for Africa	2014	July 6-August 23, 2014	Mrs. A. Chagoma	CCO/Senior Community Development Assistant, Blantyre	Output 2
Regional Development by Systematic and Comprehensive Utilization of Forest Resources through Forest Certification System and Product Branding	2014	October 22-November 20, 2014	Mr. G. Kamanga	ARPC/Forestry Officer, Regional Forestry Office South	Output 2
Farmer-led Extension Method	2014	January 13-February 13, 2015	Mr. M. Dzumani	TST/Agricultural Extension and Development Coordinator, Neno	Output 2
			Mrs. C. Kalinga	CCO/Agricultural Extension and Development Officer, Neno	
Capacity Improvement in Operation and Management of Extension Activity	2014	December 1-19, 2014	Mr. Gift Rapozo	District Commissioner, Mwanza District	Output 1 & 2
			Mr. G. Kanyerere	Project Manager/ District Forestry Officer, Blantyre	
			Mr. B. Mtambo	Project Manager/ District Forestry Officer, Mwanza	
			Mr. C. Masanjala	TST/ Forest Officer, Blantyre	
			Mr. E. Kalitsiro	TST/ District Land Resources and Conservation Officer, Mwanza	
			Mr. T. Kamera	TST/Land Resources and Conservation Officer, Blantyre	
Farmer-led Extension Method	2015	January 5-February 5, 2016	Mr. Cleopas Lameck	Agriculture Extension Development Coordinator/ Mwanza	Output 2
Capacity Development in Operation and Management for Extension Activities	2015	December 6- 21, 2015	Mr. Charles Kalemba	District Commissioner, Blantyre	Output 1 & 2
			Mrs. Memory Kaleso Monteiro	District Commissioner, Neno	
			Mr. Rodrick Mateauma	District Commissioner, Balaka	

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			Mr. Hansford Chitenje Yusuf	Chief Policy and Programme Officer, Performance Enforcement Department, the Office of President and Cabinet	
			Mr. Martin Kausi	Programme Manager, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
			Mrs. Gertrude Kalinde Thaulo	Programme Manager, Machinga Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	2015	October 12 – November 14, 2015	Mr. Drake Chiningwa	TST/ Assistant Director, Mwanza Forestry Department Ministry of Natural Resources Energy and Mines	Output 2
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	2016	May 1 – June 1, 2016	Mr. Maxwell John Moyo	CCO/ Agriculture, Balaka Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2
Capacity Development in Operation and Management for Extension Activities	2016	September 30- October 21, 2016	Mr. Baird Simplex Nangwale	PM/ District Forestry Officer, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	Output 1 & 2
			Mr. Jafali Chisale	TST/ Assistant Community Development Officer, Balaka, Ministry of Gender Children Disability and Social Welfare	
			Mr. Aubrey Macheso	TST/ Forester, Neno Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Innoce Wandale	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural	

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				Resources Energy and Mines
			Mr. Kalembwe Devine Makwati	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines
			Mr. Elias Anderson Baison	CCO/ Agriculture Extension Development Officer, Neno, Department of Agricultural Extension Services, Ministry of Agriculture, Irrigation and Water Development
			Mr. Fyson Livison Seyani	CCO/ Senior Forestry Assistant, Blaka Forestry Department, Ministry of Natural Resources Energy and Mines

1-2 Progress of Activities

Capacity improvement of district staff is in progress through several sessions of trainings implemented during this term. In addition, the institutionalization of COVAMS approach has been taken into action. Details are explained as shown in the following section (1-3 Achievement of Outputs).

1-3 Achievement of Output

1-3-1 Output 1: "Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts."

- i) In the Work Plan submitted in September 2015, the Team defined "institutionalization" from the following three elements: (1) extension; (2) administration; and (3) finance. The elements are closely related to each other and essential for achieving the "Institutionalization" of the COVAMS approach. In "Extension", the COVAMS approach is expected to be extended steadily, and policy-makers will get to acknowledge its positive impact. In "Administration", preparation of annual activity plan, budgeting and allocation, project implementation and regular M&E are to be implemented, and a system for the implementation will be in place. Finally, in "Budget", activity plans (including budgeting and finance) are to be prepared at the local levels and been approved based on the existing annual budget cycle of Malawi.
- ii) The Team has examined the budget processes of the Government of Malawi and financial conditions through interviews with government officials and politicians to identify potential funding sources and prioritize actions for securing funds. In addition, the Team has worked with the Department of Forestry to support them to complete the submission of PSIP budget request.
- iii) The Team discussed with district officers who is responsible for the financial affairs regarding the

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most updated “Annual Investment Plan”. It was found that the plan is no longer prepared at the district-level as stated in the PDM. The plan is replaced by PSIP. Currently, district offices of ministries prepare and compile annual budget proposal for submission using the PSIP budget template every year. For the budgeting of COVAMS, the Regional Forestry Office is primarily responsible for preparation of budget proposal through PSIP.

- iv) Through a series of interviews to COVAMS key personnel, e.g. DMTs/ TSTs/ CCOs, the Team has reviewed the current district-level administrative procedures. Based on above, a roadmap for transfer of the work responsibility toward the end of the technical cooperation project has been proposed and discussed through the monthly regular PM meetings. The
- v) One important and prospective area of capacity development with high level of needs and priority in Output 1 is strengthening of accounting-related capacity of the four districts. The existing reporting procedures on COVAMS activities are mostly carried out through paper-based means. Thus information sharing is not necessarily transparent and lacks full accountability, remaining one of weak points of district-level administration. Based on the analysis, the objectives and detailed activities for the proposed capacity development shall be further analyzed and proposed.

1-3-2 Output 2: “Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.”

- i) By March 2016, the four target-districts prepares annual implementation plan of catchment management through farmers’ activities (CMFA) using COVAMS approach. The budget plan has been prepared accordingly and they are submitted to MoNREM through DFO in Blantyre for annual budget planning for final approval expected in June. The disbursement for the counterpart budget (Part II Budget), however, has been MWK0.0 (zero) while the original budget request for the FY2016/17 on the PSIP was MWK120 million.¹ This is also causing dependency to external support such as financial support to COVAMS II. The Project needs to diversify funding other than ordinary Part II Budget through PSIP.
- ii) Shortage of local financial resources makes the attitude of people concerning of COVAMS II complex. Although utilization of locally available resources is the principle of COVAMS approach, people involving the project tends to be dependent to a various support from the Japanese side. Because such external support (e.g. fuel for extension works and monitoring, provision of various incentives including materials, allowance, etc.) makes the lives of CCOs easier because such support works well for recruiting LFs and SLFs easier. In this sense, the government officers are more dependent² to external input than farmers. Officers see that the external input is essential

¹ The total budget disbursement in the FY 2015/16 was only 15 million for COVAMS II while its original request on the PSIP was MWK150 million and its approved budget plan was MWK50 million. According to the officers responsible for district finance, a priority was given to physical investment projects to avoid contractual

² Japanese experts see that government officers (CCO, TST, PM, etc.) are dependent than farmers to material and financial support provided mainly by the Japanese side to COVAMS project. Not all such support is considered absolutely essential for people participating COVAMS project. They are, however, to facilitate the process.

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- element of implementing COVAMS approach despite the principle of COVAMS avoiding such dependency to external resources.
- iii) The Team has been communicating deliberately with counterparts on the issue of minimizing inputs because the current setup creates the dependency and is not sustaining when the Project terminates in March 2018. The situation is even more complex because of the persistent shortage of financial resources due to the on-going budget restriction across the public sector in Malawi.
- iv) The project initially proposed to strengthen the capacity of utilizing Malawi's PSIP procedure for secreting financial resources for implementing and sustaining activities derived from all phases of COVAMS. During the FY2015/16, the Team has reviewed and analyzed the existing procedures and practices for implementing COVAMS II. In the aspect of the funding, complying PSIP alone does not ensure and guarantee the financial resources aiming at the post-COVAMS project activities, because the allocation of financial resources that may be used by the Government of Malawi when necessary is very limited and declining. It is projected that on-going austerity will continue because the development partners (e.g. IMF, The World Bank, and EU) will no longer finance the general account in FY2017/18 and beyond.
- v) The total number of the target villages as of FY 2016/17 has increased by 345 from the initial 50 in 2013. (See the Table 6). Total households currently working with are estimated as much as 45,000 through 3,000 LFs and 32 CCOs.

Table 6 Changes of the Number of the Target Villages (2013-2017)

District	Year	No of CCOs	No. of Target Villages	No. of Household	No. of LF
Blantyre	2013/14	5	10	2,478	99
	2014/15	7	36	9,217	600
	2015/16	8	62	12,020	803
	2016/17	9	111	26,835	1,789
Mwanza	2013/14	5	10	1,314	63
	2014/15	6	37	4,586	310
	2015/16	9	43	6,052	426
	2016/17	9	72	9,915	661
Neno *	2013/14	5	10	2,675	115
	2014/15	6	38	7,567	495
	2015/16	7	38	7,567	495
	2016/17	8	46	—	—
Balaka	2013/14	5	20	1,696	70
	2014/15	6	60	4,466	300
	2015/16	6	87	6,694	462
	2016/17	6	116	8,955	597
Total	2013/14	20	50	8,163	347
	2014/15	25	171	25,836	1,705
	2015/16	30	230	32,333	2,186
	2016/17	32	345	45,705	3,047

● Note that the data from Neno is still counting.

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- vi) Based on the observation and the interview with farmers, farmers' attainment level of adopting conservation technologies (i.e. galley control, tree planning and contour ridge cultivation, check dam, etc.) varies from one farmer to another. This is because extension relies on LFs' interest and intensity of direct communication between LFs and farmers and/or among farmers in the field rather than specific training intentionally and specifically organized. For example, a LF who demonstrates relatively good results in his/her field can communicate the technology better to other farmers because fellow farmers become more interested in because of his/ her better yields and results. Another good practice is that LFs forming a group can teach better because it enhances the strength of the member LFs to transfer knowledge by reducing anxiety and increased confidence.

1-3-3 Output 3: "Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research."

- i) An experiment for soil erosion was carried out based on the advice from the long-term experts. , with the following four plot categories: a) 45 degree straight ridge (plot made "business as usual" practice for comparison), b) contour ridge, c) soil conservation employing mulching by various organic matters, and d) a plot using manure.
- ii) The field-based experiment through different plot preparation did not see significant impact because the mechanism of sediment production caused by runoff water is influenced by many different factors and parameters. The model employed in COVAMS was too simple that factors such as soil type, strength of rainfall, slopes, etc. were not taken into account³. In addition the site design and the locations designated by the experts have not carefully calibrated⁴. For example, eroded soil made by the runoff water of each plot were mixed by soils felled the walls of trenches and excavated banks surrounding the pit. Apart from the physical design of the sites advised by the long-term experts, the plan of the experiment lacks literature study on hydrology⁵. According to literature study conducted by the Team, an erosion estimation model predicting long-term average soil loss resulting from raindrop splash and runoff from specific field slopes in specific cropping and management systems and rangeland. In light of such short-coming o appropriate approach to analyze long-term example is the Revised Universal Soil Loss Equation⁶ (RUSLE) developed by

³ The subject is complex and few textbooks or manuals provide much in the way of guidance. As a result, much time, effort and money have been wasted on work that has yielded little useful information. Many experiments, particularly those involving runoff plots and measuring weirs, have been abandoned because they proved to be impractical to operate, faulty in design or too slow in providing the type of information needed. (Source: N. W. Hudson (1993) . Field measurement of soil erosion and runoff. . Food and Agriculture Organization of the United Nations. Rome)

⁴ Multiple testing sites and the plots should have been chosen as similar as possible, for no plots are ever identical, and the two plots are calibrated, i.e., the difference between the two is measured by plotting values of some suitable parameter of one plot against the other

⁵ According to Mr. Sato, former Chief Advisor of COVAMS II, the previous experiments was based on no literate study on hydrology or River Engineering, etc.

⁶ The Universal Soil Loss Equation (USLE) is a widely used mathematical model that describes soil erosion processes. It was developed in the U.S. based on soil erosion data collected beginning in the 1930s by the U.S. Department of

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US Department of Agriculture.

- iii) According to interviews during monitoring visits made by experts, the yield of each experiment plot varies due to the serious draught hit in Southern Africa in 2016. Based on the observation, the plots using mulching (type c above) yields better this year because the organic matters covering the plot have conserved and retained moisture in the soil. Applying the farming technique depends on weather conditions particularly the precipitation. When much rainfall is expected, contour ridge farming is effective. Whereas when draught is expected mulching is the most appropriate technique. The challenge for ordinary farmers is to collect and apply appropriate amount of organic materials because they are an integral part of animal feed for raising cattle, goats, etc.
- iv) **Household questionnaire survey was carried out in June-July 2014. 760 households were randomly selected and were interviewed by a team of researchers. The finding is summarized as following:**
- ♦ **COVAMS approach shows effectiveness and strength in extending agricultural practices within relatively short period of time.**
 - ♦ **Adoption of techniques (e.g. soil conservation, building check dam) exceeds 50% level within one year from the beginning of intervention.**
 - ♦ **Seedling production within 2 years from the beginning of intervention totals over 2.3 million; average seedling production per household is 67.**

1-3-4 Output 4: "Ownership of the COVAMS approach is enhanced among leaders of all levels."

The main activity in this period is to identify the procedures and available resources for promoting and disseminating COVAMS to broad audiences and patronages.

- i) Promotion using radio is considered as one of promising approaches for disseminating sustainable conservation practice. It is the most popular medium reaching mass population in rural Malawi. The team investigated the procedures and challenge to use broadcasting. The team requested MBC, the national broadcasting system in Malawi, to broadcast two trial radio programs to introduce COVAMS activities. The programs were planned and developed by the long-term experts in 2015. They were on the air from the Blantyre Station on a regular evening agricultural program supported by the Ministry of Agriculture, Irrigation and Water Development (MoAIWD) on April 18 and 20, 2016. The broadcasting was supported by the efforts of the extension department of MoAIWD.
- ii) **A regular broadcasting that attracts farmers and other broad audience is subject to skillful development and professional production (e.g. planning, scripting, recording, editing, etc.) by such organizations as MBC and local contractors. It was found that a reduced tariff may be applied to public broadcasting program at MBC, the national broadcasting corporation, when a special arrangement was made between the Forestry Department and the Ministry of Agriculture, Irrigation**

Agriculture (USDA) Soil Conservation Service (now the USDA Natural Resources Conservation Service). The model has been used for decades for purposes of conservation planning both in the United States where it originated and around the world (Source: USDA; URL= <https://www.ars.usda.gov/southeast-area/ford-ms/national-sedimentation-laboratory/watershed-physical-processes-research/docs/revised-universal-soil-loss-equation-rusle-welcome-to-rusle-1-and-rusle-2/>)

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and Water Development. A professional work made by the production side requires additional cost beyond the reduced airtime. Given difficulty of securing financial resources of the public sector in Malawi, securing the cost of sustainable radio program is highly challenging.

- iii) Collaboration with the private sector is another untouched area to explore since the beginning of COVAMS II. The Team has contacted a couple of major corporations in Blantyre to see their interest in investing in some of COVAMS activities. The response varies due to the causes those companies have. As for the marketing tools, A flyer (brochure) produced by the previous team was updated and the designed were revised by a local designer for distribution in Malawi. Printing completed. The team continues to communicate with the prospective partners with a relatively long-term commitment.
- iv) Collaboration with other development partners (donor agencies, etc.) is another issue to see if any opportunities arise. The team worked with WFP and WRI by introducing COVAMS approaches as a means for extension technique. CCOs have been visiting respective project site for exchange of techniques. Relevant technical document of COVAMS was given to the counterpart organizations.
- v) Further discussion and review for possible collaboration with different agencies and organization shall be continued.

1-4 Achievement of the Project Purpose

Overall, judging the achievement of the Project Purpose is still premature. The current status is explained as following:

- i) The Project Purpose is defined as “Catchment Management through Farmers Activities (CMFA) is institutionalized in target districts”. There are two indicators along the purpose; “(1) CMFA included in the District Strategic Development Plan of each target district” and “(2) The plan of CMFAs using COVAMS approach carried out in each target district.”
- ii) Achievement of the Project Purpose against the former indicator is that each district is able to prepare the annual work plan. The plan is the basis for preparing the budget plan. The District Strategic Development Plan, which was originated by GTZ, is no longer produced, according to officers of Blantyre District. Further confirmation is necessary for the next fiscal year. The achievement against the second indicator is the coverage of villages using and adopting the COVAMS approach is still in progress. As shown in the Table 6, 345 villages in the four target-districts are currently actively involved in the COVAMS approach.
- iii) In addition, achievement through three elements of institutionalization, namely administration, extension and budge/finance, may be discussed. Firstly, in the administration area, capacity development activities are being implemented since the beginning of the training. Interaction with expert team as well as among the counterparts of all levels and organizations in the day-to-day business transaction will help the project members to improve management. Presently, there is a much room for improvement. For example, reporting as well as fuel request need to be submitted on time. Secondly, in the finance area, cooperation among different ministries is well established in the

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Project. The Office of President and Cabinet (OPC) in the central government is supportive to the project activities.

1-5 Changes of Risks and Actions for Mitigation

Overall, the major risk associated to implementation of COVAMS is funding as discussed in the section 1-3-2 Output 2. In addition, it should be noted that the current status of the activities and the achievement varies from one district to another due to the difference in their conditions and circumstances (e.g. staffing, physical location, climate conditions in a particular year, etc.).

- i) Project activities in Balaka were completely stopped in September, 2015 due to late disbursement of resource by mistakes and failure. The situation, however, was revealed at the PM meeting on September 30 and ad-hoc meeting by RMT and Japanese experts to assist the Balaka district were scheduled in the first week of October. With help from other district members, the cause of the problem and challenges were analyzed and the situation was back on the track. As seen on the incident, peer-to-peer learning as well as oversight from the Regional Forestry Officer is a key for maintaining collaboration.
- ii) A stoppage occurred in Neno in October 2016 due to absence of core management team during the counterpart training in Japan. The responsibility of implementing activities was transferred to the substitute while they were out of country. The operation of TOT is too complex for un-skilled individuals when PM and core management was out of office. Back log of the planned TOT is to be cleared by the end of November.
- iii) Another challenge the project faces is weak and irregular disbursement of funding from the GOM. This has been a persistent challenge for the project for the current project activities is aiming at the termination scheduled in March 2018 and beyond. For the actions to be taken to mitigate such situation, involvement, acknowledgement as well as coordination of the central government are the key.

1-6 Progress of Actions undertaken by JICA

- i) The Team acknowledges the support from JICA on the various changes and difficulties during the transitional period from the long-term experts to IC Net Ltd. As a result, activities related to the take-over has completed smoothly.
- ii) The funding issue discussed in this report is the single most difficult persistent challenge for the Team. Financial independence is the center of transferring the project activities for institutionalization. The issues shall be discussed in any occasions between GOM and JICA.

1-7 Progress of Actions undertaken by Gov. of Malawi

- i) The assignment of Balaka district for new staff was completed in a prompt manner. The assignment of the new project manager of Mwanza was also completed.
- ii) As discussed in the previous section, the funding allocation has been persistent challenge to all parties concerned. The transfer of the project activities depends on local financial resources to sustain COVAMS technologies and the institutions.

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<p>1-8 Progress of Environmental and Social Considerations (if applicable)</p> <p>NIL</p>
<p>1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)</p> <p>i) Progress has been seen during the harvesting season of Maize in the previous term of monitoring sheet.</p>
<p>1-10 Other remarkable/considerable issues related/affected to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)</p> <p>i) In Balaka and Neno districts, a variety of activities funded by development partners (e.g. international organizations and NGOs) has been carried out. The key personnel at these districts tend to be preoccupied with the activities of such agencies and organizations. This is because of lack of communication and coordination among the projects and because of shortage of competent personnel at the local level.</p>
<p>2 Delay of Work Schedule and/or Problems (if any)</p> <p>2-1 Detail</p> <p>i) Only problem observed in this reporting period was the delay of TOT schedule in Neno as discussed in 1-3-2</p>
<p>2-2 Causes</p> <p>i) It was caused by the participation of the counterpart training in Japan.</p>
<p>2-3 Action to be Taken</p> <p>i) As mentioned earlier, from November this year the delayed TOT has been carried out to catch up the back log. CCOs from neighboring districts were helping Neno to carry out the TOT.</p>
<p>2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Malawi, etc.)</p> <p>None</p>
<p>3 Modification of the Project Implementation Plan</p> <p>3-1 PO</p> <p>No modification was made during this reporting period. (see the attachment).</p>
<p>3-2 Other modifications on detailed implementation n plan</p> <p>(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)</p> <p>No modification was made during this reporting period.</p>
<p>3-3 Preparation of Gov. of Malawi toward after completion of the Project</p> <p>The team considers that allocation and securing financial resources is integral part of achieving "institutionalization". The current funding mechanism including PSIP is not reflecting the project and the sector's needs due to the shortage of revenue, etc.</p>

II. Project Monitoring Sheet I & II

As Attached


Project Design Matrix (Revision of Project Design Matrix)

ANNEX I
Version 1
Dated ●●, November 2015

Project title: Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II)
Implementation Agency: Department of Forestry, Ministry of Natural Resources, Energy and Mines, Blantyre, Balaka, Mwanza, and Neno Districts
Target group: Management staff and extension staff of the four districts
Period of Project: Five (5) years. April 2014 - March 2018
Project Site: Four (4) districts in Middle Shire (Blantyre, Balaka, Mwanza, Neno)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Catchment management through farmers' activities (CMFA) are widely implemented in target districts.	1. CMFA spread to other TAs in target districts 2. CMFA using COVAMS approach utilized by other donors' projects operated in target districts	1. District annual work plans of the target districts 2. Performance reports of the target districts			
Project Purpose CMFA is institutionalized in target districts.	1. CMFA included in the District Strategic Development Plan of each target districts 2. The plan of CMFAs using COVAMS approach carried out in each target district.	1. Project reports 2. District Strategic Development Plan	- Each target district allocates budget for the indicators - expansion of the implementation of CMFAs - District Strategic Development Plan is developed and updated in each target district.		
Outputs 1. Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts. 2. Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.	1.1 The plan of CMFA using COVAMS approach included in District Implementation Plan/Annual Investment Plan of each target district. 1.2 District Implementation Plan/Annual Investment Plan approved by full council of target districts <u>Capacity improvement</u> Number of training subjects described in the training Plan Number of training conducted, at least one time each subject Number of trained DMT members Number of trained TST members Number of trained CCOs <u>Implementation of COVAMS approach</u> Annual working plan prepared in each Number of village covered by COVAMS approach Number of trained LFs Number of trained SLFs Detail of indicators is described in the attached table <u>Impact as the result of capacity improvement and implementation of COVAMS approach</u> Refer indicators for the output 3 bellow	1.1 District Implementation Plan/Annual Investment Plan of four districts 1.2.1 Official document related to the CMFA in the districts 1.2.2 Project reports <u>Capacity improvement</u> Needs Assessment Report Training plan Training materials Reports on training <u>Implementation of COVAMS approach</u> annual working plans of four target districts Monthly reports from the districts Monitoring reports Households list Other records and documents Project report	- Consolidated District Annual Work Plan is compiled and updated in each target District - Administrative and financial institutional changes in central ministries and local administration do not affect the Project activities	Achievements are provided with the detailed descriptions of the	

<p>3. Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.</p>	<p><u>Extention method</u> -Compiled reports which explain following items - Number of training conducted in the villages by LFs - Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA - Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA -Cost of COVAMS approach operation - Comparison between COVAMS LFs and other LFs</p> <p>Detail of indicators is described in the attached table.</p> <p>Extention subject - Compiled reports which explain following items - Soil volume protected from erosion from gardens and small scale gully - Yield increased after adopting contour ridge planting</p>	<p>Research plans Research reports Project Reports Monitoring report from four target districts</p>			
<p>4. Ownership of the COVAMS approach is enhanced among leaders of all levels.</p>	<p>- Number of organizations received explanation on COVAMS approach (related departments=8, donor projects =3, and others) - Number of leaders received explanation on COVAMS approach (Number of organizations x 2= 22 and others) - Number of sharing meeting and seminars (4 times x 2years =8)</p>	<p>- Plan for disseminating information - Submitted reports - Official document - Minutes of Shire River Basin Coordinating Meeting - Other Project reports</p>			

Activities	Inputs		Important Assumptions
<p>Activities for Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>1-1. Orient stakeholders in the districts on the COVAMS II project and COVAMS approach The Japanese Side The Malawian Side</p> <p>1-2. Set up district management team under DESC</p> <p>1-3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village - Team of advisors headed by Chief Advisor</p> <p>1-4. Implement training sessions for the district staff to strengthen their abilities on formulating activity implementing plan and annual input plan towards budget allocation</p> <p>1-5. Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on VAPs</p> <p>1-6. Obtain approval from full council on the DIP/AIP</p>	<p>The Japanese Side</p> <p>(1) Advisors - Team of advisors headed by Chief Advisor - Technical areas include Soil Erosion Control, Rural Development, Research, Training and Extention, Publicity, Monitoring and Evaluation</p> <p>(2) Equipment - Vehicles, Motorcycles, Training Equipment and other necessary equipment</p> <p>(3) Training courses for counterpart personnel in Japan</p> <p>(4) Funds - A part of operation cost</p>	<p>The Malaian Side</p> <p>(1) Human resource for the operation of the Project - Project Director, Regional Project Coordinator, Regional Management Team members, Project Managers in 4 target districts, District Management Team members, Conservation Coordinating Officers, Administrative personnel, Various Supporting Staff and drivers</p> <p>(2) Office working environment - Suitable office space with necessary equipment</p> <p>(3) Funds - Running expenses necessary for the implementation of the Project such as allowance for GOM project staff, office management costs,</p>	<p>- Area Stakeholders Panels and village heads of pilot TAs agree with the purpose of the Project and participate in activities.</p> <p>- Socio-economic and political conditions do not affect adversely to activities of the Project (shortage of petrol, etc.)</p> <p>- Climate conditions do not change drastically.</p> <p>- Trained management staff and extension staff continue their services in their respective positions.</p>
<p>Activities for Output 2: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.</p> <p>2-1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey.</p> <p>2-2. Prepare capacity improvement plans on COVAMS approach and project management</p> <p>2-3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach</p> <p>2-3-1. Introduce COVAMS approach to district teams</p> <p>2-3-2. Prepare annual working plan</p> <p>2-3-3. Implement COVAMS approach according to the annual working plan</p> <p>2-3-4. Monitor progress of implementation of COVAMS approach</p> <p>2-3-5. Review annual activities</p> <p>2-4. Improve capacity of district staff by training</p> <p>2-5. Monitor degree of capacity improvement of district staff</p> <p>2-6. Evaluate capacity improvement plan and improve it if necessary</p>			
<p>Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.</p> <p>3-1. Conduct research on extension method of COVAMS approach</p> <p>3-1-1. Design research</p> <p>3-1-2. Conduct research survey and data collection</p> <p>3-1-3. Compile result of survey and data collection as a report</p> <p>3-2. Conduct research on extension subjects of COVAMS approach</p> <p>3-2-1. Design research</p> <p>3-2-2. Conduct research according to the design</p> <p>3-2-3. Compile result of the research as a report</p>			<p style="text-align: center;">Pre-conditions</p> <p>- Collaborating institutions (LRCD, DAES, DCD) are fully supportive.</p> <p>- DCs of target districts are fully supportive.</p>
<p>Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels.</p> <p>4-1. Plan activities to promote understanding of the leaders and organizations on</p> <p>4-1-1. List up target groups of the promotion</p> <p>4-1-2. Compile action plan to promote understanding of the target groups</p> <p>4-1-3. Prepare necessary explanation materials for promotion</p> <p>4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach</p> <p>4-3. Evaluate promotion results and modify/ improve plan if necessary</p>			<p style="text-align: center;"></p> <p style="text-align: center;">Issues and countermeasures</p>

Indicators 1/3

Progress by 20150930

Output 02Capacity improvement

- Number of training subjects described in the training plan: 10 subjects

Category		Subject		
1	Administrative management capacity	1	Induction course for general management	done 1/1
		2	Computer course (Word, Excel and Powerpoint)	done 1/2
2	Organizational management capacity	1	Motivation study for government staff	done 1/1
		2	Motivation study for farmers	done 1/1
		3	Importance of division of roles	done in each district
		4	Review of job description and establishment of roles for effective management/monitoring method	done in each district
		5	Effective report writing	done 1/1
3	Strategic skill	1	Logical frame/assessment of achievement/communication system	not yet
4	Extension skill	1	Effective delegation in extension work	not yet
5	COVAMS approach	1	Re-orientation to COVAMS approach	done every year

- Number of training conducted	10 training sessions, each subject at least one time as minimum number.	done 8/10
- Number of trained DMT member	20 members, as 5 in one district times 4 districts, and it is fixed.	done 20/20
- Number of trained TST member	6 in Blantyre (FO, FA, DLRCO, LRCO, AEDC, CDA)	6
	6 in Mwanza (ADFO, FA, DLRCO, AEDC, AEDC, CDA)	6
	4 in Neno (ADFO, DLRCO, LRCO, AEDC)	4
	4 in Balaka (ADFO, DLRCO, AEDC, CDA)	4
	Total 20 members at 2015 March, it may be increased as the area (EPA and TA) expanded.	20
- Number of trained CCOs	8 in Blantyre (FA x 2, FG x 2, AEDO x 3, CDA x 1)	8
	9 in Mwanza (FA x 1, FG x 2, AEDO x 4, CDA x 2)	11
	6 in Neno (FA x 1, FG x 1, AEDO x 3, CDA x 1)	8
	6 in Balaka (FA x 2, AEDO x 3, CDA x 1)	7
ob training and training session total	29 CCOs at 2015 March, it may be increased as the area (EPA and TA) expanded.	34
	161 Including additional CCOs for future expansion trained on COVAMS approach through lecture	

Indicators 2/3Implementation of COVAMS approach

- Annual working plan prepared in each district.

- Number of villages covered by COVAMS approach

	62 in Blantre (TA Lundu all 54 villages, TA Chigaru 8 out of 33 villages)	62
	44 in Mwanza (TA Govati all 38 villages, TA Nthache 6 out of 48 villages)	43
	38 in Neno (TA Mulauli all 38 villages, TA Dambe 0 out of 50 villages)	38
	91 in Balaka (TA Chantunya 91 out of 109 villages)	87
Total lower side	235 villages at 2015 March, it may be increased according to the available resources for operation.	230
Total higher side	370 villages including remaining number in pilot TA	

- Numbers of trained LFs and qualified (certified) LFs

	1,000 in Blantyre (600 in 37 villages and estimated 400 in 25 villages)	803
	360 in Mwanza (310 in 38 villages and estimated 50 in 6 villages)	426
	495 in Neno (495 in 38 villages)	495
	455 in Balaka (300 in 60 villages and estimated 155 in 31 villages)	462
Total lower side	2,310 LFs at 2015 March, subject to confirm after election of new LFs in new villages.	2186
Total higher side	3,637 LFs estimated from 370 villages	

- Numbers of trained SLFs and qualified (certified) SLFs (one in one village at least in second year)

	62 in Blantyre	58
	44 in Mwanza	41
	38 in Neno	50
	91 in Balaka	60
Total lower side	235 SLFs estimated by the end of March 2015. It is subject to confirm after selection of SLFs in second year of intervention.	209
Total higher side	407 SLFs estimated from total number of villages and added 10%	

Impact as the result of capacity improvement and implementation of COVAMAS approach

Figures of impact are representing quality of extension approach and it will be measured under Output 3 activities.

Indicators 3/3**Output 03**Extension method

- Compiled reports
 - 1 report in each season from the 2014/2015 season.
- Number of training conducted in the villages by LFs (at least one time each subject by one LF)
 - 2,310 training sessions in contour planting
 - 2,310 training sessions in small scale gully control
 - 2,310 training sessions in tree growing
- Total lower side 6,930 training sessions
- Total higher side 10,911 training sessions
- Number of HHs trained by LFs and the % to the total number of HHs in each pilot TA
 - 80 % in each subject
- Number of HHs adopted COVAMS techniques and the % to the total number of HHs of pilot TA
 - 50 % in each subject
- Cost of COVAMS approach operation
 - 1 report in each season from the 2014/2015 season
- Comparison between COVAMS LFs and other LFs
 - 1 report after study in 2015 by short term expert
 - Prepared one by short term expert as a working paper No. 6
- Extension subject
- Compiled reports
 - 3 reports, for the seasons of 2013/2014, 2014/2015 and 2015/2016
- Soil volume protected from erosion from gardens and small scale gully
- Yield increased after adopting contour ridge planting
- Stand growth of planted trees

Working paper No. 4, No. 5 and 6

By the end of 2015/03

3844 (Refer Working paper No. 4)

Working paper No. 4 and No. 5

32 - 40 %

Working paper No. 4 and No. 5

27% in soil conservation

29% in tree growing

17% in gully control

Working paper No.4

Not yet

Calculated for 2013/2014 and 2014/2015

Changed to literature study

Activities	Sub-Activities	Year	Month	2016												2017												2018												Responsible Organization		Achievements	Issue & Countermeasures
				9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10		
Activities for Output 1: Plans of CMFA using COVAMS approach are integrated in to District Implementation Plan/Annual Investment Plan of target districts.																																											
1-1. Orient stakeholders in the districts on the COVAMS II project and COVAMS approach	The Japanese Side The Malawian Side		Plan																																J	M							
			Actual																																								
1-2. Set up district management team under DESC			Plan																																J	M							
			Actual																																								
1-3. Facilitate group village headmen in target districts to include CMFA using COVAMS approach in the village - Team of advisors headed by Chief			Plan																																J	M							
			Actual																																								
1-4. Implement training sessions for the district staff to strengthen their abilities on formulating activity implementing plan and annual input plan towards budget allocation			Plan																																J	M							
			Actual																																								
1-5. Integrate CMFA plan into district implementation plan and/or annual implementation plan (DIP/AIP), based on VAPs			Plan																																	M							
			Actual																																								
1-6. Obtain approval from full council on the DIP/AIP			Plan																																	M							
			Actual																																								
Activities for Output 2: Capacity of management and extension staff in target districts is improved in operation of COVAMS approach.																																											
2-1. Assess capacity of district staff in operation of COVAMS approach through observation and assessment survey.			Plan																																J	M							
			Actual																																								
2-2. Prepare capacity improvement plans on COVAMS approach and project management			Plan																																	J	M						
			Actual																																								
2-3. Improve capacity of district staff by On the Job Training through implementation of COVAMS approach			Plan																																	J	M						
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2-5. Monitor degree of capacity improvement of district staff			Plan																																	J	M						
			Actual																																								
2-6. Evaluate capacity improvement plan and improve it if necessary			Plan																																	J	M						
			Actual																																								

Annual planing meeting carried out in Feb 2015. It will be hold agein in Feb. 2017
Implementing capacity assessment and the result will be compiled in Dec, 2017

NA

Capacity Assessment carrid out

NA

Activities for Output 3: Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified through research.																		
3-1. Conduct research on extension method of COVAMS approach			Plan												J	M	Adoption rate of the the three (3) techniques is very high when the first year of intervention complete. There is no significant change thereafter.	Two year should be the maximum length of intervention at COVAMS II.
			Actual															
3-1-1. Design research			Plan												J	M		
			Actual															
3-1-2. Conduct research survey and data collection			Plan												J	M		
			Actual															
3-1-3. Compile result of survey and data collection as a report			Plan												J	M		
			Actual															
3-2. Conduct research on extension subjects of COVAMS approach			Plan												J	M	The research design provided by the long-term experts does not measure the dediment production by run off water. The experiment methodology is not following any hydrological models.	Based on the consultation with academia, a literate research on hydrology conducted to identify the models to measure and analyse dediment production by run off water. A model developed by USDA is the most appropriate application in this
			Actual															
3-2-1. Design research			Plan												J			
			Actual															
3-2-2. Conduct research according to the design			Plan												J	M		
			Actual															
3-2-3. Compile result of the research as a report			Plan												J	M		
			Actual															
Activities for Output 4: Ownership of the COVAMS approach is enhanced among leaders of all levels.																		
4-1. Plan activities to promote understanding of the leaders and organizations on the CMFA using COVAMS			Plan												J	M	Meetings have been organized to visit the C/Ps and the related agencies to promote and seek for coordination of the COVAMS approach	Meeting have been organized to visit the CPs and the related agencies to promote and seek for coordination of the COVAMS approach
			Actual															
4-1-1. List up target groups of the promotion			Plan												J	M		
			Actual															
4-1-2. Compile action plan to promote understanding of the target groups			Plan												J	M		
			Actual															
4-1-3. Prepare necessary explanation materials for promotion			Plan												J	M		
			Actual															
4-2. Implement planned activities to promote understanding of the leaders and organizations on the CMFA using COVAMS approach			Plan												J	M	Radio broadcast implemented. The cost and work for production is beyond the project's expected levels.	Continue a dialoguw with the Extension Services of the Min. Agriculture Irrigation and Water Development
			Actual															
4-3. Evaluate promotion results and modify/ improve plan if necessary			Plan												J	M		
			Actual															
			Plan												J	M		
			Actual															
Duration / Phasing			Plan												Latter half of the COVAMS II Project has begun from October 2015			
			Actual															

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Name			Designation in Government	Designation in Project	Period in Project
Dr.	D.	Kayambazinthu	Director of Forestry	Project Director	2013. 04 - 2013.05
Mr.	R.	Kabwaza	Director of Forestry	Project Director	2013. 05 - 2014.05
Dr.	C.	Chilima	Director of Forestry	Project Director	2015. 03 - Present
Mrs.	C. M.	Chauluka	Regional Forestry Officer (S)	Regional Project Coordinator	2013. 04 - Present
Mr.	U. S.	Mbandambanda	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2013. 08 - 2014.10
Mr.	S. A.	Kamanga	Deputy Programme Manager, Blantyre ADD	Deputy Regional Project Coordinator	2014. 11 - Present
Mr.	A.	Benati	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2013. 08 - 2014.10
Mr.	I.	Chipeta	Deputy Programme Manager, Machinga ADD	Deputy Regional Project Coordinator	2015. 01 - Present
Mr.	P. M. H.	Mkwapatira	Assistant District Forestry Officer	Assistant Regional Project Coordinator (COVAMS approach)	2013. 04 - Present
Mr.	G. E.	Kamanga	Regional Planning Officer (RFO S)	Assistant Regional Project Coordinator (Research Tree)	2013. 08 - Present
Mr.	R.	Kwelepete	Chief Agricultural Extension Officer, Blantyre ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - Present
Mr.	P.	Kabuluzi	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2013. 08 - 2014. xx
Mr.	R.	Baluwa	Acting Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. xx - 2014. 10
Mr.	R.	Makungwa	Chief Agricultural Extension Officer, Machinga ADD	Assistant Regional Project Coordinator (Extension)	2014. 11 - 2015. 05
Mr.	T.	Chigowo	Chief Land Resource and Conservation Officer, Blantyre ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - Present
Mr.	A.	Kawejere	Chief Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2013. 08 - 2014.09
Mr.	F.	Kwezani	Senior Land Resource and Conservation Officer, Machinga ADD	Assistant Regional Project Coordinator (Research Soil)	2014. 10 - Present
District Commissioner					
Mr.	A.	Chibwana	District commissioner, Blantyre	District Coordinator	2013. 04 - 2015. 01
Mr.	C.	Kalemba	District commissioner, Blantyre	District Coordinator	2015. 01 - Present
Mr.	G.	Rapozo	District commissioner, Mwanza	District Coordinator	2013. 04 - Present
Mrs.	M. K.	Monteiro	District commissioner, Neno	District Coordinator	2013. xx - Present
Mr.	L.	Nhlane	District commissioner, Balaka	District Coordinator	
Mr.	R.	Mateauma	District commissioner, Balaka	District Coordinator	2014. xx - Present
Blantyre District					
Mr.	P.	Kantsitsi	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr.	G.	Kanyerere	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr.	M.	Kamolomo	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Mrs.	J.	Bondwe	District Community Development Officer	District Management Team	2013. 04 - Present
Mr.	M.	Mbulaje	District Environment Officer	District Management Team	2013. 04 - Present
Mr.	C.	Masanjala	Assistant District Forestry Officer	Technical Support Team	2013. 04 - Present
Mr.	J. J.	Chigwiya	Senior Forestry Assistant	Technical Support Team	2013. 04 - Present
Mr.	M.	Simba	District Land Resource and Conservation Officer	Technical Support Team	2013. 04 - 2013. 06
Mr.	T.	Kamera	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 06 - Present
Mrs.	P.	Kadamanja	District Land Resource and Conservation Officer	Technical Support Team	2015. 04 - Present
Mr.	N.	Phiri	Agricultural Extension and Development Coordinator	Technical Support Team	2014. 09 - Present
Mrs.	J.	Mulekano	Assistant Community Development Officer	Technical Support Team	2013. 04 - Present
Mr.	K.	Makwate	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr.	I.	Wandale	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr.	M.	Kavalo	Forest Guard	Conservation Coordinating Officer	2014. 04 - Present
Mr.	J.	Andiwochi	Forestry Assistant	Conservation Coordinating Officer	2014. xx - Present
Mr.	P.	Kwachera	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr.	P.	Kalua	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - 2014. 09
Mr.	E.	Nkonya	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 09 - Present
Mr.	C.	Yesaya	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mrs.	A.	Chagoma	Senior Community Development Assistant	Conservation Coordinating Officer	2013. 05 - Present

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Name	Designation in Government	Designation in Project	Period in Project
Mwanza district			
Mr. E. Chihana	Director of Planning and Development	District Management Team	
Mr. B. Mtambo	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr. V. Wandale	District Agriculture Development Officer	District Management Team	2013. 04 - 2014. 03
Ms. C. Chisenga	Acting District Agriculture Development Officer	District Management Team	2014. 03 - 2014. 06
Mr. E. Mbendera	District Agriculture Development Officer	District Management Team	2014. 06 - Present
Mr. P. M. Banda	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. J. Mwenechanya	District Environment Officer	District Management Team	2013. 10 - Present
Mr. J. Lichapa	District Agriculture Extension Methodology Officer	Technical Support Team	2013. 05 - 2013. 09
Ms. M. Chisale	Assistant District Forestry Officer	Technical Support Team	2015. 03 - Present
Mr. D. Chiningwa	Forestry Assistant	Technical Support Team	2013. 09 - Present
Mr. C. Lameck	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 09 - Present
Mr. S. Kasambwe	Agricultural Extension and Development Coordinator	Technical Support Team	2015. 03 - Present
Mr. E. P. Kalitsiro	District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - Present
Mr. F. Chaima	Assistant Community Development Officer	Technical Support Team	2013. 05 - Present
Mr. L. Fungulani	Senior Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. P. Chakana	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - 2013. 09
Mr. A. Benson	Forest Guard	Conservation Coordinating Officer	2013. 10 - Present
Mr. F. Banda	Forest Guard	Conservation Coordinating Officer	2015. 03 - Present
Mr. M. Zulu	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. C. Bingala	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 03 - Present
Mr. H. Cherani	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - 2014. 09
Mr. A. Phiri	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 10 - 2015. 09
Mr. M. Ngondo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2015. 03 - Present
Mrs. S. Sodzapanja	Assistant Community Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. M. Zilambalala	Community Development Assistant	Conservation Coordinating Officer	2015. 03 - Present
Neno			
Mr. M. Mwakhwawa	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr. E. Ngwangwa	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mrs. L. Mphande	District Agriculture Development Officer	District Management Team	2013. 04 - Present
Mrs. R. Bvulumende	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. D. Itimu	Acting District Environment Officer/District Fisheries Office	District Management Team	2013. 04 - 2014. 09
Mr. H. Bolokonya	District Environment Officer	District Management Team	2014. 10 - Present
Mr. A. Macheso	Assistant District Forestry Officer	Technical Support Team	2013. 05 - Present
Mr. M. Tandaude	Agricultural Extension and Development Officer	Technical Support Team	2013. 05 - 2013. 10
Mr. A. Siska	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 04 - 2013. 10
Mr. M. Dzumani	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 11 - Present
Mr. S. Mzungu	District Land Resource and Conservation Officer	Technical Support Team	2013. 10 - Present
Mr. D. Gonambali	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 04 - Present
Mr. B. K. Mangulama	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. F. Lopanda	Forest Guard	Conservation Coordinating Officer	2013. 05 - Present
Mr. Chapasuka	Forest Guard	Conservation Coordinating Officer	2015. 07 - Present
Mr. J. T. Banda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. E. Baison	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. C. Kalinga	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. L. Mchawa	Community Development Assistant	Conservation Coordinating Officer	2014. 03 - Present
Balaka			
Mr. D. Gondwe	Director of Planning and Development	District Management Team	2013. 04 - Present
Mr. C. Kamwendo	District Forestry Officer/District Environment Officer	District Management Team/Project Manager	2013. 04 - 2013. 10
Mrs. A. Chilingulo	District Forestry Officer	District Management Team/Project Manager	2013. 04 - Present
Mr. W. D. Ndhlovu	District Agriculture Development Officer	District Management Team	2013. 04 - 2014. xx

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Name	Designation in Government		Designation in Project	Period in Project
Mr. E.	Kadunga	District Agriculture Development Officer	District Management Team	2015. 02 - Present
Mr. M.	Chirambo	District Community Development Officer	District Management Team	2013. 04 - Present
Mr. B.	Kamanga	District Environment Officer	District Management Team	2013. 04 - Present
Mr. W. M.	Kalipinde	Assistant District Forestry Officer	Technical Support Team	2013. 08 - 2015. 06
Mr.	Nangwale	Assistant District Forestry Officer	Technical Support Team	2015. 06 - Present
Mr. G.	Kamwaza	Agricultural Extension and Development Coordinator	Technical Support Team	2013. 05 - Present
Mr. B.	Chimenya	Assistant District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - 2013. 12
Mr. C.	Nyirenda	District Land Resource and Conservation Officer	Technical Support Team	2013. 05 - Present
Mr. J.	Chisale	Senior Community Development Assistant	Technical Support Team	2013. 05 - Present
Mr. P. S. B.	Zisiyana	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - 2015. 04
Mr. B.	Mvula	Forestry Assistant	Conservation Coordinating Officer	2015. 05 - Present
Mr. F.	Seyani	Forestry Assistant	Conservation Coordinating Officer	2013. 05 - Present
Mr. Z.	Banda	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mr. R. S.	Ndala	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2013. 05 - Present
Mrs. M.	Moyo	Agricultural Extension and Development Officer	Conservation Coordinating Officer	2014. 03 - Present
Mrs. R.	Mazibuko	Senior Community Development Assistant	Conservation Coordinating Officer	2013. 05 - Present

To the Chief Representative of JICA Malawi Office

PROJECT MONITORING SHEET

Project Title: Project for Promoting Catchment Management Activities in Middle Shire

Version of the Sheet: Ver. 04 (term: May 2017 – Oct. 2017)

Name: Masato ONOZAWA

Title: Team Leader/ Institutionalization 1

Submission Date: Oct. 31, 2017

I. Summary

1 Progress

This is the fourth submission of the Monitoring Sheet by IC Net Ltd. The company has been entrusted the latter half of the *Project for Promoting Catchment Management Activities in Middle Shire Phase II* (COVAMS II) by Japan International Cooperation Agency (JICA) since September 2015. Overall, the Project has been carried out as scheduled according to the PO. The current phase of the Project is aimed at concluding the project which is scheduled in March 2018.

1-1 Progress of Inputs

1-1-1 Assignment of Counterpart Personnel

(See Appendix for the list of counterpart)

Table 1 List of Key Counterpart Personnel

Title/ Responsibilities	Affiliate/ Ministry	Name
Principle Secretary	Ministry of Natural Resource Energy and Mining (MoNREM)	Mr. Clement Z. Chilima
	(until September 2016)	Mr. Kester Kaphaizi Botolo
Deputy Director of Department of Forestry	MoNREM, Department of Forestry	Mr. Thomas Makhambera, Mr. Francis Chilimampungu
Director of Agricultural Extension Service, Agricultural Extension Service Department	Ministry of Agriculture, Irrigation and Water Development (MoAIWD),	<u>Dr. Jeromy Nkhoma</u>
Director of Community Development, Department of Community Development	<u>Ministry of Civic Education, Culture, and Community Development (MoCECCD)</u>	Ms. Clotilda Sawasawa
Deputy Director, Department of Performance Enforcement	Office of the President and Cabinet (OPC)	Mr. Elliot Phiri
Regional Forestry Officer (South)-RFO (S), Department of Forestry	MoNREM, Department of Forestry	Ms. Cecilia Chauluka
District Forestry Officer, Balaka	MoNREM	Mr. Paul Muhosha (from March 2017)
		Mr. Baird Nangwale

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District Forestry Officer, Blantyre	MoNREM	Mr. Geoffrey Kanyerere
District Forestry Officer, Mwanza	MoNREM	Mr. Gregory Kulemeka (from July, 2016)
		(Vacant until June 2016) Mr. Brian Mtambo (up to June 2016).
District Forestry Officer, Neno	MoNREM	Mr. Emmanuel Ngwangwa
Assistant District Forestry Officer, Blantyre, Regional Management Team (RMT)	MoNREM	Mr. Peter Mkwapatira

1-1-2 Assignment of Japanese Experts

The Project was inaugurated in October 2013 followed by the dispatch of long-term experts from JICA (Table 2). Then since September 2015, a team of consultants has been dispatched and took over the Project (Table 3). The following is the summary of the assignment(s) of the experts as the end of October 2016.

1) Experts (Dispatched by JICA)

Table 2 List of Experts (April 2013-October 2015)

Title/ Expertise	Name	Affiliation	Assignment	
			From	To
i) Long-term Experts				
Chief Adviser/ Forest Resource Management	Mr. Akira SATO		April 10, 2013	October 3, 2015
Rural Development	Mr. Hiroyuki KANAZAWA	Primela Ltd.	April 10, 2013	October 3, 2015
Coordinator/Forest Resource Management (Watershed Management)	Ms. Satsuki FUKAI		May 27, 2013	October 17, 2015
ii) Short-term Experts				
Action Research	Dr. Kiyoshi MASUDA	OAFIC Co. Ltd.	May 6, 2013 October 1, 2013	September 2, 2013 January 29, 2014
Research Design	Dr. Hiroaki OKADA	Sanyu Consultants INC.	May 31, 2013	June 29, 2013
Extension Strategy	Ms. Etsuko AKABANE	Japan Development Service Co. Ltd	June 23, 2014 January 9, 2015	December 21, 2014 February 23, 2015
	Mr. Hiroshi KIKUCHI	CDC International	May 10, 2015	July 8, 2015

2) Experts Dispatched under the Contract between JICA and IC Net Ltd.

Table 3 List of Experts (September 2015 – October 2017)

Title/ Expertise	Name	Assignments		
		From	To	Days
Team Leader/ Institutionalization 1	Mr. Masato ONOZAWA	February 2, 2016	March 1, 2016	29
		April 17, 2016	August 14, 2016	120
		January 1, 2017	February 12, 2017	36
		May 9, 2017	July 27, 2017	80

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		<u>October 28, 2017</u>	<u>(December 19, 2017)</u>	<u>4</u> <u>(53)</u>
Deputy Team Leader/ Institutionalization 2	Mr. Kikuo OISHI, PhD	September 13, 2015. <u>November 2, 2015</u>	September 22, 2015 <u>December 12, 2015</u>	10 <u>41</u>
Deputy Team Leader/ Institutionalization 2 & 3	Mr. Tomoyuki SHO	November 15, 2015 April 30, 2016 October 16, 2016 March 17, 2017 <u>August 6, 2017</u>	December 5, 2015 May 19, 2016 December 13, 2016 April 23, 2017 <u>September 11, 2017</u>	21 26 59 38 <u>37</u>
Extension Technology 1	Mr. Tokio KITAMADO, PhD	January 17, 2016 <u>September 3, 2017</u>	March 1, 2016 <u>October 12, 2017</u>	45 <u>40</u>
Extension Technology 2/ Soil Conservation Technology	Ms. Naoko OGAWA	September 10, 2015 March 1, 2016 June 7, 2016 <u>August 1, 2017</u>	September 16, 2015 March 31, 2016 July 8, 2016 <u>September 14, 2017</u>	7 31 32 <u>45</u>
Training Management/ M&E	Ms. Mami SATO, PhD.	October 2, 2015 May 27, 2016 <u>June 20, 2017</u>	November 15, 2015 June 26, 2016 <u>August 3, 2017</u>	45 31 <u>45</u>
Project Coordinator/ Assistant Trainer 1	Ms. Kanae TANAKA, J.D.	September 20, 2015 January 8, 2016	November 26, 2015 March 1, 2016	80 59
Project Coordinator/ Assistant Trainer 1	Ms. Ayumi UEMATSU	March 15, 2016 July 19, 2016	April 30, 2016 September 4, 2016	48 48
<u>Project Coordinator/ Assistant Trainer 1</u>	<u>Mr. Keitaro ASABA</u>	<u>October 28, 2017</u>	<u>(November 27, 2017)</u>	<u>4</u> <u>(31)</u>
Project Coordinator/ Assistant Trainer 2	Ms. Tomoko KIDA	March 18, 2016 September 30, 2016	April 14, 2016 December 1, 2016	28 64
Project Coordinator/ Assistant Trainer 3	Ms. Izumi SHIRAISHI	August 31, 2016 January 24, 2017 <u>September 1, 2017</u>	October 1, 2016 April 2, 2017 <u>October 15, 2017</u>	42 69 <u>45</u>
<u>(As of October 31, 2017)</u>				<u>1,509</u>
Project Coordinator (Trainee, Cost borne by IC Net Ltd.)	Ms. Izumi SHIRAISHI	May 21, 2016	July 28, 2016	69

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1-1-3 Materials and Equipment

The following materials and equipment are provided to facilitate the project Activities. The items listed in Table 4 have been transferred to the Malawian side.

Table 4 List of Materials and Equipment

#	Year	Item/ Description	Price (MKW, USD)	Qty	Total	Date of Delivery
1	2013	Copier	2,627,075.00	1	2,627,075.00	June 25, 2013
2		Computer and printers	830,878.00	5	4,154,390.00	July 30, 2013
3		Motorbike	1,207,134.08	25	30,178,352.00	October 14, 2013
4		Laptop computer	755,069.33	3	2,265,208.00	November 18, 2013
5		4WD pickup	USD 25,817	4	USD103,268.00	January 14, 2014
		(Exchange rate)		432	44,611,776.00	
6	2014	Laptop computer	538,812.50	2	1,077,625.00	November 18, 2014

1-1-4 Training in Japan and in Third Countries

For the enhancement of the capacity of counterpart personnel, the following training has taken place in Japan and Third Countries (Kenya).

Table 5 Training in Japan & Third Countries

Subject of training	JFY	Duration	Participant Names	Position	Output
Training in Japan					
Rural Community Development by Life Improvement Approach for Africa	2014	July 6 - August 23, 2014	Ms. A. Chagoma	CCO/Senior Community Development Assistant, Blantyre	Output 2
Regional Development by Systematic and Comprehensive Utilization of Forest Resources through Forest Certification System and Product Branding	2014	October 22 - November 20, 2014	Mr. G. Kamanga	ARPC/Forestry Officer, Regional Forestry Office South	Output 2
Farmer-led Extension Method	2014	January 13 - February 13, 2015	Mr. M. Dzumani	TST/Agricultural Extension and Development Coordinator, Neno	Output 2
			Ms. C. Kalinga	CCO/Agricultural Extension and Development Officer, Neno	
Capacity Improvement in Operation and Management of Extension Activity	2014	December 1-19, 2014	Mr. G. Rapozo	District Commissioner, Mwanza District	Output 1 & 2
			Mr. G. Kanyerere	Project Manager/ District Forestry Officer, Blantyre	

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			Mr. B. Mtambo	Project Manager/ District Forestry Officer, Mwanza	
			Mr. C. Masanjala	TST/ Forest Officer, Blantyre	
			Mr. E. Kalitsiro	TST/ District Land Resources and Conservation Officer, Mwanza	
			Mr. T. Kamera	TST/Land Resources and Conservation Officer, Blantyre	
Farmer-led Extension Method	2015	January 5- February 5, 2016	Mr. Cleopas Lameck	Agriculture Extension Development Coordinator/ Mwanza	Output 2
Capacity Development in Operation and Management for Extension Activities	2015	December 6- 21, 2015	Mr. Charles Kalemba	District Commissioner, Blantyre	Output 1 & 2
			Ms. Memory Kaleso Monteiro	District Commissioner, Neno	
			Mr. Rodrick Mateauma	District Commissioner, Balaka	
			Mr. Hansford Chitenje Yusuf	Chief Policy and Programme Officer, Performance Enforcement Department, the Office of President and Cabinet	
			Mr. Martin Kausi	Programme Manager, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
			Ms. Gertrude Kalinde Thaulo	Programme Manager, Machinga Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	2015	October 12 – November 14, 2015	Mr. Drake Chiningwa	TST/ Assistant Director, Mwanza Forestry Department Ministry of Natural Resources Energy and Mines	Output 2
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	2016	May 1 – June 1, 2016	Mr. Maxwell John Moyo	CCO/ Agriculture, Balaka Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2

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Capacity Development in Operation and Management for Extension Activities	2016	September 30 - October 21, 2016	Mr. Baird Simplex Nangwale	PM/ District Forestry Officer, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	Output 1 & 2
			Mr. Jafali Chisale	TST/ Assistant Community Development Officer, Balaka, Ministry of Gender Children Disability and Social Welfare	
			Mr. Aubrey Macheso	TST/ Forester, Neno Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Innoce Wandale	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Kalembwe Devine Makwati	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Elias Anderson Baison	CCO/ Agriculture Extension Development Officer, Neno, Department of Agricultural Extension Services, Ministry of Agriculture, Irrigation and Water Development	
			Mr. Fyson Livison Seyani	CCO/ Senior Forestry Assistant, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	
			Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	2016	
<u>Farmer-led Extension Method (Curriculum Development for Motivated Farmers)</u>	<u>2017</u>	<u>May 1 = June 1, 2017</u>	<u>Mr. Earnest Samson Nkonya</u>	<u>CCO/ Agriculture, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation</u>	<u>Output 2</u>

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				<u>and Water Development</u>	
<u>Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources</u>	<u>2017</u>	<u>October 1 = November 3, 2017</u>	<u>Mr. Gregory Mbawala Kulemeka</u>	<u>District Forestry Officer, Mwanza, Ministry of Natural Resources Energy and Mines</u>	<u>Output 1 & 2</u>
<u>Training in the Third Countries (Kenya)</u>					
<u>Regional Training on Adaptation to Climate Change</u>	<u>FY 2016</u>	<u>October 16 = November 19, 2016</u>	<u>Mr. Farai Kafanikhale</u>	<u>TST/Forester, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines</u>	<u>Output 1 & 2</u>

1-2 Progress of Activities

Toward the end of the Project scheduled in March 2018, the Activities listed among the four Outputs are in progress. The progress of the activities listed under each Output varies but the institutionalization of COVAMS approach has been taken into action. Details are explained as shown in the following section (1-3 Achievement of Output).

1-3 Achievement of Output

1-3-1 The revised Output 1 in the PDM Ver. 2 is "Promotion for the target districts and ministries concerned to ensure institutionalization and budget for COVAMS is carried out." There are three indicators and they are: "1-1. The materials for providing information meeting the needs of at least three (3) organizations, including the guidelines for the COVAMS approach, are prepared", "1-2. A seminar for information sharing/ PR inviting the private sector with a stake in catchment management is convened at least two (2) times" and "1-3. A field visit inviting participants from donor/ media is organized at least two (2) times".

- i) The progress of Indicator 1-1 is that the promotion of COVAMS activities has been carried out to the ministries and agencies such as the Ministry of Agriculture, Irrigation and Water Development, the Ministry of Gender, Culture and Community Development and Forestry Department., etc. The Project will continue to work with these ministries and agencies toward the end of the Project.
- ii) For Indicator 1-2, a public relations seminar targeting the following two private firms is planned in November - December 2017. They are Electricity Generation Company (Malawi) Ltd. (EGENCO MW Ltd. and Blantyre Water Board.
- iii) For Indicator 1-3, a field visit for southern newspaper reporters has been planned and implemented (The Daily Times on April 6, 2017). Additional field visits for media will be held in the occasion of the proposed JCC scheduled in November 2017 and March 2018. Regular meetings by organizations concerned are held. For the post project period, the districts are expected to hold monthly meetings. In addition, the district-level initiatives will continue to try to disseminate information through community radio and/or TV use in each district.

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<Others>

- iv) In the Work Plan submitted in September 2015, the Team defined “Institutionalization” from the following three elements: (1) extension; (2) administration; and (3) finance. The elements are closely related to each other and essential for achieving the “Institutionalization” of the COVAMS approach. In “Extension”, the COVAMS approach is expected to be extended steadily, and policy-makers will get to acknowledge its positive impact. In “Administration”, the preparation of annual activity plan, budgeting and allocation, project implementation and regular M&E are to be implemented, and a system for the implementation will be in place. Finally, in “Budget”, activity plans (including budgeting and finance) are to be prepared at the local level and will be approved based on the existing annual budget cycle of Malawi.
- v) The Team has examined the budget processes of the Government and financial conditions through interviews with government officials and politicians, to identify potential funding sources and prioritize actions for securing funds. In addition, the Team has worked with the Department of Forestry to support them to complete the submission of PSIP budget request.
- vi) The Team discussed with district officers who is responsible for the financial affairs regarding the most updated “Annual Investment Plan”. It was found that the plan is no longer prepared at the district-level as stated in the PDM. The plan is replaced by PSIP. Currently, district officers of ministries prepare and compile annual budget proposals for submission using the PSIP budget template every year. For the budgeting of COVAMS, the Regional Forestry Office is primarily responsible for preparation of budget proposal through PSIP. Upon the advice and the request from the Operation Advisory Team dispatched by the JICA Head Quarters in January 2017, the team revisited the District Commissioner (DC) and the Director of Planning and Development (DPD) of each district to investigate and reconfirm the current status of the District Strategic Development Plan. It was found that the plan had some shortcoming to be used as an indicator of the PDM, due to the lack of funding to support continuous updating.
- vii) Through a series of interviews to COVAMS key personnel, e.g. DMTs/ TSTs/ CCOs, the Team has reviewed the current district-level administrative procedures. Based on the above, a roadmap for transfer of the work responsibility toward the end of the technical cooperation project has been proposed and discussed through the monthly regular PM meetings.
- viii) The Team discussed with the Department of Forestry (DOF) on possibilities of allocating funding from the Forestry Development and Management Fund (FDMF) and the Tobacco Levies. An agreement was reached that DOF would make best efforts to allocate funding from the next financial year’s FDMF and Tobacco Levies preferentially to the region/ districts where CMFAs using COVAMS approach are being planned.
- ix) The Team and the DOF have started to review the Guidelines for Promotion of Catchment Management through Farmers’ Activities (CMFA) with COVAMS Approach in preparation for the possible official acknowledgment/ endorsement of the document.

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- x) The Team together with the DOF discussed with Malawi College of Forestry and Wildlife (MCFW) the proposed incorporation of COVAMS approach into the curriculum and coursework of MCFW. MCFW Principal and faculty members suggested the possibility of developing a new short-course covering COVAMS approach or using COVAMS approach as a case study in college courses. All the parties agreed that MCFW faculty members should visit COVAMS project sites as a next step forward.
- xi) The Team proposed to Local Development Fund (LDF) officials the potential integration of the inclusive training-based CMFA using COVAMS approach into the MASAF public works program. The Team explained the benefits of adopting COVAMS approach into MASAF and presented a design change proposal. Both sides agreed to discuss further involving a top-level LDF official.
- 1-3-2 The revised Output 2 is “Capacity for implementing the COVAMS approach by officers of the target districts is improved”. There are 5 indicators and they are: “2-1. Training covering ten (10) designated subjects is carried out at least once”, “2-2. At least 80% of participants fulfill the requirements in the post-training evaluation of the training on CMFA using the COVAMS approach”, “2-3. The COVAMS approach is adopted by at least 80% of the villages (more than 296 villages out of 370 villages) within the pilot TAs”, “2-4. At least 80% of the LFs (2,910 LFs out of 3,637) elected by fellow farmers are acknowledged” and “2-5. At least 80% of the selected SLFs (326 SLFs out of 407) are acknowledged.
- i) The training in the ten (10) areas indicated in 1-1 has been completed by October 2107.
- ii) By the end of September 2017, Indicator 1-2 has been achieved. The project has evaluated the level of understanding of COVAMS approach through the Performance Review Meeting in June 2017 (self assessment and evaluation of each district). The result shows that at least 80% of the 14 TSTs and 80% of 27 CCOs carried out their activities complying with the COVAMS guidelines. The self-evaluation shows that CMFA using COVAMS was higher than 3 out of 5 levels which is satisfactory.
- iii) The adoption rate as of October 2017 for Indicator 1-3 is that the COVAMS approach has been implemented in 347 villages out of 367. The achievement rate is calculated as high as 95%. The achievement rate in Neno prefecture, however, is as low as 55%. This is because the activities of the Shire River Basin Management Program entered the TA Dambe (50 villages), which was the original one of the target TAs of COVAMS. The project forced to change its target to TA Symon (all 47 villages) in order to avoid competition. Also, in Blantyre District, activities are being carried out at the initial target number of villages or more. This seems to be a result of the split of a single village into multiple villages in recent years.
- iv) The current achievement for Indicator 1-4 is completed as of October 2017. Of the 3,795 LFs nominated between 2013 and 2017, some 3,745 LFs were given certificates. The authentication rate is as high as 99%.
- v) The achievement of Indicator 1-5 as of the end of October 2017 is that the indicators have been achieved. All of the 435 SLFs nominated between 2015 and 2017 were all certified.

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<Others>

- vi) (Budget Planning Process) A persistent difficulty in securing funding for the project¹ has been one of factors whether or not the institutionalization would be achieved. The Project has supported the districts to facilitate the process of preparing the annual budget documents complying the procedures and the requirements of PSIP. The financial difficulty, however, has been causing even more dependency to donor supports such as COVAMS II. Therefore the Project needs to diversify funding other than ordinary Part II Budget through PSIP.
- vii) (Review Meeting) Since the taking over by IC Net Ltd. in September 2015, the planning process of COVAMS-related planning activities has been reviewed and modified thoroughly, aiming at the district officers, who will be able to plan and implement the activity plans. This includes a project cycle consisting of planning, implementing, monitoring and reviewing; and will be carried out routinely without requiring large external inputs (e.g. a formal conference setting for the meeting, etc.). Annual and semi-annual review meetings of the two consecutive years have been convened for preparation and monitoring of the activities.
- viii) (Review Meeting) A series of review meetings for preparation of 2017/18 activities was launched in March 2018. Some modification were given to the agendas of the year, for example the formulation of activity plan for 2017/18 is derived from the full review of the activities of the previous year, identification of priority areas/ communities with spatial and environmental consideration are taking into account, and consideration of minimum requirements for sustaining the COVAMS approach aiming at the post COVAMS local initiatives. Each district prepared its annual activity plan based on the internal discussions and the exchanges across the districts. During the meeting, a set of the criteria for weaning² the target villages from the direct support upon completion of initial two years of direct support from the Project was discussed. The final meeting for presenting the plans prepared by each district was convened on March 31, 2017. As a result of the final meeting, the criteria above and the checklist for monitoring activities were approved along with district annual activity plans.
- ix) (Introduction of lean COVAMS) Since the taking over of the Project by IC Net Ltd., the Team has been communicating deliberately with counterparts on the issue of minimizing inputs because the current setup creates dependency and is not sustaining when the Project terminates in March 2018. Though one of the five principles of the COVAMS approach was utilization of locally available resources, people involved in the Project tended to be dependent to the various supports (e.g. fuel

¹ The total budget disbursement in the FY 2015/16 was only MWK 15 million for COVAMS II while its original request on the PSIP was MWK150 million and its approved budget plan was MWK 50 million. According to the officers responsible for district finance, a priority was given to physical investment projects to avoid contractual difficulties. The disbursement for the counterpart budget (Part II Budget), however, has been MWK 0.0 (zero) while the original budget request for the FY2016/17 on the PSIP was MWK 120 million. Such trend is considered persistent in the FY2017/18.

² A positive vocabulary, "Happy Graduation", was used to facilitate and accelerate independence from the direct support from the Project.

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for extension works and monitoring, provision of various incentives including materials, allowance, etc.) from the Japanese side. In reality, such support makes the lives of CCOs easier³. To minimize negative impact from the dependency for securing sustainability, the team proposes an idea of lean COVAMS which requires minimum input for implementation as a trial basis at five (5) villages in Mwanza district. The team organized a workshop on March 27 to prepare an action plan for the lean COVAMS inviting leaders of these villages. Some new CCOs were nominated and were to facilitate and to lead the workshop. TST of Mwanza district explained how the lean COVAMS is designed, and prepared the activity plan for carrying out the proposed lean COVAMS through a discussion with the participants.

The total number of the target villages as of FY 2016/17 has increased by 345 from the initial 50 in 2013 (see Table 6). Total households currently working with are estimated as much as 45,000 through 3,000 LFs and 32 CCOs.

Table 6 Changes of the Number of the Target Villages (2013-2017)

Target Districts	Year Plan	Conservation Coordinating Officers (CCOs)	Villages (Old & New)	House Holds (HH)	Lead Farmers (LF)
4 Balaka, Blantyre, Mwanza, Neno	2015/16	30	217	32,333	2,186
4 Balaka, Blantyre, Mwanza, Neno	2016/17	32	345	45,750	3,047
Target Districts and TAs					
Balaka	Blantyre:	Mwanza	Neno		
TA: Chanthunya	TAs: Chigaru & Lundu	TAs: Govati & Nthache	TAs: Mlauli & Symon		

Table 7 Interventions Initiated by the Project

Districts	Year	Villages Covered	Tree Seedling Planted	Ha Conserved	Check dams constructed	Gully Constructed
BLANTYRE	2015/16	62	38,188	81	461	17
BALAKA		68	34,712	75	552	9
MWANZA		49	94,985	38	11,769	2,353
NENO		38	66,987	78	1,238	843
Total		218	196,684	272	14,020	3,222

³ Japanese experts see that government officers (CCO, TST, PM, etc.) are dependent than farmers to material and financial support provided mainly by the Japanese side to COVAMS project. Not all such support is considered absolutely essential for people participating in COVAMS project. They are, however, to facilitate the process.

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1-3-3 Output 3: “Effectiveness of the COVAMS approach, both extension method and extension subjects, is verified.”

- i) The achievement of Indicator 3-1 “At least 80% of the LFs elected by the fellow farmers carry out minimum of one (1) training each subject on the CMFA using the COVAMS approach” is that 100% of the LF train at least once in all technologies of nurturing, soil conservation and gully control according to the Household Questionnaire Survey prepared in January 2017.
- ii) The achievement of Indicator 3-2 “At lease 80% of the households in the villages covered by the project participate the training on the CMFA using the COVAMS approach carried out by LFs” is that participation rates of residents' training for nursery training were 81.5% in the first year, 90.3% in the second year and 88.2% in the third year according to the household survey. Similarly, the soil conservation training was 88.8%, 95.1%, 97.0%; the Galley control training was 85.9%, 94.0%, 97.1%.
- iii) The achievement of Indicator 3-3 “At least 50% of the households in the villages covered by the project adopt the CMFA of the respective areas” is that the adoption rate of seedling production was 83.8% in the first year, 89.6% in the second year, 90.7% in the third year, the practice rate for planting trees was likewise 84.6%, 88.3%, 87.9%. The practical rate of soil conservation technology is 88.9% in the first year, 97.2% in the second year, 98.6% in the third year, and the practical rate of gully control technology is 69.1%, 69.2%, 72.1% in the same way.
- iv) The achievement of Indicator 3-4 “The effectiveness of the contour ridge cultivation as one of the CMFA technique using COVAMS approach is identified” is that 1,103 ha Maize farm in 2014/15 agricultural period revealed that the soil erosion of 19,287 m³ (17.49 m³/ ha) as a whole was prevented by soil preservation by the contour farming method (“Working Paper No. 9: Soil Loss Study for Maize Gardens and Small Scale Check Dams” submitted in September 2015).
- v) Indicator 3-5 “The effectiveness of gully prevention technique as one of CMFA technique of COVAMS approach is identified” as of the end of October 2017 is that the Indicators have been achieved. A total of 1,602 m³ of soil erosion was prevented by 21,362 check dams built in the four districts retaining approximately 0.075 m³ of soil each dam according to “Working Paper No. 9: Soil Loss Study for Maize Gardens and Small Scale Check Dams” submitted in September 2015.

<Others>

- vi) The planned experiment for soil erosion has been carried out based on the advice given by the long-term experts. It consists of the following four plot categories: a) 45 degree straight ridge (plot made “business as usual” practice for comparison), b) contour ridge, c) soil conservation employing mulching by various organic matters, and d) a plot using manure. The simple experiment, however, did not reflect the complex nature of soil erosion caused by runoff water and was difficult to identify the factors and impact of the different preparation of the plots as intended. The hydrological model

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for estimating soil erosion caused by runoff water employed in COVAMS was too simple that factors such as soil type, strength and intensity of rainfall, slopes, etc. have not been taken into account⁴. In addition the site design and the locations designated by the previous team of the experts were not carefully calibrated⁵. For example, eroded soil made by the runoff water of each plot were mixed by soil failed from the walls of trenches and excavated banks surrounding the pit. Apart from the physical design of the sites advised by the long-term experts, the plan of the experiment lacks basis of literature study on hydrology⁶. According to literature study conducted by the current Team, an erosion estimation model predicts long-term average soil loss resulting from raindrop splash and runoff from specific field slopes in specific cropping and management systems and rangeland. In light of such shortcoming on appropriate approaches to analyze long-term examples is the Revised Universal Soil Loss Equation⁷ (RUSLE) developed by the US Department of Agriculture⁸.

- vii) According to interviews during monitoring visits made by experts, the yield of each experiment plot varies due to the serious draught hit throughout Southern Africa in 2016. Based on the observation, the plots using mulcting (type c above) yields better this year because the organic matters covering the plot have conserved and retained moisture in the soil. Applying the farming technique depends on weather conditions in particular precipitation. When much rainfall is expected, contour ridge farming is effective. Whereas when draught is expected, mulching is the most appropriate technique. The challenge for ordinary farmers is to collect and apply appropriate amount of organic materials because they are high in need for use as animal feed for raising cattle, goats, etc.
- viii) Household questionnaire survey was carried out in June-July 2014. 760 households were randomly selected and were interviewed by a team of researchers. The finding is summarized as follows:
- ♦ COVAMS approach shows effectiveness and strength in extending agricultural practices within a relatively short period of time.
 - ♦ Adoption of techniques (e.g. soil conservation, building check dam) exceeds 50% level within one

⁴ The subject is complex and few textbooks or manuals provide much in the way of guidance. As a result, much time, effort and money have been wasted on work that has yielded little useful information. Many experiments, particularly those involving runoff plots and measuring weirs, have been abandoned because they proved to be impractical to operate, faulty in design or too slow in providing the type of information needed. (Source: N. W. Hudson (1993): Field measurement of soil erosion and runoff; Food and Agriculture Organization of the United Nations. Rome).

⁵ Multiple testing sites and the plots should have been chosen as similar as possible, for no plots are ever identical, and the two plots are calibrated, i.e., the difference between the two is measured by plotting values of some suitable parameter of one plot against the other.

⁶ According to Mr. Sato, former Chief Advisor of COVAMS II, the previous experiments were based on no literate study on hydrology or river engineering, etc.

⁷ The Universal Soil Loss Equation (USLE) is a widely used mathematical model that describes soil erosion processes. It was developed in the U.S. based on soil erosion data collected in the beginning of the 1930s by the U.S. Department of Agriculture (USDA) Soil Conservation Service (now the USDA Natural Resources Conservation Service). The model has been used for decades for purposes of conservation planning both in the United States where it originated and around the world (Source: USDA; URL= <https://www.ars.usda.gov/southeast-area/ford-ms/national-sedimentation-laboratory/watershed-physical-processes-research/docs/revised-universal-soil-loss-equation-rusle-welcome-to-rusle-1-and-rusle-2/>)

⁸ Beside the RUSLE discussed above, the data collection for the experiment did not follow a general rule, and regulation of plot shall be complied with technical guidelines such as the USDA or the Japanese Ministry of Land, Infrastructure and Transport.

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year from the beginning of intervention.

♦ Seedling production within 2 years from the beginning of intervention totals over 2.3 million; average seedling production per household is 67 (please see the summary of the household survey).

1-3-4 The revised Output 4 is “The commitment of the COVAMS approach among leaders of all levels is enhanced.”

- i) The current status of Indicator 4-1 “A monthly meeting by the CCO4 -TST5 is convened regularly by the initiatives of the district forestry departments” as of October 2017 is that the COVAMS-related meeting at villages are convened regularly.
- ii) The status of Indicator 4-2 “A monthly PM meeting of the target districts is convened regularly by the initiatives of the district forestry departments and other district departments concerned as of now is that the regular PM meeting is held once a month. It is believed that it will continue to be held when the project completes in March 2018. Other current transactions on the Malawian account toward fuel for vehicles necessary to hold such meeting are not fully secured at the time of writing.
- iii) Indicator 4-3 “The field visit inviting minimum of 8 officers of the ministries and districts is organized at least once by the district departments” is still in progress. A COVAMS seminar sponsored by Southern Province (field visit) is scheduled to be held between November and December 2017. Prospective participants are included in the current target four prefectures, Middle Shire river basin (e.g. Mangochi, Ntcheu, Macchinga, Zomba and Chiradzule).
- iv) Indicator 4-4 “The visit and explanation to the organizations concerned is carried out at least three (3) times by the initiatives of officers of ministry and the distract departments” has been fulfilled as of October 2017. The visits and explanation to various organizations and agencies have been implemented.
- v) Radio broadcasting is considered as one of the promising approaches for disseminating sustainable conservation practice in Malawi. Department of Extension Services of the Ministry of Agriculture, Irrigation and Water Development (MoAIWD) used radio broadcasting to reach out mass population for disseminating agricultural practice, etc. Though it is an effective medium for promoting new ideas, etc. it requires skillful development and professional production (e.g. planning, scripting, recording, editing, etc.) by such national broadcasting station as MBC⁹, a national broadcasting corporation.
- vi) The team investigated the procedures and the requirements for a regular broadcasting program that attracts farmers and other audience. It was found that a reduced tariff may be applied to public broadcasting program at MBC, when a special arrangement was made between the Department

⁹ The Team requested MBC, the national broadcasting system in Malawi, to broadcast two trial radio programs to introduce COVAMS activities. The programs were planned and developed by the long-term experts in 2015. They were on the air from the Blantyre Station on a regular evening agricultural program supported by the extension department of MoAIWD on April 18 and 20, 2016.

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of Forestry and the Ministry of Agriculture, Irrigation and Water Development. A professional work made by the production side requires additional cost beyond the reduced airtime. Given difficulty of securing financial resources of the public sector in Malawi, securing the cost of sustainable radio program is still a challenge.

- vii) Collaboration with the private sector is another untouched area to explore since the beginning of COVAMS II. The Team has contacted a couple of major corporations in Blantyre to see their interest in investing in some of COVAMS activities. The response varies due to the causes those companies have. As for the marketing tools, the brochure produced by the previous team was updated and the designs were revised by a local designer for further distribution in Malawi. The Team continues to communicate with the prospective partners with a relatively long-term commitment.
- viii) Collaboration with other development partners (donor agencies, etc.) is another issue to see if any opportunities arise. The Team worked with WFP and WRI by introducing COVAMS approaches as a means for extension technique. CCOs have been visiting respective project site for exchange of techniques. Relevant technical document of COVAMS was given to the counterpart organizations.

1-4 Achievement of the Project Purpose

Overall, judging the achievement of the Project Purpose is still premature. The current status is explained as following:

- i) The Project Purpose was revised in the PDM Ver. 2 as “Catchment Management through Farmers Activities (CMFA) is institutionalized in the target districts”. The new indicators along the purpose are: “(1) The annual plan and the budget request for CMFA using the COVAMS approach are prepared and implemented by the district departments” and “(2) The guidelines for the COVAMS approach is acknowledged by ministries concerned.” The current status is summarized as following:
- ii) The “District Strategic Development Plan” of each target district was no longer functional due to the lack of resources and initiatives for the sustaining review. The prepared plan was originally intended to be a basis for budget documents of each district and was initiated originally by GTZ. The plan, however, is no longer prepared nor maintained, according to the Directors of Planning and Development (DPD) of the four districts.

Table 8 The Updated Status of District Strategic Development Plans

Items/ Issues	Blantyre	Balaka	Mwanza	Neno
Availability of effective District Strategic Development Plan as of March 2018 and beyond	No	No	No	No
Current Status	District Council Strategic Development Plan (2011-16) expired in June, 2016. Updating is	Strategic Implementation Plan (2013-18) is available and is effective until June 2018.	Strategic and Implementation Plan (2011-16) expired in June 2016. No plan for updating or for revision.	There is no District Strategic Development Plan prepared. District Development Plan is the supreme

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	uncertain due to shortage of necessary resources available.	No clear time-frame for updating or for revision		planning document.
Availability of the District Development Plan (alternatives)	Effective DDP (2013–18) available. No clear schedule for updating	Preparation of DDP (2017–22?) in progress. The data of its completion is not clear due to some delay of compilation.	Preparation of the DDP in progress (completion schedule not disclosed).	An effective DDP (2013-18) available. No clear schedule for updating
Annual investment Plan/ Annual Implementation Plan	The Annual Investment Plan is a compilation of capital investment such as schools, roads, etc. The Annual Implementation Plan varies from one district to another. This is an annex to the annual budget document or sometimes budget document itself.			
	Safety guard plan is only applicable for the catchment management activities.	There are no AIPs. Only attached document on budget document is prepared.	Annual budget document prepared while there is no DDP. This lacks the justification of the budget.	AIP was prepared along with the current DDP.
<p>iii) <u>At the review meeting held from February to March 2017, activity plans for FY 2017/18 in each district were prepared. The activities have been implemented based on the plan. All four districts hold review meetings to collect current information on the target villages and analyze them to prepare the activity plan for the fiscal year. The annual review meeting is expected to hold from February to March 2018 for the preparation of post-project activities with an initiative by the Counterpart side. At the meeting, it is expected that the operation plan for FY 2018/19 will be also drafted.</u></p> <p>iv) <u>Following the district-level planning framework above, each district department prepares the budget plan respectively and annually. The plan, which includes the CMFA through COVAMS approach, is prepared annually. Therefore the achievement of the Project Purpose against the former indicator has been carried out and implemented.</u></p> <p>v) <u>The achievement of the second indicator as of October 2017 is that the finalization of the draft of the guidelines is completed. The long-term experts originally prepared the draft. It was reviewed by the Department of Forestry and found that both its content and format are not fully suitable for an official document. Department of Forestry and the Ministry of Gender, Culture and Community Development (MoGCCD) have agreed to acknowledge the document. The final draft will be presented to districts in Middle Shire for further review expected in a seminar held in November.</u></p> <p>vi) <u>As shown in Table 6, 345 villages in the four target-districts have been currently actively involved in the COVAMS approach. In addition, four more villages are experimenting Lean COVAMS this year.</u></p> <p>vii) <u>In addition, achievement through three elements of institutionalization, namely administration, extension and budget/finance, may be discussed. Firstly, in the administration area, capacity development activities are being implemented since the beginning of the training. Interaction with</u></p>				

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the expert team as well as among the counterparts of all levels and organizations in the day-to-day business transaction will help the project members to improve management. Presently, there is much room for improvement. For example, reporting as well as fuel request need to be submitted on time. Secondly, in the finance area, cooperation among different ministries is well established in the Project. The Office of President and Cabinet (OPC) in the central government is supportive to the project activities.

1-5 Changes of Risks and Actions for Mitigation

Overall, the major risk associated to implementation of COVAMS is funding as discussed in section 1-3-2 Output 2. In addition, it should be noted that the current status of the activities and the achievement varies from one district to another due to the difference in their conditions and circumstances (e.g. staffing, physical location, climate conditions in a particular year, etc.).

- i) Project activities in Balaka were suspended in September 2015 due to late disbursement of resource by mistakes and failure. With help from other district members, the cause of the problem and challenges were analyzed and the situation was back on track. As seen on the incident, peer-to-peer learning as well as oversight from the Regional Forestry Officer is a key for maintaining collaboration.
- ii) A stoppage occurred in Neno in October 2016 due to the absence of the core management team during the counterpart training in Japan. The responsibility of implementing activities was transferred to the substitute while they were out of the country. The operation of TOT is too complex for unskilled individuals when the PM and core management were out of office. A backlog of the planned TOT was cleared by the end of November 2016.
- iii) Low level of funding disbursement from the government is another persistent challenge for the project when aiming beyond the termination scheduled in March 2018. For the actions for mitigating the situation, even more involvement of the officers of the central government shall be strengthened for better coordination and policy formulation for promotion of CMFA using COVAMS approach.

1-6 Progress of Actions undertaken by JICA

- i) The Team appreciates the support from JICA on the various changes and difficulties during the transitional period from the long-term experts to IC Net Ltd. As a result, activities related to the takeover was completed smoothly.
- ii) The funding issue discussed in this report is the single most difficult persistent challenge for the Team. Financial independence is the center of transferring the project activities for institutionalization. The issue has been seriously taken as an issue when it comes to a dialogue between GOM and JICA.

1-7 Progress of Actions undertaken by the Government of Malawi

- i) The assignment of Balaka district for new staff was completed in a prompt manner. The assignment of the new project manager of Mwanza was also completed.
- ii) As discussed in the previous section, the funding allocation has been a persistent challenge to all

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parties concerned. The transfer of the project activities depends on local financial resources to sustain COVAMS technologies and the institutions.
1-8 Progress of Environmental and Social Considerations (if applicable) NIL
1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable) i) Progress has been seen during the harvesting season of Maize in the previous term of the monitoring sheet.
1-10 Other remarkable/considerable issues related/affected to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.) i) The PDM initially developed (PDM Ver. 1) was found not valid due to some indicators not being updated to match the current situation (discussed in other sections). ii) In Balaka and Neno districts, a variety of activities funded by development partners (e.g. international organizations and NGOs) has been carried out. The key personnel at these districts tend to be preoccupied with the activities of such agencies and organizations. This is because of lack of communication and coordination among the projects and because of shortage of competent personnel at the local level.
2 Delay of Work Schedule and/or Problems (if any) 2-1 Detail i) The only problem observed in this reporting period was the delay of TOT schedule in Neno as discussed in section 1-3-2.
2-2 Causes i) It was caused by the participation of the counterpart training in Japan.
2-3 Action to be Taken i) As mentioned earlier, from November this year the delayed TOT has been carried out to catch up the backlog. CCOs from neighboring districts were helping Neno to carry out the TOT.
2-4 Roles of Responsible Persons/Organization (JICA, Government of Malawi, etc.) None
3 Modification of the Project Implementation Plan 3-1 PO After the consultation among GOM, JICA as well as the Project, modification of PDM and of PO was proposed and discussed during the JCC held in June 2017. The PDM Ver. 2 was approved.
3-2 Other modifications on detailed implementation plan i) As mentioned earlier, the new PDM and the PO (Ver. 2) was approved at the JCC meeting in June 2017.
3-3 Preparation of Government of Malawi toward after completion of the Project The team considers that allocation and securing financial resources is an integral part of achieving

“institutionalization”. The current funding mechanism is not reflecting the project and the sector’s needs due to the shortage of revenue, etc.

II. Project Monitoring Sheet I & II

As Attached

Counterpart List

Name		Designation in Government
Dr. D.	Kayambazinthu	Director of Forestry
Mr. R.	Kabwaza	Director of Forestry
Dr. C.	Chilima	Director of Forestry
Mrs. C. M.	Chauluka	Regional Forestry Officer (S)
Mr. U. S.	Mbandambanda	Deputy Programme Manager, Blantyre ADD
Mr. S. A.	Kamanga	Deputy Programme Manager, Blantyre ADD
Mr. A.	Benati	Deputy Programme Manager, Machinga ADD
Mr. I.	Chipeta	Deputy Programme Manager, Machinga ADD
Mr. P. M. H.	Mkwapatira	Assistant District Forestry Officer
Mr. G. E.	Kamanga	Regional Planning Officer (RFO S)
Mr. R.	Kwelepeta	Chief Agricultural Extension Officer, Blantyre ADD
Mr. P.	Kabuluzi	Chief Agricultural Extension Officer, Machinga ADD
Mr. R.	Baluwa	Acting Chief Agricultural Extension Officer, Machinga ADD
Mr. R.	Makungwa	Chief Agricultural Extension Officer, Machinga ADD
Mr. T.	Chigowo	Chief Land Resource and Conservation Officer, Blantyre ADD
Mr. A.	Kawejere	Chief Land Resource and Conservation Officer, Machinga ADD
Mr. F.	Kwezani	Senior Land Resource and Conservation Officer, Machinga ADD
District Commissioner		
Mr. A.	Chibwana	District commissioner, Blantyre
Mr. C.	Kalembe	District commissioner, Blantyre
Mr. B.	Nkasala	District commissioner, Blantyre
Mr. G.	Rapozo	District commissioner, Mwanza
Mr. J.	Nguluwe	District commissioner, Mwanza
Mr. H.	Gondwe	District commissioner, Mwanza
Mrs. M. K.	Monteiro	District commissioner, Neno
Mr. A.	Phiri	District commissioner, Neno
Mr. L.	Nhlane	District commissioner, Balaka
Mr. R.	Mateauma	District commissioner, Balaka
Blantyre District		
Mr. F.	Matewere	Director of Planning and Development
Mr. G.	Kanyerere	District Forestry Officer
Mr. M.	Kamolomo	District Agriculture Development Officer
Ms. J.	Bondwe	District Community Development Officer
Mr.	Kupilingu	District Community Development Officer
Mr. M.	Mbulaje	District Environment Officer
Mr. C.	Masanjala	Assistant District Forestry Officer
Mr. J. J.	Chigwiya	Senior Forestry Assistant
Mr. M.	Simba	District Land Resource and Conservation Officer
Mr. T.	Kamera	Assistant District Land Resource and Conservation Officer
Mr. C.	Mthyoka	Assistant District Land Resource and Conservation Officer
Ms. P.	Kadamanja	District Land Resource and Conservation Officer
Mr. N.	Phiri	Agricultural Extension and Development Coordinator
Ms. J.	Mulekano	Assistant Community Development Officer
Mr. K.	Makwati	Forestry Assistant
Mr. I.	Wandale	Forestry Assistant
Mr. M.	Kavalo	Forest Guard
Mr. J.	Andiwochi	Forestry Assistant
Mr. P.	Kwachera	Agricultural Extension and Development Officer

Counterpart List

Name		Designation in Government
Mr. P.	Kalua	Agricultural Extension and Development Officer
Mr. E.	Nkonya	Agricultural Extension and Development Officer
Mr. C.	Yesaya	Agricultural Extension and Development Officer
Ms. A.	Chagoma	Senior Community Development Assistant
Mr. I.	Qoma	Agricultural Extension and Development Officer
Mr.	Pakundikana	Agricultural Extension and Development Officer
Mwanza District		
Mr. E.	Chihana	Director of Planning and Development
Mr. B.	Mtambo	District Forestry Officer
Mr. G.	Kulemeka	District Forestry Officer
Mr. V.	Wandale	District Agriculture Development Officer
Ms. C.	Chisenga	Acting District Agriculture Development Officer
Mr. E.	Mbendera	District Agriculture Development Officer
Mr.	Kamawa	District Agriculture Development Officer
Mr. P. M.	Banda	District Community Development Officer
Mr.	Mponda	District Community Development Officer
Mr. J.	Mwenechanya	District Environment Officer
Mr. J.	Lichapa	District Agriculture Extension Methodology Officer
Ms. M.	Chisale	Assistant District Forestry Officer
Mr. D.	Chiningwa	Forestry Assistant
Mr. C.	Lameck	Agricultural Extension and Development Coordinator
Mr. S.	Kasambwe	Agricultural Extension and Development Coordinator
Mr. E. P.	Kalitsiro	District Land Resource and Conservation Officer
Mr. F.	Chaima	Assistant Community Development Officer
Mr. L.	Fungulani	Senior Forestry Assistant
Mr. P.	Chakana	Forestry Assistant
Mr. A.	Benson	Forest Guard
Mr. F.	Banda	Forest Guard
Mr. M.	Zulu	Agricultural Extension and Development Officer
Mrs. C.	Bingala	Agricultural Extension and Development Officer
Mr. H.	Cherani	Agricultural Extension and Development Officer
Mr. A.	Phiri	Agricultural Extension and Development Officer
Mr. M.	Ngondo	Agricultural Extension and Development Officer
Mrs. S.	Sodzapanja	Assistant Community Development Officer
Mr. M.	Zilambalala	Community Development Assistant
Mr. C.	Kaunda	Agricultural Extension and Development Officer
Mr. K.	Tembo	Agricultural Extension and Development Officer
Mr. I.	Chilanga	Agricultural Extension and Development Officer
Neno District		
Mr. M.	Mwakhwawa	Director of Planning and Development
Mr. H.	Chitema	Director of Planning and Development
Mr. E.	Ngwangwa	District Forestry Officer
Ms. L.	Mphande	District Agriculture Development Officer
Ms. R.	Bvulumende	District Community Development Officer
Mr. D.	Itimu	Acting District Environment Officer/District Fisheries Office

Counterpart List

Name		Designation in Government
Mr. H.	Bolokonya	District Environment Officer
Mr. D.	Itimu	District Environment Officer
Mr. A.	Macheso	Assistant District Forestry Officer
Mr. M.	Tandaude	Agricultural Extension and Development Officer
Mr. A.	Siska	Agricultural Extension and Development Coordinator
Mr. F.	Magodi	Assistant District Forestry Officer
Mr. M.	Dzumani	Agricultural Extension and Development Coordinator
Mr. S.	Mzungu	Assistant District Land Resource and Conservation Officer
Mr. D.	Gonambali	Assistant District Land Resource and Conservation Officer
Mr. V.	Sambuka	District Land Resource and Conservation Officer
Mr. B. K.	Mangulama	Forestry Assistant
Mr. F.	Lopanda	Forest Guard
Mr. S.	Chapasuka	Forest Guard
Mr. J. T.	Banda	Agricultural Extension and Development Officer
Mr. E.	Baison	Agricultural Extension and Development Officer
Ms. C.	Kalinga	Agricultural Extension and Development Officer
Mr. T. Y.	Nathaniel	Agricultural Extension and Development Officer
Mr. L.	Mchawa	Community Development Assistant
Mr. M.	Gazamiyala	Forestry Assistant
Mr. D.	Mcheka	Forestry Assistant
Balaka District		
Mr. D.	Gondwe	Director of Planning and Development
Ms. V	Kamasumbi Chirwa	Director of Planning and Development
Mr. D	Zingeni	District Agriculture Development Officer
Mr. K	Nguluwe	District Community Development Officer
Mr. C.	Kamwendo	District Forestry Officer/District Environment Officer
Ms. A.	Chilingulo	District Forestry Officer
Mr. B.	Nangwale	District Forestry Officer
Mr. P.	Muhosha	District Forestry Officer
Mr. W. D.	Ndhlovu	District Agriculture Development Officer
Mr. E.	Kadunga	District Agriculture Development Officer
Mr. M.	Chirambo	District Community Development Officer
Mr. B.	Kamanga	District Environment Officer
Mr. W. M.	Kalipinde	Assistant District Forestry Officer
Mr. G.	Kamwaza	Agricultural Extension and Development Coordinator
Mr. B.	Chimenya	Assistant District Land Resource and Conservation Officer
Mr. C.	Nyirenda	District Land Resource and Conservation Officer
Mr. J.	Chisale	Senior Community Development Assistant
Mr. P. S. B.	Zisiyana	Forestry Assistant
Mr. B.	Mvula	Forestry Assistant
Mr. F.	Seyani	Forestry Assistant
Mr. Z.	Banda	Agricultural Extension and Development Officer
Mr. R. S.	Ndala	Agricultural Extension and Development Officer
Mr. M.	Moyo	Agricultural Extension and Development Officer
Ms. R.	Mazibuko	Senior Community Development Assistant
Mr. S	Maluwa	Forestry Assistant

List of JICA Experts

【Long-term】				
Mr. Akira	SATO	Chief Adviser/ Forest Resource Management	2013 April 10 - 2015 October 3	Nil
Mr. Hiroyuki	KANAZAWA	Rural Development	2013 April 10 - 2015 October 3	Primela Ltd.
Ms. Satsuki	FUKAI	Coordinator/Forest Resource Management (Watershed Management)	2013 May 27 - 2015 October 17	Nil
【Short-term】				
Dr. Kiyoshi	MASUDA	Action Research	2013 May 6 - September 2 2013 October 1 - 2014 January 29	OAFIC Co. Ltd.
Dr. Hiroaki	OKADA	Research Design	2013 May 31 - 2013 June 29	Sanyu Consultants INC.
Ms. Etsuko	AKABANE	Extension Strategy	2014 June 23 - 2014 December 21 2015 January 9 - 2015 February 23	Japan Development Service Co. Ltd
Mr. Hiroshi	KIKUCHI	Extension Material	2015 May 10 - 2015 July 08	CDC International

Name	Name	Title/ Expertise	Assignments		
			From	To	Days
Mr. Masato	Mr. Masato ONOZAWA	Team Leader/ Institutionalization 1	2-Feb-16	1-Mar-16	29
			17-Apr-16	14-Aug-16	120
			1-Jan-17	12-Feb-17	36
			9-May-17	27-Jul-17	80
			28-Oct-17	19-Dec-17	53
			2-Feb-18	2-Apr-18	58
Mr. Kikuo	Mr. Kikuo OISHI, PhD	Deputy Tem Leader/ Institutionalization 2	13-Sep-15	22-Sep-15	10
			2-Nov-15	12-Dec-15	41
Mr. Tomoyuki	Mr. Tomoyuki SHO	Deputy Tem Leader/ Institutionalization 2 & 3	15-Nov-15	5-Dec-15	21
			30-Apr-16	19-May-16	26
			16-Oct-16	13-Dec-16	59

Annex 5. Monitoring Sheet
Annex 1 Result of the Project

			17-Mar-17	23-Apr-17	38
			6-Aug-17	11-Sep-17	37
Mr. Tokio	Mr. Tokio KITAMADO, PhD	Extension Technology 1	17-Jan-16	1-Mar-16	45
			24-Jan-17	9-Mar-17	45
			3-Sep-17	12-Oct-17	40
			9-Feb-18	30-Mar-18	50
Name	Name	Title/ Expertise	Assignments		
			From	To	Days
Ms. Naoko	Ms. Naoko OGAWA	Extension Technology 2/ Soil Conservation Technology	10-Sep-15	16-Sep-15	7
			1-Mar-16	31-Mar-16	31
			7-Jun-16	8-Jul-16	32
			3-Mar-17	16-Apr-17	45
			1-Aug-17	14-Sep-17	45
			9-Jan-18	20-Feb-18	43
Ms. Mami	Ms. Mami SATO, PhD.	Training Management/ M&E	2-Oct-15	15-Nov-15	45
			27-May-16	26-Jun-16	31
			13-Jan-17	19-Feb-17	38
			20-Jun-17	3-Aug-17	45
Ms. Kanae	Ms. Kanae TANAKA, J.D.	Project Coordinator/ Assistant Trainer 1	20-Sep-15	26-Nov-15	80
			8-Jan-16	1-Mar-16	59
Ms. Ayumi	Ms. Ayumi UEMATSU	Project Coordinator/ Assistant Trainer 1	15-Mar-16	30-Apr-16	48
			19-Jul-16	4-Sep-16	48
Mr. Keitaro	Mr. Keitaro ASABA	Project Coordinator/ Assistant Trainer 1	28-Oct-17	27-Nov-17	31
			20-Jan-18	16-Feb-18	28
Ms. Tomoko	Ms. Tomoko KIDA	Project Coordinator/ Assistant Trainer 2	18-Mar-16	14-Apr-16	28
			30-Sep-16	1-Dec-16	64
Ms. Izumi	Ms. Izumi SHIRAIISHI	Project Coordinator/ Assistant Trainer 3	31-Aug-16	1-Oct-16	42
			24-Jan-17	2-Apr-17	69
			28-Apr-17	16-Jul-17	80
			1-Sep-17	15-Oct-17	45
			16-Feb-18	2-Apr-18	46

Training for Malawian Counterpart Personnel in Japan and Other Countries

Subject of training	Fiscal Year of Japan	Duration	Participants Name	Position	Output (Project Component)
Training In Japan					
Rural Community Development by Life Improvement Approach for Africa	FY 2014	2014 Jul. 06 - 2014 Aug. 23	Ms. A. Chagoma	CCO/Senior Community Development Assistant, Blantyre	Output 2
Regional Development by Systematic and Comprehensive Utilization of Forest Resources through Forest Certification System and Product Branding	FY 2014	2014 Oct .22 - 2014 Nov. 20	Mr. G. Kamanga	ARPC/Forestry Officer, Regional Forestry Office South	Output 2
Capacity Improvement in Operation and Management of Extension Activity	FY 2014	2014 Dec. 01 - 2014 Dec. 19	Mr. Gift Rapozo	District Commissioner, Mwanza District	Output 1 & 2
			Mr. G. Kanyerere	Project Manager/District Foresry Officer, Blantyre	
			Mr. B. Mtambo	Project Manager/District Foresry Officer, Mwanza	
			Mr. C. Masanjala	TST/Forest Officer, Blantyre	
			Mr. E. Kalitsiro	TST/District Land Resources and Conservation Officer, Mwanza	
			Mr. T. Kamera	TST/Land Resources and Conservation Officer, Blantyre	
Farmer-led Extension Method	FY 2014	2015 Jan. 13 - 2015 Feb. 13	Mr. M. Dzumani	TST/Agricultural Extension and Development Coordinator, Neno	Output 2
			Ms. C. Kalinga	CCO/Agricultural Extension and Development Officer, Neno	
Capacity Improvement in Operation and Management of Extension Activity	FY 2014	2014 Dec. 01-19	Mr. Gift Rapozo	District Commissioner, Mwanza District	Output 1 & 2
			Mr. G. Kanyerere	Project Manager/ District Forestry Officer, Blantyre	
			Mr. B. Mtambo	Project Manager/ District Forestry Officer, Mwanza	
			Mr. C. Masanjala	TST/ Forest Officer, Blantyre	
			Mr. E. Kalitsiro	TST/ District Land Resources and Conservation Officer, Mwanza	
			Mr. T. Kamera	TST/Land Resources and Conservation Officer, Blantyre	
Farmer-led Extension Method	FY 2015	2016 Jan. 05- Feb. 05	Mr. Cleopas Lameck	Agriculture Extension Development Coordinator/ Mwanza	Output 2
Capacity Development in Operation and Management for Extension Activities	FY 2015	2015 Dec. 06- 21	Mr. Charles Kalemba	District Commissioner, Blantyre	Output 1 & 2
			Ms. Memory Kaleso Monteiro	District Commissioner, Neno	
			Mr. Rodrick Mateauma	District Commissioner, Balaka	
			Mr. Hansford Chitenje Yusuf	Chief Policy and Programme Officer, Performance Enforcement Department, the Office of President and Cabinet	
			Mr. Martin Kausi	Programme Manager, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	
			Ms. Gertrude Kalinde Thaulo	Programme Manager, Machinga Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	

Subject of training	Fiscal Year of Japan	Duration	Participants Name	Position	Output (Project Component)
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	FY 2015	2015 Oct. 12 – Nov. 14	Mr. Drake Chiningwa	TST/ Assistant Director, Mwanza Forestry Department Ministry of Natural Resources Energy and Mines	Output 2
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	FY 2016	2016 May 01 – Jun. 01	Mr. Maxwell John Moyo	CCO/ Agriculture, Balaka Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2
Capacity Development in Operation and Management for Extension Activities	FY 2016	2016 Sept. 30- Oct. 21	Mr. Baird Simplex Nangwale	PM/ District Forestry Officer, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	Output 1 & 2
			Mr. Jafali Chisale	TST/ Assistant Community Development Officer, Balaka, Ministry of Gender Children Disability and Social Welfare	
			Mr. Aubrey Macheso	TST/ Forester, Neno Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Innoce Wandale	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Kalembwe Devine Makwati	CCO/ Forestry Assistant, Blantyre Forestry Department, Ministry of Natural Resources Energy and Mines	
			Mr. Elias Anderson Baison	CCO/ Agriculture Extension Development Officer, Neno, Department of Agricultural Extension Services, Ministry of Agriculture, Irrigation and Water Development	
			Mr. Fyson Livison Seyani	CCO/ Senior Forestry Assistant, Blaka Forestry Department, Ministry of Natural Resources Energy and Mines	
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	FY 2016	2016 Oct. 02- Nov. 05	Mr. Emmanuel William Ngwangwa	District Forestry Officer, Neno, Ministry of Natural Resources Energy and Mines	Output 1 & 2
Farmer-led Extension Method (Curriculum Development for Motivating Farmers)	FY 2017	2017 May 01 – Jun. 01	Mr. Earnest Samson Nkonya	CCO/ Agriculture, Blantyre Agriculture Development Department, Ministry of Agriculture, Irrigation and Water Development	Output 2
Promotion of SATOYAMA Initiative: Biodiversity Conservation and Community Promotion through the Sustainable Management of Natural Resources	FY 2017	2017 Oct. 01 - Nov. 03	Mr. Gregory Mbawala Kulemeka	District Forestry Officer, Mwanza, Ministry of Natural Resources Energy and Mines	Output 1 & 2
Third-country Training (Kenya)					
Regional Training on Adaptation to Climate Change	FY 2016	2016 Oct. 16 - Nov. 19	Mr. Farai Kafanikhale	TST/Forester, Balaka Forestry Department, Ministry of Natural Resources Energy and Mines	Output 1 & 2

Equipment Provided by JICA

No.	FY	Item	Unit Amount	Unit	Cost (MKW)	Date	Condition
1	2013	Copier	2,627,075.00	1	2,627,075.00	2013. 06. 25	A
2		Computer and printers	830,878.00	5	4,154,390.00	2013. 07. 30	A
3		Motorbike	1,207,134.08	25	30,178,352.00	2013. 10. 14	B
4		Laptop computer	755,069.33	3	2,265,208.00	2013. 11. 18	A
5		4WD pickup	USD 25,817	4	USD 103,268.00	2014. 01. 16	A x 3, C x 1
			Exchange rate		432	44,611,776.00	
6	2014	Laptop computer	538,812.50	2	1,077,625.00	2014. 11. 18	A
TOTAL					84,914,426.00 MKW		

Note that all equipent provided were transferred to the Malawian side.

A: Good, B: Passable, C: Out of use

Items	Blantyre	Balaka	Mwanza	Neno
I. Follow up of the COVAMS II villages				
Number of the target villages	33 villages out of 55	8 villages out of 25	9 villages out of 34	10 villages
Number of total household	6,360	479	2,674	1,847
Duration	1 year (2018/19)	1 year (2018/19)	1 year (2018/19)	1 year (2018/19)
CCOs Assigned	DADO/ DCDO and DFO Coordination necessary with DFO	Carried out by 4 CCOs from DFO, DADO and DCDO. Coordination shall be made with DOF	Carried out by 3 CCOs from the 3 ministries	4 CCOs are under DFO and DCDO
Resources Necessary	Fuel, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance	Fuel, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance
Resources Availability	Funding resources still in negotiation with district	Funding resources still in negotiation with district	Overall Poor	Overall Poor
II. Dissemination of Lean COVAMS				
Number of the target villages			5 villages in TA Kanduku	
Number of total household			1,026	
Duration			1 year (2018/19)	
CCOs Assigned			1 CCO from Agriculture / with coordination of DFO	
Resources Necessary			Fuel, Training Materials, Allowance, Motorcycle Maintenance	
Resources Availability			Overall Poor	

III. Expansion of CMFA

Number of the target villages	/	2 villages	4 villages	2 villages
Number of total household		323	829	295
Duration		2 years (2018/19 to 2019/20)	2 years (2018/19 to 2019/20)	2 years (2018/19 to 2019/20)
CCOs Assigned		1 CCO from DADO	Possibly two new CCOs recruited (TBD)	CDA with coordination with DFO
Resources Necessary		Fuel, Training Materials, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance
Resources Availability		To be identified	Overall poor	Budget not yet secured/ to funding sources to be determined

IV. CMFA at Primary Schools[1]

Number of target schools	/	/	11	1
Duration			Flexible. (Determined once the target grade at the school is identified)	2 years
Extension Officer Assigned			Agriculture, Community Development, Forestry	1 CCO from DADO coordinated by DFO
Resources			Not identified	Fuel, Training Materials, Motorcycle Maintenance

List of Prospective Donors and partners

Prospective Funding Resources that may be negotiated / collaborated	/	/	i) Local Development Fund/ MASSAF 4 ii) Malawi Red cross Society	i) Hunger Project may be the partner. Negotiation continues ii) World Vision International iii) Save the Children iv) Food and Agriculture Organization (FAO) v) Shire River Basin Management Program vi) Build On vii) Evangelical Association Malawi viii) MASAF 4
			i) Tabaco levy (limited to tobacco growing communities)	

1, Note that the COVAMS in primary school involves broader coordination with the head of the school. It may be ca

Annex 6: Action Plan

Items	Blantyre	Balaka	Mwanza	Neno
I. Follow up of the COVAMS II villages				
Number of the target villages	33 villages out of 55	8 villages out of 25	9 villages out of 34	10 villages
Number of total household	6,360	479	2,674	1,847
Duration	1 year (2018/19)	1 year (2018/19)	1 year (2018/19)	1 year (2018/19)
CCOs Assigned	DADO/ DCDO and DFO Coordination necessary with DFO	Carried out by 4 CCOs from DFO, DADO and DCDO. Coordination shall be made with DOF	Carried out by 3 CCOs from the 3 ministries	4 CCOs are under DFO and DCDO
Resources Necessary	Fuel, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance	Fuel, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance
Resources Availability	Funding resources still in negotiation with district	Funding resources still in negotiation with district	Overall Poor	Overall Poor
II. Dissemination of Lean COVAMS				
Number of the target villages			5 villages in TA Kanduku	
Number of total household			1,026	
Duration			1 year (2018/19)	
CCOs Assigned			1 CCO from Agriculture / with coordination of DFO	
Resources Necessary			Fuel, Training Materials, Allowance, Motorcycle Maintenance	
Resources Availability			Overall Poor	

Annex 6: Action Plan

III. Expansion of CMFA

Number of the target villages	/	2 villages	4 villages	2 villages
Number of total household		323	829	295
Duration		2 years (2018/19 to 2019/20)	2 years (2018/19 to 2019/20)	2 years (2018/19 to 2019/20)
CCOs Assigned		1 CCO from DADO	Possibly two new CCOs recruited (TBD)	CDA with coordination with DFO
Resources Necessary		Fuel, Training Materials, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance	Fuel, Training Materials, Allowance, Motorcycle Maintenance
Resources Availability		To be identified	Overall poor	Budget not yet secured/ to funding sources to be determined

IV. CMFA at Primary Schools[1]

Number of target schools	/	/	11	1
Duration			Flexible. (Determined once the target grade at the school is identified)	2 years
Extension Officer Assigned			Agriculture, Community Development, Forestry	1 CCO from DADO coordinated by DFO
Resources			Not identified	Fuel, Training Materials, Motorcycle Maintenance

List of Prospective Donors and partners

Prospective Funding Resources that may be negotiated / collaborated		i) Tabaco levy (limited to tobacco growing communities)	i) Local Development Fund/ MASSAF 4 ii) Malawi Red cross Society	i) Hunger Project may be the partner. Negotiation continues ii) World Vision International iii) Save the Children iv) Food and Agriculture Organization (FAO) v) Shire River Basin Management Program vi) Build On vii) Evangelical Association Malawi viii) MASAF 4
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1, Note that the COVAMS in primary school involves broader coordination with the head of the school. It may be carried out when such setup was made.

Contact List of COVAMS II as of March 2018

No	Organization	Name	Department/ Position	E-mail	Tel.
Ministry of Natural Resources, Energy and Mining (MoNREM)					
1	MoNREM	Mr. Bright Kumwembe	Chief Director		
2	MoNREM Forestry Department	Dr. Clement Chilima	Director of Forestry Department	cchilima@gmail.com	0999270170
4	MoNREM Forestry Department	Mr. Thomas Makhambera	Deputy Director of Forestry Department	thom.makha@gmail.com	0999913199
5	MOF	Ms. Madalo Namanja	Secretary to Deputy Director	madalo.namanja@madalonamanja@gmail.com	
6	MoNREM Forestry Department	Mr. Francis Chilimampungwa	Deputy Director of Forestry Department	fchilima@gmail.com	0999945271
7	MoNREM Forestry Department	Mr. Charles Gondwe	Communication and Advocacy	gondwecharles@yahoo.co.uk	0999943642
Ministry of Agriculture, Irrigation and Water Development (MoAIWD)					
8	MoAIWD	Mr. John Mussa	Director of Department of Land Resource Conservation	mussaji@gmail.com	0888876161
9	MoAIWD	Dr. Jeromy Nkhoma	Director of Agricultural Extension Service	jeronkhoma@yahoo.co.uk	0996760503
Ministry of Civic Education, Culture and Community Development (MoCECCD)					
10	MoCECCD	Mrs. Clotilda Sawasawa	Director of Community Development	zosawasawa5@yahoo.com	0888512724
Ministry of Local Government and Rural Development (MoLGRD)					
11	MoLGRD	Mr. C. Kalemba	Director of Rural Development	ckalemba@htomail.com	0888388901
Ministry of Finance, Economic Planning & Development					
12	MoF	Ms. Madalo Nyambose	Director of Debt and Aid Division	mnyahawire@gmail.com	0999388049 / 0999963372
13	MoF	Ms. Estere phwitiko	Secretary to Director	ephwitiko@gmail.com	
Office of the President and Cabinet (OPC)					
14	PED / OPC	Mr. Simon Namagoa	Performance Enforcement Department, Office of the President and Cabinet (PED/OPC)	Director	0881 902 391
		Mrs. E. Kamlongera	Performance Enforcement Department, Office of the President and Cabinet (PED/OPC)	Deputy Director	Hansford Yusufu < hyusufu@gmail.com >
15	PED / OPC	Hansford Yusufu	Performance Enforcement Department, Office of the President and Cabinet (OPC)	Chief Policy and Programmes Officer	0999 428 996
16	PED / OPC	Dr. Henrie Manford Njoloma	(OPC) -Green Belt Initiative	Acting National Coordinator and Irrigation Expert	0888940888/ 0995250888
District Commissioners					
17	District Commissioner, Balaka	Mr. Rodrick Mateauma	District Commissioner	mateauma@vmail.com	0999214268
18	Director of Planning and Development, Balaka	Vecant as of March 2, 2018 Need to ask who is in the position	Dir. Planning and Development	vecant	
19	District Commissioner, Blantyre	Mr. Benet Nkasala	District Commissioner	bnkasala@yahoo.com	0999448832/ 0888663139
20	Director of Planning and Development, Blantyre	Mr. Francis Matewere	Dir. Planning and Development	framatewere@yahoo.com	0888 547 600
21	District Commissioner, Mwanza	Mr. Humphrey Gondwe	District Commissioner	kalamukahumphrev@yahoo.co.uk	0888203604/ 0999512575
22	Director of Planning and Development, Mwanza	Mr. Edgar Chihana	Dir. Planning and Development	Edgar Chihana < edgarchihana@gmail.com >	0888 544 991
23	District Commissioner, Neno	Mr. Alick Phiri	District Commissioner	ali.phiri@yahoo.com	0999862757
24	Director of Planning and Development, Neno	Mr. Henry Stanley Chitema	Dir. Planning and Development	henrychitema@rocketmail.com	0888 667 022
Regional Forestry Office / Regional Management Team					
25	Regional Forestry Office South RFO (S)	Mrs. Cecilia Chauluka	Regional Forestry Officer, South-RFO / Deputy Director of Forestry	cecilia.chauluka@yahoo.co.uk	0999954754
26	District Forestry Office, Blantyre Zone Manager	Mr. Peter Mkwapatira ?	Assistant District Forestry Officer Zone Manager East	pmkwaps@yahoo.co.uk	0888676447
Agriculture Development Division (ADD)					
27	Machinga Agricultural Development Division(ADD)	Mr. Feston Kwezani	Senior Land Resource Conservation Officer	fkwezani@gmail.com	0888865297
28	Machinga Agricultural Development Division(ADD)	Mr. Isaac Chipeta	Programme Manager	jcchipeta@yahoo.co.uk	0888899620
29	Blantyre Agricultural Development Division(ADD)	Mr. Martin Kausi	Programme Manager	martinkausi@gmail.com	0881433824
District Forestry Office					
30	District Forestry Office, Balaka	Mr. Paul Muhosha	District Forestry Officer		0884376421
31	District Forestry Office, Blantyre	Mr. Geoffrey Kanyerere	District Forestry Officer	geofferykanyerere@yahoo.co.uk	0884280336
32	District Forestry Office, Mwanza	Mr. Gregory Kulemeka	District Forestry Officer	gorymutha@yahoo.com	0993951317
33	District Forestry Office, Neno	Mr. Emmanuel Ngwangwa	District Forestry Officer	enwangwa50@gmail.com	0888304843
JICA Malawi Office					
34	JICA Malawi Office	Mr. Koichi Kitou	Resident Representative	Kito.Koichi@jica.go.jp	
35	JICA Malawi Office	Kohei Akatsuka	Assistant Resident Representative	akatsuka.kohei@jica.go.jp	0888-833-149
36	JICA Malawi Office	Mr. Moses Millinyu	National Staff	Moses Millinyu < MillinyuMoses.Mw@jica.go.jp >	0884 707 347
COVAMS II Project					
37	COVAMS II Project	Mr. Masato Onozawa	Team Leader / Institutionalization		
38	COVAMS II Project	Dr. Tokio Kitamado	Expert / Agricultural Extension		
39	COVAMS II Project	Ms. Izumi Shiraishi	Project Coordinator		
40	COVAMS II Project	Ms. Caroline Jere	Project Secretary		

Participants from other districts

Organization	Name	Department/ Position	E-mail	Tel.
District Forestry Office, Zomba	Mr. Duncan Masonje	District Forestry Officer	masonjeduncan@yahoo.com	0999 191 498
District Agriculture Development Office, Zomba	Mr.P.Kandoje	District Agriculture Development Officer		0993562263
District Community Development Office, Zomba	Mr.F Mvuta	District Community Development Officer	floramvuta@yahoo.com	0881624018
Director of Planning and Development, Zomba	Mr.W Chikuni	N	chikuniw@yahoo.com	0992626469
District Forestry Office, Machinga	Mr. Harry Chalira	District Forestry Officer	harrychalira@gmail.com	0885668859 /0999452722
Machinga	Mr. Feston Kwezani / (already listed)	Senior Land Resrouce Conservation Officer	fkwezani@gmail.com	0888865297
Machinga	Mr. Isaac Chipeta / (already listed)	Programme Manager	icchipeta@yahoo.co.uk	0888899620
District Community Development Office, Machinga	Mr.Kamlanje	District Community Development Officer	kamlanje@yahoo.com	0992180301
Director of Planning and Development, Machinga	Mr.Mbawaka	Director of Planning and Development	mbawaka.mwakhwawa@gmail.com	0993048436 /0888563085
District Forestry Office, Mangochi	Mr. Fidelis Mthenda	District Forestry Officer	mangochiforestry@yahoo.com	0884 404 359 / 0991 033 489
District Agriculture Development Office, Mangochi	Mr.Owen Kumwenda	District Agriculture Development Officer	owenkumwenda@yahoo.com	0999409606
District Community Development Office, Mangochi	Mr.Anthony Zimba	District Community Development Officer		0888586680
Director of Planning and Development, Mangochi	Mr.Enerst Kaphuka	Director of Planning and Development		0888142981
District Forestry Office, Ncheu	Mr. L. V. Maliko	District Forestry Officer	malikolano@yahoo.com	0999 266 102
District Agriculture Development Office, Ncheu	Mr.Martin Kamlomo	District Agriculture Development Officer	kamlomo@yahoo.com	0888378483
District Community Development Office, Ncheu	Mrs Beatrice Phiri	District Community Development Officer	beatsokophiri@gmail.com	0999208352
Director of Planning and Development, Ncheu	Mr.Abubakar Nkhoma	Director of Planning and Development	abunkhoma@gmail.com	0990313084
Regional Forestry Office (East)	?	Regional Forestry Officer (East)		
NGOs				
Development Assistance from People to People (DAPP Malawi)				
Head of Grants Administration	Ms. Chimwenwe MPONYA		ejuma@dapp-malawi.org	
Assistant Partnership Manager	Mr. Enoch JUMA		ejuma@dapp-malawi.org	0888 305 160

CONTACT LIST FOR TSTs

	District	Organisation	Name	Phone Number		E-Mail
				TNM	Airtel	
TST	NENO	Forestry	A.Macheso	0884229725		aubremacheso@gmail.com
TST	NENO	Agriculture	M.Dzumani	0888890937		dzumanimasauto@yahoo.com
TST	NENO	Agriculture	D.Gonambali	0888585455		dandaulagonambali@yahoo.com
TST	NENO	Agriculture	S.Mzungu	0888103623		shadreckmzungu@yahoo.co.uk
TST	MWANZA	Forestry	Drake Chiningwa	0888920988	0999720988	chiningwad@gmail.com
TST	MWANZA	Agriculture	Enock P. Kalitsiro	0888586589		enockkalitsiro@gmail.com
TST	MWANZA	Community Development	Felix Chaima	0888371600		
TST	MWANZA	Agriculture	Cleopas Lameck	0888720493		cleopaslameck@gmail.com
TST	MWANZA	Agriculture	Skiner Kasambwe	0888515859		
TST	MWANZA	Forestry	Mary Chisale	0888523523		
TST	BLANTYRE	Forestry	Joseph Chigwiya	0881000164		jchigwiya@yahoo.co.uk
TST	BLANTYRE	Forestry	Chisomo Masanjala	0888618105	0999769424	chisomasanjala@yahoo.co.uk
TST	BLANTYRE	Agriculture	Titus Kamera	0884020321		kameratitus@gmail.com
TST	BLANTYRE	Community Development	Joyce Mulekano	0888587031		
TST	BLANTYRE		Nixon Phiri	0888564308		
TST	BALAKA	Community Development	J.Chisale		0999276890	<a href="mailto:Jafari.Chisale<jchisale74@gmail.com>">Jafari Chisale <jchisale74@gmail.com>
TST	BALAKA	Agriculture	C. Nyirenda	0888582264		chimango@yahoo.com
TST	BALAKA	Forestry	Farai.Kafanikhale	0888337673		kafanikhalefk@gmail.com
TST	BALAKA	Agriculture	G.Kamwaza	0881030152	0999322023	godfreykamwaza@gmail.com

CONTACT LIST FOR PMs/ DFO

	District	COVAMS Title	Name	Phone Number		E-Mail
				TNM	Airtel	
PM	Neno	DFO, Forestry	E.W.Ngwangwa	0888304843		engwangwa50@gmail.com
PM	Mwanza	DFO, Forestry	Gregory Kulemeka		0993951317	gorymutha@yahoo.com
PM	Blantyre	DFO, Forestry	Geoffrey Kanyerere	0884280336	0999310148	geoffreykanyerere@yahoo.co.uk
PM	Balaka	DFO, Forestry	B.Nangwale	0888317438/ 0881210301		
DFO	Zomba	DFO, Forestry	Mr.Masonje			masonjeduncan@yahoo.com
DFO	Ntcheu	DFO, Forestry	Mr. L.K Maliko			
PM	Machinga	Machinga ADD	Mrs.G.Kalinde Thaulo	0888873931		kalindethaulo@yahoo.com
Contacts for Gov Colleges						
	District	Title	Institution	Name	Phone Number	E-mail Address
	Chiradzulu	Principal	Magomero College	Mrs.J.Y.Kamanga	0995608947	julietkamanga@yahoo.com
	Dedza	Principal	Malawi College of Forestry	Ms.S.Malunje	0888868988	
	Dedza		Malawi College of Forestry	Mrs.M.F Gondwe	0888859689	mfgondwe@gmail.com

CONTACT LIST FOR PRIVATE SECTORS

No.	Name	Organisation	Title	Phone Number	E-mail address
1	John Kandulu	ESCOM	Chief Executive Officer	0995985504	jkandulu@escom.mw
2	Mr.Chilimampungu	Electricity Generation Company (Malawi) Limited (ENGenco)	Environment officer	0888879555	lchilimampungu@escom.mw
3	Mr.RH Muhome	ESCOM Nkula	Station Manager		
4	Evans Msiska	ESCOM	Director of Generation	0888308446/ 01822361	evansmsiska@escom.mw
5	Mr.Nkhoma	Blantyre Water Board			
6	Mr. Joe Chimeta	Blantyre Water Board	Director, Water Quality & Environment	0999-955126	jchimeta@bwb.mw
7	Monica Akoni	Blantyre Water Board	Assistant Water Quality Environment officer		Address: C/O Acting Chief Executive, Blantyre Water Board, P.O. Box 30369 Blantyre 3
8					
9	Watson Ligomba	ILLOVO Sugar	Fields Manager	0888310207	wligomba@illovo.co.za
10	Patricio Ndadzela	African Parks	Country Director	0999965027	patricion@african-parks.org
11	Dr.P.Chandra Shekara	National Institute of Agricultural Extension Management (India)	Director Agricultural Extension	+04024015399	chandra@manage.gov.in

Monitoring Site Photos for Post-Evaluation

Balaka: Ipendo (2018/02/28)



Balaka: Phalula (2018/02/28)



Balaka: Polokera (2018/02/28)



Blantyre: Machan (2018/03/07)



Blantyre: Michiru (2018/03/07)



Blantyre: Mposa (2018/03/07)



Mwanza: Kasuza (2018/02/12)



Mwanza: Kawiriza (2018/02/12)



Mwanza: Mgwed (2018/02/12)



Neno: Malauli (2018/03/06)



Neno: Mkoka (2018/03/06)

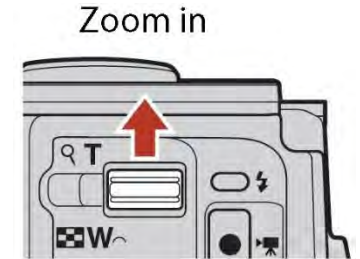








Neno: Mkwilira (2018/03/06)



Guide on how to take a picture

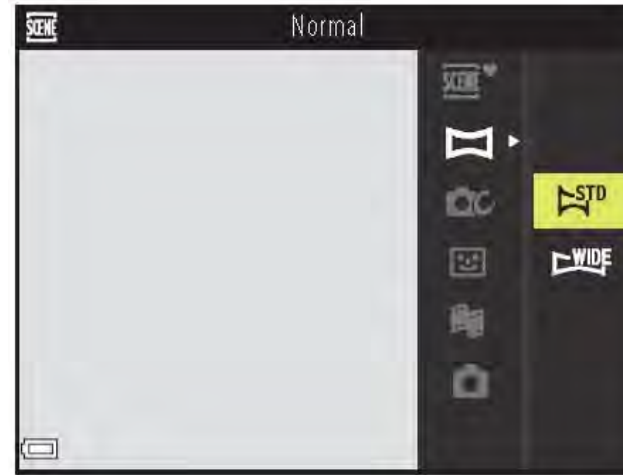
1. Take one picture per site.
2. Point the camera at the same direction of the vertex of the beacon.
3. Keep the camera at eye level.
4. No use the zoom control ; keep the zoom control toward T.
5. Set the shooting mode with panorama.



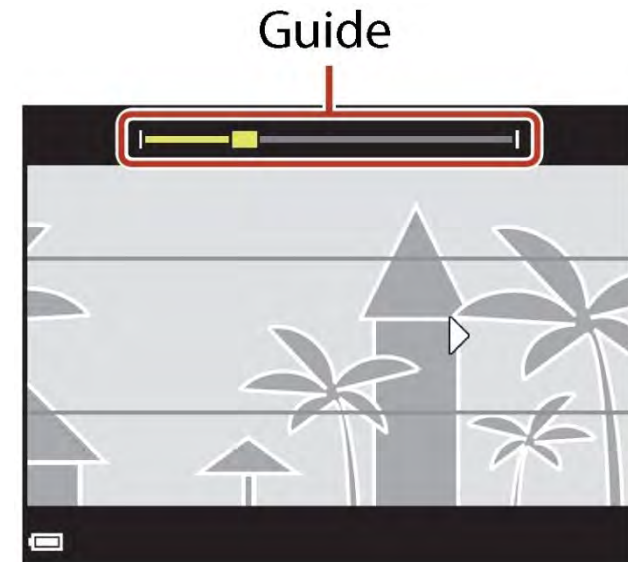
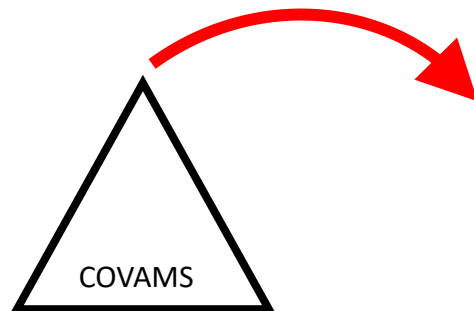
Enter shooting mode →  (shooting mode) button →  (second icon from the top*) →  →  →  (easy panorama) →  button

(Conte.) Guide on how to take a picture

6. Select  **Normal** and press the “OK” button.



7. Press the shutter-release button and then remove your finger from the button.
8. Pan the camera rightward horizontally from the vertex of the beacon until the guide indicator reaches the end.



Sing on the map

★ : observation point where was set up the beacon

● : rock

■ : monitoring site

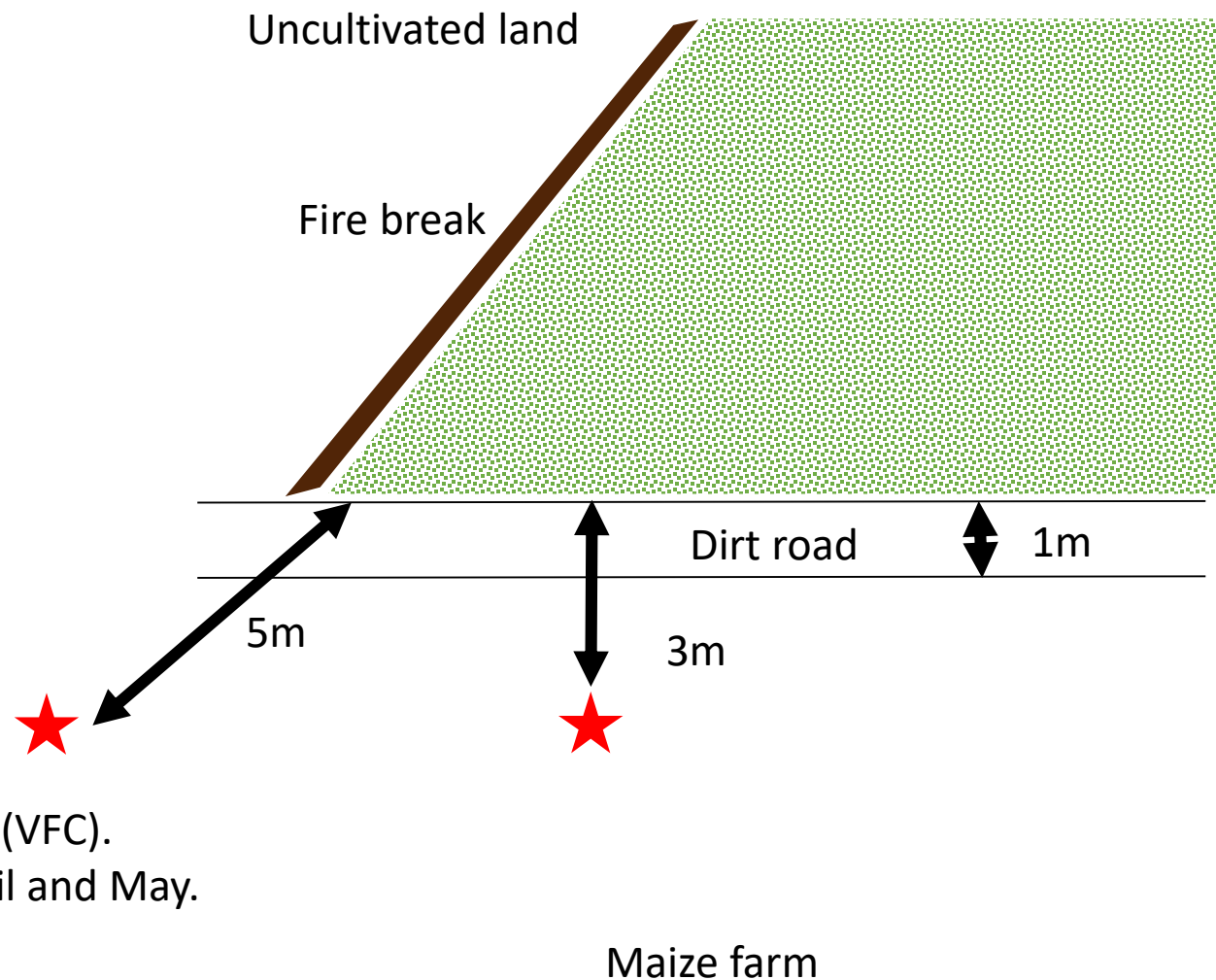
■ : maize farm

BALAKA DISTRICT

- ❑ SITE NAME: BLK-IPENDO
- ❑ VILLAGE : IPENDO
- ❑ GVH : BAMUSI
- ❑ T/A : KHAMTHUNYA
- ❑ LAUNCHED YEAR : 2013
- ❑ MONITORING SITE :
INDIVIDUAL FARMER'S FOREST
(Mr. Liyod Sapanga)
- ❑ AREA : 1 ha (2.5 acre)

Remarks:

- The owner is a chairman of Village Forestry Committee (VFC).
- He controls early burning along boundary between April and May.
- Regeneration Forest.



Latitude: -15.1826

Longitude: 34.893

BALAKA DISTRICT

□ SITE NAME: BLK-PHALULA

□ VILLAGE : PHALULA

□ GVH : PHALULA

□ T/A : CHAMTHUNYA

* T/A will be promoted to STA PHALULA recently.

□ LAUNCHED YEAR : 201

□ MONITORING SITE :

VILLAGE FORESTRY AREA

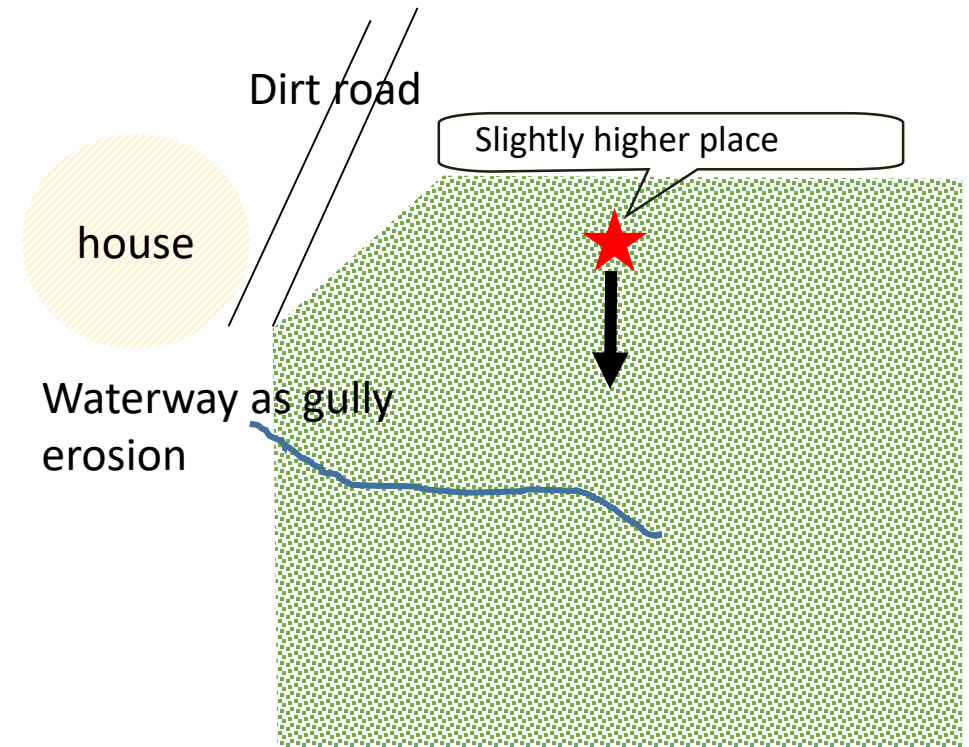
□ AREA : 1.7 ha

Remarks:

- One part of the community forest.
- Fire break is maintained by community every year.
- Community plants seedling every year without any targets.
- No cultivation of maize so far in the target area.

Latitude: -15.2244

Longitude: 34.8852



BALAKA DISTRICT

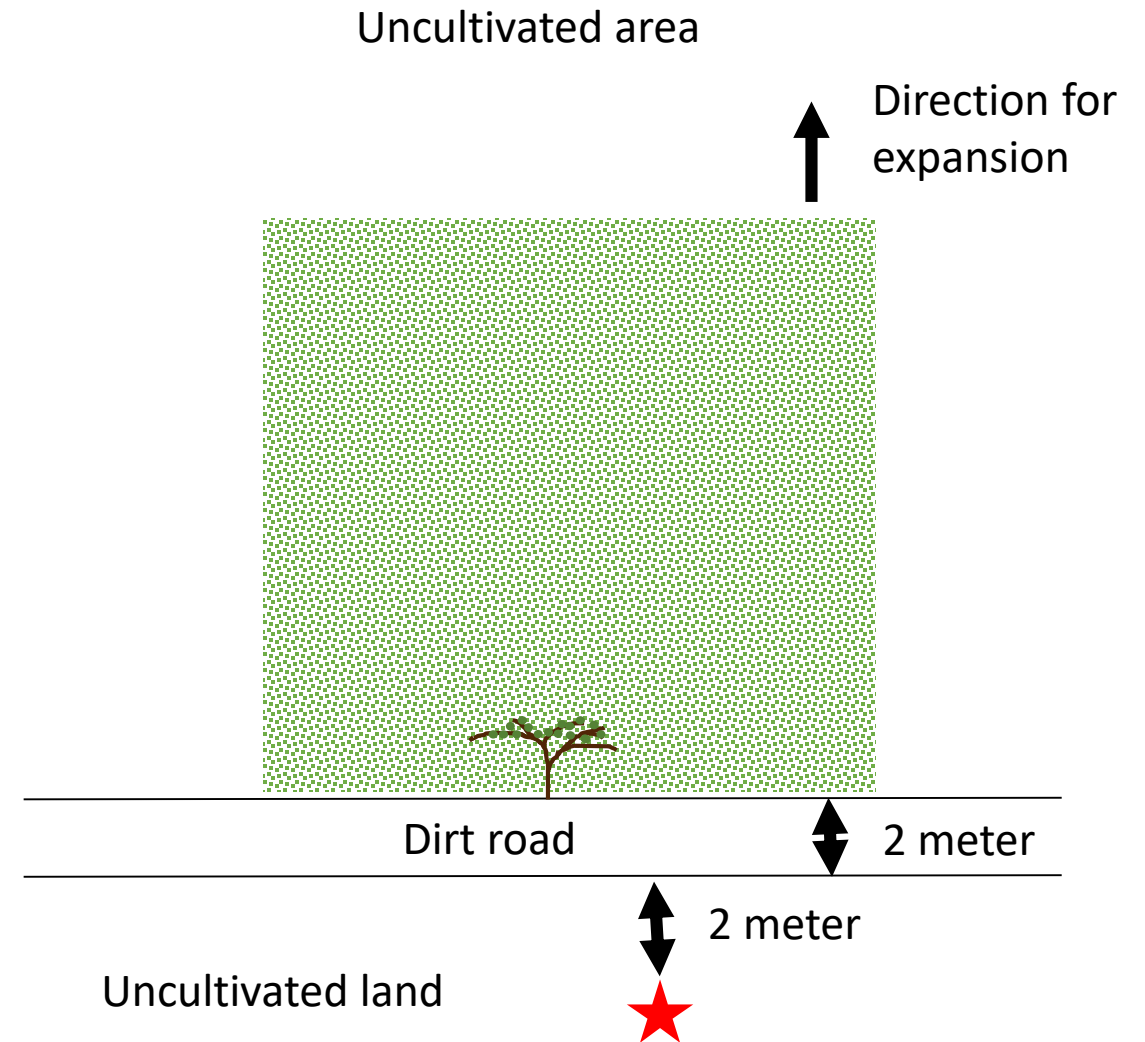
- ❑ SITE NAME: BLK-POLOKERA
- ❑ VILLAGE : POLOKERA
- ❑ GVH : SILLIYA
- ❑ T/A : CHAMTHUNYA
- ❑ LAUNCHED YEAR : 2016
- ❑ MONITORING SITE :
VILLAGE FORESTRY AREA
- ❑ AREA : 0.25 ha (0.5 acre)

Remarks:

- Implementing seedling transplantation & direct sowing.
- Aiming to expand the area 2 acre by 2020.
- Village people want to plant hybrid species like acacia.
- Some restrictions are enforced by their community law.
- Fire break is set-up in dry season.

Latitude: -15.0219

Longitude: 34.9258



BLANTYRE DISTRICT

❑ SITE NAME: BLZ-MACHANGA

❑ VILLAGE : MACHANGA

❑ GVH : LUNGUZI

❑ T/A : LUNDU

❑ LAUNCHED YEAR : 2013

❑ MONITORING SITE :

VILLAGE FORESTRY AREA
(MICLALE HILL)

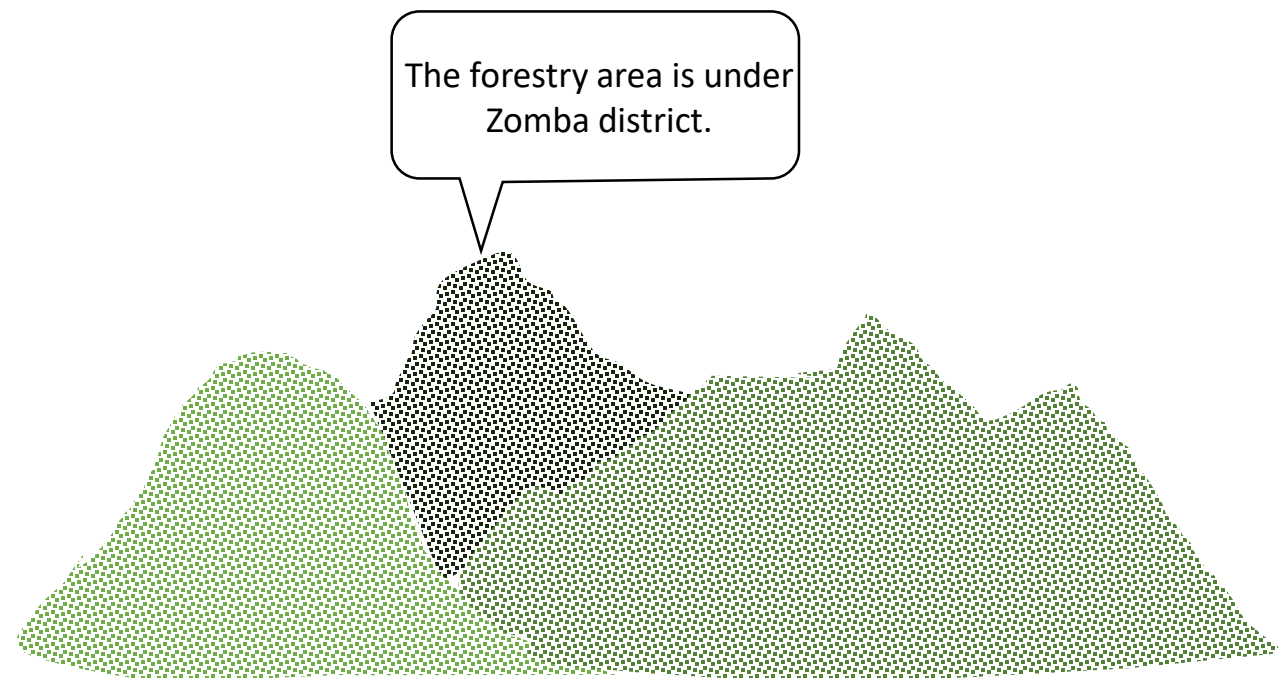
❑ AREA : 80 ha

Remarks:

- When COVAMS II launched in this village in 2013, the target area lacked vegetation.
- LFs led village people practice natural regeneration over the target area.
- Other donors including MASSAF and World Food Program assist planting trees at foothills of the target area.
- Village law involves regulation, care of forest and punishment and it is endorsed by VH, GVH, TA, DFO and DC.

Latitude: -15.4516

Longitude: 35.0586



BLANTYRE DISTRICT

- ❑ SITE NAME: BLZ-MICHIRU
- ❑ VILLAGE : MBEGA & CHIHOLONGWE
- ❑ GVH : MASINDE
- ❑ T/A : CHIGURU
- ❑ LAUNCHED YEAR : 2016
- ❑ MONITORING SITE :
VILLAGE FORESTRY AREA
(MICHIRU HILL 2)
- ❑ AREA : 55 ha
- ❑ SLF: Mr. Austin Chisaka

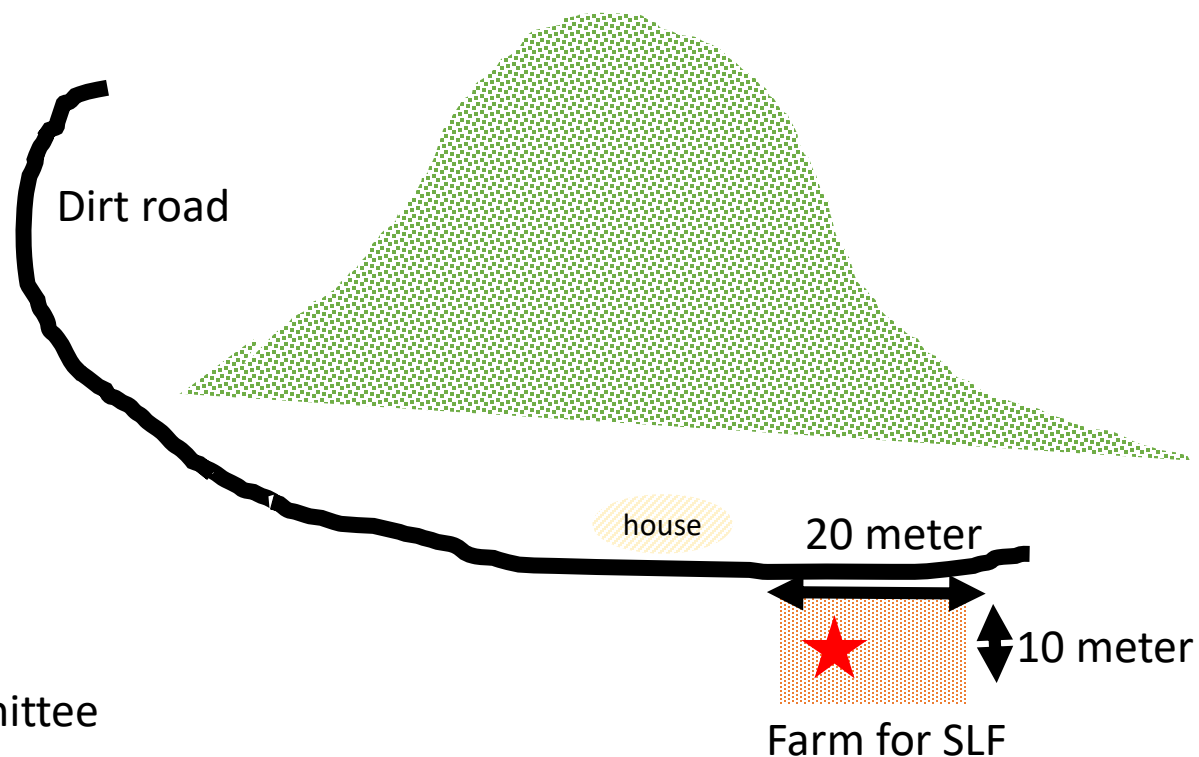
* Chairman of village natural resource management committee

Remarks:

- This is a natural regeneration site.
- Utilization of trees is restricted by the village laws.
- Fire break is set up in dry season.
- Target forest is the front side of the hill, whole the back side of it is out of the target forest.

Latitude: -15.455

Longitude: 34.9009



BLANTYRE DISTRICT

❑ SITE NAME: BLZ-MPOSA

❑ VILLAGE : MPOSA

❑ GVH : UNDI

❑ T/A : LUNDU

❑ LAUNCHED YEAR : 2013

❑ MONITORING SITE :

CHISONGOLE VILLAGE FORESTRY AREA

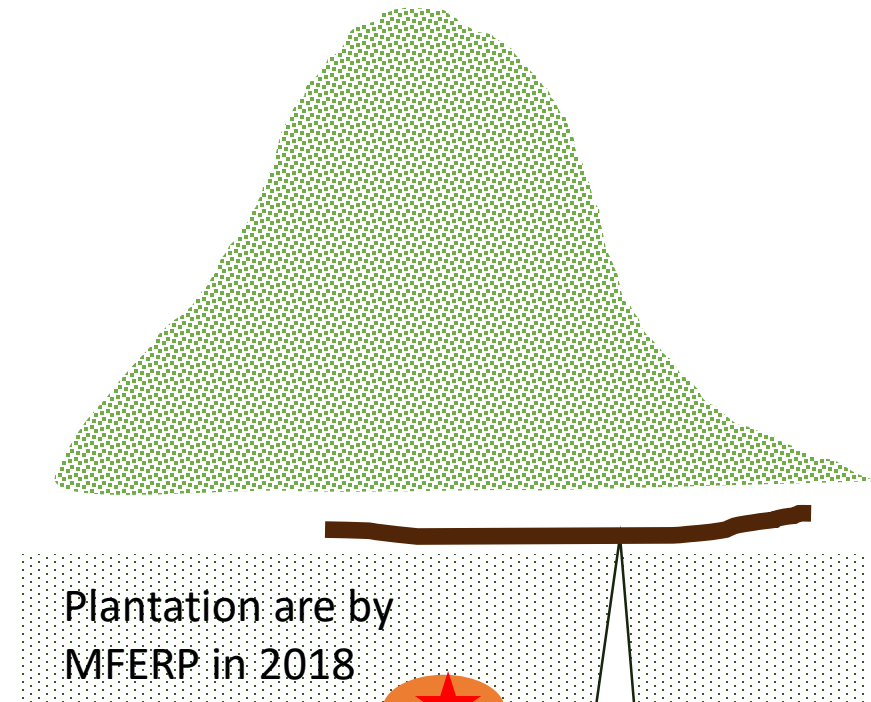
❑ AREA : 20 ha

Remarks:

- COVAMS II launched in this village in 2014 when the vegetation of the target land is scarce , and the village people agreed to implement commune level forest management by means of seed raising and natural regeneration.
- Village people built check dam with stone at foothills of the target area.
- Village law involves work plan for tree planting, weeding and boundary maintenance by fire break.
- Neighboring hills were burnt last year, but the target area was not burnt thanks to the community level forest management.

Latitude: -15.5518

Longitude: 35.0745



NENO DISTRICT

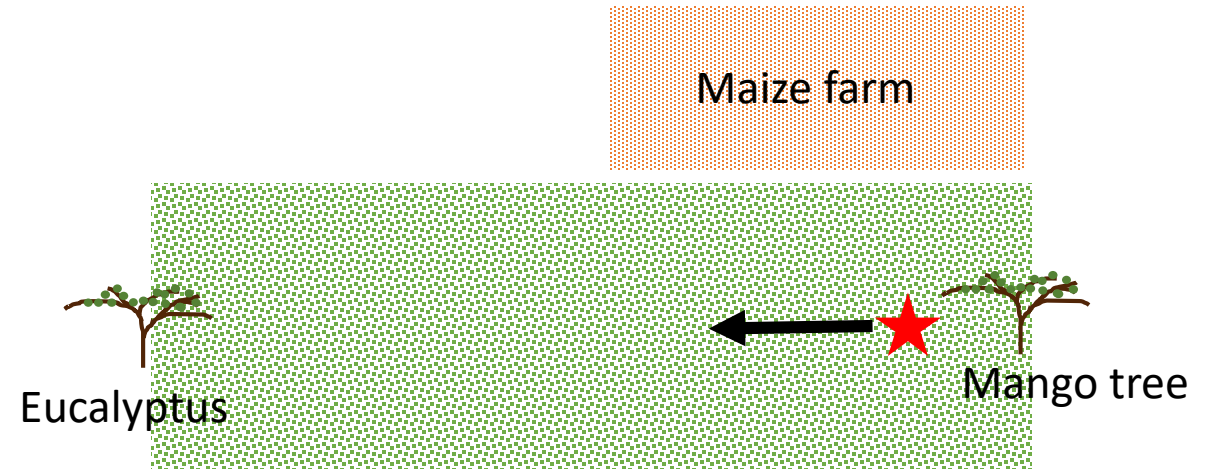
- ❑ SITE NAME: NENO-MALAU LI
- ❑ VILLAGE : MLAULI
- ❑ GVH : MLAULI
- ❑ T/A : MLAULI
- ❑ LAUNCHED YEAR : 2014
- ❑ MONITORING SITE :
INDIVIDUAL FARMER'S FOREST
(Mr. Duncan Robert)
- ❑ AREA : 2.5 acre

Remarks:

- The area is mainly managed by natural regeneration.
- The land owner practice the fire management after the COVAMS intervention while the area has been likely to be damaged by bush fire.

Latitude: -15.4834

Longitude: 34.6335



NENO DISTRICT

❑ SITE NAME: NENO-MKOKA

❑ VILLAGE : MKOKA

❑ GVH : NGWENYAMA

❑ T/A : SYMON

❑ LAUNCHED YEAR : 2016

❑ MONITORING SITE :

VILLAGE FORESTRY AREA

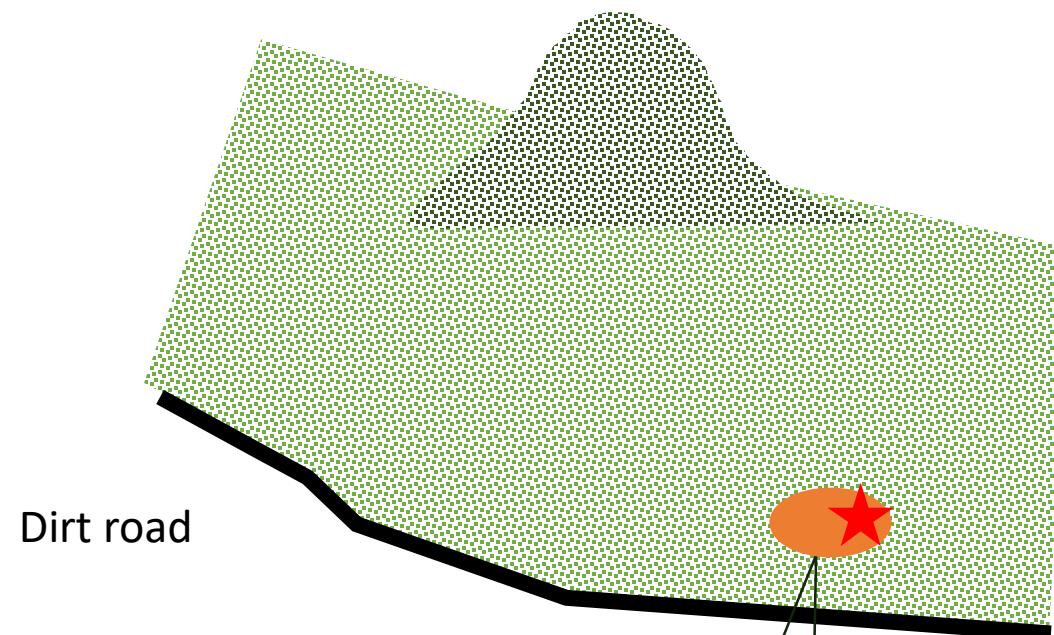
❑ AREA : 22 ha

Remarks:

- The area is mainly managed by natural regeneration.
- If resource is available, the village would like to make a management plan.

Latitude: -15.5399

Longitude: 34.7844



Dirt road



NENO DISTRICT

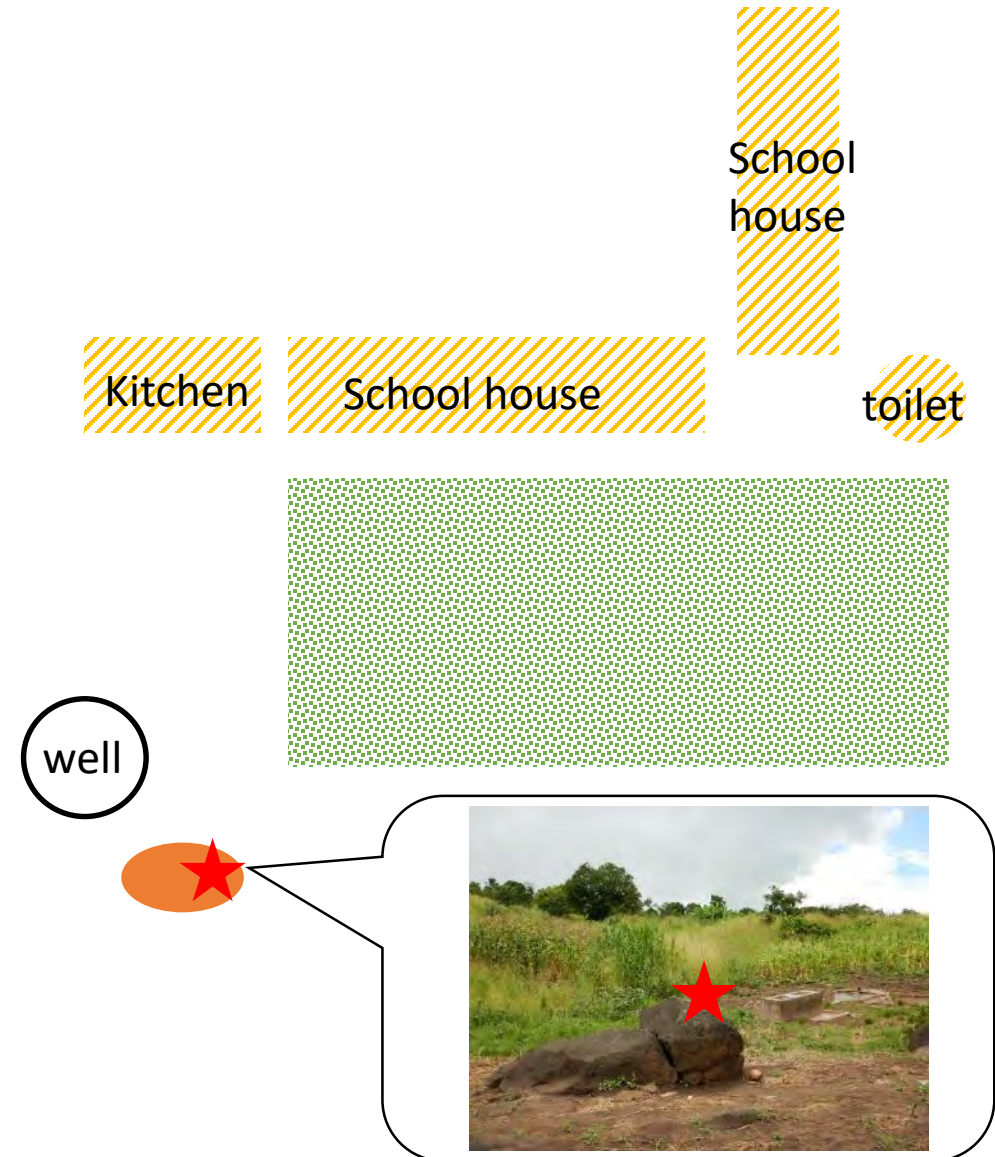
- ❑ SITE NAME: NENO-MKWILIRA
- ❑ VILLAGE : MBILIDZI
- ❑ GVH : DZOMODYA
- ❑ T/A : MLAULI
- ❑ LAUNCHED YEAR : 2013
- ❑ MONITORING SITE :
SCHOOL FOREST
(MKWILIRA FULL PRIMARY SCHOOL)

Remarks:

- The area is managed by the villagers.
- The LFs work as a team in planning the trees.
- The area is being managed by the head teachers and pupils

Latitude: -15.4923

Longitude: 34.6503



MWANZA DISTRICT

□ SITE NAME: MWZ-KASUZA

□ VILLAGE : KASUZA

□ GVH : KASUZA

□ T/A : NTACHE

□ LAUNCHED YEAR : 2014

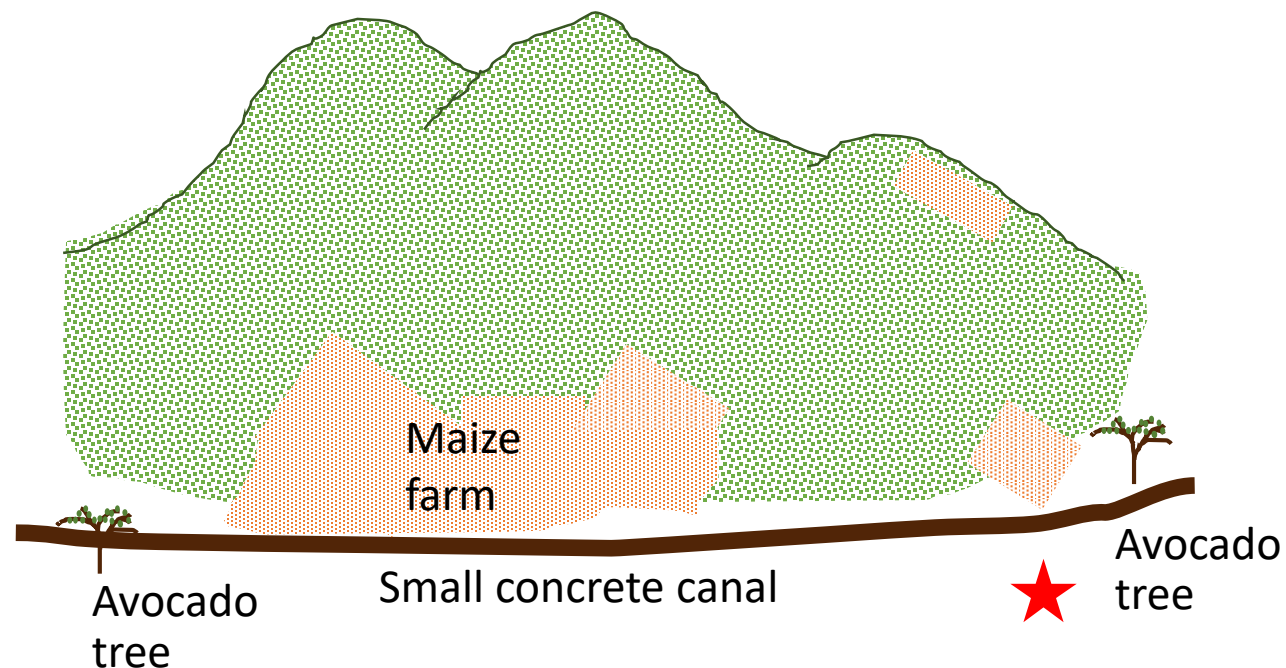
□ MONITORING SITE :

VILLAGE FORESTRY AREA
(MAKUWANGWALA VFA)

□ AREA : 11.29 ha

Remarks:

- The site is practiced the irrigation farming with support from Ministry of Agriculture under Irrigation Department.
- The forestry area is mainly managed through natural regeneration.
- There is a tree planting area surround the river.
- Before five years, the area was used as maize farming.



Latitude: -15.5169

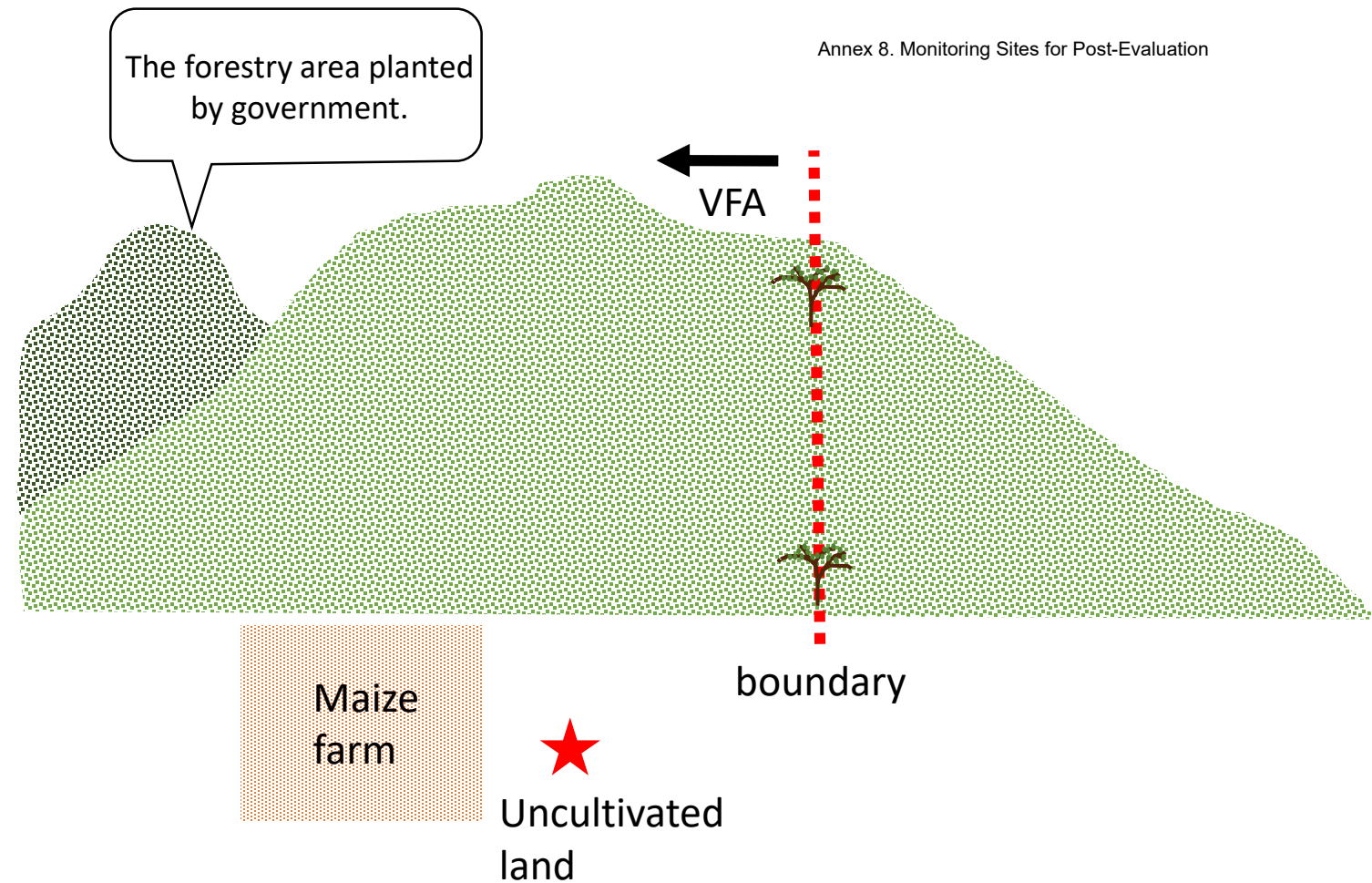
Longitude: 34.4482

MWANZA DISTRICT

- ❑ SITE NAME: MWZ-KAWIRIZA
- ❑ VILLAGE : KAWIRIZA
- ❑ GVH : MGWEDULA
- ❑ SUB-T/A : GOVATI
- ❑ LAUNCHED YEAR : 2013
- ❑ MONITORING SITE :
VILLAGE FORESTRY AREA
- ❑ AREA : 29 ha

Remarks:

- The area is located at the right side of the plantation area which supported by the government program.
- The area is under supervision of 15 members of Village Natural Resource Management.
- The area is mainly managed by natural regeneration.



Latitude: -15.7493

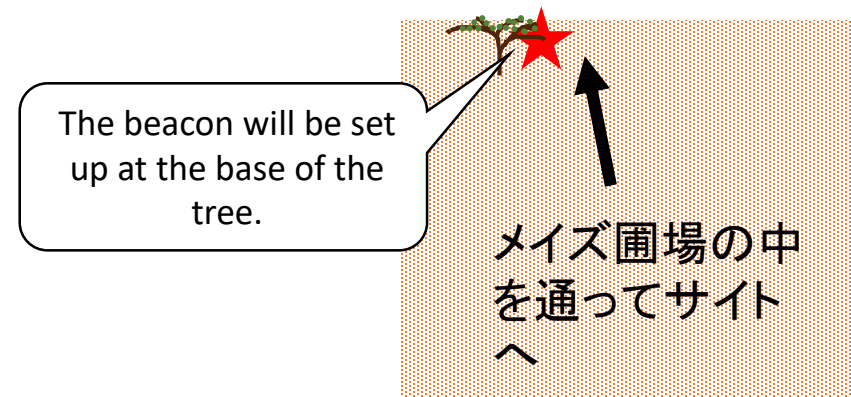
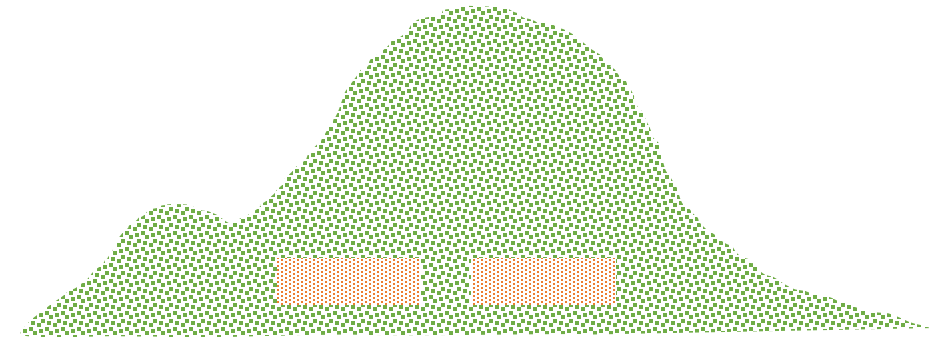
Longitude: 34.418

MWANZA DISTRICT

- ❑ SITE NAME: MWZ-MGWEDULA
- ❑ VILLAGE : MGWEDULA
- ❑ GVH : MGWEDULA
- ❑ SUB-T/A : GOVATI
- ❑ LAUNCHED YEAR : 2013
- ❑ MONITORING SITE :
VILLAGE FORESTRY AREA
- ❑ AREA : 114 ha

Remarks:

- There is no support from other NGOs and project except COVAMS project.
- The area is under supervision of 15 members of Village Natural Resource Management Committee contained COVAMS LFs to sensitize the management under the entire community members.
- The area is mainly managed by natural regeneration.



Latitude: -15.7608

Longitude: 34.4009

MEMORANDUM OF UNDERSTANDING
on
Post Project Monitoring for the Project for
Promoting Catchment Management Activities in Middle Shire (COVAMS II)

This Memorandum of Understanding (MOU) constitutes of the agreement between the District Department of Forestry of XXX district and Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II) (Project) regarding the framework for conducting post project monitoring for preparation of ex-post evaluation which will be scheduled in 2021 by Japan International Cooperation Agency in accordance to the R/D . This MOU is undersigned between the Project Manager of the Department of Forestry of Balaka district (PM) and the Team Leader of the Project.

Article 1. Purpose of Conducting Monitoring

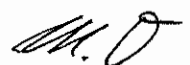
1. The purpose of conducting monitoring is to meet the recommendation adopted by the Joint Coordinating Committee held on November 23, 2017,
2. The Department of Forestry (DOF) agreed to design and to introduce monitoring activities to record changes in the sites with Catchment Management through Farmers Activities (CMFA) based on the COVAMS approach in order to mobilize resources for sustaining CMFA based on the COVAMS for the post-project period. The monitoring is critical to verify effects and effectiveness of the CMFA introduced by the Project,
3. The monitoring methodology shall be simple and feasible to record changes of vegetation and / or soil conservation over time. The record shall be available for stakeholders to have clear understanding of the changes of the specific sites made by continuing CMFA, and
4. The Policy Evaluations Act of Japan sets the primary objectives of evaluation as management and accountability, regulating evaluation by the responsible governmental organization. It also reflects the result of these evaluations to the policy making in an appropriate manner, in the aspect of efficiency and effectiveness in order to gain well understanding in the outcome of their own policies. According to the Evaluation Guidelines of Japanese Official Development Assistance (ODA), ex-post evaluations are conducted for ODA projects that have past three and five years.

Article 2. Methodology and the Procedure of the Monitoring

1. The Project Manager (PM) shall establish the three monitoring sites where CMFA has been carried out during the Project. The monitoring sites shall be marked with the beacons (permanent markers made of concrete) or the stable stones marked with oil-based paint. The GPS locations of the monitoring sites are identified by the camera provided by the Project,
2. The PM shall organize a meeting with local authority to make community members aware of the purpose and necessity of the monitoring so that the monitoring sites and beacons would be properly managed and maintained,
3. The list of the three monitoring sites are as following:
 - 1). BLK-POLOKERA: Polokera village, GVH Silliya, TA Chamthunya
 - 2). BLK-IPENDO: Ipendo village, GVH Bamusi, TA Khamthunya
 - 3). BLK-PHALULA: Phalula village, GVH Phalula, TA Chamthunya
4. The methodology of the annual monitoring is to take a panoramic photograph of the designated forest from the monitoring sites marked with the beacon or with the painted stone. The photographs for the monitoring shall be taken by District Forestry Office (DFO) using the cameras provided by the Project. The date(s) of the monitoring shall be within the 1st week of March every year. The date(s) may be flexible at maximum of one week if the weather condition does not permit such monitoring activities.

Article 3. Reporting and Storing of the Data

1. The photographs taken in March 2018 shall be submitted to the Project. The photos along with the location maps of the monitoring sites shall be compiled and stored by the Department of Forestry to be used as baselines for the monitoring. The offices that store the photograph is the following:
 - (1) Regional Forestry Officer (South), and
 - (2) Deputy Director, Department of Forestry
2. From 2019 until March 31, 2023 or the date completing the ex-post evaluation whichever comes earlier, the PM shall carry out annual monitoring as stipulate in this MOU, and
3. The PM shall analyze the situation and the status of the monitoring sites employing a fix-point observation using the photographs. The analysis along with the photographs taken from the monitoring sites shall be submitted to the Department of the Forestry following the annual reporting procedures.

Article 4. Undertaking by the PM

1. The PM shall take sole responsibility for carrying out the monitoring as stipulated in this MOU. The PM shall pay special attention to his / her work schedule to accommodate the annual monitoring stipulated in this MOU.
2. The PM is obligated the duty of care to utilize the camera and its attachments specifically provided to undertake the monitoring of the Project,

Article 5. Undertaking by the Project

1. The Project shall provide one GPS locator-equipped camera, two memory cards and one camera pouch
2. The Project shall consult and collaborate with PM for setting up the monitoring sites and establishing the monitoring procedures stipulated in this MOU.

In witness whereof, the parties to this MOU through their duly authorized representatives have executed this MOU on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this MOU as set forth herein.

The effective date of this MOU is the date of the signature last affixed to this page.



Mr. Paul Muhosha
Project Manager of the Department
of Forestry of Balaka District
Date: 02/03/2018



Mr. Masato Onozawa
Team Leader, COVAMS II
Date: 4/2/2018

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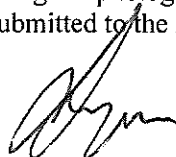
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 - 2). BLZ-MACHANGA: Machanga village, GVH Lunguzi, TA Lundu
 - 3). BLZ-MPOSA: Mposa villsge, GVH Undi, TA Lundu
4. The methodology of the annual monitoring is to take a panoramic photograph of the designated forest from the monitoring sites marked with the beacon or with the painted stone. The photographs for the monitoring shall be taken by District Forestry Office (DFO) using the cameras provided by the Project. The date(s) of the monitoring shall be within the 2nd week of March every year. The date(s) may be flexible at maximum of one week if the weather condition does not permit such monitoring activities.

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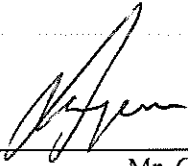
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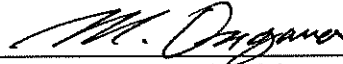
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Mr. Geoffrey Kanyerere
Project Manager of the Department
of Forestry of Blantyre District
Date: 02/03/2018



Mr. Masato Onozawa
Team Leader, COVAMS II
Date: 02/03/2018

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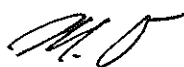
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 - 2). MWZ-MGWEDULA: Mgwedula village, GVH Mgwedula, TA Govati
 - 3). MWZ-KAWIRIZA: Kawiriza villsge, GVH Mgwedula, TA Govati
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2. The PM is obligated the duty of care to utilize the camera and its attachments specifically provided to undertake the monitoring of the Project,

Article 5. Undertaking by the Project

1. The Project shall provide one GPS locator-equipped camera, two memory cards and one camera pouch
2. The Project shall consult and collaborate with PM for setting up the monitoring sites and establishing the monitoring procedures stipulated in this MOU.

In witness whereof, the parties to this MOU through their duly authorized representatives have executed this MOU on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this MOU as set forth herein.

The effective date of this MOU is the date of the signature last affixed to this page.



Mr. Gregory Kulemeka
Project Manager of the Department
of Forestry of Mwanza District
Date: 02/03/18



Mr. Masato Onozawa
Team Leader, COVAMS II

Date: 02/03/2018

MEMORANDUM OF UNDERSTANDING
on
Post Project Monitoring for the Project for
Promoting Catchment Management Activities in Middle Shire (COVAMS II)

This Memorandum of Understanding (MOU) constitutes of the agreement between the District Department of Forestry of Neno district and Project for Promoting Catchment Management Activities in Middle Shire (COVAMS II) (Project) regarding the framework for conducting post project monitoring for preparation of ex-post evaluation which will be scheduled in 2021 by Japan International Cooperation Agency in accordance to the R/D . This MOU is undersigned between the Project Manager of the Department of Forestry of Neno district (PM) and the Team Leader of the Project.

Article 1. Purpose of Conducting Monitoring

1. The purpose of conducting monitoring is to meet the recommendation adopted by the Joint Coordinating Committee held on November 23, 2017,
2. The Department of Forestry (DOF) agreed to design and to introduce monitoring activities to record changes in the sites with Catchment Management through Farmers Activities (CMFA) based on the COVAMS approach in order to mobilize resources for sustaining CMFA based on the COVAMS for the post-project period. The monitoring is critical to verify effects and effectiveness of the CMFA introduced by the Project,
3. The monitoring methodology shall be simple and feasible to record changes of vegetation and / or soil conservation over time. The record shall be available for stakeholders to have clear understanding of the changes of the specific sites made by continuing CMFA, and
4. The Policy Evaluations Act of Japan sets the primary objectives of evaluation as management and accountability, regulating evaluation by the responsible governmental organization. It also reflects the result of these evaluations to the policy making in an appropriate manner, in the aspect of efficiency and effectiveness in order to gain well understanding in the outcome of their own policies. According to the Evaluation Guidelines of Japanese Official Development Assistance (ODA), ex-post evaluations are conducted for ODA projects that have past three and five years.

Article 2. Methodology and the Procedure of the Monitoring

1. The Project Manager (PM) shall establish the three monitoring sites where CMFA has been carried out during the Project. The monitoring sites shall be marked with the beacons (permanent markers made of concrete) or the stable stones marked with oil-based paint. The GPS locations of the monitoring sites are identified by the camera provided by the Project,
2. The PM shall organize a meeting with local authority to make community members aware of the purpose and necessity of the monitoring so that the monitoring sites and beacons would be properly managed and maintained,
3. The list of the three monitoring sites are as following:
 - 1). NENO-MKOKA: Mkoka village, GVH Ngwenyama, TA Symon
 - 2). NENO-MALAUULI: Malauki village, GVH Malauli, TA Malauli
 - 3). NENO-MKWILIR: Mbilidzi village, GVH Dzomodya, TA Malauli
4. The methodology of the annual monitoring is to take a panoramic photograph of the designated forest from the monitoring sites marked with the beacon or with the painted stone. The photographs for the monitoring shall be taken by District Forestry Office (DFO) using the cameras provided by the Project. The date(s) of the monitoring shall be within the 2nd week of March every year. The date(s) may be flexible at maximum of one week if the weather condition does not permit such monitoring activities.

Article 3. Reporting and Storing of the Data

1. The photographs taken in March 2018 shall be submitted to the Project. The photos along with the location maps of the monitoring sites shall be compiled and stored by the Department of Forestry to be used as baselines for the monitoring. The offices that store the photograph is the following:
 - (1) Regional Forestry Officer (South), and
 - (2) Deputy Director, Department of Forestry
2. From 2019 until March 31, 2023 or the date completing the ex-post evaluation whichever comes earlier, the PM shall carry out annual monitoring as stipulate in this MOU, and
3. The PM shall analyze the situation and the status of the monitoring sites employing a fix-point observation using the photographs. The analysis along with the photographs taken from the monitoring sites shall be submitted to the Department of the Forestry following the annual reporting procedures.

Article 4. Undertaking by the PM

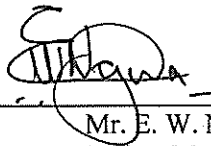
1. The PM shall take sole responsibility for carrying out the monitoring as stipulated in this MOU. The PM shall pay special attention to his / her work schedule to accommodate the annual monitoring stipulated in this MOU.
2. The PM is obligated the duty of care to utilize the camera and its attachments specifically provided to undertake the monitoring of the Project,

Article 5. Undertaking by the Project

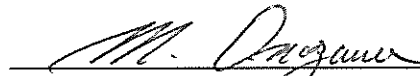
1. The Project shall provide one GPS locator-equipped camera, two memory cards and one camera pouch
2. The Project shall consult and collaborate with PM for setting up the monitoring sites and establishing the monitoring procedures stipulated in this MOU.

In witness whereof, the parties to this MOU through their duly authorized representatives have executed this MOU on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this MOU as set forth herein.

The effective date of this MOU is the date of the signature last affixed to this page.



Mr. E. W. Ngwangwa
Project Manager of the Department
of Forestry of Neno District
Date: 03/03/2018



Mr. Masato Onozawa
Team Leader, COVAMS II

Date: 03/03/2018

2018年4月11日

マラウイ国
シレ川中流域における農民による流域保全活動推進プロジェクト
(Project for Promoting Catchment Management Activities in Middle Shire (COVAMSII))
業務完了について (ご報告)

アイ・シー・ネット株式会社
 小野澤雅人
 白石いずみ
 浅羽慶太郎

1. 背景

マラウイの国土全体の28%を占める森林面積（3百万Ha:2016年）は、年約2.8%の率で減少しているとされており、マラウイ湖を源流として南部を流れるシレ川中流域の森林資源の減少は近年著しい。その原因は、同国最大の商業都市ブランタイア市の人口増加にともなうエネルギー需要の急増により薪炭確保や、自然資源への圧力が高まり、結果として森林伐採・土地保水能力低下や、表土流出による地力の低下など様々な問題が起きている。また、土壌流出による農業の生産性低下は、農村住民の生活水準の低下をもたらす結果となっている。流出土砂の影響は、シレ川水系の水力発電の能力低下をもたらしたり、河床変動による洪水の増加を起こしたりするなど、様々な影響が起きている。

自然資源の適正利用は、マラウイ国政府の喫緊の課題の一つとして認識されており、同国政府は我が国政府に森林資源の減少に対応する支援を要請。これに対して、1999年から2000年までにマスタープラン調査、2002年から2004年までに開発調査による実証調査を実施してきた。これら調査において一定の有効性が確認された流域管理の手法をより広範な地域に拡大することを目的として技術協力プロジェクト「シレ川中流域における村落振興・森林復旧プロジェクト（2007-2012）」（以下、COVAMS）、続いてブランタイア県、ネノ県、バラカ県、ムワンザ県における農民の活動による流域管理（CMFA）の制度化を目的とする本プロジェクト（COVAMS II（2013-2018））が実施されてきた。

2. プロジェクトの概要

案件名	シレ川中流域における農民による流域保全活動推進プロジェクト Project for Promoting Catchment Management Activities in Middle Shire (COVAMSII)
カウンターパート 機関	自然資源・エネルギー・鉱業省（同森林局）、農業灌漑水資源開発省（普及サービス局、土地資源保全局）、社会教育文化省（コミュニティ開発局）、ブランタイア、バラカ、ムワンザならびにネノ各県
協力期間	2013年04月01日～2018年03月31日（5年間）
対象地域	ブランタイア県、バラカ県、ムワンザ県、ネノ県
上位目標	農民の活動を通じた流域保全活動（Catchment management through farmers' activities : CMFA）が、対象県において広く実施される。
プロジェクト目標	CMFAが対象県において制度化される。
実施体制	プロジェクトの前半（開始-2015/9）期間は長期専門家3名体制で対象4県における実施体制の構築を支援し、県レベルの職員・普及員の事業実施能力の向上、リ

	ードファーマーの養成、普及技術の農業生産性への貢献などを確認した。プロジェクト後半（2015/9-2018/3）はプロジェクト終了後の自立性促進のため、業務実施契約に変更し、COVAMSアプローチの制度化支援に向け、中央政府など関係者への働きかけ、関係機関の連携強化を進めて来た。
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3. プロジェクトの進捗・指標達成状況等

(1) 成果およびその達成状況

1) 成果 1: 対象県及び関係諸機関に対する、COVAMS のための予算確保・制度化への働きかけが行われる

- CMFA の実践・展開に関わる諸機関（農業普及、土地保全、ジェンダー、森林各局）ならびに、予算・その執行に関して権限をもつ地方機関に対し、CMFA の重要性を説明し理解を求めた。
- 民間企業等の利害関係者、メディア等のフィールドビジットを繰り返し実施した。
- プロジェクト終了後に継続的な実施予算を担うの各県に対して、年次の予算作成プロセスへの関与を高め、COVAMS での計画立案とそれが連動するよう予算プロセスを包含した取組を継続実施。
- 企業や政府機関向け個別のセミナー、フィールドビジットなどを開催。CMFA の必要性やそれぞれの使命達成のための貢献に向けた広報活動の強化。
- COVAMS アプローチガイドラインを策定し、3 省 4 部局において承認を受けた。

2) 成果 2: 対象県関係局行政官の、COVAMS アプローチ運営能力が向上する。

- 対象県関係局行政官の COVAMS アプローチ実施能力を評価し、同アプローチ及びプロジェクト管理に関する様々な研修を実施して来た。
- また、プロジェクト管理能力強化のため予算作成とリンクした年間活動計画策定、右計画にもとづく活動実施、進捗モニタリング、レビューなどを支援してきた。
- さらに、COVAMS ガイドラインの策定支援を行ってきた。
- これらの過程、行政官を対象とした COVAM による CMGF に関する理解度を確認ながら、能力強化研修を行ってきた。

3) 成果 3: COVAMS アプローチの普及手法及び普及される技術の有効性が検証される。

- COVAMS アプローチの普及方法に係る質問票調査を行い、対象世帯における 3 技術の実践状況の確認を通じ右アプローチの有効性を確認した。
- また、実績に基づく実施費用を算定し、一定の条件のもと他の普及手法との比較検討が可能となる枠組を示した。
- マラウイ国内で行われているリードファーマー（LF）を介した普及手法と比較検討を行い COVAMS アプローチにおける LF の役割と有効性を確認した。
- 土砂流出、普及に関する有効性を確認した。

4) 成果 4: 全てのレベルの関係機関の指導的立場の関係者間で、COVAMS アプローチへのコミットメントが強化される

- 県森林局が主体となり CCO・TST 会議、各県間の PM 会議が定期的開催されている。
- 県がホストとなり、省庁関係者や県関係者を対象としたフィールドビジットが計画・実施されるようになった。また、これら機会を利用して、COVAMS の優位性・意義などが説明され、同機関において COVAMS に対する理解が深まった。

(2) プロジェクト目標およびその達成状況

プロジェクト目標：CMFA が対象県において制度化される。

1) 指標 1: 県の関係各局の年次計画において COVAMS アプローチによる CMFA 活動が計画され、予算要求が提出される。

- 【達成済み】各県において予算策定は、県森林局が主体となり CCO・TST 会議、各県間の PM 会議を定期的開催し、これら各層の意見集約を経て策定されている。
- また、向こう 3 年分の事業計画について優先的に支援を行うべき村落のショートリストを含む活動計画を、2018 年 3 月開催のレビュー会合を通じて策定した。

- 県は、この活動計画を実現するための予算化を進める枠組みが整備・強化された。
- 2) 指標 2: COVAMS アプローチガイドラインが関係省庁により承認される
- 【達成済み】2018年3月に、COVAMS アプローチのガイドラインを3省4部局は、技術文書として承認し、関係者の利用に供している。
- (3) 上位目標およびその達成みとおし
- 上位目標：COVAMS アプローチを用いた農民の活動を通じた流域保全活動（Catchment management through farmers' activities：CMFA）が、対象県において広く実施される。
- 1) 指標 1: 【達成の見込み】COVAMS アプローチによる CMFA が対象県内の少なくとも2つの非パイロット TA において実施される。
- 2018年3月現在ターゲットである対象4県7TAに加え、新たに対象外の1TAにおいて Lean COVAMS（投入量を大きく削減した COVAMS 手法での活動）が実施されている。
- 2) 指標 2: 【達成の見込み】COVAMS アプローチによる CMFA が、県内の他ドナーによる少なくとも一つの支援プロジェクトに利用される。
- 2018年3月に各県において策定されたアクションプランでは、COVAMS 手法を利用した CMFA のために他のドナー等への働きかけを進めるよう検討が進められている。プロジェクト終了時に、具体的な展開例はないものの、NGO・民間企業との協議を進めることを JCC において合意している。
 - なお、2018年4月には、発電会社である EGENCO の行う流域保全活動の一部を森林局が同社と協力して実施することに合意した。

4. プロジェクト終了後のモニタリング・事後評価予定

1) モニタリング

- プロジェクト終了後のモニタリングのため、各県3ヶ所計12ヶ所の定点観測用モニタリングサイトを選定した。各モニタリングサイトは村落共有林が俯瞰することのできる場所で、長期的な植生変化を観察する。モニタリングの方法は、毎年3月第一週に各地のモニタリングサイトからパノラマ写真を撮影することを通じて把握する予定。
- モニタリング結果の報告は、各県森林局が南部 RFO 経由で森林省へ報告する年次報告において行うこととした。
- なお、2018年3月時点でのモニタリングサイト全12ヶ所の状況を今後のモニタリングの際のベンチマークとして保存するため、全12ヶ所で撮影した写真と位置図を収録したアルバム3部を作成し、①森林局本局、②RFO（南部）ならびに、③JICA マラウイ事務所に提出し保管することとした。

2) 事後評価

- プロジェクト終了後3～5年後を予定。

Annex 1: 2018年3月27日合同調整委員会 ミニッツ（案）

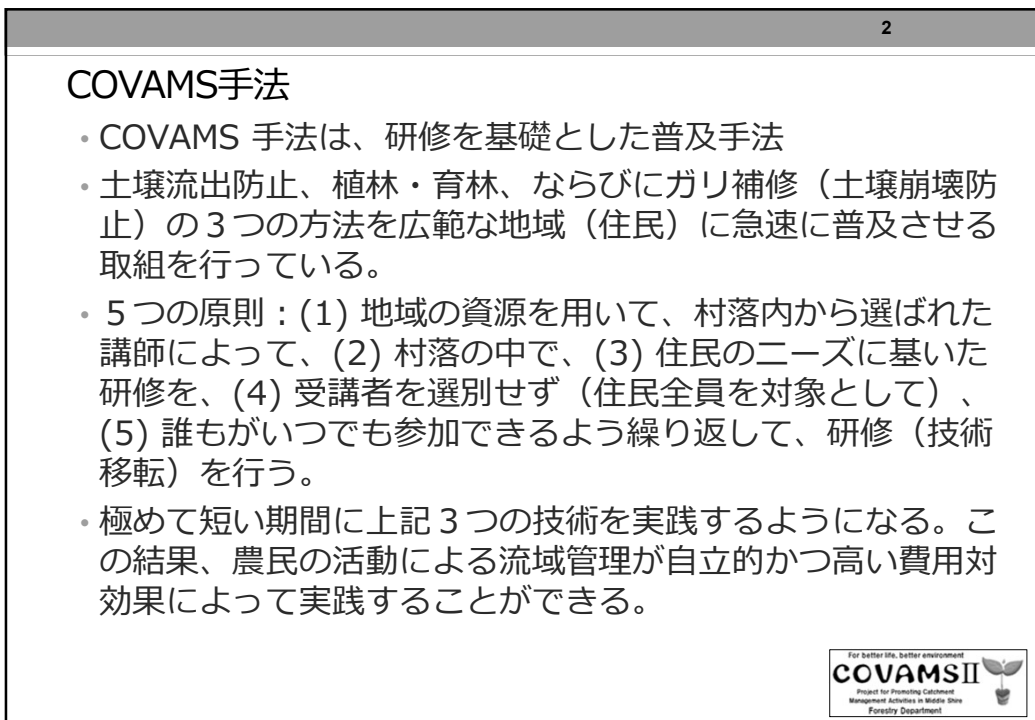
Annex 2: プロジェクト写真

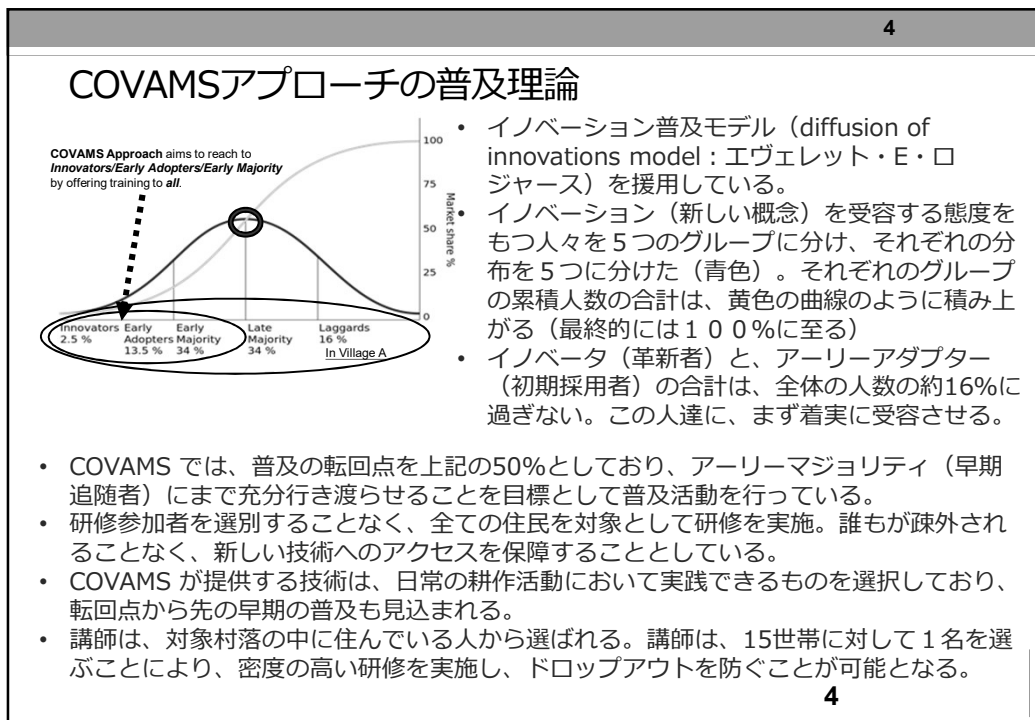
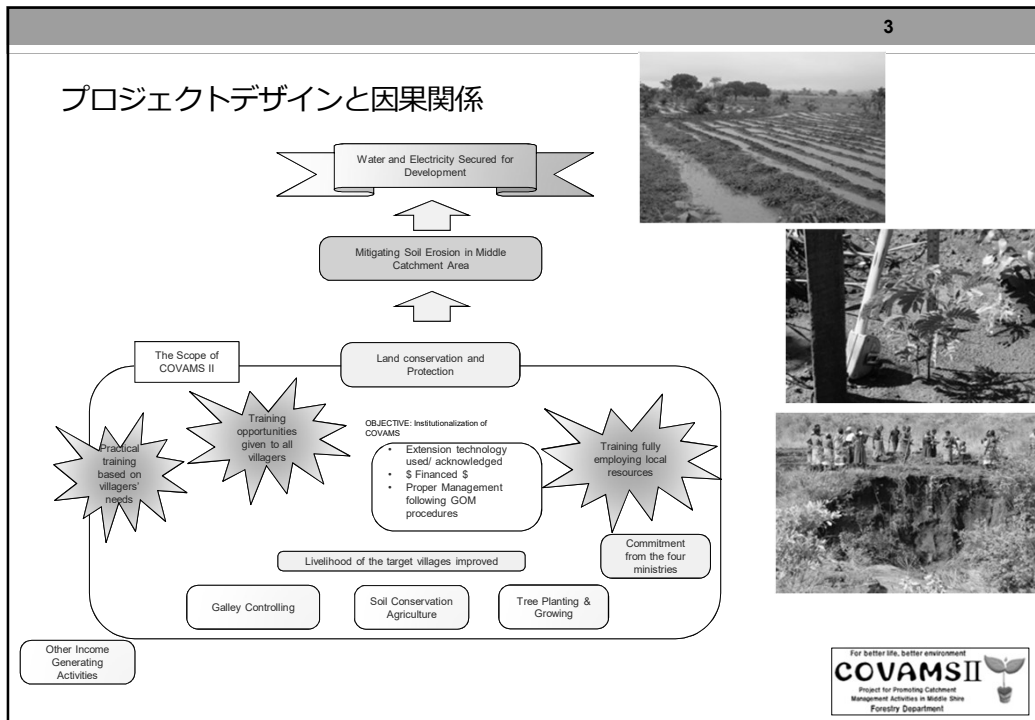
Annex 3: 業務従事者の従事計画／実績表

Annex 4: プロジェクト完了報告書（英文）

Annex 5: COVAMS アプローチガイドライン

以上





5

COVAMSアプローチ

COVAMS手法では、住民から選出されたリードファーマー（LF）を活用し、村落への介入を行っている。この支援は、2年間を上限に行うこととしている。

Implementation Process	
1. Sensitization meeting	<i>GVHs, VHs, and other stakeholders being invited</i>
2. Choose Lead Farmers (LFs) by elections	<i>Ratio of LF to households is fixed at 1 to 15</i>
3. Extension workers train LFs	<i>Training of trainers (TOT) for LFs using local resources</i>
4. LFs train farmers	<i>Continuous training taking place within their own limana</i>
5. Monitoring & Evaluation	<i>Intervention continues for two years</i>



6

アウトカム

- 2013年のプロジェクト開始以来、3000名のLFを養成し、約46,000世帯に対して研修を実施してきた（2017年9月実績）。

Category	Number
Villages	347
Households	45,705
Lead Farmers (LFs) Certified	3,745
Senior Lead Farmers (SLFs) Certified	435

- 技術移転を行った3つの技術の実践率もそれぞれ高いレベルにある。（世帯調査の結果）

Category	Adoption rate (%) before Project	Adoption rate (%) after 2 yrs Project
Soil conservation	25	97
Seedling production	61	79
Tree planting	65	89
Gully control	9	69

- 移転した技術の実践費用は、以下のように推定できる。

Category	Cost per 100 unit in USD
Seedling production	USD 1.91
Tree planting	USD 1.24



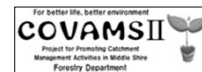
Lean COVAMS (投入を削減したCOVAMS手法) 試行

【背景】

- プロジェクト目標である「制度化」に向け、Post-COVAMSでの継続可能性を高める
- 持続性向上のため「現地化」「簡素化」「省投入」を進める
- セネガル、マダガスカルの経験(原則的に財は無投入:研修提供のみ)

【マラウイ側の反応】

- 強い拒否:LFへの資機材・昼食代・Tシャツ支給:インセンティブ
- 関係者への説得・合意形成に一年かかる
- Mwanza県(5ヶ村での試行):森林局の本来業務という認識の醸成
- 各県ごとに異なる反応:Mwanza, Nenoではポジティブ



Lean COVAMSの実践

- 通常のCOVAMSとの差異(コスト比較・次頁参照)はあまり大きくない;
- 適用可能な村落:開発意識・ニーズが高い、支援への逼迫感のある村落;
- 他ドナーの入っていない遠隔地(スポイルされていない地域での受容性高い~モビリティの必要性);
- 近隣での開発パートナーの支援のある地域では実践困難(近隣でのWFPの食糧援助・栄養向上プログラムは、COVAMS実践の障害)

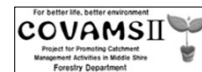


9

通常の研修 vs COVAMS(比較)

項目	通常の研修	COVAMS	
参加者・対象者	選別/ 受講資格・参加条件あり	対象村落住民であれば選別しない	
参加者の登録・データ利用	参加者属性把握・データ利用	原則しない / 最小限のHH調査	
講師・トレーナー	地域外・外部講師	住民から選ばれる	
コンテンツ	受講者のNeeds (Learner-centered)		
M&E	Reaction	Questionnaire Survey (アンケート)	N/A/ Observation
	Learning	Test/ Observation, etc.	N/A/ Observation
	Behavioral Change	Observation, 360° interview, etc.	実践率、Observation
	Result	投資効果 (R/I etc.)	(HH Survey) ?
費用	安くない / 講師謝金+Overhead	安い / 現地リソース利用	
教材・設備・器具・施設	通常は講師が選択、一般書籍	無し、殆ど不要・限定的	
普及カバー率	小、普及のしきい値を越える例は稀	高い、最初から50%以上を狙う	

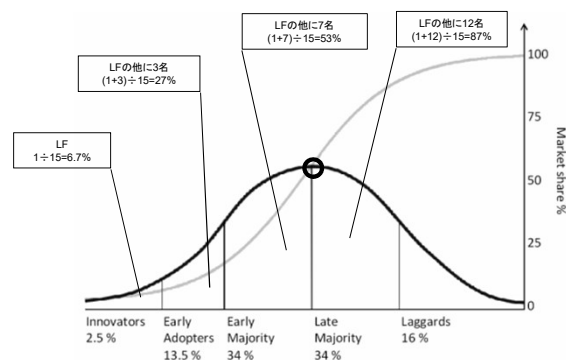
出典: COVAMS



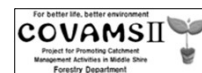
10

LFの役割

- ・ 15世帯に1名のLF選定の意味



- ・ 既存の普及システムの補完



COVAMSの特長

強み

- 5つの哲学（明解・理解し易い）
- 「社会主義」的（≒機会均等）
- 「みんなで良くなるもの」：親和性が高い（例：社会林業・保健）
- 条件（次頁）が整えば、早期に普及/展開できる可能性
- 展開速度が速い：全員参加ゆえに最初からしきい値狙う：「普及のイノベーション」

弱み

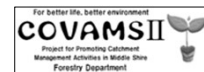
- 5つの哲学（柔軟性に欠ける）
- 広範な対象者・ゆえに脱落者も
- 「競争的なもの」「多様性が必要なもの」への親和性分析はなお課題
- 早期の普及に必要な条件を整える必要性
- 既往の評価手法を否定（モニタリング、インベントリ・空間計画の軽視→これら不在でも運営可能な点はポジティブ？=専門家の仕事はM&Eか事業実施か？）
- 膨大なロジが必要（普及カスケードの大きさ、提供物品・配布物、精算方法による）

COVAMS普及の必要条件

- 小さく作り、大きく育てる（パイロット事業以来、約15年の試行錯誤の結果、得られた果実であること）。
- 蓄積された人的・組織的・技術的資産（含：セネガル、マダガスカルの知見）の上に立つ；
- 伝統的権威の分析・解明、尊重、仕組みの重視；
- 関与する公務員の意識向上（Skill; Knowledge; Attitude）を進めた。必要なコンピテンシーの言語化～到達点の明確化+相互評価の導入；
- モビリティ確保の重要性（広範な地域で実施）、バイク・車両維持は事業の重要な柱のひとつ、「埋没コスト（使い潰す）」≠アセット化するとうまく回らない

まとめ：マネジメント上の留意点

- ・「与条件」として人的資源（普及従事者配置）の有効利用（農業、コミュニティ開発、林業各省の普及従事者の動員）→既存の資源配置が薄いので、3省4部局の動員・運営面での配慮は必須：4部局の力関係はCPを信頼して委ねてきた。
- ・選択と集中：
 - ・①直営専門家の成果を活かすため「普及」「展開」に傾注（業務マネジメント≒ファシリテータの役割）、
 - ・②技術移転対象業務の精査：経理・精算関連は技術移転対象外と見切る；
 - ・③キャパビル到達点の明確化：望まれる人材像の明確化・言語化による現状評価・進捗管理；
 - ・④Post-COVAMSを見据えた最終的な育成・強化方針：「守」「破」「離」の実践



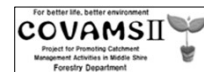
まとめ：インプット～活動

- ・運営モードの切替えが有効
 - ・①COVAMS Iにおいては、長期専門家による、立ち上げ+支援の模索+関係性形成
 - ・②Specified Trainingの特定～
 - ・③COVAMS IIの立ち上げ（体制づくり）～
 - ・④インプット継続による拡大期
- ・（逆算すると）約10年の投入継続（車両6台、バイク25台を維持する=モビリティの維持が重要な鍵だった）→45,000戸への普及
- ・運営上の原則：①5つの原則を「愚直に」行き渡らせる、②モビリティ確保を第一に運営
- ・運営を継続する=インプットの継続：現場の業務を止めない



まとめ：先方組織との関係性

- 脆弱な普及システムを補完：SLF～LFの導入
- 3省4部局の普及員を動員→各省とも慢性的なResource不足：プロジェクトからの投入（燃料・セミナー、研修）が活動参加へのインセンティブ）
- 民活化：本来業務（日常の業務）との認識
- 4県で競争意識はあった～各県間で個別に競争を煽らない運営：一定の効果あり
- 燃料や日当、本邦研修など、3省4部局を平等にあつかう



まとめ：普及手法としてのPRRIE手法

- 比較的 low 投入で運営可能
- なお、低投入で行うとする余地があることを示した（Lean COVAMS←マダガスカルでの経験が活かした）
- 非常に強い抵抗：1年かけて説得+技協が終了するというメッセージ

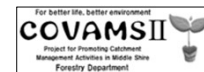


まとめ：技プロとしての建て付け

- ・ 制度化を支えるのは、最終的には「資金」
- ・ PSIPの成果を基礎
- ・ 財務分析に傾注
- ・ 地方開発計画は機能せず：「ない」ということの証明は難しい



- ・ 公的な内国資金の確保はハードルが高い
- ・ 他機関、他プロジェクトでのCOVAMS導入も、ハードルが高い
- ・ それぞれの機関、団体が、XX手法、XXアプローチを、看板にしている。方向転換することは困難
- ・ EGENCOへの働きかけ



ご清聴ありがとうございました



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